



# Western Australia State Budget

2024-25

**Budget Paper No. 2**  
Budget Statements Volume 2

**2024-25 Budget Paper** set includes:

Budget Paper No. 1 – Treasurer’s Speech

Budget Paper No. 2 – Budget Statements (Volumes 1–2)

Budget Paper No. 3 – Economic and Fiscal Outlook

Budget Overview

Reader’s Guide to the 2024-25 Budget Statements (available in digital format from [www.ourstatebudget.wa.gov.au](http://www.ourstatebudget.wa.gov.au))



# **2024-25 B U D G E T**

## **B U D G E T S T A T E M E N T S**

**Budget Paper No. 2**

**Volume 2**

**PRESENTED TO THE LEGISLATIVE ASSEMBLY  
ON 9 MAY 2024**

2024-25 Budget Statements

**(Budget Paper No. 2 Volume 2)**

© Government of Western Australia

**Acknowledgement of Country**

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures; and to Elders past and present.

Excerpts from this publication may be reproduced, with appropriate acknowledgement, as permitted under the *Copyright Act 1968*.

For further information please contact:

Department of Treasury  
Locked Bag 11 Cloisters Square WA 6850  
Telephone: +61 8 6551 2777  
Email: [info@treasury.wa.gov.au](mailto:info@treasury.wa.gov.au)  
Website: [www.ourstatebudget.wa.gov.au](http://www.ourstatebudget.wa.gov.au)

Published May 2024

ISSN 1448-2630

# 2024-25 BUDGET

## BUDGET STATEMENTS

### TABLE OF CONTENTS

	Volume	Page
<b>Chapter 1: Consolidated Account Expenditure Estimates.....</b>	1	1
<b>Chapter 2: Net Appropriation Determinations.....</b>	1	19
<b>Chapter 3: Agency Information in Support of the Estimates.....</b>	1	23
<b>PART 1</b>		
<b>PARLIAMENT</b>		
Parliament.....	1	27
Parliamentary Commissioner for Administrative Investigations .....	1	47
<b>PART 2</b>		
<b>GOVERNMENT ADMINISTRATION</b>		
Premier and Cabinet .....	1	59
Public Sector Commission .....	1	73
Governor's Establishment .....	1	82
Western Australian Electoral Commission .....	1	89
Salaries and Allowances Tribunal .....	1	98
Commissioner for Children and Young People .....	1	104
Office of the Information Commissioner .....	1	110
WorkCover WA Authority .....	1	117
Registrar, Western Australian Industrial Relations Commission .....	1	118
<b>PART 3</b>		
<b>FINANCIAL ADMINISTRATION</b>		
Treasury .....	1	127
Western Australian Treasury Corporation .....	1	145
Office of the Auditor General.....	1	152
Finance .....	1	161
Insurance Commission of Western Australia .....	1	175
<b>PART 4</b>		
<b>JOBS AND ECONOMIC DEVELOPMENT</b>		
Jobs, Tourism, Science and Innovation .....	1	193
Primary Industries and Regional Development.....	1	212
Energy, Mines, Industry Regulation and Safety .....	1	233
Gold Corporation .....	1	252
Western Australian Meat Industry Authority.....	1	260
Small Business Development Corporation.....	1	261
Rural Business Development Corporation .....	1	270
Economic Regulation Authority .....	1	277
Infrastructure WA .....	1	284
Forest Products Commission .....	1	290
Racing and Wagering Western Australia .....	1	299
Western Australian Greyhound Racing Association .....	1	300
Burswood Park Board .....	1	301

	Volume	Page
<b>PART 5</b>		
<b>HEALTH</b>		
WA Health .....	1	305
Mental Health Commission .....	1	331
Health and Disability Services Complaints Office .....	1	345
<b>PART 6</b>		
<b>EDUCATION AND TRAINING</b>		
Education .....	1	353
Training and Workforce Development.....	1	376
TAFE Colleges .....	1	394
Building and Construction Industry Training Board .....	1	396
<b>PART 7</b>		
<b>COMMUNITY SAFETY</b>		
Western Australia Police Force .....	2	405
Justice .....	2	420
State Solicitor's Office .....	2	441
Legal Aid Commission of Western Australia .....	2	448
Fire and Emergency Services .....	2	449
Office of the Director of Public Prosecutions.....	2	462
Corruption and Crime Commission .....	2	471
Chemistry Centre (WA) .....	2	479
Office of the Inspector of Custodial Services .....	2	488
Parliamentary Inspector of the Corruption and Crime Commission .....	2	494
<b>PART 8</b>		
<b>COMMUNITY SERVICES</b>		
Communities .....	2	503
Keystart Housing Scheme Trust .....	2	530
Local Government, Sport and Cultural Industries .....	2	531
Western Australian Sports Centre Trust .....	2	558
Western Australian Institute of Sport.....	2	567
Lotteries Commission.....	2	568
Metropolitan Cemeteries Board .....	2	569
<b>PART 9</b>		
<b>TRANSPORT</b>		
Transport.....	2	575
Commissioner of Main Roads .....	2	593
Public Transport Authority of Western Australia .....	2	610
Provision for METRONET Projects Under Development .....	2	624
Fremantle Port Authority .....	2	625
Kimberley Ports Authority.....	2	634
Mid West Ports Authority.....	2	642
Pilbara Ports Authority .....	2	651
Southern Ports Authority .....	2	660
<b>PART 10</b>		
<b>ENVIRONMENT</b>		
Water and Environmental Regulation .....	2	673
Biodiversity, Conservation and Attractions.....	2	695

	<b>Volume</b>	<b>Page</b>
<b>PART 11</b>		
<b>PLANNING AND LAND USE</b>		
Planning, Lands and Heritage .....	2	717
Western Australian Planning Commission .....	2	734
Western Australian Land Information Authority (Landgate) .....	2	743
DevelopmentWA .....	2	754
Heritage Council of Western Australia .....	2	763
National Trust of Australia (WA).....	2	768
 <b>PART 12</b>		
<b>UTILITIES</b>		
Synergy .....	2	777
Western Power.....	2	785
Horizon Power.....	2	796
Water Corporation .....	2	807
Bunbury Water Corporation .....	2	817
Busselton Water Corporation .....	2	825





## **CHAPTER 3**

---

# **AGENCY INFORMATION IN SUPPORT OF THE ESTIMATES**

## **Part 7 – 12**

---

Further information pertaining to the 2024-25 Budget Statements can be found in the associated Reader's Guide to the Budget Statements which can be accessed at the Western Australian State Budget website: <https://ourstatebudget.wa.gov.au>.



## Part 7

### Community Safety

#### Introduction

The Community Safety portfolio delivers services to ensure a safe and secure community. This includes metropolitan, regional, remote and specialist policing services, road safety awareness, a fair and just legal system, corrective services, and a timely and effective response to emergency management.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
<b>Western Australia Police Force</b>		
– Total Cost of Services .....	1,927,890	1,983,943
– Asset Investment Program .....	103,121	126,100
<b>Justice</b>		
– Total Cost of Services .....	2,030,816	2,040,077
– Asset Investment Program .....	89,169	137,798
<b>State Solicitor's Office</b>		
– Total Cost of Services .....	65,036	64,441
<b>Legal Aid Commission of Western Australia</b>		
– Asset Investment Program .....	3,119	2,480
<b>Fire and Emergency Services</b>		
– Total Cost of Services .....	595,438	596,120
– Asset Investment Program .....	55,179	79,828
<b>Office of the Director of Public Prosecutions</b>		
– Total Cost of Services .....	69,460	78,507
– Asset Investment Program .....	3,220	8,935

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Corruption and Crime Commission		
– Total Cost of Services .....	32,595	34,227
– Asset Investment Program .....	1,515	1,300
Chemistry Centre (WA)		
– Total Cost of Services .....	35,733	36,964
– Asset Investment Program .....	6,013	4,179
Office of the Inspector of Custodial Services		
– Total Cost of Services .....	3,907	4,016
Parliamentary Inspector of the Corruption and Crime Commission		
– Total Cost of Services .....	895	953

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Police; Corrective Services; Racing and Gaming; Defence Industry; Veterans Issues	Western Australia Police Force	<ol style="list-style-type: none"> <li>1. Metropolitan Policing Services</li> <li>2. Regional and Remote Policing Services</li> <li>3. Specialist Policing Services</li> <li>4. Road Safety Commission</li> </ol>
Minister for Mines and Petroleum; Ports; Road Safety; Minister Assisting the Minister for Transport		
Attorney General; Minister for Electoral Affairs	Justice	<ol style="list-style-type: none"> <li>1. Court and Tribunal Services</li> <li>2. Advocacy, Guardianship and Administration Services</li> <li>3. Trustee Services</li> <li>4. Births, Deaths and Marriages</li> <li>5. Services to Government</li> <li>6. Equal Opportunity Commission Services</li> <li>7. Legal Assistance</li> </ol>
Minister for Police; Corrective Services; Racing and Gaming; Defence Industry; Veterans Issues	Justice	<ol style="list-style-type: none"> <li>8. Adult Corrective Services</li> <li>9. Youth Justice Services</li> </ol>
Attorney General; Minister for Electoral Affairs	State Solicitor's Office	1. Legal Services to Government
	Legal Aid Commission of Western Australia	n.a.
Minister for Emergency Services; Innovation and the Digital Economy; Science; Medical Research; Minister Assisting the Minister for State and Industry Development, Jobs and Trade	Fire and Emergency Services	<ol style="list-style-type: none"> <li>1. Community Awareness, Education and Information Services</li> <li>2. Health, Safety, Wellbeing and Training Services</li> <li>3. Delivery of Frontline Services Before, During and After Incidents</li> </ol>
Attorney General; Minister for Electoral Affairs	Office of the Director of Public Prosecutions	<ol style="list-style-type: none"> <li>1. Criminal Prosecutions</li> <li>2. Confiscation of Assets</li> </ol>
	Corruption and Crime Commission	<ol style="list-style-type: none"> <li>1. Assessing All Allegations of Serious Misconduct Received</li> <li>2. Investigating Allegations of Serious Misconduct</li> <li>3. Investigating Unexplained Wealth Referrals</li> </ol>
Minister for Emergency Services; Innovation and the Digital Economy; Science; Medical Research; Minister Assisting the Minister for State and Industry Development, Jobs and Trade	Chemistry Centre (WA)	<ol style="list-style-type: none"> <li>1. Research and Innovation</li> <li>2. Commercial and Scientific Information and Advice</li> <li>3. Emergency Response Management</li> </ol>
Minister for Police; Corrective Services; Racing and Gaming; Defence Industry; Veterans Issues	Office of the Inspector of Custodial Services	1. Inspection and Review of Custodial Services
Attorney General; Minister for Electoral Affairs	Parliamentary Inspector of the Corruption and Crime Commission	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations



**Appropriations, Expenses and Cash Assets**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 66 Net amount appropriated to deliver services .....	1,621,812	1,607,290	1,658,806	<b>1,728,376</b>	1,752,214	1,789,839	1,830,789
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	4,661	4,682	4,682	<b>4,799</b>	4,943	5,067	5,193
Total appropriations provided to deliver services .....	1,626,473	1,611,972	1,663,488	<b>1,733,175</b>	1,757,157	1,794,906	1,835,982
<b>ADMINISTERED TRANSACTIONS</b>							
Item 67 Amount provided for Administered Grants, Subsidies and Other Transfer Payments <sup>(a)</sup> .....	1,000	500	20,246	<b>20,000</b>	-	-	-
<b>CAPITAL</b>							
Item 143 Capital Appropriation .....	75,329	140,475	84,072	<b>130,716</b>	96,555	98,792	59,861
<b>TOTAL APPROPRIATIONS</b> .....	<b>1,702,802</b>	<b>1,752,947</b>	<b>1,767,806</b>	<b>1,883,891</b>	<b>1,853,712</b>	<b>1,893,698</b>	<b>1,895,843</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,778,249	1,892,883	1,927,890	<b>1,983,943</b>	1,989,609	2,012,983	2,056,154
Net Cost of Services <sup>(b)</sup> .....	1,594,592	1,731,708	1,750,782	<b>1,808,433</b>	1,814,278	1,835,028	1,875,545
Adjusted Total Cost of Services <sup>(c)</sup> .....	1,737,631	1,834,665	1,865,446	<b>1,915,382</b>	1,920,533	1,943,468	1,986,026
<b>CASH ASSETS</b> <sup>(d)</sup> .....	<b>205,128</b>	<b>96,284</b>	<b>149,078</b>	<b>139,274</b>	<b>134,798</b>	<b>132,917</b>	<b>84,051</b>

(a) Funding provided for firearms buyback schemes in support of the Firearms Reform Program.

(b) Represents Total Cost of Services (expenses) less retained revenues applied to Western Australia Police Force'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) Adjusted Total Cost of Services excludes Road Trauma Trust Account grants for road safety initiatives delivered by other entities. These grants are considered on an annual basis and contribute to the variability in the Total Cost of Services recorded year-to-year. Further detail is provided in the Total Cost of Services – Reconciliation Table.

(d) As at 30 June each financial year.

<sup>1</sup> 'Western Australia Police Force' includes persons appointed to the Police Force under Part I of the *Police Act 1892* and employees of the Police Service, which is the agency principally assisting the Minister for Police in the administration of the *Police Act 1892*. For the purposes of the 2023-24 Budget, Budget Paper No. 2 references to Western Australia Police Force are interchangeable with references to Western Australia Police in the Appropriation Bills.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Western Australia Police Force's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Expansion of Community Liaison Officers .....	-	1,628	1,473	1,511	1,549
Forensic Register .....	-	1,038	1,090	1,145	1,201
Road Trauma Trust Account - Office of the Auditor General Implementation.....	-	403	-	-	-
Technology Program .....	-	10,812	3,147	3,601	3,873
Western Australian Public Sector Learning Initiative .....	-	-	(248)	(469)	(537)
<b>Ongoing Initiatives</b>					
Criminal Property Confiscation Fund .....	3,000	6,000	-	-	-
Election Commitment - Criminal Law (Mental Impairment) Reforms .....	-	251	250	258	264
Firearms Reform Program					
Firearms Licensing and Registry System .....	-	745	745	675	675
Resourcing .....	2,430	3,439	4,498	-	-
Gold Stealing Detection Unit .....	-	149	153	-	-
Leavers WA .....	774	2,202	2,237	2,294	2,352
Living Safe Together Intervention Program .....	381	353	-	-	-
Operation Regional Shield .....	-	11,700	11,700	-	-
Police and Community Youth Centres SafeSPACE Programs .....	2,300	2,300	-	-	-
Road Trauma Trust Account					
Alcohol Interlock Scheme - Treatment Services .....	-	163	-	-	-
Demerit Points Processing .....	-	216	356	491	629
Infringement Management Reform Program <sup>(a)</sup>					
Road Safety Commission .....	-	(5,035)	(5,133)	(5,333)	(5,466)
Western Australia Police Force .....	-	(6,121)	(5,834)	(5,545)	(5,254)
Department of Transport .....	-	13,196	13,571	13,934	14,282
Impaired Driving Detection (Alcohol and Drug) .....	-	779	928	1,083	1,242
Road Safety Cameras .....	-	2,105	1,846	1,037	1,068
Road Trauma Support Service .....	-	85	256	305	356
RoadWise .....	-	99	184	259	335
School Zones and Crossings .....	-	2,500	2,500	2,500	2,500
Special Plates Fund .....	-	1,000	-	-	-
<b>Other</b>					
2024-25 Tariffs, Fees and Charges .....	-	1,853	1,897	1,940	2,763
2027 World Police and Fire Games Hosting Rights <sup>(b)</sup> .....	-	-	-	-	-
Family Law Information Sharing - Federation Funding Agreement .....	348	345	-	-	-
Government Office Accommodation .....	(270)	(419)	(410)	(400)	(226)
Government Regional Officer Housing .....	1,387	6,076	6,173	6,072	7,071
Non-Government Human Services Sector Indexation .....	11	19	24	22	64
Public Sector Wages Policy .....	7,328	4,035	4,140	4,231	4,231
RiskCover Fund Insurance Premiums .....	-	1,909	-	-	-
Western Australia Marine Amendment Bill 2023 .....	105	18	-	-	-

(a) Reflects operating costs related to the new service delivery model for infringement management and camera operations. As part of the reforms, camera operations will remain with the Western Australia Police Force, with the infringement processing function transferring to the Department of Transport.

(b) Commercial-in-confidence.

## Significant Issues Impacting the Agency

### Safe, Strong and Fair Communities

#### Demand for Police Services

1. Western Australia's growing population is contributing to demand for police services, particularly in relation to family violence, assault, sexual assault, persons at risk and youth offending.
2. Increases in investigative and prosecutorial work for police in relation to various types of offending are compounded by the increasingly necessary reliance on forensic evidence, the need to ingest and manage growing volumes of digital evidence, and complexities being addressed through law reform.
3. Community trust in police is built through routine police activities and crisis response. The Western Australia Police Force will continue to focus on the policing fundamentals to support community safety.



*Workforce*

4. The Western Australia Police Force is committed to ensuring police officers (including Police Auxiliary Officers and Aboriginal Police Liaison Officers) and police staff are supported, capable and passionate about policing.
5. Officer safety in challenging contexts is imperative. Safety standards, equipment provision, and health and welfare services continue to be a focus of ongoing improvement for the Western Australia Police Force.
6. The Western Australia Police Force is committed to recruiting in line with its values of duty, teamwork, integrity and care as reflected in the Code of Conduct. The Western Australian Police Academy is training an increased number of recruits so that frontline strength can be increased.
7. Workforce processes are being adjusted so that the Western Australia Police Force can support community safety now and in the future. Administrative streamlining through process improvement and automation is being progressed so that officer and staff effort can be deployed more directly in support of community safety.

*Technology and Facilities*

8. The Western Australia Police Force's early adoption of improving technologies is helping delivery of policing fundamentals in support of community safety.
9. Streamlined communications, especially with partner agencies, can reduce avoidable delays in getting appropriate support to people in need. The recent consolidation of the State Operations Command Centre with the Police Operations Centre is another step to optimise response. The Western Australia Police Force intends to extend its collaboration with partner agencies to ensure the appropriate response to a call for help is determined at the first point of call.
10. Further air fleet innovation offers the Western Australia Police Force the potential to gain faster situational awareness and deployment, in support of officer and community safety. This includes leading a national approach with law enforcement agencies to introduce advanced drone capabilities into police operations.
11. Technological innovations help police to identify, locate and associate suspects and persons at risk. These capabilities have been brought to bear on offenders involved in multiple crimes, particularly burglary and stealing of motor vehicle. The Western Australia Police Force is enhancing its prosecution framework and technologies to keep pace with this investigative throughput.
12. The Western Australia Police Force is focused on building new and refurbishing existing police stations and support facilities to meet increasing demand with the building of the Baldivis and Forrestfield Police Stations, Fremantle District Police Complex, Kimberley District Support Facility, and completion of the Armadale Police and Justice Complex as recent examples.

*Firearms Reform*

13. The Western Australia Police Force is continuing to deliver the Firearms Reform Program which will strengthen controls and procedures relating to firearms ownership and enhance community safety. The reforms include a significant rewrite of the State's 50 year old legislation, including the imposition of stricter licensing and storage requirements, compulsory training and health checks, as well as mandatory disqualifying offences.

**Road Safety***Effective Enforcement*

14. Advancements in road safety technology have created opportunities to address unsafe driving behaviours, including driver distraction and a failure to correctly wear seatbelts. Trials on Western Australia's roads and experience from other Australian jurisdictions demonstrate that investment in safety camera technology will influence positive driver behaviour. The latest road safety camera technology, paired with powerful data analytics, will enable targeted and effective enforcement focused on improved road safety outcomes. The Government has committed an additional \$6.1 million over the forward estimates period to include additional Smart Freeway camera sites on the Mitchell Freeway.

**Data**

15. Crashes occur due to a range of complex factors and we need to continue improving our understanding of these factors, as well as driver attitudes and behaviour, in order to target effective change and reduce road trauma. The Road Safety Commission continues to progress capturing quality data to inform new and more effective policies and programs. The Road Safety Commission is developing inter-agency arrangements and supporting intergovernmental agreements to improve the collection, consistency and sharing of important road safety data.

**Administrative Improvements**

16. Substantial progress has been made in 2023-24 in response to the findings and recommendations of the Auditor General’s 2023 report into the administration of the Road Trauma Trust Account (RTTA). The amount of \$403,000 has been provided to enable the Road Safety Commission to implement further improvements to the administration of the RTTA that address the findings of the Auditor General’s performance audit.

**Revenue**

17. Infringement revenue continues to trend above budgeted expectations and accordingly the revenue projection for the RTTA has been increased by a total of \$40 million over the period 2023-24 to 2027-28, which has also been factored into planned expenditure. Preliminary analysis indicates a steady increase over recent years in the rate of speeding offences, which is consistent with the experience of several other Australian jurisdictions, however further investigation is required to identify the underlying factors for this trend.

**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 Western Australia Police Force’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.	Contribute to community safety and security.	1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services
	Improve coordination and community awareness of road safety in Western Australia.	4. Road Safety Commission

**Service Summary**

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Metropolitan Policing Services.....	605,537	631,431	638,204	665,223	671,872	681,793	696,792
2. Regional and Remote Policing Services.....	509,954	548,126	555,584	560,503	565,403	573,275	586,581
3. Specialist Policing Services.....	598,287	619,386	641,453	657,570	653,767	659,728	673,836
4. Road Safety Commission.....	64,471	93,940	92,649	100,647	98,567	98,187	98,945
<b>Total Cost of Services.....</b>	<b>1,778,249</b>	<b>1,892,883</b>	<b>1,927,890</b>	<b>1,983,943</b>	<b>1,989,609</b>	<b>2,012,983</b>	<b>2,056,154</b>

**Total Cost of Services - Reconciliation Table**

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>Total Cost of Service</b> .....	<b>1,778,249</b>	<b>1,892,883</b>	<b>1,927,890</b>	<b>1,983,943</b>	<b>1,989,609</b>	<b>2,012,983</b>	<b>2,056,154</b>
Less: RTTA Grants to Other Entities <sup>(a)</sup> .....	40,618	58,218	62,444	68,561	69,076	69,515	70,128
<b>Adjusted Total Cost of Services</b> .....	<b>1,737,631</b>	<b>1,834,665</b>	<b>1,865,446</b>	<b>1,915,382</b>	<b>1,920,533</b>	<b>1,943,468</b>	<b>1,986,026</b>

(a) The Western Australia Police Force distributes RTTA grants to other government agencies, local government and non-government organisations. These grants are included in Service 4 in the Service Summary table.

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

	2022-23	2023-24	2023-24	2024-25	
	Actual	Budget	Estimated Actual	Budget Target	Note
<b>Outcome: Contribute to community safety and security:</b>					
Rate of offences against the person (excluding family violence-related offences) per 100,000 people .....	960.5	810	975.8	810	1
Rate of offences against property (excluding family violence-related offences) per 100,000 people .....	4,607.4	6,200	4,440	6,200	2
Percentage of sworn police officer hours available for frontline policing duties .....	69.1%	75%	69.4%	75%	3
Percentage of priority one and two incidents in the metropolitan area responded to within 12 minutes .....	87.5%	80%	86%	80%	
Percentage of priority three incidents in the metropolitan area responded to within 60 minutes .....	86.7%	80%	84.7%	80%	
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within seven days.....	76.6%	75%	77.8%	75%	
Percentage of offences against the person investigations finalised within 60 days .....	90%	85%	90.7%	85%	
Percentage of offences against property investigations finalised within 30 days .....	88.8%	90%	89.3%	90%	
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences .....	99%	90%	98.8%	90%	
The percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police .....	80.6%	82%	76.4%	82%	4
The percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.....	79.5%	85%	69.6%	85%	5
<b>Outcome: Improve coordination and community awareness of road safety in Western Australia:</b>					
Effectiveness of road safety awareness campaigns .....	79%	70%	81%	70%	6

(a) Further detail in support of the key effectiveness indicators is provided in Western Australia Police Force's Annual Report.

## Explanation of Significant Movements

(Notes)

1. The increase in the 2023-24 Estimated Actual compared with the 2023-24 Budget is mainly due to an upward trend in the rate per 100,000 of assault (non-family) offences. The rate per 100,000 of threatening behaviour (non-family) has also increased. Demand for police is increasing. Factors contributing to offending are understood to include cost of living pressures (including housing pressures), alcohol and substance abuse, and mental health. The Western Australia Police Force will continue to focus on the policing fundamentals to support community safety. This includes the use of technology such as body worn cameras to continue to improve investigative response to violent incidents.
2. The decrease in the 2023-24 Estimated Actual relative to the 2023-24 Budget is mainly due to a long-term decline in the rate per 100,000 people of stealing and burglary offences. The Western Australia Police Force has put effort into sustaining the suppression of offences against property observed during periods of the COVID-19 pandemic emergency measures. The Rapid Apprehension Squad and Regional Operations Group work with Rapid High Harm Offender Response across the Perth metropolitan region. This provides a dynamic capability to respond to prolific, high harm offenders who often cross district boundaries, preventing crime through the earliest apprehension of active recidivist offenders, reducing longer term crime sprees by individuals and/or groups.
3. The reduction in the 2023-24 Estimated Actual compared with the 2023-24 Budget has been caused in part by long-term increases in the baseline hours associated with recruits, whilst hours available for frontline duties has remained comparatively steady. The indicator is calculated as the number of hours available for frontline duties divided by baseline hours, expressed as a percentage. The Western Australia Police Force has invested significantly in the recruitment of new officers, with a sustained high volume of recruits throughout 2023-24. Extra staff have been diverted to support the development of recruits into competent frontline constables. Recruits and training staff are allocated to non-frontline units and therefore not included in frontline hours but contribute to baseline hours.
4. The 2023-24 Estimated Actual is not comparable to results from prior years due to a change in methodology of the National Survey of Community Satisfaction with Policing which caused a break in the time series. Budget estimates in prior years have been based on a full 12 months of sampling, however, due to the time series break, the 2023-24 Estimated Actual is based on a smaller sample (588 people) from the first two quarters of 2023-24 only, which represents half of the expected sample size at the completion of 2023-24. The estimate should be interpreted with caution. From the start of 2023-24, data collection for the survey changed from 100% phone interviews to a mix of phone interviews and online self-completed surveys. As a result, estimates of community satisfaction with the service received during their most recent contact with police are lower than the previous method. All jurisdictions and the national result have been affected by this change to varying degrees.
5. The 2023-24 Estimated Actual is not comparable to results from prior years due to the change in methodology of the National Survey of Community Satisfaction with Policing described above. The 2023-24 Estimated Actual is based on a smaller sample (1,015 people) from the first two quarters of 2023-24 only which represents half of the expected sample size at the completion of 2023-24, and as such should be interpreted with caution.
6. The increase in the 2023-24 Estimated Actual compared with the 2023-24 Budget is due to the continued increased awareness of the Road Safety Commission's education campaigns.

## Services and Key Efficiency Indicators

### 1. Metropolitan Policing Services

General policing services provided by districts within the Perth metropolitan region including crime prevention, maintaining public order and responding to and investigating criminal and general incidents.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	605,537	631,431	638,204	665,223	
Less Income .....	10,385	12,313	11,057	11,527	
Net Cost of Service .....	595,152	619,118	627,147	653,696	
<b>Employees (Full-Time Equivalents) .....</b>	<b>3,700</b>	<b>3,827</b>	<b>3,674</b>	<b>3,972</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost of metropolitan policing services per person in the Perth metropolitan area .....	\$272	\$278	\$277	\$284	

### Explanation of Significant Movements

(Notes)

- The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target relates to targeted recruitment to return to authorised strength, proportionate to this service.

### 2. Regional and Remote Policing Services

General policing services provided by districts within regional Western Australia including crime prevention, maintaining public order and responding to and investigating criminal and general incidents.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	509,954	548,126	555,584	560,503	
Less Income .....	13,838	15,770	14,733	15,360	
Net Cost of Service .....	496,116	532,356	540,851	545,143	
<b>Employees (Full-Time Equivalents) .....</b>	<b>2,247</b>	<b>2,299</b>	<b>2,240</b>	<b>2,407</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost of regional and remote policing services per person in regional Western Australia .....	\$906	\$984	\$960	\$957	

### Explanation of Significant Movements

(Notes)

- The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target relates to targeted recruitment to return to authorised strength, proportionate to this service.

### 3. Specialist Policing Services

Specialist policing services include major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, counter terrorism and emergency response.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	598,287	619,386	641,453	657,570	
Less Income .....	33,484	29,356	35,650	37,166	
Net Cost of Service .....	564,803	590,030	605,803	620,404	
<b>Employees (Full-Time Equivalents) .....</b>	<b>3,142</b>	<b>3,216</b>	<b>3,369</b>	<b>3,557</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost of specialist services per person in Western Australia .....	\$215	\$219	\$223	\$225	

#### Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target relates to targeted recruitment to return to authorised strength, proportionate to this service.

### 4. Road Safety Commission

The objective of this program is to improve coordination and community awareness of road safety in Western Australia.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	64,471	93,940	92,649	100,647	1
Less Income .....	125,950	103,736	115,668	111,457	2
Net Cost of Service .....	(61,479)	(9,796)	(23,019)	(10,810)	
<b>Employees (Full-Time Equivalents) .....</b>	<b>48</b>	<b>56</b>	<b>42</b>	<b>47</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Percentage of Road Safety Commission projects completed on time .....	100%	90%	93%	90%	
Percentage of Road Safety Commission projects completed on budget .....	95%	95%	100%	95%	

#### Explanation of Significant Movements

(Notes)

1. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget mainly reflects operating costs related to the new service delivery model for infringement management and camera operations.
2. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget is due to upward trend in speeding and red-light related infringements.
3. The decrease in the 2024-25 Budget Target compared to the 2023-24 Budget is due to the reduction in project staff for the Infringement Management Reform Program.

## Asset Investment Program

1. The Western Australia Police Force has a diverse range of asset classes used to support police officers in the delivery of policing services across the State. New capital investment in the 2024-25 Budget largely focuses the renewal of the aged ICT platforms and applications to current technology.

### Technology Program 2024-25

2. In the 2024-25 Budget, \$16.5 million from the Digital Capability Fund will be invested (\$8.25 million in investing and \$8.25 million in capital expense) in 2024-25 to support the ongoing modernisation of critical police ICT systems. A further \$13.4 million has been provided for operating costs from 2024-25 to 2027-28.

### Firearms Reform Program - Firearms Licensing and Registry System

3. To support the ongoing delivery of the Firearms Reform Program, \$11.4 million will be invested over 2024-25 and 2025-26 from the Digital Capability Fund, to rebuild the State's firearms licensing and registry system.

### Heating, Ventilation and Air-Conditioning Works

4. An additional \$7.2 million will be provided from the Asset Maintenance Fund for the replacement of heating, ventilation and air-conditioning systems, and associated building improvements, to maintain operations at the Cannington Police Complex and Hillarys Police Station.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Fleet and Equipment							
Aircraft Fleet and Safety Case Trials .....	250	29	29	151	70	-	-
Election Commitment - Mobile State Operations Command Centre (Vehicles).....	3,349	1,607	1,607	1,742	-	-	-
Helicopter Replacement .....	46,553	41,686	16,272	2,181	1,419	1,267	-
ICT and Radio Infrastructure							
Emergency Services Radio Network .....	47,022	29,436	11,036	17,586	-	-	-
National Criminal Intelligence System .....	9,513	7,133	1,580	2,380	-	-	-
Land and Buildings Infrastructure							
950 Police Officer Infrastructure Program - Planning and Accommodation Refits .....	2,717	567	230	1,550	600	-	-
Armadale Courthouse and Police Complex .....	83,694	83,318	10,405	299	77	-	-
Election Commitment - Baldivis Police Station .....	26,692	6,674	5,912	16,356	3,662	-	-
Election Commitment - Forrestfield Police Station.....	27,196	8,454	5,972	16,671	2,071	-	-
Fremantle District Police Complex.....	99,197	7,443	4,686	16,855	32,237	40,747	1,915
Kimberley District Support Facility .....	30,443	2,149	2,149	11,817	14,143	2,334	-
Kununurra Police Station Alterations .....	1,220	1,029	850	191	-	-	-
Mandurah District Complex .....	851	43	43	808	-	-	-
Multifunctional Policing Facilities - Heating Ventilation and Airconditioning (HVAC) Replacement Tranche 3.....	9,006	6,333	2,176	2,373	300	-	-
<b>COMPLETED WORKS</b>							
Fleet and Equipment							
Asset Equipment Management Program 2022-2024 .....	28,390	28,390	6,560	-	-	-	-
Election Commitment - Meth Border Force.....	5,164	5,164	215	-	-	-	-
ICT and Radio Infrastructure							
Forensic Register.....	871	871	871	-	-	-	-
ICT Optimisation Program 2022-2024 .....	4,572	4,572	2,333	-	-	-	-
ICT Transformation Program .....	23,610	23,610	5,716	-	-	-	-
Police Compensation ICT System .....	882	882	882	-	-	-	-
Police Radio Network - Commonwealth Legislated							
Radio Frequency Change .....	11,054	11,054	147	-	-	-	-
Technology Improvement Program.....	12,500	12,500	12,500	-	-	-	-
Land and Buildings Infrastructure							
Custodial Facilities Upgrade Program 2022-2024 .....	7,877	7,877	2,052	-	-	-	-
Multifunctional Policing Facilities							
HVAC Replacement Tranche 1 .....	11,312	11,312	4	-	-	-	-
HVAC Replacement Tranche 2.....	6,581	6,581	1,387	-	-	-	-
Office Space and Child-Friendly Interview Rooms in Remote Western Australia (Commonwealth).....							
	3,628	3,628	1,242	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Optus Stadium Deployment Centre .....	744	744	149	-	-	-	-
Police Station Upgrade Program 2022-2024 .....	9,026	9,026	4,322	-	-	-	-
Westralia Square Accommodation.....	4,604	4,604	594	-	-	-	-
Road Trauma Trust Account - Breath and Drug Bus Replacement 2021-2023 .....	1,200	1,200	1,200	-	-	-	-
<b>NEW WORKS</b>							
Fleet and Equipment - Asset Equipment Management Program 2024-2028.....	32,086	-	-	8,470	8,325	8,091	7,200
ICT and Radio Infrastructure							
Firearms Act Reform Program - Firearms Licensing and Registry System.....	11,407	-	-	6,696	4,711	-	-
ICT Optimisation Program 2024-2028 .....	23,800	-	-	2,800	7,000	7,000	7,000
Technology Program 2024-25 .....	8,254	-	-	8,254	-	-	-
Land and Buildings Infrastructure							
Cannington District Police Complex.....	6,800	-	-	700	3,000	3,100	-
Hillarys Police Station .....	435	-	-	400	35	-	-
Police Facilities Upgrade Program 2024-2028 .....	31,287	-	-	7,820	7,820	7,820	7,827
<b>Total Cost of Asset Investment Program .....</b>	<b>633,787</b>	<b>327,916</b>	<b>103,121</b>	<b>126,100</b>	<b>85,470</b>	<b>70,359</b>	<b>23,942</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			35,611	81,443	46,767	48,567	9,742
Commonwealth Grants.....			1,580	2,380	-	-	-
Funding included in Department of Treasury - Administered Item.....			2,149	11,817	14,143	2,334	-
Holding Account .....			12,661	13,451	16,744	16,358	14,200
Internal Funds and Balances.....			37,342	151	70	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....			43	1,908	3,035	3,100	-
Digital Capability Fund.....			12,500	14,950	4,711	-	-
Royalties for Regions Fund .....			1,235	-	-	-	-
<b>Total Funding.....</b>			<b>103,121</b>	<b>126,100</b>	<b>85,470</b>	<b>70,359</b>	<b>23,942</b>

## Financial Statements

### Income Statement

#### Expenses

1. The increase in the Total Cost of Services from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly attributable to the public sector wages policy and additional recruits via the 950 Police Officer Program in 2023-24.

### Statement of Financial Position

2. Total assets are increasing over the forward estimates period, reflecting an increase in Holding Account receivables and the purchase of fixed assets under the approved Asset Investment Program (offset by depreciation).
3. The decrease in the Total Liabilities from the 2027-28 Outyear relative to the 2026-27 Outyear is mainly due to the provision for the 27<sup>th</sup> pay which is due for payment in 2027-28.

### Statement of Cashflows

4. The forecast increase in cash held between the 2023-24 Estimated Actual relative to the 2023-24 Budget relates mostly to increased balances held in the RTTA restricted cash account and carry overs of unexpended funds for the Asset Investment Program.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	1,268,663	1,352,901	1,356,771	1,412,241	1,452,551	1,477,417	1,516,568
Grants and subsidies (c) .....	48,742	67,257	76,674	82,043	77,312	77,681	77,866
Supplies and services .....	217,460	220,797	239,731	230,449	201,162	198,282	200,306
Accommodation .....	58,318	58,869	58,999	59,108	56,180	56,657	57,300
Depreciation and amortisation .....	113,806	113,882	113,887	123,161	125,951	126,269	126,580
Finance and interest costs .....	2,834	3,571	4,294	4,548	4,172	3,777	3,821
Other expenses .....	68,426	75,606	77,534	72,393	72,281	72,900	73,713
<b>TOTAL COST OF SERVICES .....</b>	<b>1,778,249</b>	<b>1,892,883</b>	<b>1,927,890</b>	<b>1,983,943</b>	<b>1,989,609</b>	<b>2,012,983</b>	<b>2,056,154</b>
<b>Income</b>							
Sale of goods and services .....	363	497	802	649	496	496	496
Regulatory fees and fines .....	23,520	27,267	28,047	29,982	30,733	31,501	32,287
Grants and subsidies .....	4,926	1,258	3,500	4,302	510	510	510
Other revenue .....	31,492	28,817	29,491	29,620	30,856	30,946	31,048
RTTA Revenue (Service Delivery Agreement) .....	123,356	103,336	115,268	110,957	112,736	114,502	116,268
<b>Total Income .....</b>	<b>183,657</b>	<b>161,175</b>	<b>177,108</b>	<b>175,510</b>	<b>175,331</b>	<b>177,955</b>	<b>180,609</b>
<b>NET COST OF SERVICES .....</b>	<b>1,594,592</b>	<b>1,731,708</b>	<b>1,750,782</b>	<b>1,808,433</b>	<b>1,814,278</b>	<b>1,835,028</b>	<b>1,875,545</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,626,473	1,611,972	1,663,488	1,733,175	1,757,157	1,794,906	1,835,982
Resources received free of charge .....	5,611	4,264	4,264	4,264	4,264	4,264	4,264
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	43	1,908	3,035	3,100	-
Royalties for Regions Fund							
Regional Community Services Fund .....	15,593	30,442	31,663	32,868	30,973	19,325	19,325
Other appropriations .....	-	42,951	-	-	-	-	-
Other revenues .....	13,608	9,213	13,233	12,153	6,161	6,173	6,174
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>1,661,285</b>	<b>1,698,842</b>	<b>1,712,691</b>	<b>1,784,368</b>	<b>1,801,590</b>	<b>1,827,768</b>	<b>1,865,745</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>66,693</b>	<b>(32,866)</b>	<b>(38,091)</b>	<b>(24,065)</b>	<b>(12,688)</b>	<b>(7,260)</b>	<b>(9,800)</b>

(a) Full audited financial statements are published in Western Australia Police Force's Annual Report.

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 9,137, 9,325 and 9,983 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Community Safety and Crime Prevention							
Partnership Fund .....	474	1,250	1,709	1,721	1,748	1,678	1,250
Election Commitment - Police and Community							
Youth Centres (PCYC) - Sustainability							
Funding.....	4,455	4,544	4,544	4,634	4,634	4,634	4,634
Emergency Services Radio Network .....	-	434	434	333	-	-	-
Other Grants.....	9	-	-	-	-	-	-
PCYC							
Kununurra.....	470	949	1,419	957	-	-	-
Maintenance and Upgrades.....	1,325	-	1,150	-	-	-	-
SafeSPACE Programs.....	-	-	2,300	2,300	-	-	-
Road Safety Initiatives							
Government Organisations .....	37,409	54,870	59,038	64,947	65,325	65,640	66,126
Non-Government Organisations .....	3,209	3,348	3,406	3,614	3,751	3,875	4,002
Special Plates Fund .....	791	1,862	2,674	3,537	1,854	1,854	1,854
St Francis Xavier Church (Armadale).....	600	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>48,742</b>	<b>67,257</b>	<b>76,674</b>	<b>82,043</b>	<b>77,312</b>	<b>77,681</b>	<b>77,866</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	52,842	3,077	16,953	15,882	15,012	14,306	14,023
Restricted cash.....	28,269	4,780	10,231	8,270	8,170	51,684	7,970
Restricted cash (RTTA).....	94,596	56,549	89,143	79,041	72,205	66,927	62,058
Holding Account receivables.....	20,921	10,000	13,451	16,744	16,358	14,200	14,200
Receivables.....	15,523	14,270	15,523	15,523	15,523	15,523	15,523
Other.....	15,967	13,775	15,967	15,967	15,967	15,967	15,967
Assets held for sale.....	2,057	2,098	2,057	2,057	2,057	2,057	2,057
<b>Total current assets.....</b>	<b>230,175</b>	<b>104,549</b>	<b>163,325</b>	<b>153,484</b>	<b>145,292</b>	<b>180,664</b>	<b>131,798</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	862,073	965,710	970,764	1,080,860	1,195,625	1,312,739	1,425,100
Property, plant and equipment.....	1,324,420	1,253,081	1,350,538	1,385,839	1,395,111	1,387,562	1,344,476
Intangibles.....	58,475	75,692	75,555	87,803	88,161	83,808	79,455
Restricted cash.....	29,421	31,878	32,751	36,081	39,411	-	-
<b>Total non-current assets.....</b>	<b>2,274,389</b>	<b>2,326,361</b>	<b>2,429,608</b>	<b>2,590,583</b>	<b>2,718,308</b>	<b>2,784,109</b>	<b>2,849,031</b>
<b>TOTAL ASSETS.....</b>	<b>2,504,564</b>	<b>2,430,910</b>	<b>2,592,933</b>	<b>2,744,067</b>	<b>2,863,600</b>	<b>2,964,773</b>	<b>2,980,829</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	239,291	250,732	244,925	252,826	262,220	271,487	227,873
Payables.....	8,417	4,076	8,417	8,417	8,417	8,417	8,417
Borrowings and leases.....	36,586	34,098	42,879	41,442	44,050	41,281	41,810
Other.....	21,854	22,881	21,854	21,854	21,854	21,854	21,854
<b>Total current liabilities.....</b>	<b>306,148</b>	<b>311,787</b>	<b>318,075</b>	<b>324,539</b>	<b>336,541</b>	<b>343,039</b>	<b>299,954</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	79,178	87,443	79,178	79,178	79,178	79,178	79,178
Borrowings and leases.....	45,573	40,634	45,357	42,114	40,688	38,100	43,511
Other.....	196	1,357	196	196	196	196	196
<b>Total non-current liabilities.....</b>	<b>124,947</b>	<b>129,434</b>	<b>124,731</b>	<b>121,488</b>	<b>120,062</b>	<b>117,474</b>	<b>122,885</b>
<b>TOTAL LIABILITIES.....</b>	<b>431,095</b>	<b>441,221</b>	<b>442,806</b>	<b>446,027</b>	<b>456,603</b>	<b>460,513</b>	<b>422,839</b>
<b>EQUITY</b>							
Contributed equity.....	1,250,259	1,394,407	1,365,587	1,537,567	1,660,090	1,765,492	1,829,901
Accumulated surplus/(deficit).....	332,045	203,602	293,954	269,889	257,201	249,941	240,141
Reserves.....	491,165	391,680	490,586	490,584	489,706	488,827	487,948
<b>Total equity.....</b>	<b>2,073,469</b>	<b>1,989,689</b>	<b>2,150,127</b>	<b>2,298,040</b>	<b>2,406,997</b>	<b>2,504,260</b>	<b>2,557,990</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>2,504,564</b>	<b>2,430,910</b>	<b>2,592,933</b>	<b>2,744,067</b>	<b>2,863,600</b>	<b>2,964,773</b>	<b>2,980,829</b>

(a) Full audited financial statements are published in Western Australia Police Force's Annual Report.

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	1,523,504	1,498,090	1,549,606	1,606,335	1,626,034	1,663,592	1,709,421
Capital appropriation.....	75,329	140,475	84,072	130,716	96,555	98,792	59,861
Administered equity contribution.....	-	3,340	2,149	11,817	14,143	2,334	-
Holding Account drawdowns .....	22,310	20,921	12,661	13,451	16,744	16,358	14,200
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	43	1,908	3,035	3,100	-
Climate Action Fund.....	283	287	287	-	-	-	-
Digital Capability Fund .....	30,137	27,770	27,770	29,447	11,825	4,276	4,548
Royalties for Regions Fund							
Regional Community Services Fund .....	15,592	30,442	31,663	32,868	30,973	19,325	19,325
Regional Infrastructure and Headworks							
Fund .....	420	600	1,235	-	-	-	-
Receipts paid into Consolidated Account .....	-	-	(185)	-	-	-	-
Other.....	11,743	8,471	12,491	11,411	5,419	5,431	5,432
Administered appropriations .....	-	42,951	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>1,679,318</b>	<b>1,773,347</b>	<b>1,721,792</b>	<b>1,837,953</b>	<b>1,804,728</b>	<b>1,813,208</b>	<b>1,812,787</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(1,277,689)	(1,348,698)	(1,351,137)	(1,404,340)	(1,443,157)	(1,468,150)	(1,560,182)
Grants and subsidies .....	(50,899)	(67,257)	(76,674)	(82,043)	(77,312)	(77,681)	(77,866)
Supplies and services.....	(214,941)	(215,039)	(233,990)	(224,616)	(195,329)	(192,449)	(194,473)
Accommodation.....	(57,188)	(58,869)	(58,999)	(59,108)	(56,180)	(56,657)	(57,300)
GST payments.....	(51,341)	(49,911)	(49,911)	(49,911)	(49,911)	(49,911)	(49,911)
Finance and interest costs.....	(2,833)	(3,571)	(4,294)	(4,548)	(4,172)	(3,777)	(3,821)
Other payments .....	(60,870)	(74,158)	(76,069)	(71,020)	(70,908)	(71,527)	(72,340)
<b>Receipts (b)</b>							
Regulatory fees and fines .....	25,627	27,267	28,047	29,982	30,733	31,501	32,287
Grants and subsidies .....	4,023	1,258	3,500	4,302	510	510	510
Sale of goods and services.....	313	497	802	649	496	496	496
GST receipts.....	51,098	49,911	49,911	49,911	49,911	49,911	49,911
Other receipts .....	27,277	26,617	27,291	27,420	28,656	28,746	28,848
RTTA Revenue (Service Delivery Agreement).....	124,031	103,336	115,268	110,957	112,736	114,502	116,268
<b>Net cash from operating activities .....</b>	<b>(1,483,392)</b>	<b>(1,608,617)</b>	<b>(1,626,255)</b>	<b>(1,672,365)</b>	<b>(1,673,927)</b>	<b>(1,694,486)</b>	<b>(1,787,573)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(94,336)	(146,588)	(103,121)	(126,100)	(85,470)	(70,359)	(23,942)
Proceeds from sale of non-current assets .....	488	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(93,848)</b>	<b>(146,588)</b>	<b>(103,121)</b>	<b>(126,100)</b>	<b>(85,470)</b>	<b>(70,359)</b>	<b>(23,942)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(46,834)	(44,039)	(48,466)	(49,292)	(49,807)	(50,244)	(50,138)
<b>Net cash from financing activities .....</b>	<b>(46,834)</b>	<b>(44,039)</b>	<b>(48,466)</b>	<b>(49,292)</b>	<b>(49,807)</b>	<b>(50,244)</b>	<b>(50,138)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	55,244	(25,897)	(56,050)	(9,804)	(4,476)	(1,881)	(48,866)
Cash assets at the beginning of the reporting period .....	149,883	122,181	205,128	149,078	139,274	134,798	132,917
Net cash transferred to/from other agencies .....	1	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>205,128</b>	<b>96,284</b>	<b>149,078</b>	<b>139,274</b>	<b>134,798</b>	<b>132,917</b>	<b>84,051</b>

(a) Full audited financial statements are published in Western Australia Police Force'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 Western Australia Police Force. 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)

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Departmental .....	8,518	9,995	10,775	11,342	11,626	11,914	12,212
Licences .....	17,109	17,272	17,272	18,640	19,107	19,587	20,075
<b>Grants and Subsidies</b>							
Commonwealth - Other .....	4,023	1,258	3,500	4,302	510	510	510
<b>Sale of Goods and Services</b>							
Departmental .....	313	497	802	649	496	496	496
<b>GST Receipts</b>							
GST Input Credits .....	47,003	47,211	47,211	47,211	47,211	47,211	47,211
GST Receipt on Sales .....	4,095	2,700	2,700	2,700	2,700	2,700	2,700
<b>Other Receipts</b>							
Commonwealth - Other .....	3,236	2,033	2,033	2,034	2,036	2,036	2,036
Departmental .....	22,123	24,184	24,858	24,886	26,120	26,210	26,312
<b>TOTAL (b)</b> .....	106,420	105,150	109,151	111,764	109,806	110,664	111,552

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

(b) Due to a change in reporting requirements, there are variations to the 2023-24 Budget figure to the published 2023-24 Budget.

## DETAILS OF ADMINISTERED TRANSACTIONS

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Fines</b>							
Firearms Licensing Infringements (a) .....	534	100	100	100	100	100	100
Minor Infringement Penalties (b) .....	659	710	710	710	710	710	710
<b>Other</b>							
Firearms Reform Program - Appropriation to Fund							
Prohibited Firearms Buyback Scheme ...	1,000	500	246	-	-	-	-
Voluntary Firearms Buyback Scheme (c) .....	-	-	20,000	20,000	-	-	-
Sale of Lost, Stolen and Forfeited Property (d) .....	450	600	600	600	600	600	600
<b>TOTAL ADMINISTERED INCOME</b> .....	2,643	1,910	21,656	21,410	1,410	1,410	1,410
<b>EXPENSES</b>							
<b>Other</b>							
All Other Expenses .....	166	250	250	250	250	250	250
Firearms Reform Program							
Firearms Buyback Scheme Payments ...	-	-	20,000	20,000	-	-	-
Prohibited Firearms Buyback Scheme Payments .....	813	500	433	-	-	-	-
Receipts Paid into the Consolidated Account .....	1,187	1,160	1,160	1,160	1,160	1,160	1,160
<b>TOTAL ADMINISTERED EXPENSES</b> .....	2,166	1,910	21,843	21,410	1,410	1,410	1,410

(a) The *Firearms Act 1973* and *Firearms Regulations 1974* enables the Western Australia Police Force to issue an infringement as an alternative option to deal with firearms offences. These infringements relate mostly to the non-renewal of firearms licences within three months of the due date. These infringements are issued by the Western Australia Police Force under the provisions of the *Firearms Act 1973*. Fines collected are transferred to the Consolidated Account.

(b) The *Criminal Code Amendment (Infringement Notices) Act 2011* and *Criminal Code (Infringement Notices) Regulations 2015* enable the Western Australia Police Force to issue an infringement as an alternative option to deal with criminal conduct for nominated minor criminal offences by issuing notices, rather than through the court system. Fines collected are transferred to the Consolidated Account.

(c) Funding provided for the Firearms Reform Program - Voluntary Firearms Buyback Scheme relates to payments for the returns of lawfully licensed firearms prohibited under the new firearms legislation.

(d) The net proceeds of lost and stolen items sold at auction are transferred to the Consolidated Account. The net proceeds of assets forfeited under the Proceeds of Crime legislation are transferred to the Proceeds of Crime fund administered by Justice.

Division 27 **Justice**

Part 7 **Community Safety**

**Appropriations, Expenses and Cash Assets (a)(b)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 68 Net amount appropriated to deliver services .....	1,455,754	1,421,646	1,570,586	<b>1,580,981</b>	1,516,102	1,545,071	1,605,566
<b>Amount Authorised by Other Statutes</b>							
- Children's Court of Western Australia							
- Act 1988 .....	414	408	408	<b>413</b>	413	413	413
- Criminal Injuries Compensation Act 2003 ...	75,000	41,738	80,000	<b>55,038</b>	41,738	41,738	41,738
- District Court of Western Australia							
- Act 1969 .....	16,806	16,964	16,964	<b>18,319</b>	19,384	19,384	19,974
- Judges' Salaries and Pensions Act 1950 ...	12,475	13,619	13,619	<b>14,785</b>	15,784	16,145	16,585
- Salaries and Allowances Act 1975 .....	36,480	38,186	39,591	<b>43,874</b>	45,945	47,009	48,122
- Solicitor General Act 1969 .....	596	597	597	<b>612</b>	627	643	643
- State Administrative Tribunal Act 2004 .....	7,233	7,211	7,211	<b>7,727</b>	7,727	7,727	7,727
Total appropriations provided to deliver services .....	1,604,758	1,540,369	1,728,976	<b>1,721,749</b>	1,647,720	1,678,130	1,740,768
<b>CAPITAL</b>							
Item 144 Capital Appropriation .....	95,036	113,989	80,772	<b>148,575</b>	104,275	56,763	47,462
<b>TOTAL APPROPRIATIONS</b> .....	<b>1,699,794</b>	<b>1,654,358</b>	<b>1,809,748</b>	<b>1,870,324</b>	<b>1,751,995</b>	<b>1,734,893</b>	<b>1,788,230</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,942,995	1,851,083	2,030,816	<b>2,040,077</b>	1,964,515	1,992,919	2,052,201
Net Cost of Services (c) .....	1,705,755	1,606,082	1,781,753	<b>1,781,132</b>	1,700,776	1,729,514	1,788,678
<b>CASH ASSETS (d)</b> .....	<b>55,886</b>	<b>21,317</b>	<b>29,426</b>	<b>21,190</b>	<b>21,709</b>	<b>22,228</b>	<b>22,747</b>

- (a) The 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual have been recast, for comparability purposes, to reflect the reclassification of the National Redress Scheme from a controlled function to an administered function, effective 1 July 2024.
- (b) The 2022-23 Actual and 2023-24 Budget have been recast, for comparability purposes, to reflect the transfer of the Solicitor General's Office from the State Solicitor's Office, effective from 1 July 2023.
- (c) Represents Total Cost of Services (expenses) less retained revenues applied to the Department's services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (d) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Addressing Protection Visa Backlogs - Legal Assistance .....	504	1,777	-	-	-
Family and Domestic Violence (FDV) Disclosure Scheme .....	-	396	-	-	-
FDV Victim Advocates in the Justice System .....	-	47	94	-	-
Legal Services for Victims and Survivors of Sexual Violence Pilot .....	850	850	850	-	-
Legislative Responses to Coercive Control .....	-	585	-	-	-
Management of Disclosure of Digital Evidence .....	-	250	-	-	-
New Young People Directorate .....	-	603	619	638	348
Prison Pharmacies - Opioid Substitution Therapy .....	828	1,225	1,276	1,326	1,378
Victims of Crime Parole Support .....	-	780	790	814	838
Western Australian Public Sector Learning Initiative .....	-	-	(470)	(888)	(1,019)
<b>Ongoing Initiatives</b>					
Banksia Hill Detention Centre and Unit 18 .....	21,029	15,659	13,692	13,768	13,777
<b>Election Commitments</b>					
Casuarina Prison Alcohol and Other Drug (AOD) Unit .....	-	6,951	-	-	-
Criminal Law (Mental Impairment) Reforms .....	-	4,038	5,200	5,248	5,570
Expansion of FDV Response Teams .....	-	756	1,394	2,067	2,774
Family Violence Restraining Orders Shuttle Conferencing .....	852	901	-	-	-
Legal Aid - Criminal Law (Mental Impairment) Reforms .....	-	636	1,203	1,388	1,454
Western Desert Justice Program .....	-	653	-	-	-
<b>Ex-Tropical Cyclone Ellie - Community Social Recovery Program - Legal Assistance</b>					
Assistance .....	2,035	2,111	-	-	-
Indian Ocean Territories Service Delivery Agreement .....	129	129	129	129	129
Justice Services Expenditure .....	80,263	43,852	17,728	13,048	14,198
<b>Legal Aid</b>					
Bail Support Program .....	1,724	1,776	-	-	-
Disability Advocacy and Referral Diversion for Young People (DARDY) .....	-	437	433	-	-
Duty Lawyer for Armadale Court .....	-	410	400	410	420
Therapeutic Approaches in the Children's Court .....	-	1,279	1,270	-	-
Mobile Duress Alarm System Maintenance .....	1,381	-	-	-	-
National Legal Assistance Partnership .....	2,579	2,081	-	-	-
Parliamentary Counsel's Office - Additional Staffing .....	3,380	6,046	6,241	6,419	6,603
Prison Maintenance .....	-	811	727	859	-
Public Trustee - Additional Staffing .....	-	1,182	1,210	1,247	1,286
State Administrative Tribunal - Additional Staffing .....	-	877	896	-	-
Therapeutic Approaches in the Children's Court .....	-	2,573	2,220	-	-
<b>Other</b>					
Board and Committee Remuneration .....	151	158	165	172	180
Criminal Injuries Compensation .....	38,262	13,300	-	-	-
Government Office Accommodation .....	(534)	(804)	(765)	(725)	(445)
Government Regional Officer Housing .....	3,125	2,692	2,173	1,518	996
Non-Government Human Services Sector Indexation .....	436	725	968	864	726
RiskCover Fund Insurance Premiums .....	4,500	53,410	-	-	-
State Administrative Tribunal - Building Disputes .....	2,000	2,000	2,000	1,000	1,000
State Fleet Updates .....	(741)	(784)	(1,015)	(1,295)	(1,546)
Temporary Regional Incentives .....	595	598	-	-	-
Transfer of Solicitor General's Office from the State Solicitor's Office .....	953	975	990	1,006	1,006

## Significant Issues Impacting the Agency

1. The Department is leading the implementation of the *Criminal Law (Mental Impairment) Act 2023* (the Act) with the involvement of other government stakeholders. This important reform will provide Western Australia with a contemporary and fit-for-purpose legislative framework for persons with mental impairment in the criminal justice system. Proclamation of the Act is scheduled for 1 September 2024.
2. The Department is focusing on Closing the Gap outcomes, including socioeconomic targets, through ongoing delivery of the Dandjoo Bidi-Ak Therapeutic Court, and the introduction of the Children's Court criminal trial therapeutic list (In-Roads), which is intended to target the over-representation of Aboriginal young people in detention. Further, the Department is supporting the Yiwarra Kuju - Martu Western Desert Justice Program, which has the potential to deliver significant benefits to Martu people in custody and the community, with early results indicating reduced recidivism rates and improved reintegration outcomes on release.
3. The Department is continuing to progress a range of measures to enhance safety and wellbeing at Banksia Hill Detention Centre and Unit 18 through the implementation of a contemporary model of care, increasing staffing levels, infrastructure repairs and works, as well as delivering education, cultural enrichment, Aboriginal health services, Fetal Alcohol Spectrum Disorder training and mental health and support programs. The appointment of a dedicated Deputy Commissioner for Young People will further enhance operations across the youth custodial estate.
4. The Department is progressing the development of a Crisis Care Unit at Banksia Hill Detention Centre, and detailed planning and assessment for a new high-security purpose-built youth detention centre is underway, which will provide therapeutic care and intervention for young people with highly complex needs.
5. The Department is working to improve its evidence gathering capability and provide transparency and accountability by piloting new body worn cameras and a digital evidence management platform in the youth custodial estate and at the Special Operations Group.
6. In response to significant growth in the State's adult prison population, the Department has completed the first tranche of construction for Stage 2 of the Casuarina Prison Expansion. As part of the Department's long-term custodial infrastructure plan, the second and final tranche is due to commence in 2024-25. The project has a focus on providing additional accommodation units and supporting infrastructure, to support male prisoners with complex needs, including mental illness, and provide access to appropriate services.
7. The Department continues to strengthen its efforts to break the cycle of alcohol and other drug (AOD) related crime and support the Government's Methamphetamine Action Plan by providing offenders with mental health and AOD treatment needs with access to appropriate services, including through the extension of the Mallee AOD Rehabilitation Centre at Casuarina Prison and the introduction of a new AOD reintegration service at Bunbury Regional Prison.
8. The Department is working to deliver the Roebourne Regional Prison air-conditioning project, with the works scheduled to commence in 2024-25.
9. In support of the Government's commitment to address FDV in Western Australia, the Department will contribute to improving family safety by becoming a permanent partner agency to the FDV Response Teams across the State.
10. The Office of the Commissioner for Victims of Crime continues to manage the State's involvement in the National Redress Scheme and provides access to counselling and psychological care, redress payments and a direct personal response to victims of crime. As the Scheme progresses, the Office facilitates an increasing number of requests for the State to act as a funder of last resort.
11. The Public Trustee continues to experience increasing demand for its services, including referrals by the State Administrative Tribunal.
12. The Department is addressing immediate workload pressures within the State Administrative Tribunal, driven largely by growth in guardianship and administration matters, by providing additional resources.
13. In support of the Government's legislative reform priorities and timeframes, the Parliamentary Counsel's Office has significantly increased its drafting capacity through the ongoing recruitment of experienced drafters as well as editorial, publication and ICT staff.



14. The ongoing increase in the number of awards assessed and granted under the *Criminal Injuries Compensation Act 2003* coincides with a greater awareness of the scheme within the community. There has been a concerted effort by the Office of Criminal Injuries Compensation to reduce the backlog of claims and address the growing demand through the introduction of mandatory online lodgements and the implementation of streamlined administration processes which have increased the efficiency of claims processing.
15. The Office of the Commissioner for Victims of Crime will facilitate the appointment of new victim representatives to the Prisoners Review Board with expertise in FDV matters. These representatives will assist with ensuring victim needs are addressed in considerations relating to parole.

## 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.	An efficient, accessible court and tribunal system.	1. Court and Tribunal Services
	Trustee, Guardianship and Administration services are accessible to all Western Australians.	2. Advocacy, Guardianship and Administration Services 3. Trustee Services
	Western Australian birth, death, marriage and change of name certificates are accurate and accessible.	4. Births, Deaths and Marriages
	Government receives quality and timely legislative drafting and publication services.	5. Services to Government
	People who experience unlawful discrimination, harassment and victimisation have efficient and accessible avenues of redress.	6. Equal Opportunity Commission Services
	Equitable access to legal services and information.	7. Legal Assistance
	A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system.	8. Adult Corrective Services 9. Youth Justice Services

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Court and Tribunal Services .....	494,230	464,878	506,077	505,537	491,119	496,925	508,588
2. Advocacy, Guardianship and Administration Services .....	13,767	17,588	18,012	20,533	19,903	20,911	21,484
3. Trustee Services .....	29,159	31,346	32,529	34,768	34,395	35,534	36,565
4. Births, Deaths and Marriages .....	9,191	9,961	10,485	11,266	11,329	11,061	11,255
5. Services to Government .....	29,587	35,096	40,528	46,500	43,453	42,128	43,990
6. Equal Opportunity Commission Services....	3,212	3,651	3,812	3,858	3,923	4,005	4,131
7. Legal Assistance .....	143,540	141,349	152,185	160,345	144,530	141,731	144,578
8. Adult Corrective Services .....	1,092,654	1,030,206	1,113,410	1,110,301	1,073,041	1,095,233	1,129,578
9. Youth Justice Services .....	127,655	117,008	153,778	146,969	142,822	145,391	152,032
<b>Total Cost of Services .....</b>	<b>1,942,995</b>	<b>1,851,083</b>	<b>2,030,816</b>	<b>2,040,077</b>	<b>1,964,515</b>	<b>1,992,919</b>	<b>2,052,201</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: An efficient, accessible court and tribunal system:</b>					
Supreme Court:					
Criminal - Time to trial .....	45 weeks	39 weeks	53 weeks	39 weeks	1
Civil - Time to finalise non-trial matters .....	19 weeks	19 weeks	19 weeks	19 weeks	
District Court - Criminal - Time to trial .....	69 weeks	32 weeks	67 weeks	32 weeks	2
State Administrative Tribunal - Time to finalise .....	21 weeks	15 weeks	20 weeks	15 weeks	3
Family Court of Western Australia - Time to finalise non-trial matters .....	48 weeks	27 weeks	41 weeks	27 weeks	4
Magistrates Court - Criminal and Civil - Time to trial .....	22 weeks	19 weeks	23 weeks	19 weeks	5
Coroner's Court - Time to trial .....	110 weeks	128 weeks	138 weeks	128 weeks	
Fines Enforcement Registry - Percentage of fines satisfied within 12 months:					
Fines and costs .....	32%	35%	33%	35%	
Infringements .....	52%	57%	53%	57%	
<b>Outcome: Trustee, Guardianship and Administration services are accessible to all Western Australians:</b>					
Percentage of guardians of last resort allocated in one day .....	91%	95%	95%	95%	
Percentage of Western Australian deceased estates administered by the Public Trustee .....	4.1%	4%	5.6%	4%	6
Percentage of clients who have services provided by the Public Trustee under an operating subsidy .....	67%	60%	61%	60%	
<b>Outcome: Western Australian birth, death, marriage and change of name certificates are accurate and accessible:</b>					
Percentage of certified certificates issued within two days .....	80%	90%	83%	90%	
Extent to which registration source information is recorded error-free .....	96%	97%	97%	97%	
<b>Outcome: Government receives quality and timely legislative drafting and publication services:</b>					
Extent to which legislation is drafted in a timely manner to effect the Government's legislative program .....	100%	95%	100%	95%	

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: People who experience unlawful discrimination, harassment and victimisation have efficient and accessible avenues of redress:</b>					
Percentage of complaints finalised within 12 months <sup>(b)</sup> .....	81%	95%	97%	95%	
<b>Outcome: Equitable access to legal services and information:</b>					
Percentage of eligible applicants who receive a grant of legal aid .....	90%	86%	86%	86%	
Percentage of people who are provided with a duty lawyer service .....	23%	21%	23%	22%	7
Percentage of people receiving an outcome from Infoline services.....	71%	76%	69%	75%	
<b>Outcome: A safe, secure and decent corrective services which contributes to community safety and reduces offenders' involvement in the justice system:</b>					
Adult:					
Number of escapes.....	4	nil	1	nil	8
Rate of return - Offender programs.....	40.1%	39%	35%	39%	9
Average out of cell hours .....	9.62	12	9.9	12	10
Rate of serious assault per 100 prisoners .....	0.94	<0.48	1.38	<0.48	11
Successful completion of community correction orders .....	69.2%	64%	66%	64%	
Youth:					
Number of escapes.....	nil	nil	nil	nil	
Rate of return to detention .....	52.6%	50%	50.4%	50%	
Successful completion of community-based orders.....	61.6%	68%	60.1%	68%	12

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

(b) With effect from the 2024-25 Budget, the scope of complaints considered when calculating this indicator result will include complaints where the Commissioner did not accept lodgement. This amendment aligns with recommendations from Law Reform Commission Project 111. The expanded scope will increase the relevance of the indicator by better linking to the Desired Outcome and Service by increasing accessible avenues of redress.

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and the 2024-25 Budget Target due to the complexity of cases and relisting of lengthy multiple-accused trials along with the limited availability of accused counsel for trials.
2. The 2023-24 Estimated Actual result is higher than the 2023-24 Budget and 2024-25 Budget Target due to an ongoing increase in demand for trials and pre-trial determinations and an increase in multiple-accused trials and complexity of cases.
3. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and the 2024-25 Budget Target due to an increase in workload associated with *Building Services (Complaint Resolution and Administration) Act 2011* matters.
4. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and the 2024-25 Budget Target primarily due to the long-term trend of growth in the complexity and volume of final order parenting applications lodged and growth in the finalisation of these applications by court order or direction.
5. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and the 2024-25 Budget Target primarily due to an increase in the seriousness of cases finalised by trial.
6. The 2023-24 Estimated Actual exceeds the 2023-24 Budget and the 2024-25 Budget Target due to an increase in the number of deceased files administered by the Public Trustee during 2023-24.
7. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to increased demand for duty lawyer services in the Family Court, Magistrates Court and Children's Court.
8. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and the 2024-25 Budget Target by one escape. Each escape is investigated by the Department to identify factors that preceded or contributed to the escape so that the risk of further escapes can be minimised.

9. The 2023-24 Estimated Actual is lower than the 2023-24 Budget and the 2024-25 Budget Target. This is due to an overall decrease in the number of returns to sentenced custody.
10. The 2023-24 Estimated Actual is lower than the 2023-24 Budget and the 2024-25 Budget Target due to the combined impact of restrictions and practices in place as part of the Department's COVID-19 response and implementation of adaptive regimes at adult prison facilities.
11. The 2023-24 Estimated Actual exceeds the 2023-24 Budget and the 2024-25 Budget Target. Managing a prisoner cohort is complex and assaults may be attributed to several factors. The rate of serious assault is highly variable due to the small number of incidents.
12. The 2023-24 Estimated Actual is lower than the 2023-24 Budget and 2024-25 Budget Target due to an increase in the number of breached orders due to non-compliance with order conditions and breached orders due to reoffending.

## Services and Key Efficiency Indicators

### 1. Court and Tribunal Services

A prime task of the justice system in serving the community is the determination of cases brought before a court or tribunal. This service relates to financing the cost of delivering court facilities, administrative support and judicial staff to enable these determinations to be made. Part of this function also involves the delivery of court counselling services and a range of civil and criminal enforcement services.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	494,230	464,878	506,077	505,537	
Less Income .....	109,213	114,600	114,830	121,028	
Net Cost of Service .....	385,017	350,278	391,247	384,509	
<b>Employees (Full-Time Equivalents) <sup>(a)</sup> .....</b>	1,336	1,307	1,347	1,347	
<b>Efficiency Indicators <sup>(b)</sup></b>					
Supreme Court - Criminal - Cost per case.....	\$223,367	\$273,687	\$436,585	\$297,374	1
Supreme Court - Civil - Cost per case.....	\$17,597	\$16,298	\$18,738	\$18,502	2
Court of Appeal - Cost per case .....	\$23,878	\$27,168	\$35,757	\$36,769	3
District Court - Criminal - Cost per case .....	\$29,906	\$25,932	\$30,703	\$28,395	4
District Court - Civil - Cost per case .....	\$2,310	\$2,436	\$2,505	\$2,475	
State Administrative Tribunal - Cost per case .....	\$4,017	\$4,039	\$4,452	\$4,665	5
Family Court - Cost per case.....	\$2,503	\$3,303	\$2,919	\$3,043	6
Magistrates Court - Criminal - Cost per case.....	\$1,262	\$1,263	\$1,264	\$1,312	
Magistrates Court - Civil - Cost per case .....	\$986	\$1,038	\$935	\$901	7
Coroner's Court - Cost per case.....	\$4,948	\$5,959	\$4,608	\$5,185	8
Children's Court - Criminal - Cost per case .....	\$1,251	\$954	\$1,090	\$1,260	9
Children's Court - Civil - Cost per case.....	\$1,713	\$1,765	\$1,381	\$1,631	10
Fines Enforcement Registry - Cost per enforcement.....	\$34	\$42	\$29	\$32	11

(a) This includes judicial staff that are not employees of the Department.

(b) Cost per case is calculated as the total gross cost divided by finalisations (with the exception of the Fines Enforcement Registry indicator which is based on lodgements). This measures the average cost per case for all matters finalised by the court (including matters finalised without trial and those finalised administratively). As such this is not a measure of the cost per trial. A trial matter itself could be expected to cost significantly in excess of the average cost figures outlined in this table.

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and 2024-25 Budget Target due to an increase in complex multiple-accused trials and limited availability of accused counsel resulting in a lower than anticipated number of finalisations.
2. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a slightly lower than anticipated number of finalisations and an increase in operating costs.
3. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to less finalisations as a result of a lower than anticipated number of criminal appeal lodgements.
4. The 2023-24 Estimated Actual is higher than the 2023-24 Budget primarily due to less finalisations as a result of an increase in multiple-accused trials and complexity of cases.
5. The 2023-24 Estimated Actual is higher than the 2023-24 Budget primarily due to an increase in operating costs to meet the increased workload.
6. The 2023-24 Estimated Actual is lower than the 2023-24 Budget primarily due to a higher than anticipated number of finalisations.
7. The 2023-24 Estimated Actual is lower than the 2023-24 Budget due to a change in cost allocations between the Criminal and Civil workload of the Magistrates Court following a review into the apportionments under the Outcome Based Management (OBM) framework.
8. The 2023-24 Estimated Actual is lower than the 2023-24 Budget and 2024-25 Budget Target primarily due to an increase in finalisations as a result of additional focus between the Western Australia Police Force and the Court relating to natural cause of death matters not requiring investigation.
9. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a change in cost allocations between the Criminal and Civil workload of the Children's Court following a review under the OBM framework, partly offset by an increase in the number of finalisations. The 2023-24 Estimated Actual is lower than the 2024-25 Budget Target due to a higher than anticipated number of finalisations in 2023-24.
10. The 2023-24 Estimated Actual is lower than the 2023-24 Budget primarily due to a higher than anticipated number of finalisations and a change in cost allocations between the Criminal and Civil workload of the Children's Court following a review under the OBM framework. The 2023-24 Estimated Actual is lower than the 2024-25 Budget Target due to a higher than anticipated number of finalisations in 2023-24.
11. The 2023-24 Estimated Actual is lower than the 2023-24 Budget primarily due to a reduction in cost allocations to the Fines Enforcement Registry following a review under the Department's OBM framework.

## 2. Advocacy, Guardianship and Administration Services

Advocacy, guardianship and administration services protect and promote the financial interests and welfare of people with decision-making disabilities by providing:

- access to investigation and advocacy services;
- appropriate appointment of guardians and administrators and appropriate interventions in relation to Enduring Powers of Attorney and Enduring Powers of Guardianship;
- guardianship and administration community education services; and
- guardianship and administration services provided by the Public Advocate.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 13,767	\$'000 17,588	\$'000 18,012	\$'000 20,533	1
Less Income .....	5	52	52	48	
Net Cost of Service .....	13,762	17,536	17,960	20,485	
<b>Employees (Full-Time Equivalents) .....</b>	91	103	92	105	2
<b>Efficiency Indicators</b>					
Average cost of providing advocacy and guardianship services .....	\$1,752	\$1,953	\$2,063	\$2,122	

### Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Budget mainly due to continued demand growth for the services for the Office of the Public Advocate and the implementation of the *Criminal Law (Mental Impairment) Act 2023*.
2. The 2023-24 Estimated Actual is lower than the 2023-24 Budget mainly due to delays in filling vacant positions in the Office of the Public Advocate.

## 3. Trustee Services

The Public Trustee is a statutory authority within the provisions of the *Financial Management Act 2006*. It provides a funds management and investment service. It acts as trustee or financial administrator pursuant to the orders of courts or tribunals. It also administers the estates of people who die with or without a will, in accordance with the terms of the will or the relevant law and under the authority of the Supreme Court. The Public Trustee offers high quality, personalised trustee services to meet the needs of all sectors of the Western Australian community.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 29,159	\$'000 31,346	\$'000 32,529	\$'000 34,768	1
Less Income .....	29,189	29,261	29,510	31,680	
Net Cost of Service .....	(30)	2,085	3,019	3,088	
<b>Employees (Full-Time Equivalents) .....</b>	196	197	203	203	
<b>Efficiency Indicators</b>					
Average cost per deceased estate administered .....	\$2,114	\$2,207	\$2,004	\$2,289	2
Average cost per trust managed .....	\$2,261	\$2,349	\$2,476	\$2,570	
Average cost per will prepared .....	\$804	\$691	\$916	\$868	3

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Budget mainly due to increased staffing for the Public Trustee to address continued demand growth for services.
2. The 2023-24 Estimated Actual is lower than the 2024-25 Budget Target due to an increased number of deceased estate files administered during 2023-24.
3. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to an increase in the total cost of will services during 2023-24. The Public Trustee has reviewed its will services and reallocated resources to meet priorities in response to increased workload and personnel shortages in other legal areas.

### 4. Births, Deaths and Marriages

The purpose of the Registrar of Births, Deaths and Marriages is to create and permanently store birth, death and marriage records to enable the public to obtain documentary proof of key life events for legal, personal and historical purposes and also to enable approved organisations to obtain information for research and statistical purposes.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	9,191	9,961	10,485	11,266	1
Less Income .....	8,971	8,669	8,669	8,411	
Net Cost of Service .....	220	1,292	1,816	2,855	
<b>Employees (Full-Time Equivalents) .....</b>	57	60	57	61	
<b>Efficiency Indicators</b>					
Average cost of registration services .....	\$2.06	\$2.17	\$2.30	\$2.41	

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Budget mainly due to forecast growth in demand for services.

## 5. Services to Government <sup>(a)(b)</sup>

Services directly provided by the Department to support the outcomes and activities of other government agencies.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	29,587	35,096	40,528	46,500	1
Less Income .....	636	655	158	157	
Net Cost of Service .....	28,951	34,441	40,370	46,343	
<b>Employees (Full-Time Equivalents) .....</b>	160	146	179	210	2
<b>Efficiency Indicators</b>					
Percentage of new and amended legislation titles published within two days ....	100%	98%	100%	98%	

(a) The 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual have been recast, for comparability purposes, to reflect the reclassification of the National Redress Scheme from a controlled function to an administered function, effective 1 July 2024. Costs and employees associated with administering the National Redress Scheme, which were previously reported under the National Redress Scheme for Institutional Child Sexual Abuse service, are now reported under Services to Government.

(b) The 2022-23 Actual and 2023-24 Budget have been recast, for comparability purposes, to reflect the transfer of the Solicitor General's Office from the State Solicitor's Office, effective from 1 July 2023.

### Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual, which is higher than the 2023-24 Budget, mainly due to additional staffing for the Parliamentary Counsel's Office to meet the Government's legislative priorities, the establishment of parole support for victims of crime, and the commencement of consultation regarding legislative responses to coercive control and FDV initiatives.
2. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual which is higher than the 2023-24 Budget mainly due to additional staffing for the Parliamentary Counsel's Office to meet the Government's legislative priorities.

## 6. Equal Opportunity Commission Services

The Equal Opportunity Commission provides an avenue of redress for unlawful discrimination where there has been adverse treatment by investigating and attempting to conciliate complaints that fall within the jurisdiction of the *Equal Opportunity Act 1984* (the Act) and other legislation administered by the Commissioner for Equal Opportunity, and performs the general functions set out in section 80 of the Act.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	3,212	3,651	3,812	3,858	
Less Income .....	105	110	151	151	
Net Cost of Service .....	3,107	3,541	3,661	3,707	
<b>Employees (Full-Time Equivalents) .....</b>	19	21	20	22	
<b>Efficiency Indicators</b>					
Average cost per complaint finalised <sup>(a)</sup> .....	\$3,743	\$4,344	\$5,793	\$4,490	1

(a) With effect from the 2024-25 Budget, the scope of complaints considered when calculating this indicator result will include complaints where the Commissioner for Equal Opportunity did not accept lodgement. This amendment aligns with recommendations from the Law Reform Commission Project 111. The expanded scope will increase the relevance of the indicator by better linking to the Desired Outcome and Service by increasing accessible avenues of redress.



## Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget and 2024-25 Budget Target due to the combined impact of a lower number of complaints finalised during 2023-24, resulting from an overall reduction in the number of complaints registered with the Equal Opportunity Commission, and a higher number of complaints finalised during 2024-25, resulting from an amended scope of complaints for 2024-25.

### 7. Legal Assistance

The community and target groups require access to and the provision of quality legal services. This service responds to the demand for legal assistance through application of priority guidelines. This is achieved through the provision of eligibility and merit tests to enable legal representation to be provided to legally aided clients by grants of aid and assignment of cases to in-house or private practitioners. Legal advice, duty lawyer services and community legal education is provided to assist the wider community to access fair solutions to legal problems at the earliest opportunity.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service <sup>(a)</sup> .....	\$'000 143,540	\$'000 141,349	\$'000 152,185	\$'000 160,345	1
Less Income.....	61,316	61,883	65,441	66,938	
Net Cost of Service .....	82,224	79,466	86,744	93,407	
<b>Employees (Full-Time Equivalents) .....</b>	<b>419</b>	<b>447</b>	<b>457</b>	<b>489</b>	
<b>Efficiency Indicators</b>					
Average cost per legal representation.....	\$4,183	\$3,977	\$4,670	\$4,388	2
Average cost per legal information service.....	\$60	\$56	\$61	\$61	
Average cost per legal advice .....	\$402	\$420	\$436	\$446	
Average cost per application for a grant of legal aid processed .....	\$504	\$542	\$504	\$504	
Weighted average cost per wrap-around support service .....	\$1,204	\$1,304	\$1,427	\$1,420	

(a) Total Cost of Service includes grants to non-government legal assistance service providers.

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Budget mainly due to additional funding provided through the National Legal Assistance Partnership (NLAP) Agreement, disaster relief funding for the Kimberley flood response, funding for addressing visa backlogs, the expansion of therapeutic approaches in the Children's Court of Western Australia and the implementation of the *Criminal Law (Mental Impairment) Act 2023*.
2. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to increased expenditure on criminal cases and separately funded programs, including the Family Violence Cross-examination Scheme and the Disability and Carer Support Program - National Disability Insurance Scheme appeals.

## 8. Adult Corrective Services

An adult offender system that:

- contributes to community confidence;
- provides timely offender services;
- ensures court sanctions are completed; and
- contributes to reducing the rate of reoffending and imprisonment.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,092,654	1,030,206	1,113,410	1,110,301	
Less Income .....	27,284	28,245	29,302	29,612	
Net Cost of Service .....	1,065,370	1,001,961	1,084,108	1,080,689	
<b>Employees (Full-Time Equivalents) .....</b>	<b>4,570</b>	<b>4,796</b>	<b>4,583</b>	<b>4,762</b>	
<b>Efficiency Indicators</b>					
Cost per day of keeping an offender in custody .....	\$408	\$366	\$364	\$364	
Cost per day of managing an offender through community supervision .....	\$39	\$36	\$41	\$40	1

### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a higher Total Cost of Service during 2023-24 relating to an increase in the cost of managing adult offenders through community supervision relative to an increase in demand for services.

## 9. Youth Justice Services

An accessible and equitable juvenile offender system which:

- diverts juveniles and offenders at risk from offending;
- provides timely intervention and resolution of justice issues;
- ensures the statutory requirements of justice are met; and
- contributes to reducing the rate of reoffending and detention.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	127,655	117,008	153,778	146,969	1
Less Income .....	521	1,526	950	920	
Net Cost of Service .....	127,134	115,482	152,828	146,049	
<b>Employees (Full-Time Equivalents) .....</b>	<b>739</b>	<b>720</b>	<b>784</b>	<b>860</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Cost per day of keeping a young person in detention .....	\$2,184	\$1,659	\$3,067	\$2,969	3
Cost per day of managing a young person through community supervision .....	\$130	\$112	\$148	\$148	4

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target and the 2023-24 Estimated Actual are higher than the 2023-24 Budget mainly due to additional staffing, support services and critical infrastructure repairs and maintenance for Banksia Hill Detention Centre, the establishment of a new Young People Directorate, the expansion of therapeutic approaches in the Children's Court of Western Australia and the implementation of the *Criminal Law (Mental Impairment) Act 2023*.
2. The 2024-25 Budget Target is higher than the 2023-24 Budget mainly due to additional staffing for Banksia Hill Detention Centre, the establishment of a new Young People Directorate, the expansion of therapeutic approaches in the Children's Court of Western Australia and the implementation of the *Criminal Law (Mental Impairment) Act 2023*.
3. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to an increase in the total cost of managing young persons in detention during 2023-24, combined with a reduced average daily number of young persons managed in detention, compared to the budgeted number.
4. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to the combined impact of a reduced average daily number of young persons managed through community supervision and a higher Total Cost of Service during 2023-24.

## Asset Investment Program

1. To support the delivery of the Department's services, a total of \$137.8 million is budgeted to be spent on asset investment in 2024-25, which includes the following:
  - 1.1. \$68.2 million to commence the second tranche of works under the Casuarina Prison Expansion Stage 2 project, which will provide additional accommodation and support infrastructure to manage a capacity of 1,900 prisoners;
  - 1.2. \$22.3 million to fund a range of targeted projects within the Banksia Hill Detention Centre and Unit 18 at Casuarina Prison to increase services and support in order to provide a safe and secure environment for young people in detention;
  - 1.3. \$16.8 million to install air-conditioning and electrical upgrades in mainstream accommodation units to ensure prisoner welfare at Roebourne Regional Prison;
  - 1.4. \$8.5 million to undertake building and related infrastructure upgrades and minor works across the custodial estate and courts to ensure they are safe, secure and fit-for-purpose;
  - 1.5. \$5.4 million to provide an Aboriginal-led Specialist Family Violence Court in Broome that will prioritise ease of access for Aboriginal people who have experienced FDV and are seeking help and support;
  - 1.6. \$2.1 million for replacement of handheld radios for Corrective Services and the Courts to improve overall safety and security by ensuring more reliable and efficient communication; and
  - 1.7. \$1.1 million to continue implementing the Ligature Minimisation Program for secure prison cells to ensure the safety and well-being of prisoners, particularly those vulnerable to self-harm or suicide.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Administrative							
Information Projects							
Corporate Information Management Systems.....	14,918	12,214	1,793	676	676	676	676
ICT Infrastructure Upgrade .....	33,864	28,952	1,343	1,228	1,228	1,228	1,228
Public Trustee - Management Accounting Trust							
Environment System Refresh.....	6,843	2,593	965	825	800	1,275	1,350
Physical Infrastructure							
Replacement Office and Other Equipment.....	17,924	10,801	2,507	1,951	1,724	1,724	1,724
Specialist Equipment .....	4,539	2,267	1,084	568	568	568	568
Community Corrections - Office Establishment and Refurbishment .....							
	8,940	5,604	1,472	834	834	834	834
Courts							
Broome Aboriginal-Led Specialist Family Violence Court.....	5,668	225	200	5,443	-	-	-
Building Infrastructure and Maintenance .....	16,497	11,373	1,281	1,281	1,281	1,281	1,281
Court and Judicial Security .....	14,655	12,335	580	580	580	580	580
Court Audiovisual Maintenance and Enhancements .....	30,795	25,087	2,137	1,427	1,427	1,427	1,427
Election Commitment - Criminal Law (Mental Impairment) Reforms .....	1,105	125	125	980	-	-	-
Custodial							
Acacia Prison Procurement Process .....	4,303	3,141	2,000	1,162	-	-	-
Adult Facilities .....	60,156	49,128	2,757	2,757	2,757	2,757	2,757
Banksia Hill Detention Centre and Unit 18 Works for Digital Evidence Management Platform Body Worn Cameras.....							
	205	145	145	60	-	-	-
Banksia Hill Detention Centre Upgrades and Urgent Works.....							
	61,634	34,989	22,643	22,297	4,348	-	-
Broome Custodial Facility - Major Remedial Works.....	2,400	1,400	1,400	1,000	-	-	-
Building Upgrades and Replacement .....	101,066	87,410	3,414	3,414	3,414	3,414	3,414
Bunbury Prison AOD Unit.....	3,381	2,365	1,317	1,016	-	-	-
Casuarina Prison Expansion - Stage 2 .....	226,704 <sup>(a)</sup>	118,656	21,884	68,158	36,597 <sup>(a)</sup>	3,293 <sup>(a)</sup>	-
Custodial ICT Infrastructure Package .....	3,675	2,616	2,616	1,059	-	-	-
Emergency Services Radio Network .....	7,413	5,273	3,835	2,140	-	-	-
Ligature Minimisation Program .....	4,556	3,419	1,645	1,137	-	-	-
Prison Industries - Mobile Plant.....	8,566	5,774	833	698	698	698	698
Roebourne Regional Prison Air-Conditioning .....	17,858	1,100	974	16,758	-	-	-
Youth Facilities .....	6,966	5,570	797	349	349	349	349
<b>COMPLETED WORKS</b>							
Administrative							
High Risk Offenders Board.....	542	542	542	-	-	-	-
Information Projects - Digital Transformation Projects - Western Australian Registration System - Registry of Births, Deaths and Marriages.....							
	714	714	199	-	-	-	-
Courts							
Court and Tribunal Services Priority Maintenance.....	4,173	4,173	4,173	-	-	-	-
Expansion of Restraining Orders Conferencing Pilot.....	1,000	1,000	887	-	-	-	-
Custodial							
Election Commitment - Methamphetamine Action Plan - Drug Testing .....							
	441	441	267	-	-	-	-
Greenough Regional Prison - Female Unit Upgrade .....	12,128	12,128	2,512	-	-	-	-
Regional Prison Planning .....	690	690	42	-	-	-	-
Parliamentary Counsel's Office - Office Fit-Out.....	800	800	800	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>685,119<sup>(a)</sup></b>	<b>453,050</b>	<b>89,169</b>	<b>137,798</b>	<b>57,281<sup>(a)</sup></b>	<b>20,104<sup>(a)</sup></b>	<b>16,886</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			38,115	109,603	44,856 <sup>(a)</sup>	7,204 <sup>(a)</sup>	3,911
Funding included in Department of Treasury - Administered Item.....							
			5,700	-	-	-	-
Holding Account .....			11,398	11,852	11,625	11,625	11,625
Internal Funds and Balances.....			29,570	8,000	-	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....			4,173	-	-	-	-
Digital Capability Fund.....			-	1,059	-	-	-
Royalties for Regions Fund .....			213	6,459	-	-	-
Other .....			-	825	800	1,275	1,350
<b>Total Funding.....</b>			<b>89,169</b>	<b>137,798</b>	<b>57,281<sup>(a)</sup></b>	<b>20,104<sup>(a)</sup></b>	<b>16,886</b>

(a) Excludes an undisclosed amount of additional funding and expenditure approved for Casuarina Prison Expansion Stage 2, which is commercial-in-confidence.

## Financial Statements

### Income Statement

#### Expenses

1. The increase in Total Cost of Services between the 2023-24 Budget and the 2023-24 Estimated Actual (\$180 million or 10%) is mainly due to higher than expected Criminal Injuries Compensation payments (\$38 million), additional funding received for the Prison Services Evaluation Reform Project (\$32 million), an increase in staffing, support services and contracts for Banksia Hill Detention Centre and Unit 18 (\$21 million), an increase in services and contracts due to cost and demand factors (\$13 million), an increase in depreciation reflecting the increased capitalisation of infrastructure works (\$10 million) and an increase in services provided by the Western Australia Police Force (\$7 million).
2. The increase in Total Cost of Services between the 2023-24 Budget and the 2024-25 Budget Year (\$189 million or 10%) is mainly due to higher Criminal Injuries Compensation payments (\$13 million), increased staffing, support services and contracts for Banksia Hill Detention Centre and Unit 18 (\$16 million), services and contracts due to cost and demand factors (\$15 million), depreciation of infrastructure (\$11 million), services provided by the Western Australia Police Force (\$7 million), staffing for the Parliamentary Counsel's Office (\$6 million), purchasing radios for the Emergency Services Radio Network (\$3 million), Government Regional Officer Housing (\$3 million), staffing to implement the new *Criminal Law (Mental Impairment) Act 2023* (\$3 million), and staffing for the Public Trustee (\$1 million).

#### Income

3. The increase in total income between the 2023-24 Budget and the 2023-24 Estimated Actual (\$4 million or 2%) is mainly due to additional Commonwealth Government funding for Legal Assistance under the NLAP agreement (\$3 million) and for Addressing Protection Visa Backlogs and Legal Services for Victims and Survivors of Sexual Violence Pilot project (\$1 million).
4. The increase in total income between the 2023-24 Budget and the 2024-25 Budget Year (\$14 million or 6%) is mainly due to an increase in regulatory fees (\$6 million), additional Commonwealth Government funding for legal assistance under the NLAP agreement (\$3 million), for Addressing Protection Visa Backlogs and Legal Services for Victims and Survivors of Sexual Violence Pilot project (\$1 million), and own-source revenue utilised by the Public Trustee to fund an increase in staffing (\$1 million).

### Statement of Financial Position

5. The increase in total assets between the 2023-24 Budget and the 2023-24 Estimated Actual (\$133 million or 4%) is largely due to the capitalisation of infrastructure projects that have reached their critical completion milestones (\$124 million).
6. The increase in total assets between the 2023-24 Budget and 2024-25 Budget (\$271 million or 8%) is largely due to the capitalisation of infrastructure projects that have reached their critical milestones of completion (\$191 million).

### Statement of Cashflows

7. The increase in cash assets of \$8 million at the end of the 2023-24 reporting period is mainly due to a cash injection of \$5 million from Treasury to fund capital carryovers.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	909,095	874,787	934,916	962,587	995,353	1,019,414	1,060,466
Grants and subsidies <sup>(c)</sup> .....	228,566	200,106	240,498	222,866	206,384	205,746	216,640
Supplies and services .....	421,001	422,275	482,214	478,746	439,002	447,643	456,130
Accommodation .....	105,748	98,942	98,885	98,825	101,167	102,687	103,778
Depreciation and amortisation .....	83,065	82,078	92,074	92,860	92,377	87,033	85,621
Finance and interest costs .....	33,159	30,114	30,270	30,880	28,910	27,544	25,721
Other expenses .....	162,361	142,781	151,959	153,313	101,322	102,852	103,845
<b>TOTAL COST OF SERVICES</b> .....	<b>1,942,995</b>	<b>1,851,083</b>	<b>2,030,816</b>	<b>2,040,077</b>	<b>1,964,515</b>	<b>1,992,919</b>	<b>2,052,201</b>
<b>Income</b>							
Sale of goods and services .....	38,232	33,044	33,044	36,692	45,414	45,451	45,490
Regulatory fees and fines .....	86,177	90,384	90,384	96,434	102,434	102,434	102,434
Grants and subsidies .....	79,431	79,184	83,246	84,976	80,868	80,018	80,018
Other revenue .....	28,589	37,739	37,739	36,193	30,373	30,852	30,931
Resources received free of charge - Commonwealth .....	4,811	4,650	4,650	4,650	4,650	4,650	4,650
<b>Total Income</b> .....	<b>237,240</b>	<b>245,001</b>	<b>249,063</b>	<b>258,945</b>	<b>263,739</b>	<b>263,405</b>	<b>263,523</b>
<b>NET COST OF SERVICES</b> .....	<b>1,705,755</b>	<b>1,606,082</b>	<b>1,781,753</b>	<b>1,781,132</b>	<b>1,700,776</b>	<b>1,729,514</b>	<b>1,788,678</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,604,758	1,540,369	1,728,976	1,721,749	1,647,720	1,678,130	1,740,768
Resources received free of charge .....	29,664	22,867	29,664	29,664	29,664	29,664	29,664
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	4,173	811	727	859	-
National Redress Scheme .....	695	701	701	740	751	277	278
Royalties for Regions Fund Regional Community Services Fund .....	10,455	13,788	12,259	13,755	12,407	13,210	11,928
Other appropriations .....	-	16,089	-	-	-	-	-
Other revenues .....	5,074	8,539	12,631	11,757	9,375	8,375	8,375
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>1,650,646</b>	<b>1,602,353</b>	<b>1,788,404</b>	<b>1,778,476</b>	<b>1,700,644</b>	<b>1,730,515</b>	<b>1,791,013</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>(55,109)</b>	<b>(3,729)</b>	<b>6,651</b>	<b>(2,656)</b>	<b>(132)</b>	<b>1,001</b>	<b>2,335</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 7,587, 7,722 and 8,059 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Accused Costs Payments .....	6,962	5,105	7,112	7,254	7,399	7,472	7,547
Criminal Injuries Compensation Payments .....	75,683	41,738	80,000	55,038	41,738	41,738	41,738
Legal Assistance Grants .....	123,420	124,412	129,311	135,276	133,118	132,372	135,828
Other Grants, Subsidies and Transfer Payments .....	8,907	13,442	8,129	8,560	6,877	5,998	12,257
Prisoner Gratuity Payments .....	13,594	15,409	15,946	16,738	17,252	18,166	19,270
<b>TOTAL</b> .....	<b>228,566</b>	<b>200,106</b>	<b>240,498</b>	<b>222,866</b>	<b>206,384</b>	<b>205,746</b>	<b>216,640</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	33,268	2,972	8,328	527	1,046	1,565	2,084
Restricted cash.....	3,469	2,806	2,132	1,880	1,880	1,880	1,880
Holding Account receivables.....	11,625	13,925	11,852	11,625	11,625	11,625	11,625
Receivables.....	24,408	23,916	24,408	24,408	24,408	24,408	24,408
Other.....	10,730	11,590	10,730	10,730	10,730	10,730	10,730
<b>Total current assets.....</b>	<b>83,500</b>	<b>55,209</b>	<b>57,450</b>	<b>49,170</b>	<b>49,689</b>	<b>50,208</b>	<b>50,727</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	701,026	769,356	772,110	853,673	934,891	1,010,765	1,085,227
Property, plant and equipment.....	2,726,247	2,622,268	2,746,722	2,813,369	2,815,886	2,775,272	2,723,372
Intangibles.....	6,310	4,353	4,619	2,311	248	-	-
Restricted cash.....	19,149	15,539	18,966	18,783	18,783	18,783	18,783
<b>Total non-current assets.....</b>	<b>3,452,732</b>	<b>3,411,516</b>	<b>3,542,417</b>	<b>3,688,136</b>	<b>3,769,808</b>	<b>3,804,820</b>	<b>3,827,382</b>
<b>TOTAL ASSETS.....</b>	<b>3,536,232</b>	<b>3,466,725</b>	<b>3,599,867</b>	<b>3,737,306</b>	<b>3,819,497</b>	<b>3,855,028</b>	<b>3,878,109</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	227,052	188,916	209,399	209,216	209,216	209,216	209,216
Payables.....	68,146	64,542	69,363	69,363	69,363	69,363	69,363
Borrowings and leases.....	31,665	33,119	34,354	35,253	35,840	38,050	40,053
Other.....	1,038	703	1,038	1,038	1,038	1,038	1,038
<b>Total current liabilities.....</b>	<b>327,901</b>	<b>287,280</b>	<b>314,154</b>	<b>314,870</b>	<b>315,457</b>	<b>317,667</b>	<b>319,670</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	32,827	34,141	32,827	32,827	32,827	32,827	32,827
Borrowings and leases.....	347,471	328,798	329,805	310,275	287,455	264,105	238,506
<b>Total non-current liabilities.....</b>	<b>380,298</b>	<b>362,939</b>	<b>362,632</b>	<b>343,102</b>	<b>320,282</b>	<b>296,932</b>	<b>271,333</b>
<b>TOTAL LIABILITIES.....</b>	<b>708,199</b>	<b>650,219</b>	<b>676,786</b>	<b>657,972</b>	<b>635,739</b>	<b>614,599</b>	<b>591,003</b>
<b>EQUITY</b>							
Contributed equity.....	2,620,199	2,754,227	2,709,182	2,869,031	2,975,223	3,033,245	3,080,707
Accumulated surplus/(deficit).....	(118,014)	(69,146)	(111,751)	(114,407)	(114,539)	(113,538)	(111,203)
Reserves.....	325,848	131,425	325,650	324,710	323,074	320,722	317,602
<b>Total equity.....</b>	<b>2,828,033</b>	<b>2,816,506</b>	<b>2,923,081</b>	<b>3,079,334</b>	<b>3,183,758</b>	<b>3,240,429</b>	<b>3,287,106</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>3,536,232</b>	<b>3,466,725</b>	<b>3,599,867</b>	<b>3,737,306</b>	<b>3,819,497</b>	<b>3,855,028</b>	<b>3,878,109</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	1,525,452	1,458,114	1,646,267	1,628,561	1,554,877	1,590,631	1,654,681
Capital appropriation.....	95,036	113,989	80,772	148,575	104,275	56,763	47,462
Administered equity contribution.....	-	17,397	5,700	-	-	-	-
Holding Account drawdowns .....	11,625	11,625	11,398	11,852	11,625	11,625	11,625
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	4,173	811	727	859	-
Digital Capability Fund .....	2,936	3,357	2,298	4,815	1,917	1,259	-
National Redress Scheme .....	695	701	701	740	751	277	278
Royalties for Regions Fund							
Regional Community Services Fund .....	10,455	13,788	12,259	13,755	12,407	13,210	11,928
Regional Infrastructure and Headworks							
Fund .....	2,370	3,812	213	6,459	-	-	-
Other.....	5,074	8,539	12,631	11,757	9,375	8,375	8,375
Administered appropriations .....	-	16,089	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>1,653,643</b>	<b>1,647,411</b>	<b>1,776,412</b>	<b>1,827,325</b>	<b>1,695,954</b>	<b>1,682,999</b>	<b>1,734,349</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(868,947)	(874,380)	(952,604)	(962,803)	(995,353)	(1,019,414)	(1,060,466)
Grants and subsidies .....	(214,508)	(185,143)	(225,535)	(207,903)	(191,421)	(190,783)	(216,640)
Supplies and services.....	(386,857)	(400,775)	(455,298)	(450,420)	(410,666)	(419,306)	(412,980)
Accommodation.....	(100,603)	(92,414)	(92,357)	(92,297)	(94,639)	(96,159)	(97,116)
GST payments.....	(79,899)	(61,378)	(61,378)	(61,378)	(61,378)	(61,378)	(61,378)
Finance and interest costs.....	(33,159)	(30,114)	(30,270)	(30,880)	(28,910)	(27,544)	(25,721)
Other payments .....	(171,083)	(142,040)	(149,837)	(153,820)	(101,872)	(103,403)	(104,380)
<b>Receipts (b)</b>							
Regulatory fees and fines.....	121,346	90,384	90,384	96,434	102,434	102,434	102,434
Grants and subsidies .....	79,431	79,184	83,246	84,976	80,868	80,018	80,018
Sale of goods and services.....	1,660	32,395	32,395	36,043	44,046	44,083	44,122
GST receipts.....	79,313	61,378	61,378	61,378	61,378	61,378	61,378
Other receipts .....	16,437	23,425	23,425	21,879	16,778	17,257	17,336
<b>Net cash from operating activities .....</b>	<b>(1,556,869)</b>	<b>(1,499,478)</b>	<b>(1,676,451)</b>	<b>(1,658,791)</b>	<b>(1,578,735)</b>	<b>(1,612,817)</b>	<b>(1,673,393)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(55,310)	(137,513)	(89,169)	(137,798)	(76,481)	(28,276)	(16,886)
Proceeds from sale of non-current assets .....	5	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(55,305)</b>	<b>(137,513)</b>	<b>(89,169)</b>	<b>(137,798)</b>	<b>(76,481)</b>	<b>(28,276)</b>	<b>(16,886)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(35,480)	(35,852)	(37,252)	(38,972)	(40,219)	(41,387)	(43,551)
<b>Net cash from financing activities .....</b>	<b>(35,480)</b>	<b>(35,852)</b>	<b>(37,252)</b>	<b>(38,972)</b>	<b>(40,219)</b>	<b>(41,387)</b>	<b>(43,551)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>5,989</b>	<b>(25,432)</b>	<b>(26,460)</b>	<b>(8,236)</b>	<b>519</b>	<b>519</b>	<b>519</b>
Cash assets at the beginning of the reporting period .....	49,897	46,749	55,886	29,426	21,190	21,709	22,228
<b>Cash assets at the end of the reporting period .....</b>	<b>55,886</b>	<b>21,317</b>	<b>29,426</b>	<b>21,190</b>	<b>21,709</b>	<b>22,228</b>	<b>22,747</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)

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
District Court Fees .....	9,955	9,490	9,490	11,417	11,760	12,054	12,054
Family Court Fees .....	8,001	7,789	7,789	8,880	9,097	9,325	9,285
Fines Enforcement Registry Fees.....	49,137	52,250	52,250	53,468	57,575	56,453	56,577
Jurors Infringement Fees.....	21	15	15	20	21	21	21
Magistrates Court Fees .....	7,326	7,829	7,829	8,617	8,875	9,097	9,012
Sheriff's Office Fees .....	210	324	324	332	350	359	360
State Administrative Tribunal Fees.....	813	950	950	880	906	929	929
Supreme Court Fees .....	10,714	11,737	11,737	12,820	13,850	14,196	14,196
<b>Grants and Subsidies</b>							
Commonwealth Grants .....	79,431	79,184	83,246	84,976	80,868	80,018	80,018
Departmental .....	1,297	1,643	3,735	2,861	479	479	479
<b>Sale of Goods and Services</b>							
Commissioner for Equal Opportunity.....	73	105	105	105	105	105	105
Other Receipts.....	691	534	534	565	708	708	708
Proceeds from Sale of Industry Goods.....	1,648	2,927	2,927	3,092	3,253	3,253	3,253
Public Trustee Contributions - Estate Fees and Other Revenue.....	26,037	20,265	20,265	22,790	31,671	31,708	31,747
Registry Births, Deaths and Marriages Fees....	8,952	8,564	8,564	8,309	8,309	8,309	8,309
<b>GST Receipts</b>							
GST Input Credits.....	75,131	56,861	56,861	56,861	56,861	56,861	56,861
GST Receipts on Sales .....	4,182	4,517	4,517	4,517	4,517	4,517	4,517
<b>Other Receipts</b>							
Public Trustee Contribution - Common Account Surplus Interest.....	1,800	2,500	2,500	2,500	2,500	2,500	2,500
Public Trustee Contribution from Reserve .....	-	8,621	8,621	8,807	800	1,275	1,350
Recoup of Building Disputes Revenue .....	2,199	1,200	3,200	3,200	3,200	2,200	2,200
Recoup of Criminal Injury Awards.....	3,375	1,776	1,776	1,776	1,776	1,776	1,776
Recoup of Employee Contributions Housing Leased from Government Regional Officer Housing .....	2,050	2,804	2,804	2,702	2,995	2,999	3,003
Vehicles Leased from State Fleet .....	223	668	668	668	668	668	668
Recoup of Other Costs .....	5,681	7,121	7,121	6,673	8,104	8,104	8,104
Recoup of Prisoner Telephone Calls .....	2,455	4,122	4,122	4,122	4,122	4,122	4,122
Recoup of Residential Tenancy Payments ....	1,583	1,500	1,500	1,500	1,500	1,500	1,500
Recoup of Salary Costs .....	276	9	9	9	9	9	9
<b>TOTAL .....</b>	<b>303,261</b>	<b>295,305</b>	<b>303,459</b>	<b>312,467</b>	<b>314,879</b>	<b>313,545</b>	<b>313,663</b>

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

## DETAILS OF ADMINISTERED TRANSACTIONS

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Confiscation of Assets.....	28,488	15,000	24,000	22,000	20,000	18,000	18,000
Infringements Penalties.....	8,324	9,898	9,898	9,898	9,898	9,898	9,898
Judicial Fines and Penalties.....	36,474	38,206	38,206	38,206	38,206	38,206	38,206
National Redress Scheme .....	50,221	40,000	40,000	19,999	10,000	10,000	9,000
Other Revenue.....	916	746	746	746	746	746	746
Speed and Red Light Fines.....	20,184	22,728	22,728	22,728	22,728	22,728	22,728
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>144,607</b>	<b>126,578</b>	<b>135,578</b>	<b>113,577</b>	<b>101,578</b>	<b>99,578</b>	<b>98,578</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Grants Paid from the Confiscation Proceeds Account .....	1,612	4,000	3,000	3,000	3,000	3,000	3,000
<b>Other</b>							
Confiscation Expenses Paid from the Confiscation Proceeds Account.....	16,947	10,400	20,846	15,500	16,154	16,500	16,500
National Redress Scheme .....	43,158	40,000	40,000	19,999	10,000	10,000	9,000
Other Expenses .....	12,070	736	736	736	736	736	736
Payment to Road Trauma Trust Account....	20,184	22,728	22,728	22,728	22,728	22,728	22,728
Receipts Paid into the Consolidated Account .....	44,798	48,114	48,114	48,114	48,114	48,114	48,114
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>138,769</b>	<b>125,978</b>	<b>135,424</b>	<b>110,077</b>	<b>100,732</b>	<b>101,078</b>	<b>100,078</b>

**Division 28 State Solicitor's Office**

**Part 7 Community Safety**

**Appropriations, Expenses and Cash Assets (a)**

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 69 Net amount appropriated to deliver services .....	44,866	43,969	43,964	42,024	48,758	49,852	51,241
<b>Amount Authorised by Other Statutes</b>							
- Suitors' Fund Act 1964 .....	31	31	31	31	31	31	31
- Salaries and Allowances Act 1975.....	4,411	5,158	5,425	5,607	5,794	5,939	6,087
Total appropriations provided to deliver services .....	49,308	49,158	49,420	47,662	54,583	55,822	57,359
<b>CAPITAL</b>							
Item 145 Capital Appropriation .....	148	131	129	127	129	130	131
<b>TOTAL APPROPRIATIONS</b> .....	49,456	49,289	49,549	47,789	54,712	55,952	57,490
<b>EXPENSES</b>							
Total Cost of Services .....	59,051	62,767	65,036	64,441	65,961	66,901	68,456
Net Cost of Services (b).....	57,513	61,852	64,121	63,526	65,046	65,986	67,541
<b>CASH ASSETS (c)</b> .....	12,066	8,204	10,242	4,552	3,975	3,975	3,975

- (a) The 2022-23 Actual and 2023-24 Budget have been recast, for comparability purposes, to reflect the transfer of the Solicitor General's Office to the Department of Justice, effective from 1 July 2023.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the SSO'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 SSO's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Ongoing Initiatives</b>					
Criminal Law (Mental Impairment) Reforms .....	-	672	843	868	889
Demand for Legal Services .....	250	5,505	7,559	7,596	7,933
Legal Practice Management System.....	-	614	755	575	593
<b>Other</b>					
Salaries and Allowances Tribunal .....	267	320	375	384	393
Transfer of Solicitor General's Office to the Department of Justice .....	(953)	(975)	(990)	(1,006)	(1,006)

## Significant Issues Impacting the Agency

1. The SSO will expand its workforce of legal practitioners and support staff to meet strong demand for legal services and continue to provide advice on various complex legal matters, including historical child sexual abuse claims and various class actions.
2. The SSO continues to provide legal advice in relation to Native Title compensation claims.
3. In line with the Government's Digital Strategy 2021-2025, the SSO's new Legal Practice Management System will be a software-as-a-service solution aimed at improving efficiencies.
4. The *Criminal Law (Mental Impairment) Act 2023* is planned to commence on 1 September 2024, and will repeal the *Criminal Law (Mentally Impaired Accused) Act 1996* and the *Criminal Law (Mentally Impaired Accused) Regulations 1997*. The SSO has received funding to manage extended custody order applications and appeals to the Supreme Court and the Court of Appeal.
5. The SSO continues to provide legal advice to government on major infrastructure projects.

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

Government Goal	Desired Outcome	Service
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Government receives quality and timely legal services.	1. Legal Services to Government

### Service Summary <sup>(a)</sup>

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Legal Services to Government .....	59,051	62,767	65,036	64,441	65,961	66,901	68,456
<b>Total Cost of Services</b> .....	59,051	62,767	65,036	64,441	65,961	66,901	68,456

(a) The 2022-23 Actual and 2023-24 Budget have been recast, for comparability purposes, to reflect the transfer of the Solicitor General's Office to the Department of Justice, effective from 1 July 2023. The 2022-23 Actual Total Cost of Services as reported in SSO's Annual Report was \$60,003,000. The 2023-24 Budget Total Cost of Services as reported in the 2023-24 Budget was \$63,720,000.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Government receives quality and timely legal services:</b>					
Extent to which government agencies are satisfied with legal services.....	96.1%	95%	95%	95%	

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

**Services and Key Efficiency Indicators**

**1. Legal Services to Government <sup>(a)</sup>**

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 59,051	\$'000 62,767	\$'000 65,036	\$'000 64,441	
Less Income .....	1,538	915	915	915	
Net Cost of Service .....	57,513	61,852	64,121	63,526	
<b>Employees (Full-Time Equivalents) .....</b>	<b>230</b>	<b>260</b>	<b>260</b>	<b>274</b>	
<b>Efficiency Indicators</b>					
Average cost per legal matter.....	\$6,543	\$6,327	\$6,556	\$6,757	

(a) The 2022-23 Actual and 2023-24 Budget have been recast, for comparability purposes, to reflect the transfer of the Solicitor General's Office to the Department of Justice, effective from 1 July 2023.

**Financial Statements**

**Income Statement**

*Income*

1. The decrease in total income between the 2023-24 Estimated Actual and the 2024-25 Budget (\$4.9 million or 7.8%) is mainly due to legal services being funded from internal cash balances in 2024-25.

**Statement of Financial Position**

2. The decrease in total assets between the 2023-24 Estimated Actual and the 2024-25 Budget (\$5.6 million or 23.4%) is mainly due to legal services being funded from internal cash balances in 2024-25.

**Statement of Cashflows**

3. The decrease in cash balances between the 2023-24 Estimated Actual and the 2024-25 Budget (\$5.7 million or 55.6%) is mainly due to legal services being funded from internal cash balances in 2024-25.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	39,659	47,572	47,662	50,670	52,234	53,378	54,693
Grants and subsidies (c) .....	6,913	2,550	3,707	-	-	-	-
Supplies and services .....	4,703	4,928	5,679	5,750	5,920	5,622	5,830
Accommodation .....	7,014	6,913	7,147	7,147	6,913	6,913	6,928
Depreciation and amortisation .....	290	278	275	331	361	452	452
Finance and interest costs .....	14	21	19	26	28	31	29
Other expenses .....	458	505	547	517	505	505	524
<b>TOTAL COST OF SERVICES .....</b>	<b>59,051</b>	<b>62,767</b>	<b>65,036</b>	<b>64,441</b>	<b>65,961</b>	<b>66,901</b>	<b>68,456</b>
<b>Income</b>							
Sale of goods and services .....	128	-	-	-	-	-	-
Other revenue .....	1,410	915	915	915	915	915	915
<b>Total Income .....</b>	<b>1,538</b>	<b>915</b>	<b>915</b>	<b>915</b>	<b>915</b>	<b>915</b>	<b>915</b>
<b>NET COST OF SERVICES .....</b>	<b>57,513</b>	<b>61,852</b>	<b>64,121</b>	<b>63,526</b>	<b>65,046</b>	<b>65,986</b>	<b>67,541</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	49,308	49,158	49,420	47,662	54,583	55,822	57,359
Resources received free of charge .....	2,928	2,798	2,798	2,807	2,807	2,807	2,807
Major Treasurer's Special Purpose Account(s)							
National Redress Scheme .....	3,026	3,114	3,114	-	-	-	-
Other revenues .....	6,904	6,782	6,782	6,782	6,782	6,782	6,782
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>62,166</b>	<b>61,852</b>	<b>62,114</b>	<b>57,251</b>	<b>64,172</b>	<b>65,411</b>	<b>66,948</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>4,653</b>	<b>-</b>	<b>(2,007)</b>	<b>(6,275)</b>	<b>(874)</b>	<b>(575)</b>	<b>(593)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 230, 260 and 274, respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Act of Grace Payments .....	2,976	-	-	-	-	-	-
Legal Costs on Behalf of the State .....	3,937	2,550	3,707	-	-	-	-
<b>TOTAL .....</b>	<b>6,913</b>	<b>2,550</b>	<b>3,707</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	11,097	7,010	9,090	3,217	2,640	2,640	2,640
Receivables.....	879	1,361	881	881	881	881	881
Other.....	2,253	863	2,253	2,253	2,253	2,253	2,253
<b>Total current assets.....</b>	<b>14,229</b>	<b>9,234</b>	<b>12,224</b>	<b>6,351</b>	<b>5,774</b>	<b>5,774</b>	<b>5,774</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	9,528	9,681	9,803	10,134	10,495	10,947	11,399
Property, plant and equipment.....	675	689	692	573	521	517	416
Intangibles.....	33	-	-	(101)	(254)	(526)	(798)
Restricted cash.....	969	1,194	1,152	1,335	1,335	1,335	1,335
<b>Total non-current assets.....</b>	<b>11,205</b>	<b>11,564</b>	<b>11,647</b>	<b>11,941</b>	<b>12,097</b>	<b>12,273</b>	<b>12,352</b>
<b>TOTAL ASSETS.....</b>	<b>25,434</b>	<b>20,798</b>	<b>23,871</b>	<b>18,292</b>	<b>17,871</b>	<b>18,047</b>	<b>18,126</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	10,225	10,362	10,408	10,591	10,591	10,591	10,591
Payables.....	188	-	188	188	188	188	188
Borrowings and leases.....	94	142	139	135	135	145	144
Other.....	1,099	711	1,099	1,099	1,099	1,099	1,099
<b>Total current liabilities.....</b>	<b>11,606</b>	<b>11,215</b>	<b>11,834</b>	<b>12,013</b>	<b>12,013</b>	<b>12,023</b>	<b>12,022</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,018	2,216	2,018	2,018	2,018	2,018	2,018
Borrowings and leases.....	119	210	205	193	220	256	205
<b>Total non-current liabilities.....</b>	<b>2,137</b>	<b>2,426</b>	<b>2,223</b>	<b>2,211</b>	<b>2,238</b>	<b>2,274</b>	<b>2,223</b>
<b>TOTAL LIABILITIES.....</b>	<b>13,743</b>	<b>13,641</b>	<b>14,057</b>	<b>14,224</b>	<b>14,251</b>	<b>14,297</b>	<b>14,245</b>
<b>EQUITY</b>							
Contributed equity.....	3,305	3,389	3,419	3,931	4,338	5,043	5,767
Accumulated surplus/(deficit).....	8,386	3,733	6,379	104	(770)	(1,345)	(1,938)
Reserves.....	-	35	16	33	52	52	52
<b>Total equity.....</b>	<b>11,691</b>	<b>7,157</b>	<b>9,814</b>	<b>4,068</b>	<b>3,620</b>	<b>3,750</b>	<b>3,881</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>25,434</b>	<b>20,798</b>	<b>23,871</b>	<b>18,292</b>	<b>17,871</b>	<b>18,047</b>	<b>18,126</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	48,868	48,880	49,145	47,331	54,222	55,370	56,907
Capital appropriation.....	148	131	129	127	129	130	131
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....	-	-	-	402	297	575	593
National Redress Scheme .....	3,026	3,114	3,114	-	-	-	-
Other.....	7,474	6,782	6,782	6,782	6,782	6,782	6,782
<b>Net cash provided by Government .....</b>	<b>59,516</b>	<b>58,907</b>	<b>59,170</b>	<b>54,642</b>	<b>61,430</b>	<b>62,857</b>	<b>64,413</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(39,751)	(47,389)	(47,479)	(50,488)	(52,234)	(53,378)	(54,693)
Grants and subsidies .....	(6,633)	(2,550)	(3,707)	-	-	-	-
Supplies and services .....	(1,899)	(2,130)	(2,881)	(2,942)	(3,113)	(2,815)	(3,023)
Accommodation.....	(7,559)	(6,913)	(7,147)	(7,147)	(6,913)	(6,913)	(6,928)
GST payments.....	(1,480)	-	-	-	-	-	-
Finance and interest costs.....	(14)	(21)	(19)	(26)	(28)	(31)	(29)
Other payments .....	(629)	(505)	(547)	(517)	(505)	(505)	(524)
<b>Receipts (b)</b>							
Sale of goods and services.....	134	-	-	-	-	-	-
GST receipts.....	1,392	-	-	-	-	-	-
Other receipts .....	1,395	915	915	915	915	915	915
<b>Net cash from operating activities .....</b>	<b>(55,044)</b>	<b>(58,593)</b>	<b>(60,865)</b>	<b>(60,205)</b>	<b>(61,878)</b>	<b>(62,727)</b>	<b>(64,282)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(6)	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(131)	(131)	(129)	(127)	(129)	(130)	(131)
<b>Net cash from financing activities .....</b>	<b>(131)</b>	<b>(131)</b>	<b>(129)</b>	<b>(127)</b>	<b>(129)</b>	<b>(130)</b>	<b>(131)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>4,335</b>	<b>183</b>	<b>(1,824)</b>	<b>(5,690)</b>	<b>(577)</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	7,731	8,021	12,066	10,242	4,552	3,975	3,975
<b>Cash assets at the end of the reporting period .....</b>	<b>12,066</b>	<b>8,204</b>	<b>10,242</b>	<b>4,552</b>	<b>3,975</b>	<b>3,975</b>	<b>3,975</b>

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Sale of Goods and Services</b>							
State Solicitor Fees.....	7,474	6,782	6,782	6,782	6,782	6,782	6,782
<b>GST Receipts</b>							
GST Input Credits.....	560	-	-	-	-	-	-
GST Receipts on Sales.....	832	-	-	-	-	-	-
<b>Other Receipts</b>							
Recoup of Legal Costs.....	1,438	-	-	-	-	-	-
Recoup of Other Costs.....	91	915	915	915	915	915	915
<b>TOTAL</b> .....	10,395	7,697	7,697	7,697	7,697	7,697	7,697

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Land Acquisition.....	205,527	-	-	-	-	-	-
Suitors' Fund.....	135	164	164	164	164	164	164
<b>TOTAL ADMINISTERED INCOME</b> .....	205,662	164	164	164	164	164	164
<b>EXPENSES</b>							
<b>Other</b>							
Payment of Land Acquisition.....	200,135	-	-	-	-	-	-
Payment of Suitors' Fund.....	-	164	164	164	164	164	164
<b>TOTAL ADMINISTERED EXPENSES</b> .....	200,135	164	164	164	164	164	164

# Legal Aid Commission of Western Australia

## Part 7 Community Safety

### Asset Investment Program

1. The Commission's Asset Investment Program (AIP) for 2024-25 is estimated at \$2.5 million, comprising of a computer hardware and software replacement program and office fit-outs. The AIP will be funded from internal cash balances.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Computer Hardware and Software Replacement Program <sup>(a)</sup> .....	11,663	9,248	1,959	2,315	-	-	100
Office Refurbishment and Fit-Outs .....	6,139	5,460	1,160	165	205	69	240
<b>Total Cost of Asset Investment Program</b> .....	<b>17,802</b>	<b>14,708</b>	<b>3,119</b>	<b>2,480</b>	<b>205</b>	<b>69</b>	<b>340</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			3,119	2,480	205	69	340
<b>Total Funding</b> .....			<b>3,119</b>	<b>2,480</b>	<b>205</b>	<b>69</b>	<b>340</b>

(a) The 2025-26 and 2026-27 allocations have been brought forward to meet program requirements over 2023-24 and 2024-25.

## Division 29 **Fire and Emergency Services**

### Part 7 **Community Safety**

#### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 70 Net amount appropriated to deliver services .....	100,720	103,739	128,008	<b>121,015</b>	109,978	89,464	70,481
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	754	756	819	<b>887</b>	915	937	960
Total appropriations provided to deliver services .....	101,474	104,495	128,827	<b>121,902</b>	110,893	90,401	71,441
<b>ADMINISTERED TRANSACTIONS</b>							
Item 71 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	96,900	89,127	364,613	<b>351,563</b>	63,277	45,000	45,000
<b>CAPITAL</b>							
Item 146 Capital Appropriation .....	7,097	11,325	11,325	<b>26,946</b>	1,020	1,020	1,020
<b>TOTAL APPROPRIATIONS .....</b>	<b>205,471</b>	<b>204,947</b>	<b>504,765</b>	<b>500,411</b>	<b>175,190</b>	<b>136,421</b>	<b>117,461</b>
<b>EXPENSES</b>							
Total Cost of Services .....	587,702	565,312	595,438	<b>596,120</b>	586,296	585,149	593,062
Net Cost of Services <sup>(a)</sup> .....	146,559	150,144	167,392	<b>153,857</b>	121,116	93,174	72,582
<b>CASH ASSETS <sup>(b)</sup>.....</b>	<b>58,721</b>	<b>47,375</b>	<b>56,211</b>	<b>50,902</b>	<b>64,194</b>	<b>89,589</b>	<b>117,799</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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Additional Corporate Support .....	-	642	650	666	682
Additional Firefighters .....	-	2,731	5,149	7,430	7,731
Bushfire Centre of Excellence - Strategic Partnership Model .....	260	-	-	-	-
Canadian Wildfires Personnel Deployment .....	1,035	-	-	-	-
Disaster Ready Fund Grants Program .....	4,691	2,135	1,917	-	-
Ex-Tropical Cyclone Ellie (Ex-TC Ellie) and Tropical Cyclone Ilsa - Homeowners Recovery and Resilience Grant .....	660	1,000	-	-	-
Ex-TC Ellie Assistance Package for Prescribed Body Corporate Participation .....	2,096	-	-	-	-
Temporary Workers Accommodation .....	1,700	1,800	-	-	-
Relaunch of the National Prescribed Burning Network .....	404	-	-	-	-
Spatial WA Business Use Case .....	243	375	384	394	404
Western Australian Public Sector Learning Initiative .....	-	-	(65)	(124)	(142)
<b>Ongoing Initiatives</b>					
Bushfire Framework Management .....	-	514	534	538	551
Consolidated Emergency Services Acts .....	-	1,202	1,078	504	-
Emergency Rescue Helicopter Service .....	-	3,886	4,480	5,089	5,440
Mitigation Activity Fund Grants Program .....	297	1,289	1,289	1,289	1,289
Next Generation - Emergency WA .....	598	2,084	1,888	2,049	2,222
Radio Over Internet Protocol .....	-	553	623	853	623
Surf Life Saving Grant .....	-	138	69	69	69
<b>Other</b>					
Asset Management Cost Pressures .....	9,506	5,161	5,187	1,178	1,205
Aviation Cost Pressures .....	1,495	1,961	2,397	2,843	2,843
Corporate Cost Pressures .....	6,568	4,274	4,385	4,122	1,584
Direct Brigade Alarm and False Fire Alarm Services .....	730	750	750	750	750
Government Regional Officer Housing .....	555	602	541	545	511
Provision of Fire Services - Commonwealth .....	766	888	990	1,083	1,083
Public Sector Wages Policy .....	1,815	3,805	6,310	6,744	6,830
RiskCover Fund Insurance Premiums .....	-	4,516	-	-	-
Salaries and Allowances Tribunal .....	60	123	145	165	187
State Fleet Updates .....	(259)	83	204	190	109
Strategic Disaster Risk Information Portal .....	77	-	-	-	-

## Significant Issues Impacting the Agency

### Enhanced Capability

1. Western Australia has continued to experience an increase in the frequency, intensity, and impact of natural disasters. Prolonged, overlapping bushfire seasons and severe flooding events have increased the demand on the Department's resourcing to deliver its services before, during and after emergencies. Climate change modelling indicates this trend will continue resulting in more communities, industries, and ecosystems at risk of significant disruption. To address this, the Department is investing in:
  - 1.1. sixty additional career firefighters to respond to emergencies whilst maintaining statewide operational capability;
  - 1.2. Emergency WA to provide high quality alerts and warnings to the community when life and property are under threat; and
  - 1.3. planning towards a new Western Australian Emergency Management Training Centre to provide contemporary training facilities across all hazards and meet the demands for whole-of-government emergency management training to prepare, respond and adapt to the State's changing risk profile.

- The Department will continue to enhance the way it works in partnership with the community, the private sector and across government through the delivery of recovery assistance packages. The Department facilitates access to the Commonwealth Government’s Disaster Ready Fund for disaster resilience and risk reduction initiatives and provides ongoing support and resources to enhance the State Bushfire Planning Framework.

**Legislative Reform**

- Changes in legislative arrangements, such as the proposed Consolidated Emergency Services Act, affects the sector in terms of the emergency services workforce and emergency management responsibilities. The Department continues to consider these reforms as part of its planning for future strategies and operating models.

**Emergency Services Digital Strategy**

- Organisations across Western Australia are increasingly recognising the significant potential of digital systems to empower community safety and resilience. The Western Australian Emergency Services Digital Strategy will serve as a platform to unify these efforts and leverage its capabilities. The Department will be finalising this strategy with an associated roadmap in 2024-25.
- Additionally, the Department is undertaking the largest financial management digital transformation project in its history. This project will replace its existing financial management system with a contemporary solution. This work will streamline a range of business processes in line with industry best practices, provide for better data integration and analysis and provide the foundational technology for future business process improvements.

**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.	Western Australian communities recognise and understand their local hazard risks and can effectively manage them.	1. Community Awareness, Education and Information Services
	A diverse team of volunteers and staff with a wide range of skills, who have access to development programs.	2. Health, Safety, Wellbeing and Training Services
	Risk is reduced and managed through innovation and continuous improvement across all hazards before, during and after emergencies.	3. Delivery of Frontline Services Before, During and After Incidents

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Community Awareness, Education and Information Services .....	12,338	12,821	15,570	16,794	16,684	17,172	17,669
2. Health, Safety, Wellbeing and Training Services .....	29,381	33,063	30,479	30,550	29,454	29,557	29,130
3. Delivery of Frontline Services Before, During and After Incidents .....	545,983	519,428	549,389	548,776	540,158	538,420	546,263
<b>Total Cost of Services.....</b>	<b>587,702</b>	<b>565,312</b>	<b>595,438</b>	<b>596,120</b>	<b>586,296</b>	<b>585,149</b>	<b>593,062</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Western Australian communities recognise and understand their local hazard risks and can effectively manage them:</b>					
Proportion of community members who recognise their local natural hazard risks and are prepared to take action.....	21%	20%	20%	20%	
<b>Outcome: A diverse team of volunteers and staff with a wide range of skills, who have access to development programs:</b>					
Proportions of scheduled operational courses delivered .....	83%	80%	79%	80%	
<b>Outcome: Risk is reduced and managed through innovation and continuous improvement across all hazards before, during and after emergencies:</b>					
Proportion of Level Three incident impact statements completed and endorsed by the State Recovery Coordinator <sup>(b)</sup> .....	100%	90%	100%	90%	
Proportion of structure fire reports completed within specified timeframes <sup>(c)</sup> .....	n.a.	90%	70%	90%	1
Proportion of responses to Emergency Service Levy One and Emergency Service Levy Two incidents within target timeframes <sup>(c)</sup> .....	n.a.	90%	92%	90%	
Proportion of structure fires confined to object or room of origin <sup>(c)</sup> .....	n.a.	72%	75%	72%	

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

(b) This indicator measures the number of impact statements completed by all parties and endorsed by the State Recovery Coordinator within 60 days of the closure of an incident.

(c) The Treasurer approved an exemption to report against these indicators in 2022-23 due to industrial action resulting in the non-completion of incident reports during May and June 2023.

## Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual is lower than the 2023-24 Budget due to extended industrial action impacting on the timely completion of structure fire reports in the first quarter of 2023-24. The 2024-25 Budget Target was set up in line with the 2023-24 Budget, with no further industrial action expected in 2024-25.

**Services and Key Efficiency Indicators**

**1. Community Awareness, Education and Information Services**

Provision of generic and targeted awareness, education and information programs before an incident and emergency hazard information during an incident via social media, telephone call centre, television and radio interviews to increase community awareness of preventable and natural hazards and support their ability to take action.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 12,338	\$'000 12,821	\$'000 15,570	\$'000 16,794	1
Less Income .....	11,535	9,533	11,193	12,460	1
Net Cost of Service .....	803	3,288	4,377	4,334	
<b>Employees (Full-Time Equivalents) .....</b>	<b>33</b>	<b>45</b>	<b>43</b>	<b>38</b>	
<b>Efficiency Indicators</b>					
Average cost per household to deliver education and awareness programs and emergency hazard information to the community .....	\$11.57	\$11.85	\$14.39	\$15.27	1

**Explanation of Significant Movements**

(Notes)

1. The increase between the 2023-24 Budget and both the 2023-24 Estimated Actual and the 2024-25 Budget Target is primarily due to wages growth in line with the current enterprise bargaining award agreements, cost escalations for service contracts, and additional expenditure of approximately \$2 million per annum over the forward estimates period for the Next Generation Emergency WA project. The increase in income correlates with the increase in the Total Cost of Service.

**2. Health, Safety, Wellbeing and Training Services**

Services provided to ensure that frontline emergency personnel, including volunteers, are not only trained and supported, but also maintain their physical and mental health while providing safe and efficient services to the community.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 29,381	\$'000 33,063	\$'000 30,479	\$'000 30,550	1
Less Income .....	22,581	22,135	21,911	22,665	
Net Cost of Service .....	6,800	10,928	8,568	7,885	
<b>Employees (Full-Time Equivalents) .....</b>	<b>96</b>	<b>119</b>	<b>100</b>	<b>103</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost per population to deliver health, safety, wellbeing and training services .....	\$10.70	\$11.53	\$10.35	\$10.20	1

**Explanation of Significant Movements**

(Notes)

1. The 2023-24 Estimated Actual and the 2024-25 Budget Target are lower than the 2023-24 Budget, predominantly due to a reduction in estimated full-time equivalents (FTEs) and associated expenditure allocated to this service to more accurately reflect the timing of trainee firefighters being deployed to stations. In addition, planning for the WA Emergency Training Centre will now occur in 2024-25 as a result of an appropriate site recently being selected.

### 3. Delivery of Frontline Services Before, During and After Incidents

Services provided by frontline personnel, including volunteers, to enable the community to prevent where possible, prepare for, respond to, and recover from emergency incidents.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	545,983	519,428	549,389	548,776	1
Less Income .....	407,027	383,500	394,942	407,138	1
Net Cost of Service .....	138,956	135,928	154,447	141,638	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,605</b>	<b>1,771</b>	<b>1,791</b>	<b>1,802</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost per population to deliver frontline services .....	\$198.75	\$181.11	\$186.56	\$183.25	1

#### Explanation of Significant Movements

(Notes)

1. The increase between the 2023-24 Budget compared to the 2023-24 Estimated Actual is primarily due to wages growth in line with the public sector wages policy and cost pressures, particularly impacting on asset management and air operations activities. In addition, some FTEs and associated expenditure were allocated to this service to more accurately reflect the timing of trainee firefighters being deployed to stations. The 2024-25 Budget Target reflects reductions in temporary FTEs and expenditure associated with enhanced recovery activities primarily in relation to Ex-TC Ellie, partially offset by an increase in costs associated with the employment of 20 additional firefighters in 2024-25 (the first tranche of an additional 60 firefighters). The increase in income correlates with the increase in the Total Cost of Service.

#### Asset Investment Program

1. An overview of the Department's Asset Investment Program of \$79.8 million in 2024-25 is as follows:
  - 1.1. \$42.7 million has been provided for land and building works, comprising of:
    - 1.1.1. \$17.9 million for facility modifications. The elevated expenditure for this program in 2024-25 was due to the carryover of works from prior years impacted by construction supply and labour constraints as well as new projects funded from the Asset Maintenance Fund;
    - 1.1.2. \$8.7 million for the upgrade of Volunteer Fire and Rescue Service (VFRS) and Volunteer Fire and Emergency Service (VFES) facilities;
    - 1.1.3. \$8.2 million for the purchase of land for the replacement of the Armadale and Maddington Career Fire and Rescue Service (CFRS) Stations and construction of a new CFRS station in the North Coastal Metropolitan area; and
    - 1.1.4. \$7.9 million for the CFRS Cardup Fire Station.
  - 1.2. \$23.9 million for ongoing vehicle replacement programs in line with the Department's maintenance and serviceable life replacement strategies;
  - 1.3. \$5.7 million for plant and equipment works including \$2.2 million for upgrades to the Emergency Services Radio Network; and
  - 1.4. \$7.5 million for intangible assets, including \$2.4 million to upgrade the Next Generation Emergency WA System and \$4.9 million for replacement of the Department's Financial Management Information System.



	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Intangible Asset Development.....	27,086	13,287	8,493	7,479	3,980	2,340	-
Land and Building Works							
Cardup CFRS Station.....	12,500	4,578	2,500	7,922	-	-	-
CFRS North Coastal Metropolitan Fire Station.....	2,500	119	109	2,381	-	-	-
Facility Modifications.....	92,550	58,920	13,261	17,878	6,784	4,484	4,484
VFRS/VFES Upgrade and Replacement Program.....	25,141	8,315	171	8,740	4,086	2,000	2,000
Plant and Equipment Works							
Emergency Services Radio Network Upgrade.....	10,325	8,130	5,628	2,195	-	-	-
Equipment Replacement Program.....	34,245	22,130	2,284	3,115	3,000	3,000	3,000
Fixed Repeater Tower (Esperance).....	355	-	-	355	-	-	-
Vehicle Programs							
Primary Fire and Emergency Fleet.....	162,601	77,025	19,127	22,765	22,868	18,915	21,028
Secondary Fire and Emergency Fleet.....	8,829	4,132	971	1,188	1,094	857	1,558
<b>COMPLETED WORKS</b>							
Land and Building Works - VFRS/VFES Facilities							
Upgrades.....	9,262	9,262	2,635	-	-	-	-
<b>NEW WORKS</b>							
Land and Building Works							
CFRS Armadale Fire Station.....	3,110	-	-	3,110	-	-	-
CFRS Maddington Fire Station.....	2,700	-	-	2,700	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>391,204</b>	<b>205,898</b>	<b>55,179</b>	<b>79,828</b>	<b>41,812</b>	<b>31,596</b>	<b>32,070</b>
<b>FUNDED BY</b>							
Asset Sales.....			803	820	820	820	820
Capital Appropriation.....			11,325	26,926	1,000	1,020	1,020
Emergency Services Levy.....			6,038	9,690	8,560	10,900	7,640
Internal Funds and Balances.....			27,201	31,830	30,632	18,856	22,590
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....			1,709	8,193	800	-	-
Digital Capability Fund.....			5,064	2,369	-	-	-
Royalties for Regions Fund.....			2,605	-	-	-	-
Other Grants and Subsidies.....			434	-	-	-	-
<b>Total Funding.....</b>			<b>55,179</b>	<b>79,828</b>	<b>41,812</b>	<b>31,596</b>	<b>32,070</b>

## Financial Statements

### Income Statement

#### Expenses

1. The increase in Total Cost of Services of approximately \$30 million in both the 2024-25 Budget Year and the 2023-24 Estimated Actual, relative to the 2023-24 Budget, is mainly due to the revisions to various public sector industrial agreements and cost escalations associated with assets management, air operations, insurance premiums and ICT infrastructure services.

#### Income

2. Income from Government is estimated to increase by approximately \$28 million between the 2023-24 Budget and both the 2023-24 Estimated Actual and the 2024-25 Budget Year, which largely reflects the increase in Total Cost of Services.

### Statement of Financial Position

3. The increasing current assets across the outyears reflects cash reserves for future asset replacement. It is anticipated that current assets will decrease as asset replacement works are approved as part of the Department's Strategic Asset Plan in future years.
4. The decreasing non-current liabilities balance is due to the recognition of annual repayments of the Department's leases, primarily for buildings and aircraft, in line with the relevant accounting standards.

**Statement of Cashflows**

5. The \$38 million increase in net cash provided by Government from the 2023-24 Budget to the 2024-25 Budget Year relates to additional service and capital appropriation in line with the increase in revenue and additional capital works. Net cash provided by Government decreases over the outyears with the conclusion of Government-funded projects and an increase in expenditure budgeted to be funded through additional Emergency Services Levy (ESL) revenue.
6. The \$23.7 million increase in purchase of non-current assets from the 2023-24 Budget to 2024-25 Budget is primarily due to increased capital expenditure associated with land acquisition for the replacement of Metropolitan CFRS stations, the construction of CFRS/VFRS stations in Cardup, Margaret River and Halls Creek, and priority building maintenance and upgrade works approved for 2024-25 through the Asset Maintenance Fund.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	264,444	264,934	274,284	280,434	286,083	294,080	301,548
Grants and subsidies <sup>(c)</sup> .....	81,429	89,586	86,474	79,110	74,402	66,761	65,903
Supplies and services .....	117,102	96,190	106,259	105,958	96,949	96,842	97,626
Accommodation .....	13,676	11,073	15,709	14,770	13,442	11,695	11,808
Depreciation and amortisation .....	47,260	49,120	52,947	55,850	58,581	58,629	58,494
Finance and interest costs .....	1,553	6,639	7,047	6,679	6,199	6,050	5,977
Other expenses .....	62,238	47,770	52,718	53,319	50,640	51,092	51,706
<b>TOTAL COST OF SERVICES</b> .....	<b>587,702</b>	<b>565,312</b>	<b>595,438</b>	<b>596,120</b>	<b>586,296</b>	<b>585,149</b>	<b>593,062</b>
<b>Income</b>							
Sale of goods and services .....	9,798	9,242	9,972	9,897	9,897	9,897	9,897
Regulatory fees and fines .....	395,017	392,501	392,501	417,604	442,887	470,121	498,626
Grants and subsidies .....	25,601	7,529	18,142	8,622	6,222	5,762	5,762
Other revenue .....	10,727	5,896	7,431	6,140	6,174	6,195	6,195
<b>Total Income</b> .....	<b>441,143</b>	<b>415,168</b>	<b>428,046</b>	<b>442,263</b>	<b>465,180</b>	<b>491,975</b>	<b>520,480</b>
<b>NET COST OF SERVICES</b> .....	<b>146,559</b>	<b>150,144</b>	<b>167,392</b>	<b>153,857</b>	<b>121,116</b>	<b>93,174</b>	<b>72,582</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	101,474	104,495	128,827	121,902	110,893	90,401	71,441
Resources received free of charge .....	801	2,273	2,273	2,273	2,273	2,273	2,273
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	1,709	9,214	800	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	4,421	5,838	5,223	5,828	6,232	5,828	5,828
Other appropriations .....	-	3,586	-	-	-	-	-
Other revenues .....	35,502	36,737	43,257	41,674	38,421	34,168	36,009
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>142,198</b>	<b>152,929</b>	<b>181,289</b>	<b>180,891</b>	<b>158,619</b>	<b>132,670</b>	<b>115,551</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>(4,361)</b>	<b>2,785</b>	<b>13,897</b>	<b>27,034</b>	<b>37,503</b>	<b>39,496</b>	<b>42,969</b>

- (a) Full audited financial statements are published in the Department's Annual Report.
- (b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,734, 1,934 and 1,943 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
All West Australians Reducing Emergencies							
Program .....	142	238	238	226	200	200	200
Australian Fire Danger Rating System .....	732	207	207	216	225	168	168
Bushfire Mitigation Activity Fund							
ESL <sup>(a)</sup> .....	5,661	13,551	7,623	6,835	7,794	7,982	8,068
Royalties for Regions <sup>(b)</sup> .....	2,065	1,019	1,316	1,289	1,289	1,289	1,289
Bushfire Risk Management Planning .....	1,348	1,423	1,423	1,423	1,440	1,458	1,474
Chemistry Centre - Emergency Response							
Services .....	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Coastal and Estuarine Risk Mitigation							
Program <sup>(c)</sup> .....	17,737	492	546	1,425	-	-	-
Disaster Ready Fund <sup>(d)</sup> .....	-	-	4,411	2,000	1,917	-	-
ESL Private Brigade Subsidy .....	240	275	275	275	278	282	296
Ex-TC Ellie and Tropical Cyclone Ilsa <sup>(e)</sup> .....	25	620	3,377	1,621	-	-	-
Local Government - Community Emergency							
Service Managers .....	2,023	2,713	2,713	2,713	2,746	2,781	2,811
Local Government Emergency Services							
Grants .....	33,288	35,150	32,337	37,760	37,336	37,799	36,689
National Disaster Risk Reduction .....	1,685	4,395	1,656	3,106	1,325	-	-
Natural Disaster Resilience Program .....	482	98	125	-	-	-	-
Operational Efficiency Payment .....	896	928	928	928	928	940	950
Other .....	722	984	983	2,005	984	984	984
Severe Tropical Cyclone Seroja .....	2,860	14,095	14,918	4,509	5,125	-	-
Shire of Trayning .....	315	-	-	-	-	-	-
Surf Life Saving Western Australia <sup>(f)</sup> .....	1,381	1,381	1,381	1,519	1,450	1,450	1,450
Volunteer Fuel Card .....	481	1,070	1,070	1,070	1,070	1,020	1,020
Volunteer Marine Rescue Service .....	7,846	9,447	9,447	8,690	8,795	8,908	9,004
<b>TOTAL .....</b>	<b>81,429</b>	<b>89,586</b>	<b>86,474</b>	<b>79,110</b>	<b>74,402</b>	<b>66,761</b>	<b>65,903</b>

- (a) The 2023-24 Estimated Actual shows a decrease of \$5.9 million compared to the 2023-24 Budget as a result of \$2.9 million carryover of expenditure from 2023-24 to the forward estimates period and reallocation of \$3.1 million to Grain Harvest - Aerial Fire Suppression initiative for 2023-24 and 2024-25.
- (b) The Department administers bushfire mitigation activity grant funding on behalf of Planning, Lands and Heritage. This table reflects the allocation of the funding to the Department based on estimates provided by Planning, Lands and Heritage. Phase Two of the program expired in 2023-24 and Phase Three commenced with \$1.3 million per annum allocated to the Department from the Royalties for Regions Fund over 2024-25 to 2027-28.
- (c) The 2022-23 Actual, the 2023-24 Estimated Actual and the 2024-25 Budget total \$19.7 million relating to eight successful applications approved for Commonwealth Government grant funding and State co-contribution for the Shire of Shark Bay Project.
- (d) The 2023-24 Estimated Actual and forward estimates period total \$8.3 million for 23 successful projects awarded under the Commonwealth Government Disaster Ready Fund, which is committed to reducing the devastating impacts of natural hazard disasters on communities and the economy.
- (e) Includes grants as part of the following packages: Ex-TC Ellie - Assistance Package for Prescribed Body Corporate Participation (\$2.1 million), Ex-TC Ellie - Community and Industry Recovery Officers (\$1.2 million) and Ex-TC Ellie and Tropical Cyclone Ilsa - Homeowners Recovery Resilience Grant (\$1.7 million).
- (f) The increase over the forward estimates period relates to additional grant funding for cost escalations provided to Surf Life Saving Western Australia funded from the Consolidated Account.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	44,416	39,766	41,169	38,038	54,846	80,241	108,451
Restricted cash.....	11,987	6,067	12,724	10,546	7,030	7,030	7,030
Receivables.....	13,470	9,726	13,470	13,470	13,470	13,470	13,470
Other.....	22,115	18,837	22,115	22,115	22,115	22,115	22,115
<b>Total current assets.....</b>	<b>91,988</b>	<b>74,396</b>	<b>89,478</b>	<b>84,169</b>	<b>97,461</b>	<b>122,856</b>	<b>151,066</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	78,721	88,560	88,560	102,670	119,104	135,523	151,722
Property, plant and equipment.....	525,785	637,467	659,262	685,580	676,979	659,919	643,761
Intangibles.....	5,466	16,182	13,959	21,018	22,834	18,000	13,395
Restricted cash.....	2,318	1,542	2,318	2,318	2,318	2,318	2,318
<b>Total non-current assets.....</b>	<b>612,290</b>	<b>743,751</b>	<b>764,099</b>	<b>811,586</b>	<b>821,235</b>	<b>815,760</b>	<b>811,196</b>
<b>TOTAL ASSETS.....</b>	<b>704,278</b>	<b>818,147</b>	<b>853,577</b>	<b>895,755</b>	<b>918,696</b>	<b>938,616</b>	<b>962,262</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	39,125	35,562	39,901	40,025	40,025	40,025	40,025
Payables.....	9,150	12,274	9,026	8,902	8,902	8,902	8,902
Borrowings and leases.....	8,101	17,842	10,327	11,209	11,944	11,761	11,918
Other.....	196	158	196	196	196	196	196
<b>Total current liabilities.....</b>	<b>56,572</b>	<b>65,836</b>	<b>59,450</b>	<b>60,332</b>	<b>61,067</b>	<b>60,884</b>	<b>61,041</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	10,867	11,289	10,867	10,867	10,867	10,867	10,867
Borrowings and leases.....	37,753	143,134	150,003	133,366	116,693	94,707	74,207
<b>Total non-current liabilities.....</b>	<b>48,620</b>	<b>154,423</b>	<b>160,870</b>	<b>144,233</b>	<b>127,560</b>	<b>105,574</b>	<b>85,074</b>
<b>TOTAL LIABILITIES.....</b>	<b>105,192</b>	<b>220,259</b>	<b>220,320</b>	<b>204,565</b>	<b>188,627</b>	<b>166,458</b>	<b>146,115</b>
<b>EQUITY</b>							
Contributed equity.....	392,333	410,230	412,536	443,381	444,741	446,111	447,131
Accumulated surplus/(deficit).....	84,893	96,116	98,790	125,824	163,327	202,823	245,792
Reserves.....	121,860	91,542	121,931	121,985	122,001	123,224	123,224
<b>Total equity.....</b>	<b>599,086</b>	<b>597,888</b>	<b>633,257</b>	<b>691,190</b>	<b>730,069</b>	<b>772,158</b>	<b>816,147</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>704,278</b>	<b>818,147</b>	<b>853,577</b>	<b>895,755</b>	<b>918,696</b>	<b>938,616</b>	<b>962,262</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	93,009	94,656	118,988	107,792	94,459	73,982	55,242
Capital appropriation.....	7,097	11,325	11,325	26,946	1,020	1,020	1,020
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	1,709	9,214	800	-	-
Digital Capability Fund .....	4,719	5,241	7,246	3,899	340	350	-
Royalties for Regions Fund							
Regional Community Services Fund .....	4,421	5,838	5,223	5,828	6,232	5,828	5,828
Regional Infrastructure and Headworks							
Fund .....	-	-	2,605	-	-	-	-
Receipts paid into Consolidated Account .....	-	-	(973)	-	-	-	-
Other.....	35,179	36,737	43,257	41,674	37,373	33,118	34,958
Administered appropriations .....	-	3,586	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>144,425</b>	<b>157,383</b>	<b>189,380</b>	<b>195,353</b>	<b>140,224</b>	<b>114,298</b>	<b>97,048</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(260,199)	(264,402)	(273,774)	(280,709)	(286,312)	(294,321)	(301,780)
Grants and subsidies .....	(81,111)	(89,586)	(86,474)	(79,110)	(74,402)	(66,768)	(65,910)
Supplies and services.....	(111,477)	(93,250)	(103,320)	(103,102)	(94,183)	(94,050)	(94,837)
Accommodation.....	(13,280)	(11,045)	(15,681)	(14,742)	(13,413)	(11,666)	(11,779)
GST payments.....	(31,532)	(18,794)	(18,794)	(18,794)	(18,794)	(18,794)	(18,794)
Finance and interest costs .....	(1,516)	(6,639)	(7,047)	(6,679)	(6,199)	(6,050)	(5,977)
Other payments.....	(72,370)	(48,257)	(53,204)	(53,600)	(50,934)	(51,392)	(52,012)
<b>Receipts (b)</b>							
Regulatory fees and fines .....	391,569	392,501	392,501	417,598	442,902	470,117	498,608
Grants and subsidies .....	25,760	7,529	18,142	8,622	6,222	5,762	5,762
Sale of goods and services.....	10,030	9,242	9,972	9,897	10,947	10,947	10,947
GST receipts.....	30,643	18,794	18,794	18,794	18,794	18,794	18,794
Other receipts .....	6,239	3,550	4,585	4,320	4,354	4,375	4,375
<b>Net cash from operating activities .....</b>	<b>(107,244)</b>	<b>(100,357)</b>	<b>(114,300)</b>	<b>(97,505)</b>	<b>(61,018)</b>	<b>(33,046)</b>	<b>(12,603)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(44,819)	(55,647)	(55,179)	(79,828)	(41,812)	(31,596)	(32,070)
Proceeds from sale of non-current assets .....	1,248	403	903	920	920	920	920
<b>Net cash from investing activities .....</b>	<b>(43,571)</b>	<b>(55,244)</b>	<b>(54,276)</b>	<b>(78,908)</b>	<b>(40,892)</b>	<b>(30,676)</b>	<b>(31,150)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(20,754)	(47,022)	(47,263)	(48,198)	(48,971)	(49,130)	(49,034)
Proceeds from borrowings.....	-	23,949	23,949	23,949	23,949	23,949	23,949
<b>Net cash from financing activities .....</b>	<b>(20,754)</b>	<b>(23,073)</b>	<b>(23,314)</b>	<b>(24,249)</b>	<b>(25,022)</b>	<b>(25,181)</b>	<b>(25,085)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(27,144)</b>	<b>(21,291)</b>	<b>(2,510)</b>	<b>(5,309)</b>	<b>13,292</b>	<b>25,395</b>	<b>28,210</b>
Cash assets at the beginning of the reporting period .....	85,845	68,666	58,721	56,211	50,902	64,194	89,589
Net cash transferred to/from other agencies .....	20	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>58,721</b>	<b>47,375</b>	<b>56,211</b>	<b>50,902</b>	<b>64,194</b>	<b>89,589</b>	<b>117,799</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)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Grants and Subsidies</b>							
Coastal and Estuarine Risk Mitigation .....	19,171	492	-	-	-	-	-
Commonwealth Grants .....	1,634	2,870	4,146	3,567	3,571	3,018	3,018
Disaster Recovery Funding Arrangements							
Western Australia .....	1,472	6,829	12,947	10,554	5,625	-	-
Emergency Service Radio Network .....	159	434	434	-	-	-	-
National Partnership Agreements Disaster							
Ready Fund .....	-	-	8,953	-	-	-	-
National Partnership Agreements National							
Disaster Risk Reduction .....	2,506	2,506	2,506	2,506	-	-	-
Other Grants .....	2,035	1,019	1,396	1,289	1,289	1,289	1,289
Provision of Fire Services - Commonwealth							
Government .....	2,290	1,661	2,427	2,549	2,651	2,744	2,744
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	3,918	-	-	-	-	-	-
<b>GST Receipts</b>							
GST Input Credits .....	1,807	1,250	1,250	1,250	1,250	1,250	1,250
GST Receipts on Sales .....	28,836	17,544	17,544	17,544	17,544	17,544	17,544
<b>Other Receipts</b>							
Other Sundry Receipts .....	8,297	4,648	5,786	5,232	5,275	5,306	5,316
<b>TOTAL .....</b>	<b>72,125</b>	<b>39,253</b>	<b>57,389</b>	<b>44,491</b>	<b>37,205</b>	<b>31,151</b>	<b>31,161</b>

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
Appropriations .....	124,205	148,441	400,857	374,788	65,535	45,000	45,000
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>124,205</b>	<b>148,441</b>	<b>400,857</b>	<b>374,788</b>	<b>65,535</b>	<b>45,000</b>	<b>45,000</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Disaster Recovery Funding Arrangements							
Western Australia (DRFAWA) <sup>(a)</sup> .....	85,369	162,433	523,566	382,316	70,660	45,000	45,000
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>85,369</b>	<b>162,433</b>	<b>523,566</b>	<b>382,316</b>	<b>70,660</b>	<b>45,000</b>	<b>45,000</b>

(a) The DRFAWA are jointly funded by the State and Commonwealth Governments and administered by the Department to assist communities to recover from eligible natural disaster events. The 2023-24 Estimated Actual and the forward estimates period include further Ex-TC Ellie packages (\$547.4 million), funded by additional administered appropriation of \$535.3 million (with a further \$10 million held in Treasury Administered, and \$2.1 million funded from the Freight Assistance package underspend). The recovery packages include funding to replace and enhance the resilience of the Fitzroy River Bridge and repair other impacted roads, establish longer-term temporary accommodation, support communities access social and legal assistance and provide for a number of grant programs.

**RURAL FIRE DIVISION**

	2022-23	2023-24	2023-24 Estimated	2024-25 Budget	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Actual \$'000	Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>Bushfire Centre of Excellence (BCoE) <sup>(a)</sup></b>							
Capital Costs .....	136	-	250	-	-	-	-
Operating Costs.....	7,374	5,855	6,526	5,928	6,021	6,102	6,185
<b>Bushfire Mitigation Branch <sup>(b)</sup></b> .....	<b>16,639</b>	<b>23,062</b>	<b>18,751</b>	<b>18,111</b>	<b>17,218</b>	<b>17,460</b>	<b>17,598</b>
Bushfire Technical Services .....	1,228	1,627	1,629	1,500	1,537	1,573	1,607
Land Use Planning .....	861	921	922	953	984	1,010	1,039
Office of Bushfire Risk Management .....	1,197	1,495	1,496	1,691	1,736	1,767	1,804
Rural Fire Executive .....	1,024	1,378	1,395	1,423	1,455	1,417	1,437
<b>TOTAL RURAL FIRE DIVISION .....</b>	<b>28,460</b>	<b>34,338</b>	<b>30,969</b>	<b>29,606</b>	<b>28,951</b>	<b>29,329</b>	<b>29,671</b>

- (a) BCoE expenditure includes operating costs and capital works included in the Asset Investment Program. The 2023-24 Estimated Actual for operating expenditure shows an increase of \$671,000 compared to the 2023-24 Budget due to Commonwealth Government grants for two national projects (\$664,000) and Australia Fire Danger Rating System Commonwealth Government grant carryover (\$237,000), offset by \$250,000 reclassification to capital for Emergency Services Pocketbook Application.
- (b) Detailed breakdown of expenditure for the Bushfire Mitigation Branch is shown in the table below.

**BUSHFIRE MITIGATION BRANCH**

	2022-23	2023-24	2023-24 Estimated	2024-25 Budget	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Actual \$'000	Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>Local Government</b>							
<b>Mitigation Activity Fund</b>							
ESL Grants Program <sup>(a)</sup> .....	5,661	13,551	7,623	6,835	7,794	7,982	8,068
Royalties for Regions Grants Program <sup>(b)</sup> .....	2,065	1,019	1,316	1,289	1,289	1,289	1,289
Bushfire Risk Planning Coordinator Support Program .....	1,348	1,423	1,423	1,423	1,440	1,458	1,474
<b>Department Mitigation Works</b>							
Bushfire Awareness Campaign.....	876	1,030	1,030	1,030	1,030	1,030	1,030
Grain Harvest - Aerial Fire Suppression .....	1,200	-	1,232	1,912	-	-	-
Bushfire Risk Management Officers .....	1,700	2,081	2,092	2,122	2,165	2,201	2,237
Services Provided to Education <sup>(c)</sup> .....	366	458	458	-	-	-	-
<b>Unallocated Crown Land</b>							
ESL Contribution.....	2,923	3,000	3,077	3,000	3,000	3,000	3,000
Planning, Lands and Heritage Contribution.....	500	500	500	500	500	500	500
<b>TOTAL BUSHFIRE RISK MANAGEMENT .....</b>	<b>16,639</b>	<b>23,062</b>	<b>18,751</b>	<b>18,111</b>	<b>17,218</b>	<b>17,460</b>	<b>17,598</b>

- (a) The 2023-24 Estimated Actual shows a decrease compared to the 2023-24 Budget as a result of a \$2.9 million carryover of expenditure from 2023-24 to forward estimates period (due to program delays relating to a shortage of local government resources), as well as \$3.1 million Grain Harvest - Aerial Fire Suppression expenditure to be funded from MAF ESL in 2023-24 and 2024-25.
- (b) The Department administers bushfire mitigation activity grant funding on behalf of Planning, Lands and Heritage. The funding for this initiative is provided to Planning, Lands and Heritage from the Royalties for Regions program. This table reflects the allocation of the funding to the Department based on estimates provided by Planning, Lands and Heritage. Phase Two of the program expired in 2023-24 and Phase Three commenced with \$1.3 million per annum allocated to the Department from 2024-25 to 2027-28.
- (c) The Memorandum of Understanding (MOU) between the Department and the Department of Education for the provision of bushfire risk services expires in 2023-24. A new MOU is currently being negotiated.

# Division 30 Office of the Director of Public Prosecutions

## Part 7 Community Safety

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 72 Net amount appropriated to deliver services .....	47,274	51,370	50,471	58,724	61,565	61,025	62,817
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	4,145	4,178	6,218	6,333	6,523	6,686	6,564
Total appropriations provided to deliver services .....	51,419	55,548	56,689	65,057	68,088	67,711	69,381
<b>CAPITAL</b>							
Item 147 Capital Appropriation .....	286	125	2,272	800	255	674	76
<b>TOTAL APPROPRIATIONS</b> .....	51,705	55,673	58,961	65,857	68,343	68,385	69,457
<b>EXPENSES</b>							
Total Cost of Services .....	62,500	65,307	69,460	78,507	81,745	76,342	78,025
Net Cost of Services <sup>(a)</sup> .....	62,393	65,257	69,410	78,457	81,695	76,292	77,975
<b>CASH ASSETS</b> <sup>(b)</sup> .....	10,399	10,697	12,557	6,994	3,579	3,579	3,579

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Office's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Children's Court Juveniles in Custody .....	-	691	711	731	-
Western Australian Public Sector Learning Initiative .....	-	-	(40)	(76)	(87)
<b>Ongoing Initiatives</b>					
Cost, Demand and Operating Pressures.....	2,264	2,148	1,773	1,302	1,788
Election Commitment - Criminal Law (Mental Impairment) Reforms .....	-	1,317	1,793	1,149	1,170
Legal Information Services .....	-	511	527	-	-
Reclassification of Asset Investment to Recurrent Expense.....	1,000	-	-	-	-
Sustained Indictable Prosecution Workload .....	962	3,567	3,672	-	-
<b>Other</b>					
Public Sector Wages Policy.....	-	-	-	3,569	3,569



## Significant Issues Impacting the Agency

1. The Office continues to respond to sustained indictable prosecution caseloads, evidenced by the increase in committals for trials and anticipated increases in demand drivers linked to prosecution service requirements. Homicide and sex matters continue to proportionally represent greater caseloads and corresponding work effort for the Office as it seeks to fairly and justly prosecute these highly complex public interest matters, improve criminal prosecution outcomes and build confidence in the efficacy of the broader criminal justice system.
2. The Office will maintain focus regarding the Children's Court Juveniles in Custody initiative to provide meaningful outcomes within the juvenile justice system through effective stakeholder collaboration for key participants in the criminal justice sector. The Office will establish processes to expediate the review of serious regional matters transferred to the Perth Children's Court.
3. The increasing use of digital evidence in the criminal justice system is continuing to make case handling much more complex and time consuming. In response, the Office is progressing a program of works over the forward estimates period to transform the receipt, handling, distribution and storage of case matters. This program of works targets change and justice pipeline process management, effective cyber security controls, digitisation of evidence handling, automation and data collaboration across the criminal justice sector.
4. *The Criminal Law (Mental Impairment) Act 2023* is planned to commence on 1 September 2024 and will repeal the *Criminal Law (Mentally Impaired Accused) Act 1996* and the *Criminal Law (Mentally Impaired Accused) Regulations 1997*. The Office has received funding to meet the requirements to undertake fitness to stand trial hearings and special proceedings to determine the charge against an unfit accused.
5. The Office has established several programs of works, over the forward estimates period, provisioned through the Digital Capability Fund, to mitigate critical system procurement, operational and maintenance risks. The current core business systems solution programs continue to ensure the essential support networks exist to enable the provision of the prosecution service delivery.

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

Government Goal	Desired Outcome	Services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	To deliver an independent, fair and just criminal prosecution service to the community of Western Australia.	<ol style="list-style-type: none"> <li>1. Criminal Prosecutions</li> <li>2. Confiscation of Assets</li> </ol>

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Criminal Prosecutions.....	58,488	61,507	65,160	74,207	77,445	72,042	73,725
2. Confiscation of Assets .....	4,012	3,800	4,300	4,300	4,300	4,300	4,300
<b>Total Cost of Services.....</b>	<b>62,500</b>	<b>65,307</b>	<b>69,460</b>	<b>78,507</b>	<b>81,745</b>	<b>76,342</b>	<b>78,025</b>

## Outcomes and Key Effectiveness Indicators (a)

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: To deliver an independent, fair and just criminal prosecution service to the community of Western Australia:</b>					
Early advice to Court on charges: Indictment filed within three months of committal .....	47.4%	85%	47%	65%	1
Establishing a case to answer .....	99.4%	98%	99.8%	98%	
Convictions after trial .....	55%	50%	59%	50%	2
Application for a Declaration of Confiscations filed within four months of the Drug Trafficker Declaration .....	12.5%	20%	25%	20%	3

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

## Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual number of indictments filed within three months of committal was lower than the 2023-24 Budget due to the increased complexity of cases across the broader justice system. This has caused delays in cases progressing to committal stage and adjournments of committal hearings. The Office will continue to progress the backlog of committals and meet the prosecution service demands, including qualitative case reviews to enable the early resolution of matters.
- The 2023-24 Estimated Actual exceeds the 2023-24 Budget reflecting the consistent approach of the Office in assessing and preparing matters prior to trial, including targeted case assessment and effectively preparing and prosecuting trials.
- The 2023-24 Estimated Actual exceeds the 2023-24 Budget as the Office continues to manage Drug Trafficker Declarations which includes confiscated property, land, and assets. The preparation of applications for confiscation in these matters is a complex process and requires significant liaison with numerous engagements throughout the process, including input from numerous participants across the justice system and stakeholders with interests in these seized assets.

## Services and Key Efficiency Indicators

### 1. Criminal Prosecutions

The Office conducts prosecutions against people accused of serious breaches of the State's criminal laws. These prosecutions are principally conducted on indictment in the Supreme and District Courts sitting at Perth as well as in major regional locations.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 58,488	\$'000 61,507	\$'000 65,160	\$'000 74,207	
Less Income .....	107	50	50	50	
Net Cost of Service .....	58,381	61,457	65,110	74,157	
<b>Employees (Full-Time Equivalents) .....</b>	<b>288</b>	<b>338</b>	<b>339</b>	<b>382</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Cost per prosecution .....	\$20,217	\$20,000	\$20,686	\$23,190	2

### Explanation of Significant Movements

(Notes)

- The change in full-time equivalents from the 2023-24 Estimated Actual to 2024-25 Budget Target will increase as the Office responds to increased and sustained caseloads for high public interest matters, implements legislative reform, addresses priority areas within the criminal justice sector and meets increased cost and demand pressures.
- The 2023-24 Estimated Actual for the cost per prosecution remains consistent with the 2023-24 Budget. The 2024-25 Budget Target will increase as the Office continues to manage caseloads that have increased in complexity driven by the growth in the volume of digital evidence, prosecution workload and secondary costs required to securely manage and store this material.

### 2. Confiscation of Assets

The Office institutes and conducts proceedings in a fair and just manner to confiscate property acquired as a result of criminal activity, property used for criminal activity and the property of declared drug traffickers. The cost to operate the Office's Confiscations Team and to manage confiscation legal work is generally recouped from the Confiscation Proceeds Account established under the *Criminal Property Confiscation Act 2000*.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 4,012	\$'000 3,800	\$'000 4,300	\$'000 4,300	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	4,012	3,800	4,300	4,300	
<b>Employees (Full-Time Equivalents) .....</b>	<b>21</b>	<b>21</b>	<b>24</b>	<b>24</b>	
<b>Efficiency Indicators</b>					
Ratio of cost to return <sup>(a)</sup> .....	14.1%	25%	21.5%	21.5%	2

(a) The ratio of cost to return is calculated by dividing the total cost to operate the Office's confiscation activity by the total confiscation revenue collected.

## Explanation of Significant Movements

(Notes)

1. The Total Cost of Service from the 2023-24 Budget to the 2023-24 Estimated Actual and the 2024-25 Budget Target has increased by \$500,000 to meet increases in workload demand due to several process changes around Freezing Orders, changes to affidavits for applications made pursuant to section 30 of the *Criminal Property Confiscation Act 2000*, valuation requirements and additional requirements for court document preparation. This increase in cost is reflected through an increase in full-time equivalents.
2. The 2023-24 Estimated Actual ratio of cost to return is lower than the 2023-24 Budget due to expected confiscation collections being higher than initial estimates.

## Asset Investment Program

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Digital Transformation and Change Management - Digital Transformation and Service Enhancement.....	1,292	503	-	500	289	-	-
Equipment Replacement							
Desktop Devices.....	2,788	1,388	350	350	350	350	350
Furniture and Fittings, Portable and Attractive Items, including Dictation and Transcript Equipment.....	337	37	-	200	-	100	-
Print and Photocopy Services.....	565	265	100	200	-	100	-
Prosecution Services - Video Recording and Conferencing.....	800	400	400	-	-	400	-
Strategic Asset Portfolio .....	8,515	630	570	7,685	-	100	100
<b>COMPLETED WORKS</b>							
Accommodation Fit-Out.....	1,800	1,800	1,800	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>16,097</b>	<b>5,023</b>	<b>3,220</b>	<b>8,935</b>	<b>639</b>	<b>1,050</b>	<b>450</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			2,211	711	100	511	(89)
Holding Account .....			439	539	539	539	539
Internal Funds and Balances.....			-	2,510	-	-	-
Major Treasurer's Special Purpose Account(s) Digital Capability Fund.....			570	5,175	-	-	-
<b>Total Funding.....</b>			<b>3,220</b>	<b>8,935</b>	<b>639</b>	<b>1,050</b>	<b>450</b>

## Financial Statements

### Income Statement

#### Expenses

1. The Total Cost of Services for the 2023-24 Estimated Actual is higher than the 2023-24 Budget as the Office responded to unavoidable and sustained service demand pressures to meet criminal prosecution caseloads, including high public interest matters. The Total Cost of Services for the 2024-25 Budget Year will increase by \$9 million compared to the 2023-24 Estimated Actual, as the Office increases its prosecution workforce, associated accommodation needs and core operating platforms. This increase will assist in addressing the growth in demand, legislative reform and complexities associated with delivery of criminal prosecution activities directly supporting the Government Goal of Safe, Strong and Fair Communities.

#### Income

2. The increase in Total Income from Government from the 2023-24 Budget to the 2023-24 Estimated Actual, and further to the 2024-25 Budget Year results from increased service appropriation to address cost and demand pressures to effectively manage sexual offence prosecutions caseloads, sustained indictable prosecution caseloads, and improve outcomes within the juvenile justice system.

**Statement of Financial Position**

3. Total current assets for the 2023-24 Estimated Actual exceed 2023-24 Budget as cash assets are provisioned for the Office's Asset Investment Program (AIP).
4. The total non-current assets for the 2024-25 Budget Year exceed the 2023-24 Estimated Actual, largely attributable to a \$7.7 million increase in intangibles, as the Office progresses the program of works within the AIP. There is a corresponding increase of \$8.1 million over this period in the Office's contributed equity which substantially funds the AIP and accommodation fit-out.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	46,524	50,161	53,465	61,801	63,842	59,295	60,778
Supplies and services .....	5,982	5,878	6,051	6,612	7,555	6,829	6,999
Accommodation .....	5,004	5,100	5,849	5,626	5,608	5,465	5,478
Depreciation and amortisation .....	730	885	821	1,165	1,230	1,234	1,236
Finance and interest costs .....	17	21	12	20	32	30	32
Other expenses .....	4,243	3,262	3,262	3,283	3,478	3,489	3,502
<b>TOTAL COST OF SERVICES</b> .....	<b>62,500</b>	<b>65,307</b>	<b>69,460</b>	<b>78,507</b>	<b>81,745</b>	<b>76,342</b>	<b>78,025</b>
<b>Income</b>							
Other revenue .....	107	50	50	50	50	50	50
<b>Total Income</b> .....	<b>107</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>NET COST OF SERVICES</b> .....	<b>62,393</b>	<b>65,257</b>	<b>69,410</b>	<b>78,457</b>	<b>81,695</b>	<b>76,292</b>	<b>77,975</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	51,419	55,548	56,689	65,057	68,088	67,711	69,381
Resources received free of charge .....	240	793	793	793	793	793	793
Major Treasurer's Special Purpose Account(s)							
National Redress Scheme .....	324	327	327	511	527	-	-
Other revenues .....	10,947	6,363	11,809	6,876	6,889	6,889	6,889
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>62,930</b>	<b>63,031</b>	<b>69,618</b>	<b>73,237</b>	<b>76,297</b>	<b>75,393</b>	<b>77,063</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>537</b>	<b>(2,226)</b>	<b>208</b>	<b>(5,220)</b>	<b>(5,398)</b>	<b>(899)</b>	<b>(912)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 309, 363 and 406 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	3,718	9,857	3,168	2,239	2,239	2,239	2,239
Restricted cash.....	3,092	-	5,800	2,256	235	235	235
Holding Account receivables.....	458	539	558	558	558	558	558
Receivables.....	5,545	428	5,545	5,545	5,545	5,545	5,545
Other.....	1,513	1,087	1,513	1,513	1,513	1,513	1,513
<b>Total current assets.....</b>	<b>14,326</b>	<b>11,911</b>	<b>16,584</b>	<b>12,111</b>	<b>10,090</b>	<b>10,090</b>	<b>10,090</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	7,754	8,126	8,036	8,662	9,353	10,048	10,546
Property, plant and equipment.....	3,032	2,803	5,186	5,391	5,203	5,469	5,262
Intangibles.....	124	7,678	533	8,194	7,859	7,524	7,189
Restricted cash.....	3,589	840	3,589	2,499	1,105	1,105	1,105
Other.....	23	-	23	23	23	23	23
<b>Total non-current assets.....</b>	<b>14,522</b>	<b>19,447</b>	<b>17,367</b>	<b>24,769</b>	<b>23,543</b>	<b>24,169</b>	<b>24,125</b>
<b>TOTAL ASSETS.....</b>	<b>28,848</b>	<b>31,358</b>	<b>33,951</b>	<b>36,880</b>	<b>33,633</b>	<b>34,259</b>	<b>34,215</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	8,733	7,830	8,733	8,733	8,733	8,733	8,733
Payables.....	2,874	863	2,874	2,874	2,874	2,874	2,874
Borrowings and leases.....	113	135	175	169	157	161	183
Other.....	388	309	388	388	388	388	388
<b>Total current liabilities.....</b>	<b>12,108</b>	<b>9,137</b>	<b>12,170</b>	<b>12,164</b>	<b>12,152</b>	<b>12,156</b>	<b>12,178</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,433	2,384	2,433	2,433	2,433	2,433	2,433
Borrowings and leases.....	272	209	326	339	264	212	269
<b>Total non-current liabilities.....</b>	<b>2,705</b>	<b>2,593</b>	<b>2,759</b>	<b>2,772</b>	<b>2,697</b>	<b>2,645</b>	<b>2,702</b>
<b>TOTAL LIABILITIES.....</b>	<b>14,813</b>	<b>11,730</b>	<b>14,929</b>	<b>14,936</b>	<b>14,849</b>	<b>14,801</b>	<b>14,880</b>
<b>EQUITY</b>							
Contributed equity.....	9,773	18,520	14,565	22,707	24,945	26,518	27,307
Accumulated surplus/(deficit).....	4,262	801	4,470	(750)	(6,148)	(7,047)	(7,959)
Reserves.....	-	7	(13)	(13)	(13)	(13)	(13)
Other.....	-	300	-	-	-	-	-
<b>Total equity.....</b>	<b>14,035</b>	<b>19,628</b>	<b>19,022</b>	<b>21,944</b>	<b>18,784</b>	<b>19,458</b>	<b>19,335</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>28,848</b>	<b>31,358</b>	<b>33,951</b>	<b>36,880</b>	<b>33,633</b>	<b>34,259</b>	<b>34,215</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	50,328	54,663	55,868	63,892	66,858	66,477	68,344
Capital appropriation.....	286	125	2,272	800	255	674	76
Holding Account drawdowns .....	150	439	439	539	539	539	539
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....	1,581	6,920	2,520	7,342	1,983	899	713
National Redress Scheme .....	324	327	327	511	527	-	-
Other.....	10,765	6,363	11,809	6,876	6,889	6,889	6,889
<b>Net cash provided by Government .....</b>	<b>63,434</b>	<b>68,837</b>	<b>73,235</b>	<b>79,960</b>	<b>77,051</b>	<b>75,478</b>	<b>76,561</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(46,082)	(50,161)	(53,465)	(61,801)	(63,842)	(59,295)	(60,778)
Supplies and services.....	(5,210)	(4,587)	(4,760)	(5,321)	(6,264)	(5,538)	(5,708)
Accommodation.....	(5,004)	(5,018)	(5,767)	(5,544)	(5,526)	(5,383)	(5,396)
GST payments.....	(1,605)	(840)	(840)	(840)	(840)	(840)	(840)
Finance and interest costs.....	(17)	(21)	(12)	(20)	(32)	(30)	(32)
Other payments .....	(4,331)	(3,836)	(3,836)	(3,857)	(4,052)	(4,063)	(4,076)
<b>Receipts (b)</b>							
GST receipts.....	1,207	834	834	834	834	834	834
Other receipts .....	177	50	50	50	50	50	50
<b>Net cash from operating activities .....</b>	<b>(60,865)</b>	<b>(63,579)</b>	<b>(67,796)</b>	<b>(76,499)</b>	<b>(79,672)</b>	<b>(74,265)</b>	<b>(75,946)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(947)	(6,409)	(3,220)	(8,935)	(639)	(1,050)	(450)
<b>Net cash from investing activities .....</b>	<b>(947)</b>	<b>(6,409)</b>	<b>(3,220)</b>	<b>(8,935)</b>	<b>(639)</b>	<b>(1,050)</b>	<b>(450)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(135)	(125)	(61)	(89)	(155)	(163)	(165)
<b>Net cash from financing activities .....</b>	<b>(135)</b>	<b>(125)</b>	<b>(61)</b>	<b>(89)</b>	<b>(155)</b>	<b>(163)</b>	<b>(165)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>1,487</b>	<b>(1,276)</b>	<b>2,158</b>	<b>(5,563)</b>	<b>(3,415)</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	8,912	11,973	10,399	12,557	6,994	3,579	3,579
<b>Cash assets at the end of the reporting period .....</b>	<b>10,399</b>	<b>10,697</b>	<b>12,557</b>	<b>6,994</b>	<b>3,579</b>	<b>3,579</b>	<b>3,579</b>

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

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

**NET APPROPRIATION DETERMINATION (a)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Grants and Subsidies</b>							
Contribution from the Confiscation Proceeds Account.....	10,765	6,363	11,809	6,876	6,889	6,889	6,889
<b>GST Receipts</b>							
GST Input Credits.....	1,199	832	832	832	832	832	832
GST Receipts on Sales.....	8	2	2	2	2	2	2
<b>Other Receipts</b>							
Employee Contributions to Employee Vehicle Scheme.....	70	50	50	50	50	50	50
Other Receipts.....	107	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>12,149</b>	<b>7,247</b>	<b>12,693</b>	<b>7,760</b>	<b>7,773</b>	<b>7,773</b>	<b>7,773</b>

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



# Division 31 **Corruption and Crime Commission**

## Part 7 **Community Safety**

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 73 Net amount appropriated to deliver services .....	30,540	31,724	31,728	<b>33,169</b>	32,660	33,334	34,050
<b>Amount Authorised by Other Statutes - Corruption, Crime and Misconduct Act 2003 .....</b>							
	556	557	557	<b>673</b>	695	712	728
Total appropriations provided to deliver services .....	31,096	32,281	32,285	<b>33,842</b>	33,355	34,046	34,778
<b>CAPITAL</b>							
Item 148 Capital Appropriation .....	732	267	241	<b>243</b>	251	255	255
<b>TOTAL APPROPRIATIONS .....</b>	<b>31,828</b>	<b>32,548</b>	<b>32,526</b>	<b>34,085</b>	<b>33,606</b>	<b>34,301</b>	<b>35,033</b>
<b>EXPENSES</b>							
Total Cost of Services .....	28,932	32,666	32,595	<b>34,227</b>	33,765	34,560	35,163
Net Cost of Services <sup>(a)</sup> .....	28,836	32,456	32,385	<b>34,017</b>	33,555	34,350	34,953
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>14,190</b>	<b>11,055</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiative</b>					
Western Australian Public Sector Learning Initiative .....	-	-	(16)	(31)	(35)
<b>Other</b>					
2024-25 Streamlined Budget Process Incentive Funding .....	-	844	-	-	-
Government Office Accommodation .....	3	12	9	11	31
Public Sector Wages Policy .....	-	28	313	239	239
RiskCover Fund Insurance Premiums .....	(75)	-	25	129	-
Salaries and Allowances Tribunal .....	-	116	138	155	171
State Fleet Updates .....	1	3	2	1	(2)

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	The integrity of the Public Sector continuously improves and the incidence of misconduct is reduced.	1. Assessing All Allegations of Serious Misconduct Received 2. Investigating Allegations of Serious Misconduct
	Remove the financial incentive for criminal activity and to reduce harm to the community.	3. Investigating Unexplained Wealth Referrals

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Assessing All Allegations of Serious Misconduct Received .....	3,909	6,212	6,198	6,941	6,847	7,008	7,130
2. Investigating Allegations of Serious Misconduct .....	25,023	17,636	17,598	18,281	18,034	18,460	18,782
3. Investigating Unexplained Wealth Referrals <sup>(a)</sup> .....	n.a.	8,818	8,799	9,005	8,884	9,092	9,251
<b>Total Cost of Services</b> .....	28,932	32,666	32,595	34,227	33,765	34,560	35,163

(a) The Commission's Outcome Based Management (OBM) structure was amended effective from the 2023-24 Budget to include the investigating unexplained wealth referrals service. The service summary was amended from the 2023-24 Budget to reflect the Total Cost of Services distributed across the three services.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: The integrity of the Public Sector continuously improves and the incidence of misconduct is reduced:</b>					
Number of allegations received <sup>(c)</sup> .....	5,895	3,000	3,000	3,000	
Allegations as a percentage of people employed within public authorities under the Commission's jurisdiction <sup>(d)</sup> .....	2.69%	n.a.	n.a.	n.a.	
Number of investigations .....	58	50	50	50	
Number of reports published .....	34	45	45	45	
<b>Outcome: Remove the financial incentive for criminal activity and to reduce harm to the community:</b>					
Number of full investigations <sup>(e)</sup> .....	n.a.	10	10	10	

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

(b) The Commission's OBM structure was amended effective from the 2023-24 Budget.

(c) The measurement of number of allegations received was amended, with the definition of an allegation simplified to match the *Corruption, Crime and Misconduct Act 2003*. This change reduces the total volume of allegations recognised from 2023-24 Budget, as the previous measure recognised additional, specific allegations within a single notification, report or referral. The impact of this change reduces the key effectiveness indicator number of allegations received to 3,367 in 2022-23.

(d) The Commission's OBM was amended to remove this key effectiveness indicator and will no longer be reported.

(e) The Commission's OBM was amended to include a new key effectiveness indicator, number of full investigations, which relates to the unexplained wealth function from the 2023-24 Budget.

**Services and Key Efficiency Indicators****1. Assessing All Allegations of Serious Misconduct Received**

The Commission has responsibility for assessing all allegations of serious misconduct within the public sector and ensuring that they are appropriately dealt with either by the Commission or another public authority.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 3,909	\$'000 6,212	\$'000 6,198	\$'000 6,941	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	3,909	6,212	6,198	6,941	
<b>Employees (Full-Time Equivalents) .....</b>	<b>32</b>	<b>29</b>	<b>29</b>	<b>29</b>	
<b>Efficiency Indicators</b>					
Percentage of assessments completed within 28 days .....	53%	80%	80%	80%	
Average cost of assessment .....	\$663	\$2,070	\$2,066	\$2,313	1

**Explanation of Significant Movements**

(Notes)

- The increase in the average cost of assessment for the 2024-25 Budget Target relative to 2023-24 and 2022-23 mainly reflects approved increases in indirect costs (administration, executive and corporate services) allocated to the service.

## 2. Investigating Allegations of Serious Misconduct

The Commission investigates matters which are serious and significant and where it believes it can have the most impact improving the integrity of the public sector.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	25,023	17,636	17,598	18,281	
Less Income .....	96	210	210	210	
Net Cost of Service .....	24,927	17,426	17,388	18,071	
<b>Employees (Full-Time Equivalents) .....</b>	105	77	77	77	
<b>Efficiency Indicators</b>					
Average time (days) to complete an investigation into serious misconduct....	426	350	350	350	
Percentage of investigations completed within 12 months .....	66%	80%	80%	80%	

## 3. Investigating Unexplained Wealth Referrals <sup>(a)</sup>

Investigate and litigate unexplained wealth matters and, in doing so, disrupt and deter organised crime.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	n.a.	8,818	8,799	9,005	
Less Income .....	n.a.	nil	nil	nil	
Net Cost of Service .....	n.a.	8,818	8,799	9,005	
<b>Employees (Full-Time Equivalents) .....</b>	n.a.	38	38	38	
<b>Efficiency Indicators</b>					
Percentage of full investigations in which <i>Criminal Property Confiscation Act 2000</i> proceedings have been initiated or a decision to discontinue has been made within 12 months .....	n.a.	80%	80%	80%	

(a) The Commission's OBM structure was amended effective from the 2023-24 Budget to include an investigating unexplained wealth referrals service.

## Asset Investment Program

1. The Commission's Asset Investment Program provides for the replacement of business systems and equipment across the forward estimates period.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>COMPLETED WORKS</b>							
Office and Security Equipment - 2023-24 Program .....	140	140	140	-	-	-	-
Operations Support Equipment - 2023-24 Program .....	775	775	775	-	-	-	-
Technology and Business Support Systems - 2023-24 Program .....	600	600	600	-	-	-	-
<b>NEW WORKS</b>							
Office and Security Equipment							
2024-25 Program .....	60	-	-	60	-	-	-
2025-26 Program .....	20	-	-	-	20	-	-
2026-27 Program .....	80	-	-	-	-	80	-
2027-28 Program .....	80	-	-	-	-	-	80
Operations Support Equipment							
2024-25 Program .....	660	-	-	660	-	-	-
2025-26 Program .....	765	-	-	-	765	-	-
2026-27 Program .....	1,095	-	-	-	-	1,095	-
2027-28 Program .....	1,095	-	-	-	-	-	1,095
Technology and Business Support Systems							
2024-25 Program .....	580	-	-	580	-	-	-
2025-26 Program .....	515	-	-	-	515	-	-
2026-27 Program .....	125	-	-	-	-	125	-
2027-28 Program .....	125	-	-	-	-	-	125
<b>Total Cost of Asset Investment Program .....</b>	<b>6,715</b>	<b>1,515</b>	<b>1,515</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>FUNDED BY</b>							
Holding Account .....			1,300	1,300	1,300	1,300	1,300
Other .....			215	-	-	-	-
<b>Total Funding .....</b>			<b>1,515</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>

## Financial Statements

### Income Statement

#### Expenses

1. In 2024-25, other expenses are estimated to increase by \$198,000 compared to the 2023-24 Estimated Actual. This mainly relates to insurance premiums which are subject to prior year performance adjustments.

### Statement of Financial Position

2. The 2023-24 Estimated Actual cash assets is estimated to increase by \$3.1 million compared to the 2023-24 Budget. This is mainly due to the recognition of a \$2.3 million operating surplus mainly due to an underspend in salary expenses in 2022-23.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	20,002	22,481	22,481	23,211	23,878	24,456	25,046
Supplies and services .....	4,383	5,387	5,312	5,908	4,921	5,136	5,078
Accommodation .....	2,468	2,515	2,515	2,551	2,589	2,628	2,667
Depreciation and amortisation .....	1,395	1,540	1,542	1,602	1,427	1,431	1,442
Finance and interest costs .....	14	30	32	44	33	25	31
Other expenses .....	670	713	713	911	917	884	899
<b>TOTAL COST OF SERVICES</b> .....	<b>28,932</b>	<b>32,666</b>	<b>32,595</b>	<b>34,227</b>	<b>33,765</b>	<b>34,560</b>	<b>35,163</b>
<b>Income</b>							
Other revenue .....	96	210	210	210	210	210	210
<b>Total Income</b> .....	<b>96</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>
<b>NET COST OF SERVICES</b> .....	<b>28,836</b>	<b>32,456</b>	<b>32,385</b>	<b>34,017</b>	<b>33,555</b>	<b>34,350</b>	<b>34,953</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	31,096	32,281	32,285	33,842	33,355	34,046	34,778
Resources received free of charge .....	23	175	175	175	175	175	175
Other revenues .....	20	-	140	-	25	129	-
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>31,139</b>	<b>32,456</b>	<b>32,600</b>	<b>34,017</b>	<b>33,555</b>	<b>34,350</b>	<b>34,953</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>2,303</b>	<b>-</b>	<b>215</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 137, 144 and 144 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24 Estimated	2024-25 Budget	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Actual \$'000	Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	13,656	10,530	13,591	13,526	13,461	13,396	13,331
Holding Account receivables .....	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Receivables .....	322	321	322	322	322	322	322
Other.....	1,087	1,028	1,051	1,050	1,041	1,023	1,005
<b>Total current assets.....</b>	<b>16,365</b>	<b>13,179</b>	<b>16,264</b>	<b>16,198</b>	<b>16,124</b>	<b>16,041</b>	<b>15,958</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	16,088	16,328	16,330	16,632	16,759	16,890	17,032
Property, plant and equipment.....	3,236	3,841	4,016	3,626	3,578	4,200	4,292
Receivables .....	150	146	150	150	150	150	150
Intangibles .....	776	668	672	777	717	557	447
Restricted cash .....	534	525	599	664	729	794	859
<b>Total non-current assets.....</b>	<b>20,784</b>	<b>21,508</b>	<b>21,767</b>	<b>21,849</b>	<b>21,933</b>	<b>22,591</b>	<b>22,780</b>
<b>TOTAL ASSETS .....</b>	<b>37,149</b>	<b>34,687</b>	<b>38,031</b>	<b>38,047</b>	<b>38,057</b>	<b>38,632</b>	<b>38,738</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	4,145	4,126	4,145	4,145	4,145	4,145	4,145
Payables .....	856	311	856	856	856	856	856
Borrowings and leases .....	224	281	265	279	285	273	283
Other.....	117	93	117	117	117	117	117
<b>Total current liabilities.....</b>	<b>5,342</b>	<b>4,811</b>	<b>5,383</b>	<b>5,397</b>	<b>5,403</b>	<b>5,391</b>	<b>5,401</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	928	729	928	928	928	928	928
Borrowings and leases .....	261	564	646	405	158	490	331
<b>Total non-current liabilities.....</b>	<b>1,189</b>	<b>1,293</b>	<b>1,574</b>	<b>1,333</b>	<b>1,086</b>	<b>1,418</b>	<b>1,259</b>
<b>TOTAL LIABILITIES .....</b>	<b>6,531</b>	<b>6,104</b>	<b>6,957</b>	<b>6,730</b>	<b>6,489</b>	<b>6,809</b>	<b>6,660</b>
<b>EQUITY</b>							
Contributed equity.....	14,615	14,883	14,856	15,099	15,350	15,605	15,860
Accumulated surplus/(deficit).....	16,003	13,700	16,218	16,218	16,218	16,218	16,218
<b>Total equity .....</b>	<b>30,618</b>	<b>28,583</b>	<b>31,074</b>	<b>31,317</b>	<b>31,568</b>	<b>31,823</b>	<b>32,078</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>37,149</b>	<b>34,687</b>	<b>38,031</b>	<b>38,047</b>	<b>38,057</b>	<b>38,632</b>	<b>38,738</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	29,717	30,741	30,743	32,240	31,928	32,615	33,336
Capital appropriation.....	732	267	241	243	251	255	255
Holding Account drawdowns .....	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Other.....	20	-	140	-	25	129	-
<b>Net cash provided by Government .....</b>	<b>31,769</b>	<b>32,308</b>	<b>32,424</b>	<b>33,783</b>	<b>33,504</b>	<b>34,299</b>	<b>34,891</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(19,820)	(22,421)	(22,421)	(23,151)	(23,818)	(24,396)	(24,986)
Supplies and services.....	(3,861)	(5,425)	(5,350)	(5,946)	(4,951)	(5,165)	(5,107)
Accommodation.....	(2,468)	(2,515)	(2,515)	(2,551)	(2,589)	(2,628)	(2,667)
GST payments.....	(955)	(941)	(955)	(1,018)	(922)	(935)	(948)
Finance and interest costs.....	(14)	(30)	(32)	(44)	(33)	(25)	(31)
Other payments.....	(646)	(563)	(563)	(761)	(767)	(734)	(749)
<b>Receipts</b>							
GST receipts.....	961	945	959	1,022	926	947	960
Other receipts.....	80	210	210	210	210	210	210
<b>Net cash from operating activities .....</b>	<b>(26,723)</b>	<b>(30,740)</b>	<b>(30,667)</b>	<b>(32,239)</b>	<b>(31,944)</b>	<b>(32,726)</b>	<b>(33,318)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(1,660)	(1,300)	(1,515)	(1,300)	(1,300)	(1,300)	(1,300)
<b>Net cash from investing activities .....</b>	<b>(1,660)</b>	<b>(1,300)</b>	<b>(1,515)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(251)	(268)	(242)	(244)	(260)	(273)	(273)
<b>Net cash from financing activities .....</b>	<b>(251)</b>	<b>(268)</b>	<b>(242)</b>	<b>(244)</b>	<b>(260)</b>	<b>(273)</b>	<b>(273)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>3,135</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	11,055	11,055	14,190	14,190	14,190	14,190	14,190
<b>Cash assets at the end of the reporting period .....</b>	<b>14,190</b>	<b>11,055</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>	<b>14,190</b>

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



## Division 32 **Chemistry Centre (WA)**

### Part 7 **Community Safety**

#### Appropriations, Expenses and Cash Assets

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 74 Net amount appropriated to deliver services .....	8,363	9,527	9,356	<b>9,381</b>	9,414	9,103	9,626
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	253	254	254	<b>269</b>	278	284	292
Total appropriations provided to deliver services .....	8,616	9,781	9,610	<b>9,650</b>	9,692	9,387	9,918
<b>CAPITAL</b>							
Item 149 Capital Appropriation .....	2,500	2,680	6,013	<b>4,179</b>	2,500	2,500	2,500
<b>TOTAL APPROPRIATIONS</b> .....	<b>11,116</b>	<b>12,461</b>	<b>15,623</b>	<b>13,829</b>	<b>12,192</b>	<b>11,887</b>	<b>12,418</b>
<b>EXPENSES</b>							
Total Cost of Services .....	32,848	35,730	35,733	<b>36,964</b>	37,141	37,080	37,455
Net Cost of Services <sup>(a)</sup> .....	27,114	29,175	29,178	<b>30,331</b>	30,366	30,149	30,312
<b>CASH ASSETS</b> <sup>(b)</sup> .....	7,259	7,941	7,808	<b>8,669</b>	9,441	10,557	11,765

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Centre'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 Centre's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiative</b>					
Additional Laboratory Facilities at Bentley Technology Park.....	174	537	662	669	676
<b>Other</b>					
2023-24 Streamlined Budget Process Incentive Funding.....	(171)	-	-	-	-
2024-25 Streamlined Budget Process Incentive Funding.....	-	252	-	-	-

## Significant Issues Impacting the Agency

### WA Jobs Plan: Diversifying the Western Australian Economy, Creating Local Jobs for the Future

1. As required under its legislation, the Centre has an independent reviewer examine the operation of the organisation every five years. The purpose of the review is to determine the Centre's alignment with its enabling legislation and whether it is operating as it should. The report of the latest review was presented to the Minister in 2023 and tabled in Parliament. The review found that the Centre was operating well and in alignment with the *Chemistry Centre (WA) Act 2007*. One recommendation was greater engagement with the medical research community to grow capability to undertake Western Australian-led medical research locally, which is currently being progressed.
2. In collaboration with co-funding from the End Food Waste Collaborative Research Centre, the Centre has been researching the promotion of sandalwood nuts as a food source. This project potentially provides an additional annual income stream for sandalwood producers as the trees mature, improving the viability of the industry and positively impacting on employment opportunities for Aboriginal and regional communities.
3. To support local, national and international business, the Centre is providing high-quality chemical analysis by:
  - 3.1. holding Therapeutic Goods Administration and National Association of Testing Authorities accreditation to undertake analysis to support the establishment and growth of the emerging hemp, medicinal cannabis and psilocybin industries; and
  - 3.2. assisting producers to verify the authenticity of their produce including agricultural and seafood products for important domestic and export markets.
4. The Centre is supporting the Government's commitment to increasing Science, Technology, Engineering and Mathematics (STEM) participation and building a skilled future workforce through the supervision of postgraduate tertiary students, co-funding post-doctorate university positions and undertaking community engagement events such as those with high school groups and the biennial Open Day that showcase diverse STEM careers. The Centre also supports groups like Women in Chemistry, The Innovator's Tea Party and National Science Week.

### Safe, Strong and Fair Communities: Supporting Our Local and Regional Communities to Thrive

5. The Centre has received additional capital funding totalling \$4.8 million across 2023-24 and 2024-25 to fit-out an additional leased laboratory premises in proximity to its main leased facility. This will mitigate intensifying accommodation issues and risks associated with increased crowding of instruments in its current laboratory.
6. The four-year forensic research project aimed at developing protein-based human-identified procedures using hair shafts for criminal, coronial and emergency response investigations is now in its second year with project milestones to date including:
  - 6.1. recruitment of a significant number of human participants, with the first set of whole-exome sequencing from participant samples currently underway;
  - 6.2. protein profiles have been generated for all of the target domestic species and peptides which have identified unambiguous species-level differences amongst the target domestic species. Recruitment of additional individual animals continues; and
  - 6.3. the first manuscript from the project, Mass Spectrometry-Based Proteomics: Changing the Impact of Protein Analysis in Forensic Science, has now been accepted for publication.
7. Supporting road and transport safety through continued provision of forensic science services to the Western Australia Police Force. The Centre is also currently working with Transport to implement alcohol and drug testing on the State's waterways.
8. Addressing community concerns and providing a deterrent against drink spiking through collaboration with the Western Australia Police Force, the Sexual Assault Resource Centre and Royal Perth Hospital Emergency Department. The Centre's forensic toxicology experts deploy an analytical strategy that covers a broad range of substances to analyse samples taken as part of investigations. This approach is unique to Western Australia and provides an important pathway for potential victims to have appropriate toxicology samples taken and for police to investigate these serious matters.

## Investing in Western Australia's Future: Tackling Climate Action and Supporting the Arts, Culture and Sporting Sectors to Promote Vibrant Communities

9. The Centre is supporting the diversion of traditional waste materials into new applications through trials to utilise refining by-products in the Bunbury Outer Ring Road program, thereby mitigating carbon generation, supporting the circular economy, reducing storage and disposal costs and the broader environmental impact of these materials.
10. Through its work with the Cooperative Research Centre for Transformation in Mining Economies, the Centre is developing data and risk analysis tools focusing on the characterisation and leaching behaviour of mine site tailings and by-products to assist industry in their mining management practices during production and after the mine closes.

### Statement of Corporate Intent

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

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

Government Goals	Desired Outcomes	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Quality research and innovation.	1. Research and Innovation
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Quality scientific advice.	2. Commercial and Scientific Information and Advice
	Quality emergency response.	3. Emergency Response Management

#### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Research and Innovation.....	3,470	4,570	4,536	4,630	4,712	3,466	3,514
2. Commercial and Scientific Information and Advice.....	27,426	28,920	29,501	30,375	30,436	31,581	31,880
3. Emergency Response Management .....	1,952	2,240	1,696	1,959	1,993	2,033	2,061
<b>Total Cost of Services.....</b>	<b>32,848</b>	<b>35,730</b>	<b>35,733</b>	<b>36,964</b>	<b>37,141</b>	<b>37,080</b>	<b>37,455</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Quality research and innovation:</b>					
Contribution to scientific forums .....	74	70	70	70	
<b>Outcome: Quality scientific advice:</b>					
Proficiency rating for the accredited services .....	98%	95%	95%	95%	
<b>Outcome: Quality emergency response:</b>					
Average mobilisation time for emergency response incidents.....	15 minutes	20 minutes	16 minutes	20 minutes	
Availability of emergency response workforce to meet agreed inter-agency requirements.....	100%	100%	100%	100%	

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

**Services and Key Efficiency Indicators****1. Research and Innovation**

Delivery of quality project-based knowledge, know-how and/or intellectual property relevant to State development, public health and safety, or the delivery of the Centre's other services.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	3,470	4,570	4,536	4,630	
Less Income .....	1,096	1,057	1,171	1,199	
Net Cost of Service .....	2,374	3,513	3,365	3,431	
<b>Employees (Full-Time Equivalents) .....</b>	9	10	11	12	
<b>Efficiency Indicators</b>					
Publications per research and innovation full-time equivalent.....	5	3.2	3.2	3.2	

**2. Commercial and Scientific Information and Advice**

Development and delivery of quality scientific information and advice, on a commercial basis, to Government, industry and the community.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	27,426	28,920	29,501	30,375	
Less Income .....	4,638	5,498	5,384	5,434	
Net Cost of Service .....	22,788	23,422	24,117	24,941	
<b>Employees (Full-Time Equivalents) .....</b>	106	116	111	114	
<b>Efficiency Indicators</b>					
Average cost of providing commercial scientific information and advice per applicable full-time equivalent.....	\$258,000	\$246,000	\$266,000	\$273,000	

### 3. Emergency Response Management

Specialist technical advice and support to Government and industry in managing the risks arising from unmanaged chemical-biological-radiological releases.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,952	2,240	1,696	1,959	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	1,952	2,240	1,696	1,959	
<b>Employees (Full-Time Equivalents) .....</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>7</b>	
<b>Efficiency Indicators</b>					
Average cost to maintain an emergency response capability per Western Australian .....	\$0.72	\$0.84	\$0.58	\$0.70	

#### Explanation of Significant Movements

(Notes)

- The \$500,000 decrease in the 2023-24 Estimated Actual as compared to the 2023-24 Budget reflects current year activity.

#### Asset Investment Program

- In 2024-25, the Centre's Asset Investment Program totals \$4.2 million. This is comprised of \$1.4 million for the fit-out of additional leased laboratory premises and \$2.8 million for the ongoing replacement of key scientific equipment to ensure that the Centre continues to provide high-quality specialised services to government and non-government clients. In addition, some capital will be invested into equipment used in the development of a forensic proteomics technique utilising protein-based procedures for human identification.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
New Scientific Equipment - Leasehold Improvement Laboratory Facilities Bentley Technology Park .....	4,762	3,333	3,333	1,429	-	-	-
<b>COMPLETED WORKS</b>							
Capital Equipment Replacement - 2023-24 Program .....	2,680	2,680	2,680	-	-	-	-
<b>NEW WORKS</b>							
Capital Equipment Replacement							
2024-25 Program .....	2,750	-	-	2,750	-	-	-
2025-26 Program .....	2,500	-	-	-	2,500	-	-
2026-27 Program .....	2,500	-	-	-	-	2,500	-
2027-28 Program .....	2,500	-	-	-	-	-	2,500
<b>Total Cost of Asset Investment Program .....</b>	<b>17,692</b>	<b>6,013</b>	<b>6,013</b>	<b>4,179</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			6,013	4,179	2,500	2,500	2,500
<b>Total Funding .....</b>			<b>6,013</b>	<b>4,179</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>

## **Financial Statements**

### **Income Statement**

#### *Expenses*

1. The 2024-25 Budget Year Total Cost of Services is estimated to increase by \$1.2 million compared to the 2023-24 Estimated Actual. The increase mainly reflects the impact of the public sector wages policy and the depreciation of the fit-out of the additional leased laboratory facility.

#### *Income*

2. The 2023-24 Estimated Actual sale of goods and services income is estimated to increase by \$800,000 compared to the 2022-23 Actual, primarily reflecting expected growth in commercial fee for service revenue.
3. The 2024-25 Budget Year Total Income from Government is estimated to increase by \$500,000 compared to the 2023-24 Estimated Actual, primarily reflecting increased Western Australia Police Force and Office of the State Coroner funding for forensic activities.

### **Statement of Financial Position**

4. Total assets are expected to increase by \$4.8 million from the 2022-23 Actual to the 2023-24 Estimated Actual, and then by a further \$1.9 million from the 2023-24 Estimated Actual to the 2024-25 Budget Year. This is primarily attributable to increase in property, plant and equipment reflecting the expected completion of the additional laboratory facility fit-out.

### **Statement of Cashflows**

5. The cash balance is expected to increase by \$900,000 from the 2023-24 Estimated Actual to the 2024-25 Budget. This is mainly attributable to differences in timing of cashflows, including an expected increase in the proportion of client payments occurring prior to the close of the financial year as reflected by the corresponding decrease in the accounts receivable balance.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	17,549	18,708	18,708	19,383	19,690	20,198	20,691
Supplies and services .....	3,137	3,891	3,792	3,908	3,686	3,458	3,488
Accommodation .....	5,762	5,773	5,875	5,968	5,988	6,014	6,023
Depreciation and amortisation .....	2,482	2,579	2,579	3,087	3,193	3,144	2,956
Finance and interest costs .....	8	7	7	6	5	7	7
Other expenses .....	3,910	4,772	4,772	4,612	4,579	4,259	4,290
<b>TOTAL COST OF SERVICES</b> .....	<b>32,848</b>	<b>35,730</b>	<b>35,733</b>	<b>36,964</b>	<b>37,141</b>	<b>37,080</b>	<b>37,455</b>
<b>Income</b>							
Sale of goods and services .....	5,667	6,504	6,504	6,592	6,724	6,889	7,061
Other revenue .....	67	51	51	41	51	42	82
<b>Total Income</b> .....	<b>5,734</b>	<b>6,555</b>	<b>6,555</b>	<b>6,633</b>	<b>6,775</b>	<b>6,931</b>	<b>7,143</b>
<b>NET COST OF SERVICES</b> .....	<b>27,114</b>	<b>29,175</b>	<b>29,178</b>	<b>30,331</b>	<b>30,366</b>	<b>30,149</b>	<b>30,312</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	8,616	9,781	9,610	9,650	9,692	9,387	9,918
Resources received free of charge .....	14	-	-	10	10	12	14
Other revenues .....	17,153	18,142	18,142	18,568	18,868	19,216	19,411
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>25,783</b>	<b>27,923</b>	<b>27,752</b>	<b>28,228</b>	<b>28,570</b>	<b>28,615</b>	<b>29,343</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>(1,331)</b>	<b>(1,252)</b>	<b>(1,426)</b>	<b>(2,103)</b>	<b>(1,796)</b>	<b>(1,534)</b>	<b>(969)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 144, 150 and 155 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	6,552	7,315	7,121	8,042	8,844	9,814	11,022
Restricted cash.....	707	626	687	627	597	743	743
Receivables.....	1,589	2,637	1,941	1,592	1,742	2,182	2,359
Other.....	1,111	953	1,121	1,121	1,141	1,032	1,228
<b>Total current assets.....</b>	<b>9,959</b>	<b>11,531</b>	<b>10,870</b>	<b>11,382</b>	<b>12,324</b>	<b>13,771</b>	<b>15,352</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	6,805	6,801	10,273	11,439	11,395	11,512	11,228
Intangibles.....	1,422	1,592	1,476	1,399	759	187	70
Other.....	2,715	3,184	3,032	3,349	3,666	3,983	4,298
<b>Total non-current assets.....</b>	<b>10,942</b>	<b>11,577</b>	<b>14,781</b>	<b>16,187</b>	<b>15,820</b>	<b>15,682</b>	<b>15,596</b>
<b>TOTAL ASSETS.....</b>	<b>20,901</b>	<b>23,108</b>	<b>25,651</b>	<b>27,569</b>	<b>28,144</b>	<b>29,453</b>	<b>30,948</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	3,620	3,355	3,620	3,620	3,620	3,406	3,406
Payables.....	256	408	256	256	256	284	316
Borrowings and leases.....	53	60	67	67	84	96	120
Other.....	656	1,278	786	683	553	644	558
<b>Total current liabilities.....</b>	<b>4,585</b>	<b>5,101</b>	<b>4,729</b>	<b>4,626</b>	<b>4,513</b>	<b>4,430</b>	<b>4,400</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,279	1,435	1,279	1,279	1,279	1,279	1,279
Borrowings and leases.....	132	89	151	96	80	178	172
<b>Total non-current liabilities.....</b>	<b>1,411</b>	<b>1,524</b>	<b>1,430</b>	<b>1,375</b>	<b>1,359</b>	<b>1,457</b>	<b>1,451</b>
<b>TOTAL LIABILITIES.....</b>	<b>5,996</b>	<b>6,625</b>	<b>6,159</b>	<b>6,001</b>	<b>5,872</b>	<b>5,887</b>	<b>5,851</b>
<b>EQUITY</b>							
Contributed equity.....	23,526	26,206	29,539	33,718	36,218	38,718	41,218
Accumulated surplus/(deficit).....	(8,621)	(9,723)	(10,047)	(12,150)	(13,946)	(15,152)	(16,121)
<b>Total equity.....</b>	<b>14,905</b>	<b>16,483</b>	<b>19,492</b>	<b>21,568</b>	<b>22,272</b>	<b>23,566</b>	<b>25,097</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>20,901</b>	<b>23,108</b>	<b>25,651</b>	<b>27,569</b>	<b>28,144</b>	<b>29,453</b>	<b>30,948</b>

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



**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	8,616	9,781	9,610	9,650	9,692	9,387	9,918
Capital appropriation.....	2,500	2,680	6,013	4,179	2,500	2,500	2,500
Other.....	17,089	18,013	18,013	18,380	18,857	19,353	19,585
<b>Net cash provided by Government .....</b>	<b>28,205</b>	<b>30,474</b>	<b>33,636</b>	<b>32,209</b>	<b>31,049</b>	<b>31,240</b>	<b>32,003</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(17,138)	(18,682)	(18,682)	(19,284)	(19,590)	(20,671)	(20,618)
Supplies and services.....	(3,226)	(3,918)	(3,747)	(4,009)	(3,821)	(3,446)	(3,444)
Accommodation.....	(5,861)	(5,979)	(6,081)	(6,174)	(6,190)	(6,215)	(6,278)
GST payments.....	(2,327)	(2,223)	(2,223)	(2,112)	(2,384)	(2,373)	(2,695)
Finance and interest costs.....	(8)	(7)	(7)	(6)	(5)	(7)	(7)
Other payments .....	(4,627)	(4,734)	(4,806)	(4,716)	(4,764)	(4,281)	(4,295)
<b>Receipts</b>							
Sale of goods and services.....	5,773	6,325	6,325	7,066	6,624	6,923	6,450
GST receipts.....	2,286	2,192	2,192	2,112	2,400	2,491	2,655
Other receipts .....	12	11	11	11	11	12	-
<b>Net cash from operating activities .....</b>	<b>(25,116)</b>	<b>(27,015)</b>	<b>(27,018)</b>	<b>(27,112)</b>	<b>(27,719)</b>	<b>(27,567)</b>	<b>(28,232)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(2,501)	(2,680)	(6,013)	(4,179)	(2,500)	(2,500)	(2,500)
<b>Net cash from investing activities .....</b>	<b>(2,501)</b>	<b>(2,680)</b>	<b>(6,013)</b>	<b>(4,179)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(63)	(56)	(56)	(57)	(58)	(57)	(63)
<b>Net cash from financing activities .....</b>	<b>(63)</b>	<b>(56)</b>	<b>(56)</b>	<b>(57)</b>	<b>(58)</b>	<b>(57)</b>	<b>(63)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>525</b>	<b>723</b>	<b>549</b>	<b>861</b>	<b>772</b>	<b>1,116</b>	<b>1,208</b>
Cash assets at the beginning of the reporting period .....	6,734	7,218	7,259	7,808	8,669	9,441	10,557
<b>Cash assets at the end of the reporting period .....</b>	<b>7,259</b>	<b>7,941</b>	<b>7,808</b>	<b>8,669</b>	<b>9,441</b>	<b>10,557</b>	<b>11,765</b>

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

# Division 33 Office of the Inspector of Custodial Services

## Part 7 Community Safety

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 75 Net amount appropriated to deliver services .....	3,538	3,567	3,567	3,670	3,637	3,681	3,753
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	250	251	251	257	272	277	284
Total appropriations provided to deliver services .....	3,788	3,818	3,818	3,927	3,909	3,958	4,037
<b>TOTAL APPROPRIATIONS</b> .....	3,788	3,818	3,818	3,927	3,909	3,958	4,037
<b>EXPENSES</b>							
Total Cost of Services .....	3,679	3,906	3,907	4,016	3,998	4,047	4,125
Net Cost of Services <sup>(a)</sup> .....	3,671	3,901	3,902	4,011	3,993	4,042	4,120
<b>CASH ASSETS</b> <sup>(b)</sup> .....	651	455	658	666	674	681	688

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Office's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
2024-25 Streamlined Budget Process Incentive Funding.....	-	99	-	-	-
Salaries and Allowances Tribunal .....	-	-	8	7	7

### Significant Issues Impacting the Agency

1. Australia signed the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment in 2009 and ratified the agreement in 2017. The Office has been nominated as one of the two National Preventative Mechanisms for Western Australia, which will extend the Office's jurisdiction and workload to include police lockups.
2. The ongoing challenges being experienced in youth detention have significantly increased the Office's monitoring and inspection commitments to cover both Unit 18 at Casuarina Prison and Banksia Hill Detention Centre. This additional monitoring and oversight is expected to continue in 2024-25.

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

Government Goal	Desired Outcome	Service
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	The Parliament, Minister and other stakeholders are informed on the performance of custodial services.	1. Inspection and Review of Custodial Services

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Inspection and Review of Custodial Services.....	3,679	3,906	3,907	4,016	3,998	4,047	4,125
<b>Total Cost of Services.....</b>	<b>3,679</b>	<b>3,906</b>	<b>3,907</b>	<b>4,016</b>	<b>3,998</b>	<b>4,047</b>	<b>4,125</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: The Parliament, Minister and other stakeholders are informed on the performance of custodial services:</b>					
Number of recommendations made .....	91	100	100	100	
Percentage of recommendations accepted .....	78%	80%	80%	80%	

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

## Services and Key Efficiency Indicators

### 1. Inspection and Review of Custodial Services

Inspection of prisons, court custody centres, prescribed lock-ups and youth detention centres, coordination of the independent visitor service and review of custodial services.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 3,679	\$'000 3,906	\$'000 3,907	\$'000 4,016	
Less Income .....	8	5	5	5	
Net Cost of Service .....	3,671	3,901	3,902	4,011	
<b>Employees (Full-Time Equivalents) .....</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>	
<b>Efficiency Indicators</b>					
Average cost per report .....	\$283,548	\$245,000	\$288,000	\$295,000	1
Average cost per independent visitors' scheme report .....	\$3,713	\$2,000	\$6,000	\$4,000	2
Average cost per liaison visit .....	\$8,547	\$10,000	\$12,000	\$12,000	3

### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a lower than anticipated number of reports being completed.
2. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a lower than anticipated number of independent visits being completed.
3. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to a lower than anticipated number of liaison visits being completed.

## Financial Statements

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	2,515	2,624	2,624	2,691	2,763	2,803	2,870
Supplies and services .....	614	578	578	619	532	544	556
Accommodation .....	357	337	337	337	337	337	337
Depreciation and amortisation .....	11	9	10	9	9	9	9
Finance and interest costs .....	-	2	2	4	3	2	1
Other expenses .....	182	356	356	356	354	352	352
<b>TOTAL COST OF SERVICES</b> .....	<b>3,679</b>	<b>3,906</b>	<b>3,907</b>	<b>4,016</b>	<b>3,998</b>	<b>4,047</b>	<b>4,125</b>
<b>Income</b>							
Other revenue .....	8	5	5	5	5	5	5
<b>Total Income</b> .....	<b>8</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>NET COST OF SERVICES</b> .....	<b>3,671</b>	<b>3,901</b>	<b>3,902</b>	<b>4,011</b>	<b>3,993</b>	<b>4,042</b>	<b>4,120</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	3,788	3,818	3,818	3,927	3,909	3,958	4,037
Resources received free of charge .....	16	88	88	88	88	88	88
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>3,804</b>	<b>3,906</b>	<b>3,906</b>	<b>4,015</b>	<b>3,997</b>	<b>4,046</b>	<b>4,125</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>133</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 18, 19 and 19 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	595	407	602	610	618	625	632
Holding Account receivables .....	-	1	1	1	1	1	1
Receivables .....	185	39	185	185	185	185	185
Other.....	3	44	3	3	3	3	3
<b>Total current assets.....</b>	<b>783</b>	<b>491</b>	<b>791</b>	<b>799</b>	<b>807</b>	<b>814</b>	<b>821</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	913	913	913	914	914	914	914
Property, plant and equipment.....	2	39	43	34	25	16	7
Restricted cash.....	56	48	56	56	56	56	56
<b>Total non-current assets.....</b>	<b>971</b>	<b>1,000</b>	<b>1,012</b>	<b>1,004</b>	<b>995</b>	<b>986</b>	<b>977</b>
<b>TOTAL ASSETS .....</b>	<b>1,754</b>	<b>1,491</b>	<b>1,803</b>	<b>1,803</b>	<b>1,802</b>	<b>1,800</b>	<b>1,798</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	689	648	689	689	689	689	689
Payables.....	157	51	160	163	169	181	184
Borrowings and leases .....	2	10	11	11	11	11	8
Other.....	65	65	65	65	62	53	53
<b>Total current liabilities.....</b>	<b>913</b>	<b>774</b>	<b>925</b>	<b>928</b>	<b>931</b>	<b>934</b>	<b>934</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	136	105	136	136	136	136	136
Borrowings and leases .....	-	31	33	26	18	9	2
<b>Total non-current liabilities.....</b>	<b>136</b>	<b>136</b>	<b>169</b>	<b>162</b>	<b>154</b>	<b>145</b>	<b>138</b>
<b>TOTAL LIABILITIES .....</b>	<b>1,049</b>	<b>910</b>	<b>1,094</b>	<b>1,090</b>	<b>1,085</b>	<b>1,079</b>	<b>1,072</b>
<b>EQUITY</b>							
Contributed equity.....	964	964	964	964	964	964	964
Accumulated surplus/(deficit).....	(259)	(383)	(255)	(251)	(247)	(243)	(238)
<b>Total equity .....</b>	<b>705</b>	<b>581</b>	<b>709</b>	<b>713</b>	<b>717</b>	<b>721</b>	<b>726</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,754</b>	<b>1,491</b>	<b>1,803</b>	<b>1,803</b>	<b>1,802</b>	<b>1,800</b>	<b>1,798</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	3,760	3,817	3,817	3,926	3,909	3,958	4,037
Other.....	145	-	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>3,905</b>	<b>3,817</b>	<b>3,817</b>	<b>3,926</b>	<b>3,909</b>	<b>3,958</b>	<b>4,037</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(2,451)	(2,624)	(2,624)	(2,691)	(2,763)	(2,803)	(2,870)
Supplies and services.....	(614)	(486)	(486)	(527)	(440)	(452)	(464)
Accommodation.....	(329)	(337)	(337)	(337)	(337)	(337)	(337)
GST payments.....	(122)	(42)	(42)	(42)	(42)	(42)	(42)
Finance and interest costs.....	-	(2)	(2)	(4)	(3)	(2)	(1)
Other payments.....	(340)	(357)	(357)	(357)	(355)	(353)	(353)
<b>Receipts (b)</b>							
GST receipts.....	121	42	42	42	42	42	42
Other receipts.....	18	5	5	5	5	5	5
<b>Net cash from operating activities.....</b>	<b>(3,717)</b>	<b>(3,801)</b>	<b>(3,801)</b>	<b>(3,911)</b>	<b>(3,893)</b>	<b>(3,942)</b>	<b>(4,020)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(4)	(8)	(9)	(7)	(8)	(9)	(10)
<b>Net cash from financing activities .....</b>	<b>(4)</b>	<b>(8)</b>	<b>(9)</b>	<b>(7)</b>	<b>(8)</b>	<b>(9)</b>	<b>(10)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	184	8	7	8	8	7	7
Cash assets at the beginning of the reporting period .....	467	447	651	658	666	674	681
<b>Cash assets at the end of the reporting period .....</b>	<b>651</b>	<b>455</b>	<b>658</b>	<b>666</b>	<b>674</b>	<b>681</b>	<b>688</b>

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

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

**NET APPROPRIATION DETERMINATION (a)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>GST Receipts</b>							
GST Receipts .....	121	42	42	42	42	42	42
<b>Other Receipts</b>							
Other Receipts.....	18	5	5	5	5	5	5
<b>TOTAL .....</b>	<b>139</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>

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

Division 34 **Parliamentary Inspector of the Corruption and Crime Commission**

Part 7 **Community Safety**

**Appropriations, Expenses and Cash Assets**

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 76 Net amount appropriated to deliver services .....	428	450	450	450	430	445	461
<b>Amount Authorised by Other Statutes - Corruption, Crime and Misconduct Act 2003</b> .....	301	303	303	361	373	383	392
Total appropriations provided to deliver services .....	729	753	753	811	803	828	853
<b>TOTAL APPROPRIATIONS</b> .....	729	753	753	811	803	828	853
<b>EXPENSES</b>							
Total Cost of Services .....	746	895	895	953	945	970	995
Net Cost of Services <sup>(a)</sup> .....	746	895	895	953	945	970	995
<b>CASH ASSETS</b> <sup>(b)</sup> .....	747	607	747	747	747	747	747

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

(b) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Office's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Salaries and Allowances Tribunal .....	-	57	68	78	87

**Significant Issues Impacting the Agency**

1. During 2023-24, substantial resources were spent on two major investigations. These investigations were the subject of the Parliamentary Inspector's reports, which were tabled in Parliament on 28 November 2023 and 21 March 2024 respectively.



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

Government Goal	Desired Outcome	Service
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	An informed Parliament on the integrity of the Corruption and Crime Commission.	1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations .....	746	895	895	953	945	970	995
<b>Total Cost of Services.....</b>	<b>746</b>	<b>895</b>	<b>895</b>	<b>953</b>	<b>945</b>	<b>970</b>	<b>995</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: An informed Parliament on the integrity of the Corruption and Crime Commission:</b>					
Number of reports completed and tabled in Parliament within target timeframes <sup>(b)</sup> .....	1	1	1	1	

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

(b) This indicator is measured by determining whether the Parliamentary Inspector met the statutory annual reporting requirements in section 203 of the *Corruption, Crime and Misconduct Act 2003*. There were other reports tabled by the Parliamentary Inspector on matters arising in the exercise of his functions, but they are excluded from the above table as there were no target timeframes for them.

## Services and Key Efficiency Indicators

### 1. Evaluation of the Effectiveness and Appropriateness of Corruption and Crime Commission Operations

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	746	895	895	953	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	746	895	895	953	
<b>Employees (Full-Time Equivalents) .....</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
<b>Efficiency Indicators</b>					
Average cost per investigation/case .....	\$3,018	\$4,475	\$5,012	\$5,039	1
Cost of audit function as a percentage of total cost of operations .....	40.5%	40%	44%	42%	

### Explanation of Significant Movements

(Notes)

- The average cost per investigation/case 2023-24 Estimated Actual is higher than the 2023-24 Budget, primarily due to fewer investigations/cases being opened and closed. The Corruption and Crime Commission, by agreement, is providing fewer notifications pursuant to section 196(4) of the *Corruption, Crime and Misconduct Act 2003*. This trend is predicted to continue and is reflected in the higher 2024-25 Budget Target. In addition, there was a focus on two major investigations that were the subject of the Parliamentary Inspector's reports tabled in Parliament in November 2023 and March 2024 respectively.

## Financial Statements

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	476	523	523	590	611	635	658
Supplies and services .....	119	208	208	200	200	200	200
Accommodation .....	72	93	93	93	93	93	93
Depreciation and amortisation .....	31	32	32	30	-	-	-
Other expenses .....	48	39	39	40	41	42	44
<b>TOTAL COST OF SERVICES .....</b>	<b>746</b>	<b>895</b>	<b>895</b>	<b>953</b>	<b>945</b>	<b>970</b>	<b>995</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	729	753	753	811	803	828	853
Resources received free of charge .....	110	142	142	142	142	142	142
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>839</b>	<b>895</b>	<b>895</b>	<b>953</b>	<b>945</b>	<b>970</b>	<b>995</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>93</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 2, 2 and 2 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	747	607	747	747	747	747	747
Receivables.....	3	2	3	3	3	3	3
Other.....	10	35	10	10	10	10	10
<b>Total current assets.....</b>	<b>760</b>	<b>644</b>	<b>760</b>	<b>760</b>	<b>760</b>	<b>760</b>	<b>760</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	355	387	387	417	417	417	417
Property, plant and equipment.....	66	33	34	4	4	4	4
<b>Total non-current assets.....</b>	<b>421</b>	<b>420</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>
<b>TOTAL ASSETS.....</b>	<b>1,181</b>	<b>1,064</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	130	100	130	130	130	130	130
Payables.....	1	10	1	1	1	1	1
<b>Total current liabilities.....</b>	<b>131</b>	<b>110</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>131</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	8	5	8	8	8	8	8
<b>Total non-current liabilities.....</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL LIABILITIES.....</b>	<b>139</b>	<b>115</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>
<b>EQUITY</b>							
Contributed equity.....	160	160	160	160	160	160	160
Accumulated surplus/(deficit).....	882	789	882	882	882	882	882
<b>Total equity.....</b>	<b>1,042</b>	<b>949</b>	<b>1,042</b>	<b>1,042</b>	<b>1,042</b>	<b>1,042</b>	<b>1,042</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>1,181</b>	<b>1,064</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>	<b>1,181</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	697	721	721	781	803	828	853
Other.....	26	-	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>723</b>	<b>721</b>	<b>721</b>	<b>781</b>	<b>803</b>	<b>828</b>	<b>853</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(446)	(523)	(523)	(590)	(611)	(635)	(658)
Supplies and services.....	(11)	(67)	(67)	(59)	(59)	(59)	(59)
Accommodation.....	(72)	(93)	(93)	(93)	(93)	(93)	(93)
GST payments.....	(15)	(16)	(16)	(16)	(16)	(16)	(16)
Other payments .....	(47)	(38)	(38)	(39)	(40)	(41)	(43)
<b>Receipts <sup>(b)</sup></b>							
GST receipts.....	8	16	16	16	16	16	16
<b>Net cash from operating activities .....</b>	<b>(583)</b>	<b>(721)</b>	<b>(721)</b>	<b>(781)</b>	<b>(803)</b>	<b>(828)</b>	<b>(853)</b>
Cash assets at the beginning of the reporting period .....	607	607	747	747	747	747	747
<b>Cash assets at the end of the reporting period .....</b>	<b>747</b>	<b>607</b>	<b>747</b>	<b>747</b>	<b>747</b>	<b>747</b>	<b>747</b>

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

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

**NET APPROPRIATION DETERMINATION <sup>(a)</sup>**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>GST Receipts</b>							
GST Input Credits.....	8	16	16	16	16	16	16
<b>Other Receipts</b>							
Other Receipts.....	26	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>34</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

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

## 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	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
<b>Communities</b>		
– Total Cost of Services .....	2,961,922	2,797,381
– Asset Investment Program .....	553,758	588,889
<b>Keystart Housing Scheme Trust</b>		
– Asset Investment Program .....	1,400	1,150
<b>Local Government, Sport and Cultural Industries</b>		
– Total Cost of Services .....	600,833	635,291
– Asset Investment Program .....	55,018	170,871
<b>Western Australian Sports Centre Trust</b>		
– Total Cost of Services .....	310,318	313,986
– Asset Investment Program .....	41,402	47,508
<b>Western Australian Institute of Sport</b>		
– Asset Investment Program .....	143	143

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Lotteries Commission		
– Asset Investment Program .....	1,250	2,200
Metropolitan Cemeteries Board		
– Asset Investment Program .....	10,651	10,673

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Early Childhood Education; Child Protection; Prevention of Family and Domestic Violence; Community Services	Communities	1. Community Services 2. Homelessness Support Services 3. Earlier Intervention and Family Support Services 4. Preventing and Responding to Family and Domestic Violence 5. Child Protection Assessments and Investigations 6. Care Arrangements and Support Services for Children in the Chief Executive Officer's (CEO's) Care
Minister for Planning; Lands; Housing; Homelessness	Communities	7. Rental Housing 8. Home Loans 9. Land and Housing Supply
Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering	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 Planning; Lands; Housing; Homelessness	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 4. Asset and Infrastructure Support Services to Client Agencies 7. Sport and Recreation Industry Support 8. Cultural Heritage Management and Conservation 9. Cultural Heritage Access and Community Engagement and Education 10. State Library Services 11. Public Library Support 12. Venue Management Services 13. Collections Management, Research and Conservation Services 14. Collections Effectively Documented and Digitised 15. Public Sites, Public Programs and Collections Accessed On-Site 16. Online Access to Collections, Expertise and Programs 17. Museum Services to the Regions
Minister for Local Government; Youth; Minister Assisting the Minister for Training and Workforce Development	Local Government, Sport and Cultural Industries	3. Regulation and Support of Local Government
Minister for Education; Aboriginal Affairs; Citizenship and Multicultural Interests	Local Government, Sport and Cultural Industries	2. Office of Multicultural Interests
Minister for Police; Corrective Services; Racing and Gaming; Defence Industry; Veterans Issues	Local Government, Sport and Cultural Industries	5. Regulation of the Gambling and Liquor Industries 6. Office of the Independent Monitor (Oversight of Burswood Casino Remediation)

Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Western Australian Sports Centre Trust	<ol style="list-style-type: none"> <li>1. Deliver Training and Competition Facilities for High Performance Sport</li> <li>2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences</li> </ol>
	Western Australian Institute of Sport	n.a.
Premier; Minister for State and Industry Development, Jobs and Trade; Public Sector Management; Federal-State Relations	Lotteries Commission	n.a.
Minister for Local Government; Youth; Minister Assisting the Minister for Training and Workforce Development	Metropolitan Cemeteries Board	n.a.



## Division 35 **Communities**

### Part 8 **Community Services**

#### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 77 Net amount appropriated to deliver services .....	2,422,491	1,261,820	1,648,365	<b>1,643,860</b>	1,369,080	1,364,760	1,398,947
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 <sup>(a)</sup> .....	494	494	1,536	<b>1,578</b>	1,629	1,667	1,706
Total appropriations provided to deliver services .....	2,422,985	1,262,314	1,649,901	<b>1,645,438</b>	1,370,709	1,366,427	1,400,653
<b>ADMINISTERED TRANSACTIONS</b>							
Item 78 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	-	1,297,846	1,297,846	<b>1,265,358</b>	1,264,788	1,265,474	1,265,474
<b>CAPITAL</b>							
Item 150 Capital Appropriation .....	300,439	222,172	318,250	<b>248,914</b>	219,311	153,808	125,795
<b>TOTAL APPROPRIATIONS</b> .....	<b>2,723,424</b>	<b>2,782,332</b>	<b>3,265,997</b>	<b>3,159,710</b>	<b>2,854,808</b>	<b>2,785,709</b>	<b>2,791,922</b>
<b>EXPENSES</b>							
Total Cost of Services <sup>(b)(c)</sup> .....	3,757,657	2,654,063	2,961,922	<b>2,797,381</b>	2,701,763	2,615,848	2,618,036
Net Cost of Services <sup>(d)</sup> .....	3,156,525	2,001,359	2,341,016	<b>2,211,868</b>	1,986,972	1,912,845	1,918,064
<b>CASH ASSETS</b> <sup>(e)</sup> .....	<b>231,908</b>	<b>63,956</b>	<b>194,502</b>	<b>86,204</b>	<b>84,080</b>	<b>154,943</b>	<b>156,366</b>

- (a) The *Salaries and Allowances Act 1975* funding from 2023-24 onwards reflects the updated Salaries and Allowances Tribunal (SAT) funding base following the review of SAT positions, as part of the whole-of-government SAT updates process.
- (b) 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.
- (c) Adjusted for the impact of a \$200 million injection to cover extraordinary costs and budget pressures, the Total Cost of Services is projected to increase by 1.3% in the 2024-25 Budget Year.
- (d) 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.
- (e) 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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
ASSIST Replacement Program.....	-	1,000	1,000	-	-
Child Protection Regional Workforce Attraction and Retention .....	3,313	350	-	-	-
Community Outreach Project - Canning Community Men's Shed Agreement ...	20	-	-	-	-
Donations to Food Relief Charities.....	-	1,500	-	-	-
Early Years Partnership.....	-	7,382	885	920	956
<b>Family and Domestic Violence (FDV) Initiatives</b>					
<b>FDV Taskforce - Strengthen Responses</b>					
Aboriginal Family Safety Grants.....	-	3,000	3,000	-	-
Boost Access to Domestic Violence Counselling .....	-	300	300	-	-
Coercive Control Education and First Responder Training.....	150	500	1,000	500	-

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Continuation and Expansion of Perpetrator Intervention Programs .....	-	2,970	3,070	-	-
Flexible Support Package .....	-	3,500	3,500	-	-
Housing Families Program .....	-	150	150	-	-
Munda Mia .....	2,450	2,400	-	-	-
New Perth CBD Women's Refuge .....	-	1,500	1,600	1,700	1,800
Preventing Violence Together .....	-	400	414	-	-
Primary Prevention Grants .....	-	3,000	3,000	-	-
Public Awareness Campaign .....	1,000	2,500	1,500	-	-
Respectful Relationships .....	-	750	776	-	-
Ruah Perth CBD One-Stop Hub .....	-	1,900	4,000	4,100	4,200
Safe at Home .....	-	1,500	1,600	-	-
<b>FDV Taskforce - System Reform Plan</b>					
Central Information Point .....	-	250	155	-	-
FDV Response Team (FDVRT) Expansion to Seven Days Per Week .....	-	6,087	6,296	6,512	6,708
Lived Experience Advisory Group .....	-	466	465	476	488
New Crisis Beds .....	-	954	1,025	1,019	1,019
Overall Administration .....	-	1,224	640	200	-
Workforce Entity .....	-	200	1,974	2,013	2,048
Foster Carers Cost of Living Rebate .....	3,605	-	-	-	-
HorsePower .....	1,200	-	-	-	-
Housing Services .....	-	346	326	332	339
LGBTQIA+ Inclusion Strategy .....	300	450	150	-	-
Marlamanu On-Country Residential Youth Program .....	232	234	-	-	-
<b>North West Aboriginal Housing Fund</b>					
Aboriginal Community Controlled Organisations - Aboriginal Housing					
Grants Program .....	555	7,850	7,350	50	100
Pilbara Aboriginal Housing Program .....	618	3,903	10,442	8,035	6,950
Social Housing Energy Performance Upgrade Initiative Co-Investment .....	-	334	6,405	13,993	-
Therapeutic Approaches in the Children's Court of Western Australia - Pilot of In-Roads Operation .....	-	1,423	1,457	-	-
Transfer to Treasury - Housing Supply Unit .....	(666)	(1,400)	(1,451)	(1,494)	-
Western Australian Public Sector Learning Initiative .....	-	-	(660)	(1,245)	(1,427)
<b>Ongoing Initiatives</b>					
Aboriginal Community Connectors Program .....	-	-	881	1,047	1,156
Aboriginal Family-Led Decision-Making .....	-	1,483	1,533	-	-
Aboriginal Representative Organisations .....	-	941	1,909	-	-
<b>Adjustments to Commonwealth Grants</b>					
Disability Support for Older Australians Agreement .....	1,197	2,377	2,377	-	-
Family Law Court Agreement .....	485	488	-	-	-
Indian Ocean Territories Service Delivery Agreement .....	26	26	26	26	26
Keeping Women Safe and Local Support Coordinator Agreement .....	965	790	790	790	-
National Housing and Homelessness Agreement .....	17,264	-	-	-	-
National Partnership Agreement - Family, Domestic and Sexual Violence Responses .....	14,486	14,433	6,102	656	-
Affordable Rental Housing Fund - Write-Down .....	(90,309)	(108,108)	-	-	-
Child Sexual Abuse Therapeutic Services and Indigenous Healing Services .....	-	955	990	-	-
Civil Litigation Claim Costs .....	298	-	-	-	-
Community Gardens Grants Program .....	308	200	-	-	-
Connected Beginnings - Roebourne .....	605	913	-	-	-
Dandjoo Bidi-Ak - Two-Year Extension of Pilot .....	-	447	461	-	-
Disaster Recovery Arrangements - Kimberley Floods .....	10,385	4,062	-	-	-
Election Commitment - Criminal Law (Mental Impairment) Reforms .....	-	1,670	2,256	1,960	2,006
<b>FDV Initiatives</b>					
16 Days in WA Community Grants Program .....	-	50	50	50	50
Breathing Space Services in Calista and Maylands .....	-	1,137	1,135	1,130	1,130
Enhanced FDVRT Model - Phase 2 .....	-	2,207	-	-	-
FDV Counselling and Advocacy Support Services .....	-	1,500	1,600	-	-
FDVRT Coordinated Response Services .....	-	4,570	4,689	4,786	4,905
Financial Counselling Services .....	-	500	500	1,228	1,228
Foster and Family Carer Support Services .....	-	4,058	4,182	4,313	4,447
Historical Institutional Abuse of Children in Care .....	-	1,210	1,252	-	-
Home Stretch WA .....	-	11,568	11,568	11,567	11,568
<b>Homelessness</b>					
Homelessness Additional Funding .....	-	32,181	33,335	33,870	34,423
Housing First Support Services Expansion .....	-	3,825	3,948	4,062	3,878
No Wrong Door Expansion .....	-	1,986	2,056	2,298	-
Perth Homelessness Services .....	1,565	1,565	-	-	-
Kimberley Sexual Abuse Prevention and Support Service .....	-	667	666	663	663
Maintenance for National Rental Affordability Scheme .....	-	700	1,100	300	-
Maintenance Uplift for Social Housing .....	87,624	91,564	-	-	-
National Disability Data Asset .....	169	(3,362)	242	-	-
National Redress Scheme .....	-	1,616	1,803	-	-
<b>North West Aboriginal Housing Fund - Hedland Transitional Housing Program .....</b>	<b>78</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Out-of-Home Care .....</b>	<b>249,699</b>	<b>61,676</b>	<b>55,045</b>	<b>56,062</b>	<b>-</b>

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Regional Community Housing Grants .....	6,000	17,000	25,000	8,000	4,000
Regional Volunteering Development Services .....	-	693	715	737	-
Sector Transition Fund .....	255	-	-	-	-
South West Native Title Settlement .....	102	437	441	-	-
Supplement for Lower Keystart Dividend and Loan Guarantee Receipts .....	10,695	-	-	-	-
Transfer of Butler and Dallyellup Joint Venture Payments .....	22,717	15,720	16,391	13,132	11,525
Transfer to WA Health - Community Aids and Equipment Program and Contenance Subsidy Scheme .....	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Unsupervised Children in Northbridge Policy - Home Safe Program .....	1,110	1,488	-	-	-
WA Seniors Strategy .....	1,200	1,886	1,873	1,904	1,937
Waste Management - Remote Community .....	-	1,200	-	-	-
Women's Grants for a Stronger Future .....	358	1,000	-	-	-
Workplace Violence and Aggression Initiatives					
Minor Works Program .....	1,189	1,601	-	-	-
Worker Safety Device Project .....	-	1,375	-	-	-
<b>Other</b>					
2024-25 Tariffs, Fees and Charges .....	10	66	181	195	227
Communities Maintenance and Minor Works Program - Office					
Accommodation .....	-	2,507	312	133	502
District Allowances .....	(438)	(438)	(438)	(438)	-
Executive Salary Expense Limit .....	261	1,537	1,283	1,585	1,759
Government Office Accommodation .....	(155)	(335)	(1,265)	(1,546)	(1,555)
Government Regional Officer Housing .....	5,631	6,008	5,665	5,572	5,638
Learning Management System .....	781	-	-	-	-
Non-Government Human Services Sector Indexation .....	3,767	6,583	8,765	8,292	22,618
RiskCover Fund Insurance Premiums .....	-	5,559	-	-	-
Salaries and Allowances Tribunal .....	36	33	42	43	82
State Fleet Updates .....	(2,062)	(1,407)	520	555	1,144

## Significant Issues Impacting the Agency

### Housing

1. The Government has continued its investment to improve social housing and homelessness services with an additional \$400 million to top-up the Social and Affordable Housing Investment Fund (SAHIF) for the delivery of additional social and affordable housing projects. The remit of this Fund has been broadened to include projects aimed at improving the affordability of housing in Western Australia.
2. Delivering housing in the current market is challenging due to supply chain disruptions, labour shortages and inflationary pressures, which have extended delivery timeframes across the industry. Despite these market conditions, since 1 July 2021, Communities has delivered more than 2,100 social homes through the Department's construction program, spot purchase program, and partnerships with the community housing sector. Additionally, since 1 July 2020, over 1,500 refurbishments have been completed.
3. The Department has expanded the Government's State-wide Builders Panel to further support social housing delivery in Western Australia. In addition, the Department continues to support the use of alternative construction methods and materials to reduce reliance on materials and trades that are in short supply.

### Homelessness

4. In addition to the allocation through the 2023-24 Mid-year Review of \$47.6 million, the Government is providing a \$92.2 million funding boost for critical homelessness services which will be provided to more than 120 Western Australian homelessness services supporting accommodation, engagement hubs, outreach services and specialist support services. This funding boost includes the expansion of Housing First Support Services in Geraldton and for the establishment of services in Albany.
5. The successful Supportive Landlord Model in Perth, Peel and Bunbury continues to support over 130 people, and with expansion into regional Western Australia underway.

## **Child Protection**

6. The Government is making a significant investment in reform of Western Australia's out-of-home care (OOHC) system to strengthen delivery of these critical services. The first major piece of commissioning under the Government's State Commissioning Strategy for Community Services, the OOHC reforms, will strengthen the impact, responsiveness and cost-effectiveness of the OOHC system, facilitating the provision of stable, needs-based and culturally appropriate care arrangements with a focus on reducing the number of children in care, particularly Aboriginal children. These reforms will see an increase in the number of Aboriginal Community Controlled Organisations (ACCOs) providing OOHC services and will deliver the Government's commitment to *Safe and Supported: the National Framework for Protecting Australia's Children 2021-2031*.
7. Home Stretch WA supports young people in Perth and all regional areas of Western Australia leaving OOHC at the age of 18 years, helping them transition to independent adulthood by providing extended support and resources up until the age of 21 years. The Government has provided additional funding of \$46.3 million over the next four years, ensuring the continued support of young people leaving OOHC. This is in addition to the \$37.2 million previously committed. Nine ACCOs and three Community Service Organisations have been commissioned to deliver Home Stretch WA to eligible care leavers.

## **Closing the Gap**

8. The Department's responsibilities under the 2020 National Agreement on Closing the Gap increased from late 2023, with the release of the Government's second Closing the Gap Implementation Plan 2023-2025. The Department now co-leads or supports in the attainment of eight socioeconomic outcomes for the Government, including appropriate and affordable housing, ensuring Aboriginal children are not overrepresented in the child protection system, and ensuring Aboriginal families and households are safe.

## **Early Years Partnership - Child Wellbeing and School Readiness**

9. The Government is investing an additional \$15.6 million across the forward estimates period in the Early Years Partnership, of which \$10.1 million is allocated to Communities. The Early Years Partnership is a whole-of-government 10-year partnership (2018-2028) between Minderoo Foundation, Telethon Kids Institute (research and evidence partner) and four diverse communities spanning metropolitan (Armadale West), regional (Central Great Southern - Shires of Katanning, Kojonup, Gnowangerup and Broomehill-Tambellup), remote (Derby, including Mowanjup and Pandanus Park) and very remote (Bidyadanga and Derby) parts of Western Australia. This comprehensive investment in support for families and community infrastructure directly responds to actions in the community-led plans launched in 2023. This will increase child wellbeing and school readiness by improving access to early learning opportunities, early identification and intervention services to address developmental delay and family support services.

## **Prevention of Family and Domestic Violence**

10. In September 2023, the Government established a Family and Domestic Violence Taskforce (FDV Taskforce) to consider and provide advice about reforms and identify actions to strengthen responses to FDV in the Western Australian community, including its disproportionate impact on Aboriginal people and families. In response to the work of the FDV Taskforce, the Government has boosted funding for the prevention of FDV by over \$169 million over the forward estimates period and has committed to a Family and Domestic Violence System Reform Plan. This includes additional funding for:
  - 10.1. establishment of a lived experience advisory group;
  - 10.2. grants to support primary prevention, 16 Days in WA campaign and Aboriginal Family Safety;
  - 10.3. expanding and enhancing the Respectful Relationships program;
  - 10.4. new refuge beds;
  - 10.5. family and domestic violence counselling services;
  - 10.6. a public awareness campaign on family and domestic violence;
  - 10.7. perpetrator programs, including expansion into new locations in regional Western Australia; expanding the Safe at Home program, which is helping women and children stay safely in their homes;

- 10.8. expansion of the Family and Domestic Violence Response Teams;
  - 10.9. improved processes for information sharing; and
  - 10.10. initiatives to strengthen workforce capability to identify and respond to FDV.
11. This brings the Government's total investment in FDV initiatives to \$422 million since 2021-22.

### **Emergency Response**

12. The Department continues to provide support and recovery to people impacted by emergency events including those impacted by the flooding in the Kimberley caused by Ex-Tropical Cyclone Ellie in 2023. Under the State Emergency Management Plan, the Department is responsible for providing and coordinating emergency relief and support services for all prescribed emergencies. In response to the flooding in the Kimberley, the Department provided emergency support including emergency accommodation, food, clothing, personal requisites, personal supports and financial assistance. Under the Disaster Recovery Funding Arrangements, the Department received funding to deliver recovery programs for temporary accommodation, social recovery, housing repair and rebuild, repair of community access roads and to fund Community Recovery Officers. In addition to supporting impacted Kimberley residents, the Department continues to provide ongoing recovery support to residents impacted by other emergency events that have occurred over 2023-24.

### **Disability Services**

13. Changes to the State's disability ecosystem have continued as a result of the transition to the National Disability Insurance Scheme (NDIS). Recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the NDIS Review are likely to see further changes to State and Commonwealth Government responsibilities and service delivery systems, with the Department having an expanded overarching stewardship, coordination and design role across intrastate and interstate agencies.
14. The Department is a part of the whole-of-government approach to the implementation of the *Criminal Law (Mental Impairment) Act 2023* (CLMI Act). The CLMI Act's intention is to better protect and support people with disability who are engaged with the justice system and found to have a mental impairment impacting their capacity to plead. The Department will continue to deliver the Disability Justice Service, including through the operation of the Bennett Brook Disability Justice Centre and provision of services, such as training and prison in-reach, to provide services and supports to people with disability while in custody and to assist with their transition back into the community.

### **Support for LGBTQIA+ Western Australians**

15. In early 2024, the Government announced \$900,000 to develop and implement Western Australia's first LGBTQIA+ Inclusion Strategy (the Strategy). LGBTQIA+ people face significantly higher levels of discrimination, stigma, and social exclusion, which can contribute to deteriorating health, social and economic outcomes. Development of the Strategy will see a coordinated approach across government and with the LGBTQIA+ community to drive inclusiveness for LGBTQIA+ Western Australians. Three not-for-profit organisations, Living Proud, Transfolk of WA and GLBTI Rights in Ageing (GRAI) will receive funding to support the development and implementation of the Strategy. Additionally, an LGBTQIA+ peak body will be established.

## 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 Chief Executive Officer's (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	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Community Services.....	193,596	238,414	269,586	226,612	214,043	224,373	234,295
2. Homelessness Support Services.....	82,887	74,532	92,740	111,290	113,540	116,930	120,480
3. Earlier Intervention and Family Support Services.....	105,995	108,507	113,168	127,367	114,543	121,400	125,658
4. Preventing and Responding to Family and Domestic Violence.....	103,247	84,524	110,740	145,620	137,500	112,440	112,680
5. Child Protection Assessments and Investigations.....	107,022	99,857	103,040	111,309	112,254	109,307	109,279
6. Care Arrangements and Support Services for Children in the CEO's Care .....	684,993	549,096	804,448	662,242	671,214	672,963	682,037
7. Rental Housing .....	1,033,799	1,046,723	1,103,034	1,087,263	943,584	874,000	852,217
8. Home Loans .....	132,724	156,490	177,969	139,943	105,425	103,467	100,279
9. Land and Housing Supply.....	52,025	161,658	60,446	58,707	160,824	154,444	151,980
10. Supporting People with Disability to Access Services and Participate in Their Community .....	39,009	45,101	37,380	37,909	38,869	38,419	38,855
11. Living Supports and Care for People with Disability .....	87,512	89,161	89,371	89,119	89,967	88,105	90,276
12. NDIS Contributions <sup>(a)</sup> .....	1,134,848	-	-	-	-	-	-
<b>Total Cost of Services <sup>(b)</sup>.....</b>	<b>3,757,657</b>	<b>2,654,063</b>	<b>2,961,922</b>	<b>2,797,381</b>	<b>2,701,763</b>	<b>2,615,848</b>	<b>2,618,036</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.

(b) Adjusted for the impact of a \$200 million injection to cover extraordinary costs and budget pressures, the Total Cost of Services is projected to increase by 1.3% in the 2024-25 Budget Year.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 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.....	83%	75%	80%	80%	1
The take-up rate of Seniors Card .....	91%	95%	95%	95%	
Proportion of Working with Children Cards issued within 30 days of lodgement where the applicant had no criminal record.....	99%	98%	98%	98%	
Proportion of decisions finalised within 60 days where the applicant for a Working with Children Card had a criminal record.....	98%	97%	96%	97%	
<b>Outcome: Families and individuals experiencing family and domestic violence, 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 .....	90%	90%	91%	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 .....	89%	90%	87%	90%	2
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.....	73%	80%	73%	80%	
<b>Outcome: Children and young people needing protection are safe from abuse and harm:</b>					
Improved safety					
Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm .....	91%	95%	91%	95%	
Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated .....	94%	95%	94%	95%	
<b>Outcome: 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:</b>					
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle .....	64%	80%	63%	80%	3
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes .....	83%	90%	85%	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.....	0.33	0.37	0.3	0.26	5
Waiting times for accommodation - Applicants housed <sup>(b)</sup> :					
Average (weeks).....	133	130	148	163	6
Median (weeks) .....	105	103	124	144	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>(c)</sup> .....	n.a.	n.a.	n.a.	n.a.	
Percentage of service users who achieved their individual plan outcomes .....	72%	75%	90%	90%	7
Proportion of the population in need who received services <sup>(c)</sup> .....	n.a.	n.a.	n.a.	n.a.	
Proportion of service users who achieved community participation outcomes...	70%	70%	83%	88%	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) 2024-25 Budget Target is based on forecast waiting times. This forecast reflects average wait time growth over the preceding 91 months.

(c) Data for this key effectiveness indicator was collected from external disability service providers. Since 2020-21, the point at which a majority of State-funded clients and services had transitioned to the NDIS, the Department has been exempted from reporting on this indicator.



## Explanation of Significant Movements

(Notes)

1. Since the last financial year, the Education and Care Regulatory Unit (ECRU) has focused on reassessing services which had previously been assessed as working towards ratings and services previously assessed under the 2012 National Quality Framework (NQF). ECRU provided additional support to improve the quality of service through an increase in staff employed and trained in undertaking assessment and ratings from 2022-23 to 2023-24. During 2023-24, a more consistent approach and comprehensive schedule was implemented for assessment and ratings of services, in preparation for the commencement of partial reassessment in January 2024, consistent with the operational refinements to the quality assessment and rating process implemented through the National Law process. The Education and Care Services National Law (National Law) offers flexibility in some of the requirements for undertaking quality assessment and rating under the NQF.
2. As per previous years, the indicator highlights the ongoing effectiveness of FDV-related child protection interventions, which have positively impacted the need for further and ongoing intervention within the 12-month reporting timeframe. The results reflect the success of some of the early intervention strategies that has been provided by the Family Domestic Violence Response Teams (FDVRTs), community support services, Child and Carer Connection Hubs and with targeted collaborative responses from the Western Australia Police Force and the Department. The 2023-24 Estimated Actual results are on par with the 2022-23 Actual. The variance between the 2023-24 Budget and 2023-24 Estimated Actual is reflective of the complex nature of FDV, which includes the pattern-based nature of FDV where perpetrators continue, and in some circumstances escalate, their use of violence when confronted with interventions that are intended to stop them and/or create safety for the child and adult victim-survivor. This is especially true in circumstances where there is a separation or breakdown of the relationship. It also includes the range of complex and co-occurring factors that can increase vulnerability of children and families experiencing FDV including social isolation, substance use, mental health and access to safe and affordable housing.
3. This 2023-24 Estimated Actual shows a decrease compared to the 2022-23 Actual. The appointment of new contracts to Aboriginal Community Controlled Organisations during 2023-24 under the out-of-home care (OOHC) reform will strengthen the provision of stable, needs-based, culturally appropriate care arrangements and enable self-determination of Aboriginal families to help identify suitable placement options. The *Children and Community Services Amendment Act 2021* includes provisions requiring Aboriginal Representative Organisations (AROs) to be consulted about placement arrangements and cultural support planning for Aboriginal children in or entering the care of the CEO. The Government has allocated funding to support ARO services and the Department's continued ability to fulfil the Aboriginal and Torres Strait Islander Child Placement Principle. Additionally, the Aboriginal family-led decision-making process supports Aboriginal families to make decisions that promote the safety of their children in a culturally safe way, promoting self-determination in child protection cases.
4. The 2023-24 Estimated Actual has increased to 85% from the 2022-23 Actual of 83%. The primary reason the improved results did not quite realise the original 2023-24 Budget has been competing pressures and priorities in the regions and increasing care compliance requirements in accordance with AROs provisions under the *Children and Community Services Amendment Act 2021*.
5. The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are attributed to a significant reduction in Keystart loans being approved due to rising interest rates. Changes to the bond assistance loan scheme implemented during 2023 may stimulate demand in future, however, escalating cost from private rentals have affected demand for bond assistance loans.
6. The Government has significantly increased housing stock, however, wait times, as also experienced in other jurisdictions, continue to be impacted by external market factors such as increasing competition in the private rental market. These conditions have contributed to continuing declines in affordable housing options, which has led to an increased waitlist demand.
7. The improved performance against this indicator reflects a return to traditional levels of service accessibility. During the COVID-19 pandemic there were many barriers that prevented individuals achieving their individual plan outcomes, including significant waitlists for therapy and restricted access to community supports. In addition to this, parents/carers were reluctant to engage in supports in their family home due to the risk of contracting COVID-19. Individuals, families and carers now have greater confidence to engage with supports, which has been the main contributing factor for individuals to achieve good outcomes. The 2023-24 Budget of 75% was estimated when the disability sector had not yet returned to pre-COVID-19 capacity.

8. There has been a significant improvement in the number of individuals achieving their community participation outcomes, since changes to the Disability Services Provider Panel contract process (commenced July 2022). The process provides individuals connected to Continuity of Support Arrangements with access to a broader range of disability sector organisations that are NDIS registered.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 193,596	\$'000 238,414	\$'000 269,586	\$'000 226,612	1
Less Income .....	15,192	15,134	15,401	15,836	
Net Cost of Service .....	178,404	223,280	254,185	210,776	
<b>Employees (Full-Time Equivalents) .....</b>	491	511	525	552	2
<b>Efficiency Indicators</b>					
Average cost per licensed childcare service for regulation and support <sup>(a)</sup> .....	\$8,642	\$10,034	\$9,168	\$9,024	3
Average management cost per Seniors Card <sup>(b)</sup> .....	\$9.65	\$6.96	\$6.91	\$6.85	4
Average cost per Working with Children Card application processed <sup>(c)</sup> .....	\$29	\$39	\$31	\$30	5

- (a) The number of licensed childcare services for regulation and support for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 1,357, 1,442, 1,415 and 1,486 respectively.
- (b) The number of Seniors Card applications for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 410,682, 416,109, 416,109 and 438,770 respectively.
- (c) The number of Working with Children Card applications for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 157,048, 150,000, 163,500 and 169,700 respectively.

### Explanation of Significant Movements

(Notes)

- The movement between 2023-24 Budget and 2023-24 Estimated Actual mostly reflects additional expenditure in 2023-24 associated with the delivery of essential and municipal services in remote communities and the State's disaster response and recovery.
- The increase in full-time equivalents (FTEs) from the 2022-23 Actual to 2023-24 Estimated Actual reflects additional resources to support seniors and ageing strategies. The increase in FTEs from 2023-24 Estimated Actual to 2024-25 Budget Target reflects additional resources allocated for the National Redress Scheme and to fulfil Communities' responsibility under the CLMI Act.
- The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are largely due to a change in the profile of expenditure associated with improving regulatory oversight particularly to services in the regions.
- The movements between the 2022-23 Actual and the 2023-24 Estimated Actual is largely due to a decrease in departmental overheads associated with this indicator.
- The movements between the 2022-23 Actual, 2023-24 Budget and the 2023-24 Estimated Actual are mainly due to the inclusion of expenditure associated with the *Working with Children (Criminal Record Checking) Amendment Act 2022* in the 2023-24 Budget.

## 2. Homelessness Support Services

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	82,887	74,532	92,740	111,290	1
Less Income .....	28,355	23,723	33,709	30,169	2
Net Cost of Service .....	54,532	50,809	59,031	81,121	
<b>Employees (Full-Time Equivalents) .....</b>	23	24	24	24	
<b>Efficiency Indicators</b>					
Average cost per homelessness support service client <sup>(a)</sup> .....	\$4,680	\$4,384	\$5,604	\$6,664	1

(a) The number of clients for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 17,676, 17,000, 16,550 and 16,700 respectively.

### Explanation of Significant Movements

(Notes)

- The movement between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to an increase in expenditure associated with the one-year extension of the Commonwealth-funded National Housing and Homelessness Agreement (NHHA) and Perth Homelessness Services. The movement between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to additional expenditure associated with extending and increasing sustainable homelessness services throughout the State.
- The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are mainly due to the extension of the agreement with the Commonwealth associated with the NHHA.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	105,995	108,507	113,168	127,367	1
Less Income .....	806	280	477	443	
Net Cost of Service .....	105,189	108,227	112,691	126,924	
<b>Employees (Full-Time Equivalents) .....</b>	384	384	385	385	
<b>Efficiency Indicators</b>					
Average cost per earlier intervention and family support case <sup>(a)</sup> .....	\$7,706	\$8,833	\$9,314	\$10,658	1

(a) The number of cases for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 11,777, 12,284, 12,150 and 11,950 respectively.

### Explanation of Significant Movements

(Notes)

- The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are largely due to the accounting recognition of prepayments for the Early Years Partnership initiative, with expenditure being recognised in 2023-24 instead of when it was paid in 2022-23, in addition to National Partnership Agreement for Family, Domestic and Sexual Violence Responses (NPA FDSVR) being initially funded to 2023 but subsequently extended to 2027. The variance between the 2023-24 Estimated Actual and the 2024-25 Budget Target is largely due to an increase in expenditure associated with the Early Years Partnership initiative, in addition to new funding following the work associated with the FDV Taskforce.

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	103,247	84,524	110,740	145,620	1
Less Income .....	47,471	17,271	39,959	37,148	2
Net Cost of Service .....	55,776	67,253	70,781	108,472	
<b>Employees (Full-Time Equivalents) .....</b>	52	66	66	114	3
<b>Efficiency Indicators</b>					
Average cost per family and domestic violence case <sup>(a)</sup> .....	\$5,350	\$4,434	\$5,890	\$7,468	1

(a) The number of cases for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 19,300, 18,700, 18,800 and 19,500 respectively.

### Explanation of Significant Movements

(Notes)

- The movements between 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are mainly due to extension of the NPA FDSVR and investment in FDV hubs, refuges and safe houses. The movement between 2023-24 Estimated Actual and 2024-25 Budget Target is due to an increase in investment for a range of new initiatives following the work associated with the FDV Taskforce. This indicator is calculated by using previous financial year cases, against current and forecast financial year expenditure. This means that when there is new and additional investment compared to previous years it has the effect of inflating the forecast cost per case, because the case figures are not 'up to date' with the related expenditure.
- The movements between 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are mainly due to the NPA FDSVR being initially funded to 2023 but subsequently extended to 2027, and extension of the Commonwealth-funded NHHHA.
- The increase in FTEs from the 2023-24 Estimated Actual to 2024-25 Budget Target reflects additional resources allocated for FDVRTs and the implementation of the FDV Taskforce System Reform Plan.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 107,022	\$'000 99,857	\$'000 103,040	\$'000 111,309	
Less Income .....	1,672	435	820	779	
Net Cost of Service .....	105,350	99,422	102,220	110,530	
<b>Employees (Full-Time Equivalents) .....</b>	<b>612</b>	<b>613</b>	<b>612</b>	<b>636</b>	
<b>Efficiency Indicators</b>					
Average cost per child involved in child protection cases <sup>(a)</sup> .....	\$5,806	\$5,874	\$5,338	\$5,708	

(a) The number of cases for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 18,433, 17,000, 19,302 and 19,500 respectively.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 684,993	\$'000 549,096	\$'000 804,448	\$'000 662,242	1
Less Income .....	3,493	1,536	1,718	1,436	
Net Cost of Service .....	681,500	547,560	802,730	660,806	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,612</b>	<b>1,646</b>	<b>1,642</b>	<b>1,653</b>	
<b>Efficiency Indicators</b>					
Average cost per day of a foster care arrangement <sup>(a)</sup> .....	\$216	\$176	\$291	\$215	2
Average cost per day of a residential-based care arrangement <sup>(b)</sup> .....	\$2,398	\$2,362	\$2,505	\$2,601	3
Average cost per day of an exceptionally complex needs care arrangement <sup>(c)</sup> .....	\$6,484	\$1,450	\$5,994	\$2,157	4
Average cost per day of a secure care arrangement <sup>(d)</sup> .....	\$9,996	\$11,001	\$10,933	\$11,362	
Average cost per day to plan for and support a child in the CEO's care <sup>(e)</sup> .....	\$87	\$78	\$79	\$90	5

(a) The number of foster care arrangements for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 1,574,844, 1,600,000, 1,619,988 and 1,650,000 respectively.

(b) The number of residential-based care arrangements for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 28,450, 32,000, 30,000 and 30,000 respectively.

(c) The number of days of exceptionally complex needs care arrangements for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 13,927, 15,000, 14,500 and 14,500 respectively.

(d) The number of days of secure care arrangements for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 687, 650, 650 and 650 respectively.

(e) The number of days in the CEO's care for the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are 1,867,660, 1,900,000, 1,911,662 and 1,950,000 respectively.

## Explanation of Significant Movements

(Notes)

1. The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are mainly due to additional expenditure resulting from the transition to new foster care and residential-based care arrangements.
2. The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are largely due to the transition to new foster care arrangements during 2023-24, resulting in increased expenditure. The variance between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to the new foster care arrangements coming into place, which will result in reduced expenditure.
3. The movement between the 2022-23 Actual and 2023-24 Estimated Actual is due to the overall capacity of residential care which was significantly impacted by the COVID-19 pandemic and extensive renovations across multiple residential houses. Post-COVID-19, residential care has seen an increase in capacity to provide placements across the residential care service. Attraction and retention of staff remains a continued priority for residential care and a number of coordinated initiatives are underway to continue to increase recruitment numbers.
4. The movements between the 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Target are primarily due to transition activities associated with the significant reform of Western Australia's out-of-home care (OOHC) system and payments associated with complex care placements for children in OOHC. The reforms will strengthen cost-effectiveness of the OOHC system and provide needs-based care.
5. The movement between 2023-24 Estimated Actual and 2024-25 Budget Target is mainly due to additional expenditure associated with the expansion of the Home Stretch WA Program.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,033,799	1,046,723	1,103,034	1,087,263	1
Less Income .....	421,837	422,852	444,004	440,366	
Net Cost of Service .....	611,962	623,871	659,030	646,897	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,534</b>	<b>1,534</b>	<b>1,537</b>	<b>1,548</b>	
<b>Efficiency Indicators</b>					
Average operating cost per public rental property .....	\$19,088	\$18,789	\$21,078	\$20,001	2
Average operating cost per GROH rental property .....	\$16,455	\$14,555	\$16,922	\$16,849	3

## Explanation of Significant Movements

(Notes)

1. The movement between the 2022-23 Actual and 2023-24 Estimated Actual reflects the timing of grants and subsidies expenditure in the Social Housing Economic Recovery Package (SHERP) refurbishment and new build grant programs. In addition, the Remote Communities Program is underspent caused by the impact of COVID-19 that resulted in accessibility and market constraints and pressures. The movement between the 2023-24 Budget and the 2023-24 Estimated Actual is due to additional maintenance funding sought at the 2024-25 Budget to cover the increased cost of maintaining properties due to escalating labour and material costs.
2. The movement between the 2022-23 Actual and 2023-24 Estimated Actual is due to Community Housing Organisations, who have had difficulty in meeting grant agreement milestones due to constraints affecting construction works across all of Western Australia. The movement between 2023-24 Budget Target and 2023-24 Estimated Actual is due to additional maintenance funding sought in 2023-24 and 2024-25 Budget to cover the increased cost of maintaining properties due to escalating trade and material costs.
3. The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual are due to the high levels of GROH maintenance activity and cost escalation for labour and materials.

## 8. Home Loans

Enabling the financing of home ownership for eligible applicants.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	132,724	156,490	177,969	139,943	1
Less Income .....	5,572	17,138	1,002	279	
Net Cost of Service .....	127,152	139,352	176,967	139,664	
<b>Employees (Full-Time Equivalents) .....</b>	25	27	25	25	
<b>Efficiency Indicators</b>					
Average operating cost per current loan account .....	\$2,740	\$4,679	\$6,059	\$8,224	2

## Explanation of Significant Movements

(Notes)

1. The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual largely reflect the level of Keystart borrowings due to rises in interest rate charges which impacts on Keystart's finance cost. The movement between 2024-25 Budget Target and 2023-24 Estimated Actual is due to the large volume of customers discharging their home loans, including gaining a higher level of equity in their property and interest rate pressures which have resulted in a reduction in new loan disbursements, lowering borrowing requirement, thus reducing finance costs.
2. The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are mainly due to a reduction in current loans, with the level of discharges exceeding formal approvals as Keystart customers continue to refinance with other lenders, supported by increases in property prices.

## 9. Land and Housing Supply

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	52,025	161,658	60,446	58,707	1
Less Income .....	37,900	112,589	40,618	28,071	1
Net Cost of Service .....	14,125	49,069	19,828	30,636	
<b>Employees (Full-Time Equivalents) .....</b>	<b>111</b>	<b>121</b>	<b>121</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 .....	\$518,517	\$204,010	\$572,048	\$401,039	2

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

### Explanation of Significant Movements

(Notes)

- The movements between the 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Target largely reflect the joint venture syndicates for Butler and Dalyellup transferring the current approved budgets from DevelopmentWA to the Department. The movement between 2023-24 Budget and 2023-24 Estimated Actual is due to the approved write-down for the Department's Affordable Housing Program for revenue and associated expenses as the Department has focused on repurposing current housing stock for social housing.
- The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target are due to current construction market conditions.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	39,009	45,101	37,380	37,909	1
Less Income .....	1,238	28	381	606	2
Net Cost of Service .....	37,771	45,073	36,999	37,303	
<b>Employees (Full-Time Equivalents) .....</b>	<b>111</b>	<b>120</b>	<b>121</b>	<b>122</b>	
<b>Efficiency Indicators</b>					
Proportion of individual plans commenced within the required timeframe .....	91%	90%	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 was collected for external disability service providers. Since 2021-22, the point at which a majority of State-funded clients and services had transitioned to the NDIS, the Department has been exempted from reporting on this indicator.



## Explanation of Significant Movements

(Notes)

1. The movements between the 2022-23 Actual, 2023-24 Budget and 2023-24 Estimated Actual reflects the demand in services for the non-NDIS functions, based on the needs of participants, and a reallocation of indirect costs based on these demands.
2. The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target mainly reflects the allocation of sundry income expected from year to year. Most of this income relates to the recoup for the underutilisation of services from Disability Sector Organisations. This amount will vary each year and is directly related to the payments made to Disability Sector Organisations against actual utilisation each year.

### 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	87,512	89,161	89,371	89,119	
Less Income .....	37,596	41,718	42,817	30,380	1
Net Cost of Service .....	49,916	47,443	46,554	58,739	
<b>Employees (Full-Time Equivalents) .....</b>	<b>493</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 was collected for external disability service providers. Since 2021-22, the point at which a majority of State-funded clients and services had transitioned to the NDIS, the Department has been exempted from reporting on this indicator.

## Explanation of Significant Movements

(Notes)

1. The movements between the 2022-23 Actual, 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target reflects the expected recoup from the Commonwealth for accommodation provided services for Supported Independent Living (SIL) packages. The recoups are dependent on a number of factors including the Commonwealth's NDIS pricing arrangements, the number of participants and the fluctuation in individual packages provided through the NDIS to participants residing in SIL.

## Asset Investment Program

1. The Department's Asset Investment Program is \$1.7 billion. Significant capital investments include:
  - 1.1. more than \$1.1 billion of capital investment from 2024-25 to 2027-28 to increase and renew public housing, homelessness, and crisis accommodation across Western Australia, including through the:
    - 1.1.1. Housing and Homelessness Investment Package;
    - 1.1.2. Social Housing Strategy Package;
    - 1.1.3. Aboriginal Short Stay Accommodation Facilities; and
    - 1.1.4. Social Housing Accelerator Payment;
  - 1.2. capital investment of \$160.4 million from 2024-25 to 2027-28 into Government Regional Officer Housing program.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Aboriginal Short Stay Accommodation							
East Kimberley .....	21,196	1,478	515	195	3,740	11,565	4,218
Geraldton .....	28,499	6,040	4,333	11,819	10,640	-	-
Perth .....	25,950	3,844	3,100	9,976	11,926	204	-
Building Minor Works .....	7,775	4,675	312	1,600	500	500	500
Computer Hardware and Software Program .....	20,928	14,136	1,698	1,698	1,698	1,698	1,698
Crisis Accommodation Program .....	67,648	27,048	6,352	4,750	8,670	10,423	16,757
Disability Services Transitional Disability Accommodation .....	14,828	10,767	-	4,061	-	-	-
Government Regional Officer Housing Program .....	301,894	141,541	48,760	48,760	48,760	29,712	33,121
Holding Costs Program .....	9,881	9,385	124	124	124	124	124
Housing and Homelessness Investment Package							
Common Ground							
Mandurah .....	48,799	4,220	1,807	14,048	20,734	9,797	-
Perth .....	70,400	35,044	30,891	35,276	80	-	-
New Social Housing Builds .....	99,483	88,552	19,286	10,931	-	-	-
Shared Equity .....	19,269	4,861	677	3,067	5,000	6,341	-
Investment into New Social Housing .....	1,214,001	572,998	244,829	254,105	191,908	138,685	56,305
Kimberley Floods Temporary Accommodation .....	23,076	19,681	19,681	3,395	-	-	-
Land							
Acquisition Program .....	409,390	176,972	64,534	59,014	59,014	59,372	55,018
Joint Ventures .....	28,482	7,521	7,521	8,902	2,202	5,250	4,607
Redevelopment Program .....	9,553	356	-	9,197	-	-	-
Urban Renewal .....	4,343	1,101	1,101	550	2,692	-	-
METRONET Social and Affordable Housing and Jobs Package .....							
128,151	89,471	15,186	21,810	11,067	5,803	-	
North West Aboriginal Housing Fund - Fitzroy Crossing							
Aboriginal Housing Program .....	21,248	456	212	530	4,097	13,809	2,356
Offices Program .....	14,849	6,343	3,789	3,589	1,639	1,639	1,639
Other							
Safe Place - Youth Mental Health and Alcohol and							
Other Drug Homelessness Program .....	4,997	168	150	3,018	1,811	-	-
Youth Long-Term Housing and Support Program .....	10,741	4,901	4,901	5,840	-	-	-
Regional Renewal .....	14,176	10,369	6,046	3,807	-	-	-
Shared Equity Purchase Program .....	79,271	38,574	6,792	7,785	9,028	11,942	11,942
Social Housing Accelerator .....	209,200	10,850	10,850	39,770	79,239	60,732	18,609
Social Housing Economic Recovery Package - New Builds .....							
53,940	46,943	11,892	6,997	-	-	-	
<b>COMPLETED WORKS</b>							
FDV Women's Refuge							
Kwinana .....	3,481	3,481	21	-	-	-	-
Peel .....	3,650	3,650	28	-	-	-	-
North West Aboriginal Housing Fund - Hedland							
Transitional Housing Project .....	3,648	3,648	3,382	-	-	-	-
Yawuru Home Ownership Program .....	31	31	31	-	-	-	-
Reconfiguration of Spinal Cord Injury Project .....	6,696	6,696	444	-	-	-	-
Social Housing							
Regional Supportive Landlord .....	5,200	5,200	5,200	-	-	-	-
Supportive Landlord Model .....	17,324	17,324	14,232	-	-	-	-
Social Housing Economic Recovery Package - Refurbishments .....							
100,782	100,782	15,081	-	-	-	-	

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>NEW WORKS</b>							
Other - Out-of-Home Care - Residential Care Building Upgrades .....	13,725	-	-	11,475	2,250	-	-
Social Housing - Crisis Accommodation Program - Stirling Women's Refuge .....	22,600	-	-	2,800	13,300	6,300	200
<b>Total Cost of Asset Investment Program .....</b>	<b>3,139,105</b>	<b>1,479,107</b>	<b>553,758</b>	<b>588,889</b>	<b>490,119</b>	<b>373,896</b>	<b>207,094</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			186,876	192,693	171,721	142,195	120,761
Commonwealth Grants .....			4,533	1,067	-	-	-
Funding included in Department of Treasury - Administered Item .....			7,605	16,395	11,000	-	-
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund .....			2,515	3,807	-	-	-
Social and Affordable Housing Investment Fund .....			216,856	120,863	231,368	202,918	8,000
Other .....			132,673	253,660	71,933	14,974	75,977
Other Grants and Subsidies .....			2,700	404	4,097	13,809	2,356
<b>Total Funding .....</b>			<b>553,758</b>	<b>588,889</b>	<b>490,119</b>	<b>373,896</b>	<b>207,094</b>

## Financial Statements

### Income Statement

#### Expenses

1. Total Cost of Services in the 2023-24 Estimated Actual is expected to decrease by 21.2% compared to the 2022-23 Actual.
  - 1.1. NDIS contributions from 2023-24 onwards are now classified as administered transactions, resulting in their exclusion from the Total Cost of Services. This change will enhance the reporting and management of payments to the National Disability Insurance Agency (NDIA).
  - 1.2. This decrease is partially offset by an increase in expenditure associated with the transfer of budgets from DevelopmentWA for the joint venture projects in Butler and Dalyellup. Other significant expenses in 2023-24 relate to Kimberley floods recovery and higher property maintenance costs due to rising labour and material costs.

#### Income

2. Total income in the 2023-24 Estimated Actual is expected to decrease by 24.6% compared to the 2022-23 Actual.
  - 2.1. NDIS contributions funding from 2023-24 onwards are now classified as administered transactions, resulting in their exclusion from the Department's budget. This change will enhance the reporting and management of payments to the NDIA.
  - 2.2. This decrease is partially offset by an increase in funding associated with the transfer of budgets from DevelopmentWA for the joint venture projects in Butler and Dalyellup. Additional funding is also provided in 2023-24 for Kimberley floods recovery as a result of Ex-Tropical Cyclone Ellie, uplift on maintenance funding to address rising labour and material costs associated with property maintenance and reflow of Remote Aboriginal Communities budgets to align with anticipated spend in 2023-24.

### **Statement of Cashflows**

3. The Department's end-of-year cash position for the 2023-24 Estimated Actual is expected to decrease by 16.1% compared to the 2022-23 Actual. This is primarily due to transition activities associated with the significant reform of Western Australia's OOHC system and payments associated with placements for children in statutory OOHC. The decrease is also associated with increased housing accommodation maintenance costs and delayed recoup of Disaster Recovery Funding Arrangements between the State and Commonwealth Governments to support certain relief and recovery activities following eligible natural disasters.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	678,967	698,803	708,567	743,808	752,575	759,325	779,128
Grants and subsidies <sup>(c)</sup> .....	1,423,458	313,284	357,551	340,505	297,614	239,419	235,414
Supplies and services .....	785,948	722,710	929,211	783,139	850,061	824,037	815,708
Accommodation .....	358,759	279,313	362,218	376,353	282,509	282,590	282,614
Depreciation and amortisation .....	157,238	155,740	156,686	157,251	158,724	158,791	159,516
Finance and interest costs .....	142,195	144,675	167,114	127,302	93,349	88,165	84,783
Cost of land sold .....	13,573	-	10,952	12,103	12,051	9,292	10,019
Other expenses .....	197,519	339,538	269,623	256,920	254,880	254,229	250,854
<b>TOTAL COST OF SERVICES <sup>(d)</sup> .....</b>	<b>3,757,657</b>	<b>2,654,063</b>	<b>2,961,922</b>	<b>2,797,381</b>	<b>2,701,763</b>	<b>2,615,848</b>	<b>2,618,036</b>
<b>Income</b>							
Sale of goods and services .....	85,524	167,357	88,160	69,314	203,870	197,581	195,964
Regulatory fees and fines .....	97	-	-	-	-	-	-
Grants and subsidies .....	215,987	176,700	211,548	205,460	200,407	194,813	193,367
Interest Revenue .....	-	21	21	21	21	21	21
Rent Revenue .....	280,936	299,775	299,775	299,740	299,272	299,272	299,272
Other revenue .....	18,588	8,851	21,402	10,978	11,221	11,316	11,348
<b>Total Income .....</b>	<b>601,132</b>	<b>652,704</b>	<b>620,906</b>	<b>585,513</b>	<b>714,791</b>	<b>703,003</b>	<b>699,972</b>
<b>NET COST OF SERVICES .....</b>	<b>3,156,525</b>	<b>2,001,359</b>	<b>2,341,016</b>	<b>2,211,868</b>	<b>1,986,972</b>	<b>1,912,845</b>	<b>1,918,064</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations <sup>(e)</sup> .....	2,422,985	1,262,314	1,649,901	1,645,438	1,370,709	1,366,427	1,400,653
Resources received free of charge .....	7,281	11,344	11,344	11,344	11,344	11,344	11,344
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	-	2,507	312	133	502
National Redress Scheme .....	7,319	2,893	4,575	3,059	3,156	34	298
Royalties for Regions Fund							
Regional Community Services Fund .....	124,002	89,836	111,529	87,064	76,197	68,319	81,967
Other appropriations .....	-	2,685	-	334	61,794	61,844	61,523
Other revenues .....	441,667	328,408	318,462	301,656	226,609	215,656	184,025
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>3,003,254</b>	<b>1,697,480</b>	<b>2,095,811</b>	<b>2,051,402</b>	<b>1,750,121</b>	<b>1,723,757</b>	<b>1,740,312</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(153,271)</b>	<b>(303,879)</b>	<b>(245,205)</b>	<b>(160,466)</b>	<b>(236,851)</b>	<b>(189,088)</b>	<b>(177,752)</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 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 5,448, 5,714 and 5,836 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
- (d) Adjusted for the impact of a \$200 million injection to cover extraordinary costs and budget pressures, the Total Cost of Services is projected to increase by 1.3% in the 2024-25 Budget Year.
- (e) 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.

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Child Protection and Family Support</b>							
Aboriginal Representative Organisations Pilot....	1,494	-	-	-	-	-	-
Child Protection and Family Support Grants.....	656	-	-	-	-	-	-
Earlier Intervention and Family Support -							
Regional Service Model.....	823	-	2,517	-	-	-	-
Historical Institutional Abuse Claims .....	3,044	2,294	2,587	-	-	-	-
Home Stretch WA.....	8,075	9,154	9,154	12,992	3,214	3,037	3,067
Leaving Care Services .....	4,681	-	-	873	873	873	873
Living Independently for the First Time .....	259	260	260	260	260	260	260
Other Grants.....	-	-	1,566	4,130	4,335	4,508	4,660
Out-of-Home Care, Foster Carer and Family							
Support Grants .....	112,328	141,813	140,913	146,537	152,875	154,949	155,083
Prevention of Child Sexual Abuse .....	1,085	457	892	967	468	-	-
Target 120.....	4,141	5,942	5,942	7,270	61	-	-
Tuart Place .....	330	330	330	330	330	330	330
<b>Community Services</b>							
ACCO Development Grant.....	636	-	-	-	-	-	-
Bereavement Assistance.....	1,087	705	705	705	705	705	705
Community Gardens Grants Program .....	-	100	408	300	100	100	100
Community Services Grants.....	800	-	20	-	-	-	-
Development of LGBTQIA+ Inclusion Strategy							
and Action Plan.....	-	-	300	450	150	-	-
Early Years Partnership Grants.....	-	-	-	7,382	10	10	10
Grandcarers Support Scheme.....	3,027	2,613	2,488	2,527	2,527	2,527	2,527
Hardship Utility Grant Scheme .....	9,355	10,000	10,000	10,000	10,000	10,000	10,000
Regional Childcare .....	176	1,432	4,147	250	-	351	351
Remote Municipal Services .....	-	9,664	9,664	6,672	-	-	-
<b>Disability Services</b>							
Community Aids and Equipment Program.....	2,047	7,500	-	-	-	-	-
HorsePower.....	-	-	1,200	-	-	-	-
NDIS Contributions (a).....	1,134,848	-	-	-	-	-	-
NDIS Vocational Education and Training .....	2,081	-	-	-	-	-	-
Sector Transition Fund .....	-	-	1,920	-	-	-	-
<b>Homelessness Support Services</b>							
Boorloo Bidee Mia.....	3,586	3,684	3,684	-	-	-	-
By-Name List.....	-	270	270	-	-	-	-
HEART and Koort Boodja.....	4,568	1,428	1,428	-	-	-	-
Local Government Homelessness Fund .....	278	93	93	931	-	-	-
Passages Resources Centre Peel.....	262	269	269	-	-	-	-
Perth Inner City Youth Service Household							
Network .....	344	-	-	-	-	-	-
Perth Homelessness Services.....	-	250	1,815	1,815	-	-	-
St Bart Hawaiian Homes .....	-	662	662	331	-	-	-
Supportive Landlord Model.....	200	500	500	-	-	-	-
Teenagers in Need of Crisis Accommodation.....	-	854	1,281	876	898	594	77
<b>Housing Services</b>							
Community Housing							
Community Housing/Crisis Accommodation							
Housing.....	5,328	5,537	11,204	5,398	2,266	-	-
Regional Community Housing .....	-	-	6,000	17,000	25,000	8,000	4,000
North West Aboriginal Housing Fund							
ACCO Aboriginal Employee Housing Grants							
Program .....	-	-	-	7,650	7,200	-	-
Other Housing Grants.....	224	-	-	-	-	-	-
Pilbara Aboriginal Home Ownership Program ...	-	-	-	3,119	9,813	7,458	6,371
Regional Renewal Program .....	3,045	-	737	-	-	-	-
Robe River Kuruma Aboriginal Corporation							
Housing Pathways Support Program .....	-	241	476	-	-	-	-
Yindjibarndi Ganallili Accommodation Facility....	2,761	1,717	3,127	-	-	-	-
Social Housing Economic Recovery Package							
Maintenance .....	7,156	8,175	5,563	699	-	-	-
New Builds.....	10,722	32,483	24,933	23,177	10,450	-	-
Refurbishments.....	11,748	19,606	12,379	3,953	-	-	-
<b>Preventing and Responding to FDV</b>							
FDV Taskforce - Strengthen Responses							
Aboriginal Family Safety Grants .....	-	-	-	3,000	3,000	-	-
Boost Access to Domestic Violence							
Counselling .....	-	-	-	300	300	-	-
Expansion to Respectful Relationships.....	-	-	-	750	776	-	-

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
FDV Capacity Boost Counselling and Advocacy Services.....	-	-	-	1,500	1,600	-	-
Flexible Support Package.....	-	-	-	3,500	3,500	-	-
Munda Mia.....	-	-	2,450	2,400	-	-	-
Preventing Violence Together (Workforce Support Initiative).....	-	-	-	400	414	-	-
Primary Prevention Grants.....	-	-	-	3,000	3,000	-	-
Safe at Home.....	-	-	-	1,500	1,600	-	-
FDV Taskforce - System Reform Plan - Workforce Entity.....	-	-	-	200	1,974	2,013	2,048
Other FDV Prevention Support Services							
16 Days in WA Community Grants Program....	-	-	-	50	50	50	50
Boost to Primary Prevention FDV Services ...	3,404	389	389	-	-	-	-
Culturally Appropriate Services to FDV Victims.....	403	445	663	554	554	554	554
Expand Sector Recognised Training.....	546	521	521	533	429	429	429
FDV Counselling - Peel.....	273	280	-	-	-	-	-
FDV One Stop Hubs.....	3,004	4,111	4,111	-	-	-	-
Kimberley Family Violence Service.....	1,317	1,248	-	-	-	-	-
Local Support Coordinator.....	353	186	-	-	-	-	-
National Partnership Agreement - Family, Domestic and Sexual Violence Responses ....	19,555	-	17,203	14,433	6,102	656	-
Our Watch Program.....	-	129	129	129	129	129	129
Pets in Crisis.....	367	567	567	500	500	500	500
Preventing and Responding to FDV Grants.....	1,065	182	186	186	186	186	481
Rapid Rehousing for Women and Children.....	534	1,092	1,092	1,116	1,038	1,038	1,038
Respectful Relationships.....	1,023	1,018	1,018	928	928	928	1,037
Subsidised Driving Lessons and Dental for Women Exiting Refuge.....	381	387	387	397	401	401	401
Women's Refuge - Peel.....	1,702	1,746	1,746	2,319	1,840	611	611
<b>Seniors and Ageing</b>							
Support Services							
Age-Friendly Communities.....	242	-	250	250	-	-	-
Elder Abuse Prevention.....	80	185	185	-	-	-	-
Elders Rights.....	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Older People's Rights Service.....	-	-	-	291	291	291	291
Safety and Security Rebate.....	3,283	1,500	3,000	2,000	3,000	1,500	3,000
Seniors Cost of Living Rebate.....	25,885	28,561	28,561	30,322	32,202	34,155	34,155
Vulnerable Seniors Peak Body.....	210	460	210	-	-	-	-
WA Seniors Strategy							
Digital Literacy of Older Aboriginal People.....	50	-	-	-	-	-	-
National Age-Friendly Communities Forum.....	-	-	-	50	-	-	-
Seniors Community Grants Program.....	-	-	-	50	50	50	50
WA Seniors Week Awards.....	-	-	-	20	20	20	20
World Elder Abuse Awareness Day Regional....	50	-	-	60	60	60	60
<b>State Emergency Welfare</b>							
COVID-19 Test Isolation Payment.....	1,210	-	-	-	-	-	-
Disaster Recovery Arrangements							
Kimberley Floods.....	12,334	-	22,945	-	-	-	-
Severe Tropical Cyclone Seroja.....	1,431	-	-	-	-	-	-
State Emergency Welfare Plan Grants.....	538	464	366	393	355	366	366
<b>Volunteering Services</b>							
Volunteering Grants.....	395	30	30	30	30	30	30
Volunteering WA Digital Platform.....	15	15	15	15	15	15	15
<b>Women's Interests - Women's Grants.....</b>	<b>346</b>	<b>85</b>	<b>443</b>	<b>1,085</b>	<b>85</b>	<b>85</b>	<b>85</b>
<b>Youth Support Services and Grants.....</b>	<b>1,267</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>TOTAL.....</b>	<b>1,423,458</b>	<b>313,284</b>	<b>357,551</b>	<b>340,505</b>	<b>297,614</b>	<b>239,419</b>	<b>235,414</b>

(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.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	149,449	14,006	138,485	31,465	29,316	99,344	99,932
Restricted cash.....	69,540	35,929	42,383	40,390	39,580	39,580	39,580
Holding Account receivables.....	68	68	68	68	68	68	68
Receivables.....	305,948	235,517	238,623	246,917	255,517	254,938	231,020
Loans and advances.....	663,608	513,397	588,095	528,314	490,287	492,451	501,300
Other.....	147,350	142,373	92,071	161,233	159,624	159,624	159,624
Assets held for sale.....	6,272	7,233	6,272	6,272	6,272	6,272	6,272
<b>Total current assets.....</b>	<b>1,342,235</b>	<b>948,523</b>	<b>1,105,997</b>	<b>1,014,659</b>	<b>980,664</b>	<b>1,052,277</b>	<b>1,037,796</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	263,325	288,463	287,304	311,788	337,457	357,469	377,532
Property, plant and equipment.....	15,210,447	13,683,512	15,446,363	15,763,487	15,805,911	15,759,625	15,642,771
Loans and advances.....	2,370,000	2,643,851	1,949,105	1,563,313	1,383,394	1,304,237	1,261,486
Receivables.....	27,412	39,234	45,719	42,666	41,790	36,104	42,692
Intangibles.....	8,965	187	2,975	(3,015)	(5,718)	(8,421)	(11,124)
Restricted cash.....	12,919	14,021	13,634	14,349	15,184	16,019	16,854
Other.....	67,261	423,330	181,431	189,539	329,987	438,915	488,645
<b>Total non-current assets.....</b>	<b>17,960,329</b>	<b>17,092,598</b>	<b>17,926,531</b>	<b>17,882,127</b>	<b>17,908,005</b>	<b>17,903,948</b>	<b>17,818,856</b>
<b>TOTAL ASSETS.....</b>	<b>19,302,564</b>	<b>18,041,121</b>	<b>19,032,528</b>	<b>18,896,786</b>	<b>18,888,669</b>	<b>18,956,225</b>	<b>18,856,652</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	151,742	155,509	153,721	155,700	157,763	159,826	161,889
Payables.....	161,757	70,499	156,121	154,811	145,679	143,472	140,894
Borrowings and leases.....	170,824	113,427	178,746	175,908	180,499	175,492	178,853
Other.....	173,948	264,746	186,161	220,250	183,393	181,657	187,369
<b>Total current liabilities.....</b>	<b>658,271</b>	<b>604,181</b>	<b>674,749</b>	<b>706,669</b>	<b>667,334</b>	<b>660,447</b>	<b>669,005</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	27,961	26,041	27,961	27,961	27,961	27,961	27,961
Borrowings and leases.....	3,478,958	3,530,616	2,869,166	2,389,630	2,132,919	2,009,664	1,940,792
Other.....	59,810	45,250	66,222	55,418	55,418	55,418	55,418
<b>Total non-current liabilities.....</b>	<b>3,566,729</b>	<b>3,601,907</b>	<b>2,963,349</b>	<b>2,473,009</b>	<b>2,216,298</b>	<b>2,093,043</b>	<b>2,024,171</b>
<b>TOTAL LIABILITIES.....</b>	<b>4,225,000</b>	<b>4,206,088</b>	<b>3,638,098</b>	<b>3,179,678</b>	<b>2,883,632</b>	<b>2,753,490</b>	<b>2,693,176</b>
<b>EQUITY</b>							
Contributed equity.....	3,035,510	3,546,762	3,597,563	4,080,705	4,605,334	4,991,905	5,130,004
Accumulated surplus/(deficit).....	3,460,819	3,073,466	3,215,614	3,055,148	2,818,297	2,629,209	2,451,457
Reserves.....	8,581,235	7,214,805	8,581,253	8,581,255	8,581,406	8,581,621	8,582,015
<b>Total equity.....</b>	<b>15,077,564</b>	<b>13,835,033</b>	<b>15,394,430</b>	<b>15,717,108</b>	<b>16,005,037</b>	<b>16,202,735</b>	<b>16,163,476</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>19,302,564</b>	<b>18,041,121</b>	<b>19,032,528</b>	<b>18,896,786</b>	<b>18,888,669</b>	<b>18,956,225</b>	<b>18,856,652</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 (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	2,401,538	1,239,018	1,625,854	1,620,886	1,344,972	1,346,347	1,380,522
Capital appropriation.....	300,439	222,172	318,250	248,914	219,311	153,808	125,795
Administered equity contribution.....	700	1,000	7,605	16,395	11,000	-	-
Holding Account drawdowns .....	68	68	68	68	68	68	68
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	-	2,507	312	133	502
Digital Capability Fund .....	9,666	8,313	3,889	9,013	3,487	294	-
National Redress Scheme .....	7,319	2,893	4,575	3,059	3,156	34	298
Remote Communities .....	50	16,943	22,309	61,571	32,843	21,252	305
Royalties for Regions Fund							
Regional Community Services Fund .....	124,002	89,836	111,529	87,064	76,197	68,319	81,967
Regional Infrastructure and Headworks							
Fund .....	3,498	4,479	2,515	3,807	-	-	-
Social Housing Investment Fund .....	251,123	231,146	293,106	143,443	259,344	211,218	12,000
Receipts paid into Consolidated Account .....	(15,402)	-	(4,032)	-	(1,356)	-	-
Equity Contribution repayments.....	(33,822)	-	-	-	-	-	-
Other.....	488,704	429,099	477,280	421,463	330,253	322,250	293,765
Administered appropriations .....	-	2,685	-	334	61,794	61,844	61,523
<b>Net cash provided by Government .....</b>	<b>3,537,883</b>	<b>2,247,652</b>	<b>2,862,948</b>	<b>2,618,524</b>	<b>2,341,381</b>	<b>2,185,567</b>	<b>1,956,745</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(664,202)	(697,257)	(707,020)	(742,237)	(751,002)	(757,779)	(777,582)
Grants and subsidies .....	(1,423,458)	(316,034)	(355,034)	(342,005)	(303,014)	(239,419)	(235,414)
Supplies and services .....	(835,727)	(736,530)	(989,909)	(848,653)	(881,763)	(821,343)	(808,017)
Accommodation.....	(354,840)	(290,194)	(373,108)	(387,416)	(293,381)	(293,575)	(293,585)
GST payments.....	(97,500)	(66,606)	(66,606)	(75,818)	(75,868)	(75,868)	(75,868)
Finance and interest costs.....	(131,290)	(144,176)	(166,437)	(126,600)	(92,803)	(88,162)	(84,783)
Other payments .....	(207,017)	(234,795)	(235,418)	(228,831)	(229,669)	(222,065)	(218,928)
<b>Receipts (b)</b>							
Regulatory fees and fines.....	97	-	-	-	-	-	-
Grants and subsidies .....	215,987	176,700	211,548	205,460	200,407	194,813	193,367
Sale of goods and services.....	87,363	167,149	87,952	69,106	203,662	197,373	195,756
GST receipts.....	100,027	66,606	66,606	75,818	75,868	75,868	75,868
Rent receipts .....	263,838	299,775	299,775	299,740	299,272	299,272	299,272
Interest receipts .....	-	21	21	21	21	21	21
Other receipts .....	39,454	10,292	11,482	8,573	8,883	8,978	9,010
<b>Net cash from operating activities .....</b>	<b>(3,007,268)</b>	<b>(1,765,049)</b>	<b>(2,216,148)</b>	<b>(2,092,842)</b>	<b>(1,839,387)</b>	<b>(1,721,886)</b>	<b>(1,720,883)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(450,436)	(480,552)	(478,079)	(509,096)	(424,699)	(309,150)	(147,345)
Proceeds from sale of non-current assets .....	47,983	31,014	28,846	23,249	74,467	73,916	74,139
<b>Net cash from investing activities .....</b>	<b>(402,453)</b>	<b>(449,538)</b>	<b>(449,233)</b>	<b>(485,847)</b>	<b>(350,232)</b>	<b>(235,234)</b>	<b>(73,206)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(1,322,598)	(1,480,284)	(1,497,032)	(718,133)	(728,886)	(269,922)	(243,205)
Other payments .....	(200,000)	(1,290,059)	(775,137)	(124,427)	(354,188)	(35,380)	(46,687)
Proceeds from borrowings .....	200,000	1,290,059	775,137	124,427	354,188	35,380	46,687
Other proceeds .....	1,164,500	1,270,000	1,270,000	570,000	575,000	112,338	81,972
<b>Net cash from financing activities .....</b>	<b>(158,098)</b>	<b>(210,284)</b>	<b>(227,032)</b>	<b>(148,133)</b>	<b>(153,886)</b>	<b>(157,584)</b>	<b>(161,233)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	(29,936)	(177,219)	(29,465)	(108,298)	(2,124)	70,863	1,423
Cash assets at the beginning of the reporting period .....	258,832	235,185	231,908	194,502	86,204	84,080	154,943
Net cash transferred to/from other agencies .....	3,012	5,990	(7,941)	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>231,908</b>	<b>63,956</b>	<b>194,502</b>	<b>86,204</b>	<b>84,080</b>	<b>154,943</b>	<b>156,366</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)

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Grants and Subsidies</b>							
Aged Care Screening Analysis .....	175	-	-	-	-	-	-
Canning Community Men's Shed .....	-	-	20	-	-	-	-
Connected Beginnings - Roebourne .....	988	-	405	913	-	-	-
Criminal Law (Mental Impairment) Reforms .....	227	-	-	-	-	-	-
Disaster Recovery Arrangements							
Ex-Tropical Cyclone Ellie .....	9,230	24,400	33,266	19,090	1,256	-	-
Past Events .....	277	-	-	-	-	-	-
Severe Tropical Cyclone Seroja .....	3,279	4,113	1,220	-	-	-	-
Essential and Municipal Services Upgrade							
Program .....	20,517	131	131	-	-	-	-
Financial Counselling .....	500	500	500	-	-	-	-
Kimberley Juvenile Justice Strategy .....	154	-	-	-	-	-	-
National Housing and Homelessness							
Agreement .....	50,087	40,960	58,224	52,114	54,293	57,986	57,986
National Initiatives Women's Safety Package .....	750	-	965	790	790	790	-
National Partnership Agreement - Family, Domestic and Sexual Violence Responses .....	24,279	-	14,486	14,433	6,102	656	-
Other Grants .....	-	-	1,701	4,600	4,808	4,991	5,156
Parenting Community Funding .....	547	551	551	563	575	588	-
Project Agreement for Family Law							
Information Sharing .....	482	-	485	488	-	-	-
Provision of Services to the Commonwealth in Respect of Indian Ocean Territories .....	439	567	591	591	591	591	591
Unaccompanied Humanitarian Minors .....	26	33	33	33	33	33	33
Western Australia Council on Addiction in Munda Mia .....	110	-	-	-	-	-	-
Western Australian Council of Social Service Sector Support Development .....	204	192	192	96	-	-	-
Women's Interests .....	200	-	-	-	-	-	-
Wooroloo Fires Recovery Arrangement .....	546	-	-	-	-	-	-
<b>Sale of Goods and Services</b>							
Adoptions Fees .....	70	164	167	168	170	169	169
Fines and Penalties .....	97	-	-	-	-	-	-
NDIS Worker Screening Fees .....	3,609	4,601	4,601	4,460	4,460	4,460	4,460
Other .....	9	-	-	-	-	-	-
Regulatory Fees and Services Rendered .....	668	753	806	952	1,022	1,022	1,022
Western Australian Seniors Card .....	81	124	124	124	124	124	124
Working with Children Screening Fees .....	10,118	9,202	9,202	9,202	9,202	9,202	9,202
<b>GST Receipts</b>							
GST Input Credits .....	71,254	40,609	40,609	40,734	40,830	41,149	41,149
GST Receipts on Sales .....	465	82	82	82	82	82	82
<b>Other Receipts</b>							
Other Receipts .....	1,663	805	805	805	805	486	486
Rent Income							
Employee Contribution for GROH .....	2,561	2,864	2,864	2,903	3,200	3,242	3,294
Executive Vehicle Scheme .....	147	-	-	-	-	-	-
Returned Funds (Prior Year Revenue) .....	602	-	-	-	-	-	-
Revaluation Increment .....	1,371	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>205,732</b>	<b>130,651</b>	<b>172,030</b>	<b>153,141</b>	<b>128,343</b>	<b>125,571</b>	<b>123,754</b>

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

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

**DETAILS OF ADMINISTERED TRANSACTIONS (a)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Appropriation.....	-	1,297,846	1,297,846	1,265,358	1,264,788	1,265,474	1,265,474
<b>TOTAL ADMINISTERED INCOME.....</b>	<b>-</b>	<b>1,297,846</b>	<b>1,297,846</b>	<b>1,265,358</b>	<b>1,264,788</b>	<b>1,265,474</b>	<b>1,265,474</b>
<b>EXPENSES</b>							
<b>Other</b>							
NDIS Contributions .....	-	1,297,846	1,308,633	1,265,358	1,264,788	1,265,474	1,265,474
<b>TOTAL ADMINISTERED EXPENSES.....</b>	<b>-</b>	<b>1,297,846</b>	<b>1,308,633</b>	<b>1,265,358</b>	<b>1,264,788</b>	<b>1,265,474</b>	<b>1,265,474</b>

(a) 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 \$4.6 million across the forward estimates period and includes:
  - 2.1. an ongoing ICT development program; and
  - 2.2. development of additional tools within the Keystart customer app.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
ICT Systems.....	19,351	14,751	1,150	1,150	1,150	1,150	1,150
<b>COMPLETED WORKS</b>							
Customer App .....	250	250	250	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>19,601</b>	<b>15,001</b>	<b>1,400</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			1,400	1,150	1,150	1,150	1,150
<b>Total Funding.....</b>			<b>1,400</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>	<b>1,150</b>

## Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 79 Net amount appropriated to deliver services .....	235,013	233,565	173,774	<b>299,501</b>	149,852	143,795	146,942
Item 81 Art Gallery of Western Australia .....	9,521	9,921	10,141	<b>10,350</b>	10,510	10,701	10,954
Item 82 Arts and Culture Trust .....	11,473	12,066	16,636	<b>15,570</b>	14,272	14,662	15,086
<b>Item 83 Contribution to Community</b>							
Sporting and Recreation Facilities Fund ...	12,000	19,500	19,500	<b>25,573</b>	12,000	12,000	12,000
Item 84 Library Board of Western Australia ...	28,894	28,743	28,743	<b>29,332</b>	29,815	30,234	30,785
Item 85 Western Australian Museum .....	40,530	36,862	38,610	<b>41,010</b>	37,273	37,986	38,876
<b>Amount Authorised by Other Statutes</b>							
- Lotteries Commission Act 1990 .....	41,274	37,322	44,770	<b>39,604</b>	40,130	40,588	41,562
- Salaries and Allowances Act 1975 .....	641	643	885	<b>896</b>	946	966	972
Total appropriations provided to deliver services .....	379,346	378,622	333,059	<b>461,836</b>	294,798	290,932	297,177
<b>ADMINISTERED TRANSACTIONS</b>							
Item 80 Amount provided for Administered Grants, Subsidies and Other Transfer Payments .....	57,077	45,675	45,675	<b>61,563</b>	49,219	49,792	50,892
<b>CAPITAL</b>							
Item 151 Capital Appropriation .....	38,332	72,450	18,005	<b>138,117</b>	257,770	126,233	44,161
Item 152 Art Gallery of Western Australia ....	218	218	218	<b>1,068</b>	218	218	218
Western Australian Museum .....	100	1,900	3,140	-	-	-	-
<b>TOTAL APPROPRIATIONS</b> .....	<b>475,073</b>	<b>498,865</b>	<b>400,097</b>	<b>662,584</b>	<b>602,005</b>	<b>467,175</b>	<b>392,448</b>
<b>EXPENSES</b>							
Total Cost of Services .....	437,472	675,246	600,833	<b>635,291</b>	408,121	388,963	392,425
Net Cost of Services <sup>(a)</sup> .....	371,090	591,745	522,670	<b>569,981</b>	346,450	338,121	340,527
<b>CASH ASSETS</b> <sup>(b)</sup> .....	<b>222,297</b>	<b>68,840</b>	<b>74,182</b>	<b>66,788</b>	<b>54,976</b>	<b>46,124</b>	<b>41,682</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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
2023 FIFA Women's World Cup Legacy Grants Program .....	1,200	1,200	-	-	-
40 <sup>th</sup> Anniversary Celebration of the America's Cup .....	2,000	-	-	-	-
Albany Entertainment Centre .....	5,729	15,021	-	-	-
Approvals Reform - Cross-Government Triage Team .....	-	842	799	868	845
Australian Performing Arts Market .....	-	250	250	250	250
Child Safeguarding Implementation Unit .....	715	1,650	1,324	1,247	1,173
CinefestOz Film Festival .....	-	450	450	-	-
Culturally and Linguistically Diverse Communities - Global Connections Through Local Events .....	-	2,372	-	-	-
Cyber Security Pilot Program for Local Governments .....	-	442	504	-	-
Dalyellup Multipurpose Community and Youth Centre Project .....	1,010	-	-	-	-
Establishment of the Local Government Inspector .....	-	702	-	-	-
High Priority Maintenance Works .....	5,480	5,542	2,143	-	-
Kimberley Flooding Community Social Recovery Program .....	1,200	920	-	-	-
Kwinana Loop Trail .....	-	3,514	-	-	-
Major Performing Arts Companies Boost .....	-	2,919	2,991	-	-
Mike Barnett Sports Complex .....	-	10,000	-	-	-
Paris 2024 Olympic and Paralympic Support .....	1,353	-	-	-	-
Planning for Future Sporting and Cultural Projects .....	150	1,555	425	-	-
Public School Sporting Facility Program .....	-	10,000	-	-	-
Revealed Exhibition - New and Emerging Western Australian Aboriginal Artists .....	150	150	150	150	150
Sam Kerr Football Centre - Stage 2 Project Definition Plan .....	200	-	-	-	-
Spare Parts Puppet Theatre Relocation .....	3,770	-	-	-	-
Sporting Ground Upgrade Projects .....	6,000	5,000	-	-	-
State Library Carpark .....	-	700	2,202	-	-
Western Australia Stolen Wages Class Action .....	127	-	-	-	-
Western Australian Public Sector Learning Initiative .....	-	-	(122)	(231)	(264)
Western Australian Screen Industry Strategy .....	385	4,439	8,250	8,394	10,436
<b>Ongoing Initiatives</b>					
Albany Surf Life Saving Club .....	500	-	-	-	-
Art Gallery of Western Australia - Rooftop Security .....	220	226	232	238	244
ARTRAGE - Fringe World Festival .....	-	1,025	1,000	875	-
Arts and Culture Trust					
Organisational Capability .....	1,960	2,678	303	310	317
Venue Management Award .....	270	-	-	-	-
Casino Gaming Licence Fee .....	6,450	9,220	9,528	10,168	10,168
Club Night Lights Program .....	-	659	-	-	-
Community Sporting and Recreation Facilities .....	-	6,073	-	-	-
Coogee Beach Surf Life Saving Club .....	105	-	-	-	-
Culturally and Linguistically Diverse Community Capital Works Fund .....	2,468	-	-	-	-
Culturally and Linguistically Diverse Community Languages Program .....	-	1,232	1,263	1,294	1,327
Department of Finance - Maintenance Services Arrangement .....	700	-	-	-	-
Indian Ocean Territories .....	10	10	10	10	10
Kununurra Aquatic and Leisure Centre Redevelopment .....	-	4,920	-	-	-
National Redress Scheme .....	-	1,415	1,444	-	-
Organisational Capacity Alignment .....	19,633	23,917	-	-	-
Perth Casino Royal Commission Response .....	1,208	1,238	-	-	-
Perth Concert Hall - Operational Funding .....	908	145	-	-	-
Recreation Camps Equipment Upgrade .....	-	374	886	304	225
Replacement Liquor Licensing System - Design .....	589	-	-	-	-
Screen Production Facility Operations Management .....	-	227	925	5,221	5,254
Sunset Heritage Precinct .....	365	365	-	-	-
Swan Bells Foundation .....	80	58	66	74	82
Western Australian Football Commission .....	796	1,126	1,464	1,811	2,166

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Other</b>					
2024-25 Tariffs, Fees and Charges.....	-	30	29	29	29
Art Gallery of Western Australia - Revisions to Own-Source Revenue Estimates.....	800	745	650	350	350
Gaming and Wagering Commission.....	1,848	682	682	682	682
Government Regional Officer Housing.....	(95)	(94)	(93)	(94)	(94)
Non-Government Human Services Sector Indexation.....	6	10	13	12	33
Revisions to <i>Lotteries Commission Act 1990</i> Estimates.....	7,448	706	178	22	996
RiskCover Fund Insurance Premiums.....	-	201	-	-	-
Salaries and Allowances Tribunal.....	-	-	28	24	24
State Fleet Updates.....	80	73	76	75	67
Western Australian Museum - Revisions to Own-Source Revenue Estimates...	450	450	450	-	-

## Significant Issues Impacting the Agency

### Infrastructure Projects

1. The Department is continuing 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:
  - 1.1. the \$233.5 million Screen Production Facility to support the development of Western Australia's screen industry and attract large-scale film and television productions to the State;
  - 1.2. the \$150.3 million redevelopment of the Perth Concert Hall to revamp the 50-year-old heritage-listed venue to increase the State's arts and culture offering and deliver an even better experience for patrons and performers; and
  - 1.3. a \$135.1 million purpose-built Australian Hockey Centre to support the continuation of Hockey Australia's High-Performance Program in Western Australia.

### Aboriginal Cultural Centre

2. The Government continues to progress the Aboriginal Cultural Centre, which aims to be a central place of significance to empower Aboriginal people in telling stories, history and demonstrating culture. The Centre will promote the diverse cultures, heritage and experiences of Western Australia's Aboriginal people and communities, inspiring visitors to explore all regions of the State to enjoy first-hand the unique experiences available on Country.

### Asset Maintenance

3. The Government has committed \$36.8 million through the Asset Maintenance Fund for the Department to deliver maintenance projects in its culture and arts, and sport and recreation properties. The projects continue to support the safety of the State's collections of cultural material and ensure assets effectively support the delivery of services to the community.

### KidSport

4. The Government is assisting families with cost of living pressures by expanding the KidSport program to double the financial assistance available to children participating in community sport and broaden the types of eligible expenses. Eligibility was also extended to families of children in care, asylum seekers, refugees and other humanitarian entrants to assist them to participate in community sport.

### Screen Industry Strategy

5. The Government has committed \$31.9 million through the Western Australian Screen Industry Strategy to support the Workforce Development Plan, Western Australian Production Attraction Incentive, attraction marketing and coordination, digital games development, and screen organisational capacity to ensure the continued growth and development of the industry in readiness for the Screen Production Facility.

### **Building the Capacity of and Investing in Culturally and Linguistically Diverse Communities**

6. Western Australia has an increasing culturally and linguistically diverse (CaLD) population. The Government will continue to build the capacity of CaLD communities and organisations through the Office of Multicultural Interests' grants programs, including the CaLD Community Grants Program, the Community Languages Program, and the CaLD Community Capital Works Fund and CaLD Global Connections Through Local Events.
7. The buildings and facilities of CaLD community associations act as hubs where people come together to socialise and support each other, maintain community languages and cultural traditions and where essential services are delivered. The Government is investing \$8.5 million over two years towards upgrading, maintaining, and diversifying this important community infrastructure through the CaLD Community Capital Works Fund.

### **Local Government Regulatory Reforms**

8. In May 2023, the Government passed the first tranche of local government reforms, the *Local Government Amendment Act 2023*. The Department is continuing to progress the second tranche of local government reforms to provide a strong, more consistent framework for local government across Western Australia to deliver benefits for residents, ratepayers and communities.

### **Dog Amendment (Stop Puppy Farming) Act 2021 and Centralised Registration System**

9. The Department is developing a centralised registration system and enabling regulations to implement significant reforms to the *Dog Act 1976* to stop puppy farming.

### **Liquor Regulatory Reform**

10. The Department continues to progress liquor reform designed to reduce unnecessary red tape, support the tourism and hospitality industry and address issues around alcohol-related harm. The legislative reform related to the *Liquor Control Act 1988* will be complemented by simplified liquor policies.

### **Banned Drinkers Register**

11. The Banned Drinkers Register is one of the tools available to help reduce alcohol-related harm to persons whose alcohol intake poses a risk to themselves and others in the community. It prohibits banned drinkers from purchasing packaged liquor in banned drinker areas, namely the Pilbara, Kimberley, Goldfields, Carnarvon and Gascoyne Junction.
12. Legislative amendments under the *Liquor Control Amendment (Banned Drinkers Register) Act 2023* came into effect on 14 December 2023. The new legislation makes participation mandatory for all licensed premises able to sell packaged liquor in banned drinker areas.

### **Perth Casino Royal Commission Implementation**

13. Since the Government's response on 16 March 2023 to the Perth Casino Royal Commission Final Report, substantial reforms have been delivered to ensure the operation of the Perth Casino and its regulatory system meets the community's expectations. The Department and the Gaming and Wagering Commission continue to implement improvements to corporate governance, integrity and regulatory delivery in response to issues raised by the Perth Casino Royal Commission.

### **Office of the Independent Monitor**

14. The Independent Monitor role was established on 28 September 2022 under the *Casino Legislation Amendment (Burswood Casino) Act 2022* (the Act) to support recommendations of the Perth Casino Royal Commission relating to the remediation of Perth Casino. Since the appointment of Mr Paul Steel APM as Independent Monitor on 31 October 2022, the Office of the Independent Monitor has provided three-monthly reports to the Gaming and Wagering Commission and the Minister for Racing and Gaming as required under the Act, with the most recent interim report provided in March 2024. The Independent Monitor's final report to Government will be provided at the end of the remediation period being 31 January 2025. That report will inform the Gaming and Wagering Commission's recommendations to the Minister for Racing and Gaming relating to appropriate action to be taken in respect of the casino gaming licence held by the Perth Casino licensee.



### **Child Safeguarding**

15. Western Australia has adopted a coordinated and collaborative approach to implement the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse (the 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.

### **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
	An inclusive and harmonious society where everyone has a strong sense of belonging, can participate and contribute fully in all aspects of life and can achieve their goals.	2. Office of Multicultural Interests
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.	3. Regulation and Support of Local Government
	Efficient and effective asset and infrastructure support services to client agencies.	4. Asset and Infrastructure Support Services to Client Agencies
	Gambling and liquor industries operate responsibly in accordance with legislation.	5. Regulation of the Gambling and Liquor Industries 6. Office of the Independent Monitor (Oversight of Burswood Casino Remediation)
	A strong sport and recreation sector that facilitates participation.	7. Sport and Recreation Industry Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	8. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	9. Cultural Heritage Access and Community Engagement and Education
	The Western Australian community has access to the State Library's collections, services and programs.	10. State Library Services
	The Western Australian community engages with public library collections, services and programs.	11. Public Library Support
	Effectively managed performing arts venues attracting optimal utilisation.	12. Venue Management Services
	Sustainable care and development of the State's Museum collections for the benefit of present and future generations.	13. Collections Management, Research and Conservation Services 14. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections.	15. Public Sites, Public Programs and Collections Accessed On-Site 16. Online Access to Collections, Expertise and Programs 17. Museum Services to the Regions

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Cultural and Arts Industry Support <sup>(a)</sup> .....	85,563	72,506	83,731	80,101	81,195	75,606	74,190
2. Office of Multicultural Interests <sup>(a)</sup> .....	11,255	16,976	18,637	19,799	10,498	10,637	10,988
3. Regulation and Support of Local Government.....	21,178	19,192	20,787	16,879	12,964	12,200	13,012
4. Asset and Infrastructure Support Services to Client Agencies.....	27,216	26,569	37,961	40,624	17,094	12,804	12,989
5. Regulation of the Gambling and Liquor Industries.....	30,969	27,812	47,635	49,659	35,704	35,702	37,222
6. Office of the Independent Monitor (Oversight of Burswood Casino Remediation) .....	1,211	7,900	9,871	4,718	-	-	-
7. Sport and Recreation Industry Support .....	132,241	378,527	251,629	289,893	123,381	111,200	113,193
8. Cultural Heritage Management and Conservation .....	1,638	2,143	2,143	2,208	2,273	2,342	2,343
9. Cultural Heritage Access and Community Engagement and Education .....	15,144	15,386	16,406	15,862	15,875	15,711	15,716
10. State Library Services.....	15,961	15,274	16,504	15,550	16,105	15,483	15,483
11. Public Library Support .....	16,851	17,219	16,325	17,535	18,162	17,459	17,459
12. Venue Management Services.....	25,354	25,096	27,760	28,633	24,788	29,439	29,481
13. Collections Management, Research and Conservation Services.....	9,758	11,071	11,221	11,497	9,590	9,581	9,581
14. Collections Effectively Documented and Digitised.....	1,722	1,544	1,544	1,597	1,634	1,659	1,659
15. Public Sites, Public Programs and Collections Accessed On-Site .....	31,066	28,099	28,099	31,280	29,637	30,084	30,053
16. Online Access to Collections, Expertise and Programs .....	1,080	917	917	948	970	985	985
17. Museum Services to the Regions .....	9,265	9,015	9,663	8,508	8,251	8,071	8,071
<b>Total Cost of Services.....</b>	<b>437,472</b>	<b>675,246</b>	<b>600,833</b>	<b>635,291</b>	<b>408,121</b>	<b>388,963</b>	<b>392,425</b>

(a) The service Office of Multicultural Interests has been disaggregated from the service Cultural and Arts Industry Support to improve transparency.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 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.....	1:3.3	1:3.5	1:3.6	1:3.7	
Percentage of Western Australians attending or participating in an arts and cultural activity.....	78%	74%	78%	78%	
<b>Outcome: An inclusive and harmonious society where everyone has a strong sense of belonging, can participate and contribute fully in all aspects of life and can achieve their goals:</b>					
Percentage of stakeholders who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism.....	94%	90%	90%	90%	
<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.....	34%	35%	33%	35%	
<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.....	97%	95%	97%	95%	
<b>Outcome: A strong sport and recreation sector that facilitates participation:</b>					
Percentage of Western Australians participating in organised sport and recreation....	63%	56%	61%	56%	
<b>Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:</b>					
Percentage of collection stored to the required standard.....	96%	99%	98%	98%	
<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.....	437,960	320,000	392,465	320,000	1
Total number of online visitors to website.....	239,361	154,800	200,785	172,000	1
Percentage of visitors satisfied with visit overall.....	93%	84%	93%	84%	2
<b>Outcome: The Western Australian community has access to the State Library's collections, services and programs:</b>					
Number of State Library accesses.....	6,097,974	6,110,415	6,460,064	6,389,010	
Percentage of visitors who are satisfied with State Library services.....	95%	95%	94%	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.....	24%	23%	22%	21%	
<b>Outcome: Effectively managed performing arts venues attracting optimal utilisation:</b>					
Attendance rate across principal performance spaces.....	451,533	270,000	439,418	324,238	3
Average subsidy per attendee for Arts and Culture Trust funded programs.....	\$4	\$2	\$4	\$3	3
<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.....	19%	19%	19%	19%	
Proportion of the State collection documented and digitised.....	28%	28%	29%	29%	
<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....	3,978,487	3,168,745	3,352,651	3,055,040	4
Total number of visitors.....	1,266,129	913,745	1,065,819	952,944	4
Total number of online visitors to website.....	2,712,358	2,255,000	2,286,832	2,102,096	4
Percentage of visitors to Museum sites satisfied with services.....	96%	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. Increased visitation in the 2023-24 Estimated Actual has resulted from the Art Gallery of Western Australia's ambitious program of exhibitions, with a decrease in visitor numbers projected for 2024-25 as a result of capital works projects and the expected closure of some gallery spaces due to the redevelopment of the Perth Cultural Centre. A decrease in website traffic is expected in 2024-25 in line with the projected reduction in exhibitions and program content due to the closure of some gallery spaces.
2. The 2024-25 Budget Target projected level of satisfaction is expected to decrease with the projected reduction in exhibitions and program content due to the closure of some gallery spaces.
3. The 2023-24 Budget factored in reduced audience numbers due to the potential closure of the Perth Concert Hall required to enable redevelopment works. The Perth Concert Hall remained open in 2023-24, and industry activity exceeded expectations, resulting in a high level of attendance compared to the 2023-24 Budget.
4. The total number of visitations in the 2022-23 Actual was high, primarily due to the success of the Dinosaurs of Patagonia exhibition. The exceptional success of the Discovering Ancient Egypt exhibition at Boola Bardip at the beginning of 2023-24 resulted in the 2023-24 Budget being exceeded. A return to regularly scheduled exhibitions is forecasted in 2024-25, reflecting the decrease from 2023-24.

## Services and Key Efficiency Indicators

### 1. Cultural and Arts Industry Support <sup>(a)</sup>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	85,563	72,506	83,731	80,101	1
Less Income .....	475	425	6,349	527	2
Net Cost of Service .....	85,088	72,081	77,382	79,574	
<b>Employees (Full-Time Equivalents) .....</b>	<b>78</b>	<b>54</b>	<b>94</b>	<b>96</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Grants operations expense as a percentage of direct grants approved .....	4%	4%	6%	6%	

(a) The service Office of Multicultural Interests has been disaggregated from the service Cultural and Arts Industry Support to improve transparency.

## Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual largely reflects Commonwealth Government funding received for the COVID-19 Business Support program, plus additional grants provided for the Spare Parts State Puppet Theatre, the 40<sup>th</sup> Anniversary of the America's Cup, and an increase in revenue to arts projects, service organisations and other strategic initiatives.
2. The increase in the 2023-24 Estimated Actual is primarily a result of Commonwealth Government funding received for the COVID-19 Business Support program.
3. The increase between 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.

## 2. Office of Multicultural Interests <sup>(a)</sup>

Working to achieve the full potential of multiculturalism in Western Australia.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	11,255	16,976	18,637	19,799	1
Less Income .....	104	40	55	79	
Net Cost of Service .....	11,151	16,936	18,582	19,720	
<b>Employees (Full-Time Equivalents) .....</b>	31	28	37	38	2
<b>Efficiency Indicators</b>					
Average cost per project to support and promote multiculturalism .....	\$172,174	\$106,450	\$143,943	\$160,884	3

(a) The service Office of Multicultural Interests has been disaggregated from the service Cultural and Arts Industry Support to improve transparency.

### Explanation of Significant Movements

(Notes)

1. The increase from 2022-23 Actual to the 2023-24 Estimated Actual primarily relates to additional funding commencing in 2023-24 for the CaLD Community Capital Works Fund.
2. The increase from 2022-23 Actual to 2023-24 Estimated Actual is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.
3. The reduction from 2022-23 Actual to the 2023-24 Estimated Actual is largely due to provision of Overseas Humanitarian Aid in Myanmar, Sri Lanka and Ukraine in 2022-23.

## 3. Regulation and Support of Local Government

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	21,178	19,192	20,787	16,879	1
Less Income .....	421	2,322	2,337	2,342	2
Net Cost of Service .....	20,757	16,870	18,450	14,537	
<b>Employees (Full-Time Equivalents) .....</b>	83	65	85	91	3
<b>Efficiency Indicators</b>					
Average cost per local government for regulation and support .....	\$119,780	\$75,000	\$139,582	\$112,636	4

## Explanation of Significant Movements

(Notes)

1. The reduction from 2023-24 Estimated Actual to 2024-25 Budget Target is primarily a result of the realignment of the Department's organisational capacity, including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.
2. The increase from 2022-23 Actual to 2023-24 Budget is a result of income from fees and charges.
3. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual and 2024-25 Budget Target is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.
4. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual and 2024-25 Budget Target is primarily due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity. The reduction from the 2023-24 Estimated Actual to 2024-25 Budget Target primarily relates to the timing of program expenditure.

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	27,216	26,569	37,961	40,624	1
Less Income .....	4,401	4,890	4,864	910	2
Net Cost of Service .....	22,815	21,679	33,097	39,714	
<b>Employees (Full-Time Equivalents) .....</b>	<b>32</b>	<b>50</b>	<b>53</b>	<b>38</b>	<b>3</b>

## Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual largely reflects additional funding from the Asset Maintenance Fund for high priority safety needs at Albany Entertainment Centre and works at other cultural sites around the State.
2. The reduction from the 2023-24 Budget to the 2024-25 Budget Target is primarily a result of Commonwealth Government funding related to the Sam Kerr Football Centre received in 2023-24.
3. The increase from the 2022-23 Actual to the 2023-24 Budget and 2023-24 Estimated Actual is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity. The reduction between the 2023-24 Estimated Actual and 2024-25 Budget Target is due to the capitalisation of salaries associated with capital projects.

## 5. Regulation of the Gambling and Liquor Industries

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	30,969	27,812	47,635	49,659	1
Less Income .....	7,555	7,434	8,148	8,513	
Net Cost of Service .....	23,414	20,378	39,487	41,146	
<b>Employees (Full-Time Equivalents) .....</b>	154	130	204	197	2
<b>Efficiency Indicators</b>					
Average cost of conducting inspections .....	\$1,495	\$1,738	\$1,475	\$1,537	3
Average cost of determining applications .....	\$948	\$869	\$2,173	\$2,239	4

### Explanation of Significant Movements

(Notes)

1. The increase from the 2022-23 Actual to the 2023-24 Estimated Actual and 2024-25 Budget Target largely reflects the increase in the Perth Casino Licensing Fee and additional funding for the Perth Casino Royal Commission implementation and legislative reform.
2. The increase between the 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.
3. The reduction from the 2023-24 Budget to the 2023-24 Estimated Actual is largely as a result of an increase in the forecasted inspections in 2023-24 due to the higher number of targeted casino audits during the time it was closed to the public.
4. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual and 2024-25 Budget Target is primarily due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,211	7,900	9,871	4,718	1
Less Income <sup>(a)</sup> .....	1,164	7,900	9,871	4,718	1
Net Cost of Service <sup>(a)</sup> .....	47	nil	nil	nil	
<b>Employees (Full-Time Equivalents) .....</b>	6	8	8	4	1

(a) \$47,000 resources free of charge received in 2022-23.



## Explanation of Significant Movements

(Notes)

- The *Casino Legislation Amendment (Burswood Casino) Act 2022* established the Office of the Independent Monitor to oversee remediation at the Perth Casino. The increase from the 2022-23 Actual to the 2023-24 Estimated Actual is due to the six months of costs and cost recovery provided in 2022-23 and the full-year costs and cost recovery reflected in 2023-24. The decrease from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to full-year costs and cost recovery included in the 2023-24 Estimated Actual and six months of costs and cost recovery reflected in the 2024-25 Budget Target.

## 7. Sport and Recreation Industry Support

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	132,241	378,527	251,629	289,893	1
Less Income .....	19,652	30,135	19,469	17,460	
Net Cost of Service .....	112,589	348,392	232,160	272,433	
<b>Employees (Full-Time Equivalents) .....</b>	183	147	204	209	2
<b>Efficiency Indicators</b>					
Average cost of providing support services to sector/funded organisations .....	\$12,399	\$12,000	\$14,374	\$17,564	2
Grants operations expense as a percentage of direct grants approved .....	2%	1%	1%	1%	
Average cost per recreation camp experience .....	\$51	\$53	\$73	\$73	2

## Explanation of Significant Movements

(Notes)

- The movement across years primarily reflects the timing of sporting infrastructure grant funding arrangements. Whilst some constraints remain in line with current building and construction industry conditions, a number of large capital grant payments are expected to progress in 2023-24 and 2024-25 when compared to 2022-23, such as the Western Australian Cricket Association Ground Redevelopment.
- The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is due to a realignment of the Department's organisational capacity including an increase in support functions to meet statutory requirements, enhance governance, improve performance and increase delivery capacity.

## 8. Cultural Heritage Management and Conservation

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,638	2,143	2,143	2,208	
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	1,638	2,143	2,143	2,208	
<b>Employees (Full-Time Equivalents) .....</b>	5	5	9	9	1
<b>Efficiency Indicators</b>					
Average cost of managing the collection per Art Gallery object .....	\$88.01	\$114.56	\$114.53	\$117.38	

**Explanation of Significant Movements**

(Notes)

1. The 2023-24 Estimated Actual and the 2024-25 Budget Target have increased compared to the 2023-24 Budget due to a realignment of budget towards additional resourcing associated with the Art Gallery of Western Australia storage solution.

**9. 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*.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	15,144	15,386	16,406	15,862	
Less Income .....	9,291	7,400	8,100	7,388	1
Net Cost of Service .....	5,853	7,986	8,306	8,474	
<b>Employees (Full-Time Equivalents) .....</b>	47	54	57	56	
<b>Efficiency Indicators</b>					
Average cost of art gallery services per art gallery access .....	\$22.54	\$33.37	\$27.65	\$32.34	2

**Explanation of Significant Movements**

(Notes)

1. The 2022-23 Actual is greater than the 2023-24 Estimated Actual due to a revaluation of the asset portfolio in 2022-23.
2. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is mainly due to a decrease in visitor numbers projected for 2024-25 as a result of capital works projects and the expected closure of some gallery spaces temporarily, due to the redevelopment of the Perth Cultural Centre.

**10. State Library Services**

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	15,961	15,274	16,504	15,550	
Less Income .....	850	422	154	413	
Net Cost of Service .....	15,111	14,852	16,350	15,137	
<b>Employees (Full-Time Equivalents) .....</b>	111	116	116	116	
<b>Efficiency Indicators</b>					
Average cost per State Library access .....	\$2.59	\$2.43	\$2.53	\$2.37	

## 11. Public Library Support

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,851	17,219	16,325	17,535	
Less Income .....	1,087	540	808	528	
Net Cost of Service .....	15,764	16,679	15,517	17,007	
<b>Employees (Full-Time Equivalents) .....</b>	24	22	22	22	
<b>Efficiency Indicators</b>					
Average cost of Government support for public library services per public library member .....	\$26.45	\$25.92	\$25.03	\$27.70	1

### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is lower than the 2024-25 Budget Target, due to the reprofiling of budget for the At-Risk Media Digitisation Project from 2023-24 to 2024-25.

## 12. Venue Management Services

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	25,354	25,096	27,760	28,633	
Less Income .....	9,747	11,556	8,869	11,556	1
Net Cost of Service .....	15,607	13,540	18,891	17,077	
<b>Employees (Full-Time Equivalents) .....</b>	102	112	114	114	
<b>Efficiency Indicators</b>					
Average cost per attendee .....	\$56	\$93	\$63	\$88	2

### Explanation of Significant Movements

(Notes)

1. Whilst attendance numbers have been strong in 2023-24, the total level of own-sourced revenue is lower than anticipated, reflected in the reduction from the 2023-24 Budget to 2023-24 Estimated Actual.
2. The reduction from the 2023-24 Budget to 2023-24 Estimated Actual is in line with industry activity exceeding expectations and anticipated audience numbers in 2023-24. The higher attendance has resulted in a lower average cost per attendee in 2023-24.

### 13. 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	9,758	11,071	11,221	11,497	1
Less Income .....	1,006	1,381	1,531	1,530	1
Net Cost of Service .....	8,752	9,690	9,690	9,967	
<b>Employees (Full-Time Equivalents) .....</b>	55	63	65	65	
<b>Efficiency Indicators</b>					
Average cost per object of managing the museum collection.....	\$1.18	\$1.33	\$1.33	\$1.36	2

#### Explanation of Significant Movements

(Notes)

1. The 2023-24 Budget and 2023-24 Estimated Actual are higher than the 2022-23 Actual due to works at the Victoria Quay Slipway precinct.
2. The increase in the 2023-24 Estimated Actual when compared to 2022-23 Actual is due to additional expenditure incurred on works at the Victoria Quay Slipway precinct.

### 14. 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,722	1,544	1,544	1,597	1
Less Income .....	178	226	226	226	
Net Cost of Service .....	1,544	1,318	1,318	1,371	
<b>Employees (Full-Time Equivalents) .....</b>	10	12	12	12	
<b>Efficiency Indicators</b>					
Average cost per object of documenting and digitising the State collection.....	\$0.74	\$0.65	\$0.65	\$0.65	1

#### Explanation of Significant Movements

(Notes)

1. The 2022-23 Actual is higher than the 2023-24 Estimated Actual in line with additional grant research funds used to document and digitise the State collection in 2022-23.

### 15. 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	31,066	28,099	28,099	31,280	1
Less Income .....	9,259	7,377	5,629	7,369	2
Net Cost of Service .....	21,807	20,722	22,470	23,911	
<b>Employees (Full-Time Equivalents) .....</b>	110	127	127	127	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access.....	\$39	\$44.86	\$36.33	\$46.50	3

#### Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target reflects additional appropriation to maintain interactive content, furniture and digital and technical equipment at the Western Australian Museum Boola Bardip.
2. The 2023-24 Estimated Actual was lower compared to the 2023-24 Budget due to unrealised admission fees revenue from the Western Australian Museum Boola Bardip.
3. The 2023-24 Estimated Actual is lower compared to the 2023-24 Budget and 2024-25 Budget Target due to higher attendance from the exceptional success of the Discovering Ancient Egypt exhibition at the Western Australian Museum Boola Bardip from the September quarter 2023.

### 16. 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,080	917	917	948	1
Less Income .....	14	nil	nil	nil	
Net Cost of Service .....	1,066	917	917	948	
<b>Employees (Full-Time Equivalents) .....</b>	6	7	7	7	
<b>Efficiency Indicators</b>					
Average cost of museum services per museum access.....	\$0.50	\$0.47	\$0.42	\$0.43	1

#### Explanation of Significant Movements

(Notes)

1. The 2022-23 Actual was higher than 2023-24 Estimated Actual due to one-off expenditure to develop online content for the Dinosaurs of Patagonia exhibition.

**17. 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	9,265	9,015	9,663	8,508	1
Less Income .....	1,178	1,453	1,753	1,751	2
Net Cost of Service .....	8,087	7,562	7,910	6,757	
<b>Employees (Full-Time Equivalents) .....</b>	27	31	31	31	
<b>Efficiency Indicators</b>					
Average cost per access .....	\$19.73	\$31.37	\$30.83	\$29.29	3

**Explanation of Significant Movements**

(Notes)

1. The 2023-24 Estimated Actual is higher compared to the 2024-25 Budget Target due to additional expenditure incurred in 2023-24 to operate the Gwoonwardu Mia Aboriginal Cultural Centre in Carnarvon.
2. Additional income is budgeted in the 2023-24 Estimated Actual, compared to the 2022-23 Actual and the 2023-24 Budget, to deliver exhibition programs in the regions.
3. The 2022-23 Actual is lower compared to the 2023-24 Estimated Actual and 2024-25 Budget Target due to higher visitation levels in 2022-23.

## Asset Investment Program

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

- 1.1. \$233.5 million to build a Screen Production Facility;
- 1.2. \$150.3 million for the redevelopment of the Perth Concert Hall;
- 1.3. \$135.1 million for the design and construction of the State Hockey Centre;
- 1.4. \$54.8 million for the development of the Perth Cultural Centre; and
- 1.5. \$45 million for the Aboriginal Cultural Centre project.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Aboriginal Cultural Centre .....	45,000	3,600	3,600	12,860	22,054	6,486	-
Art Gallery of Western Australia - Art Acquisition .....	1,941	1,069	218	218	218	218	218
Perth Concert Hall Redevelopment .....	150,300	9,220	5,790	28,557	75,681	20,398	16,444
Perth Cultural Centre .....	54,826	4,989	3,443	38,995	7,359	3,483	-
Recreation Camps .....	1,032	392	160	160	160	160	160
Sam Kerr Football Centre - Pitches 3 and 4 .....	5,890	2,080	2,080	3,810	-	-	-
Screen Production Facility .....	233,476	19,332	7,195	77,854	112,322	23,080	888
State Hockey Centre .....	135,070	1,950	1,950	3,756	37,889	69,467	22,008
State Library of Western Australia - State Reference Library Materials .....	7,303	2,403	1,488	1,225	1,225	1,225	1,225
Western Australian Centralised Registration System .....	2,586	-	-	2,586	-	-	-
<b>COMPLETED WORKS</b>							
Arts and Culture Trust							
Critical Equipment Replacement .....	9,878	9,878	9,878	-	-	-	-
His Majesty's Theatre - Restoration and Upgrade Stage Three .....	14,993	14,993	1,277	-	-	-	-
Australian Hockey Centre - Project Definition Plan .....	500	500	301	-	-	-	-
Recreation Camps Revitalisation .....	4,642	4,642	610	-	-	-	-
Sam Kerr Football Centre .....	50,820	50,820	8,745	-	-	-	-
State Library of Western Australia - Critical Equipment							
Replacement .....	838	838	309	-	-	-	-
Western Australian Museum Boola Bardip .....	388,876	388,876	4,734	-	-	-	-
Western Australian Museum - Western Australian Maritime Museum Cladding Replacement .....	3,240	3,240	3,240	-	-	-	-
<b>NEW WORKS</b>							
Art Gallery of Western Australia - Rooftop Shade .....	850	-	-	850	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>1,112,061</b>	<b>518,822</b>	<b>55,018</b>	<b>170,871</b>	<b>256,908</b>	<b>124,517</b>	<b>40,943</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			21,043	122,366	255,523	123,132	39,558
Commonwealth Grants .....			4,396	10,604	-	-	-
Funding included in Department of Treasury -							
Administered Item .....			-	20,000	-	-	-
Holding Account .....			1,385	1,385	1,385	1,385	1,385
Internal Funds and Balances .....			16,116	14,836	-	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....			9,878	-	-	-	-
Digital Capability Fund .....			-	1,680	-	-	-
Other .....			2,200	-	-	-	-
<b>Total Funding .....</b>			<b>55,018</b>	<b>170,871</b>	<b>256,908</b>	<b>124,517</b>	<b>40,943</b>

## Financial Statements

### Income Statement

#### Expenses

1. The Total Cost of Services reduces from 2023-24 Budget to 2023-24 Estimated Actual, primarily due to the reprofile of capital-related grants into 2024-25 due to prevailing market pressures in the building and construction industry. This reprofile into 2024-25 has subsequently resulted in a reduction between the 2024-25 Budget Year and the 2025-26 Outyear.

#### Statement of Cashflows

2. Capital appropriation and purchases of non-current assets increase from 2023-24 Estimated Actuals to the 2024-25 Budget Year, largely due to the timing of capital projects such as Aboriginal Cultural Centre and the Screen Production Facility.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	128,840	124,327	149,915	151,391	123,831	123,724	127,659
Grants and subsidies <sup>(c)</sup> .....	182,368	393,435	293,916	316,251	149,413	144,890	142,685
Supplies and services .....	49,282	61,472	81,388	71,768	62,402	59,957	60,881
Accommodation .....	29,408	31,106	43,422	55,144	32,923	28,718	28,245
Depreciation and amortisation .....	16,585	23,437	23,420	17,748	17,752	22,044	22,045
Finance and interest costs .....	23	39	41	57	57	53	44
Other expenses .....	30,966	41,430	8,731	22,932	21,743	9,577	10,866
<b>TOTAL COST OF SERVICES</b> .....	<b>437,472</b>	<b>675,246</b>	<b>600,833</b>	<b>635,291</b>	<b>408,121</b>	<b>388,963</b>	<b>392,425</b>
<b>Income</b>							
Sale of goods and services .....	25,506	30,377	27,081	30,982	31,312	31,745	32,540
Regulatory fees and fines .....	7,422	17,734	19,705	14,769	10,246	10,484	10,745
Grants and subsidies .....	18,289	30,393	26,137	13,917	14,563	3,363	3,363
Other revenue .....	15,165	4,997	5,240	5,642	5,550	5,250	5,250
<b>Total Income</b> .....	<b>66,382</b>	<b>83,501</b>	<b>78,163</b>	<b>65,310</b>	<b>61,671</b>	<b>50,842</b>	<b>51,898</b>
<b>NET COST OF SERVICES</b> .....	<b>371,090</b>	<b>591,745</b>	<b>522,670</b>	<b>569,981</b>	<b>346,450</b>	<b>338,121</b>	<b>340,527</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	379,346	378,622	333,059	461,836	294,798	290,932	297,177
Resources received free of charge .....	1,389	1,334	1,334	1,334	1,334	1,334	1,334
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	16,858	25,492	4,345	-	-
National Redress Scheme .....	647	656	656	1,415	1,444	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	16,143	15,421	13,635	21,044	14,379	13,729	13,396
Regional Infrastructure and Headworks							
Fund .....	140	140	140	140	140	140	140
Other appropriations .....	-	32,242	20,700	42,500	-	-	-
Other revenues .....	8,010	6,150	15,961	16,380	15,770	16,410	16,412
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>405,675</b>	<b>434,565</b>	<b>402,343</b>	<b>570,141</b>	<b>332,210</b>	<b>322,545</b>	<b>328,459</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>34,585</b>	<b>(157,180)</b>	<b>(120,327)</b>	<b>160</b>	<b>(14,240)</b>	<b>(15,576)</b>	<b>(12,068)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,064, 1,245 and 1,232 respectively.

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



## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Culture and the Arts</b>							
ARTRAGE Fringe Festival.....	-	-	-	1,025	1,000	875	-
Arts Lotteries Account .....	20,013	25,661	26,707	23,302	23,565	23,794	20,781
Arts Projects and Programs.....	9,061	9,440	9,440	9,440	9,440	9,440	9,440
Australian Performing Arts Market 2025-2030 ....	-	-	-	250	250	250	250
Connecting to Country.....	436	500	500	500	500	500	500
COVID-19 Response - Business Assistance and Support Grants .....	10,613	-	-	-	-	-	-
Digital Games and Interactive Fund .....	-	-	-	1,000	1,000	-	-
Kimberley Community Recovery Grant Program.....	-	-	1,141	859	-	-	-
Major Performing Arts Companies Boost .....	-	-	-	2,919	2,991	-	-
Other Culture and the Arts Grants.....	2,495	2,145	2,544	2,803	2,811	2,369	2,377
Public Library Strategy and Materials.....	8,881	8,467	8,467	8,467	8,467	8,467	8,327
Screen Organisation Investment Program.....	3,465	3,117	3,462	3,797	3,814	3,832	3,832
<b>Election Commitments</b>							
Albany Motorsport Park .....	2,000	2,100	2,100	-	-	-	-
Albany Surf Life Saving Club.....	320	780	1,500	280	-	-	-
All Abilities Play Space in Clarkson .....	200	2,400	1,400	1,000	-	-	-
All Abilities Playground(s) in Forrestfield .....	-	850	800	50	-	-	-
Burtonia Gardens and Yellowwood Park.....	400	1,100	1,100	-	-	-	-
Byford Nature Splash Park.....	-	1,340	500	840	-	-	-
Canning Vale Regional Sporting Complex .....	-	10,000	-	10,000	-	-	-
Chichester Park Woodvale Upgrade .....	-	800	400	400	-	-	-
Chung Wah Association Community Centre ....	-	5,000	2,750	2,250	-	-	-
Collie Mineworkers Memorial Pool Enclosure.....	-	850	-	850	-	-	-
Community Sporting and Recreation Facilities Fund - Female Changerooms Fund.....	500	500	500	500	500	500	500
Contemporary Music Fund .....	737	750	750	750	750	750	750
Creative Learning Program .....	3,495	1,766	1,438	2,091	1,763	1,763	1,763
East Fremantle Oval Precinct.....	13,000	9,500	9,000	500	-	-	-
Ellenbrook Aquatic Centre Development.....	-	5,000	5,000	-	-	-	-
Ellenbrook Community Hub.....	60	1,940	-	1,940	-	-	-
Fitzroy Crossing Town Oval .....	250	4,000	1,250	2,500	-	-	-
Heathridge Park Facilities Upgrades .....	-	2,500	-	2,500	-	-	-
Kalgoorlie Basketball Stadium Redevelopment....	2,500	4,000	1,500	-	-	-	-
Kalgoorlie Motorsports Precinct.....	-	-	1,000	950	-	-	-
Kununurra Aquatic and Leisure Centre Redevelopment.....	250	5,750	2,750	7,920	-	-	-
Leschenault Leisure Centre Expansion .....	-	2,000	750	2,000	-	-	-
Maida Vale Reserve Pavilions .....	-	2,275	2,100	175	-	-	-
Other Election Commitments.....	10,559	3,256	4,011	525	225	225	-
Regional Arts and Cultural Investment Program .....	5,038	4,680	4,680	4,680	4,680	4,680	4,680
Regional Exhibition Touring Boost .....	1,450	2,000	1,000	2,334	2,333	2,333	2,000
Riverside Gardens Urban Forest Development....	150	800	50	800	-	-	-
Rockingham Aqua Jetty Stage Two .....	-	9,000	2,500	7,000	-	-	-
Scott Reserve Inclusive New Room Facilities.....	-	1,875	1,700	175	-	-	-
Sorrento Surf Life Saving Club .....	-	8,000	2,000	6,000	-	-	-
South West Sports Centre Expansion .....	150	7,350	2,500	5,350	-	-	-
Sutherlands Park Youth Plaza Development.....	-	2,000	1,000	1,000	-	-	-
Wanneroo Amateur Football Club Upgrades and Expansion.....	-	500	450	50	-	-	-
Warmun Community Sporting Infrastructure Upgrade.....	350	2,000	-	2,000	-	-	-
Western Australian Holocaust Museum.....	5,000	500	500	-	-	-	-
Western Australian Production Attraction Incentive .....	6,906	5,952	5,952	4,949	8,559	9,349	11,347
Western Australian Regional Screen Fund.....	4,000	1,600	1,600	4,000	4,000	4,000	4,000
<b>Local Government</b>							
Activate Perth .....	-	250	250	250	250	-	-
City Activation Grants.....	4,070	-	-	-	-	-	-
Financial Assistance for Pet Rescue Organisations.....	500	400	400	400	400	400	400
<b>Office of Multicultural Interests</b>							
CaLD Community Capital Works Fund.....	-	3,000	5,468	3,000	-	-	-
CaLD Community Grants Program.....	1,022	1,250	1,250	1,250	1,250	1,250	1,250
CaLD Community Languages Program.....	1,019	1,113	1,113	2,345	2,376	2,407	2,440
CaLD Global Connections Through Local Events.....	-	-	-	2,155	-	-	-
Other Office of Multicultural Interests Grants....	605	60	60	60	60	60	60

Local Government, Sport and Cultural Industries - continued

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Sport and Recreation</b>							
2023 FIFA Women's World Cup Legacy							
Grants Program .....	-	-	1,200	1,200	-	-	-
Alkimos Aquatic and Recreation Centre.....	500	8,000	1,000	8,000	-	-	-
Baldivis Indoor Recreation Centre.....	-	-	500	-	-	-	-
Bunbury Hands Oval Rebuild .....	1,000	4,000	6,500	500	-	-	-
City of Joondalup Cycling Infrastructure.....	-	1,200	1,200	-	-	-	-
Club Night Lights Program .....	1,577	3,344	3,423	3,159	2,500	2,500	2,500
Cockburn Aquatic and Recreation Centre - Fremantle Football Changerooms Project ....	-	-	2,500	-	-	-	-
Community Sporting and Recreation Facilities Fund .....	7,343	27,472	14,250	21,768	18,209	19,000	19,000
Dalyellup Multipurpose Community and Youth Centre Project.....	-	7,350	3,010	5,500	-	-	-
Donnybrook and Districts Sporting and Recreation Precinct .....	750	5,000	4,900	100	-	-	-
Ellenbrook Youth Centre .....	860	-	180	-	-	-	-
Gosnells City Soccer Club.....	-	-	130	-	-	-	-
Keirnan Park Recreation Precinct .....	1,500	16,400	4,000	14,500	-	-	-
KidSport.....	3,391	9,124	6,007	9,034	4,624	4,624	4,624
Kingsway Regional Sporting Complex .....	2,400	-	117	-	-	-	-
Kununurra Water Playground .....	1,500	-	200	-	-	-	-
Kwinana Loop Trail.....	-	-	-	3,514	-	-	-
Landsdale Library and Youth Hub .....	-	1,750	2,750	-	-	-	-
Mike Barnett Sports Complex.....	-	-	-	10,000	-	-	-
Other Sport and Recreation Grants.....	2,693	3,101	3,151	1,151	1,101	1,101	601
Paris 2024 Olympic and Paralympic Support.....	-	-	1,353	-	-	-	-
Ray Owen Reserve .....	-	4,800	2,200	2,600	-	-	-
Regional Athlete Support Program.....	1,148	1,400	1,400	1,450	1,500	1,500	1,500
Sporting Ground Upgrade Projects .....	-	-	6,000	5,000	-	-	-
Sports Lotteries Account .....	21,066	24,861	28,603	24,452	21,215	20,294	20,781
State Sporting Infrastructure Fund .....	1,109	2,500	3,397	2,500	2,000	2,000	2,000
Wanneroo Recreation Centre Upgrade .....	-	5,000	-	5,000	-	-	-
Western Australian Cricket Association Ground Redevelopment.....	-	83,200	55,000	40,700	1,000	-	-
Western Australian Football Commission.....	12,476	12,400	13,196	13,526	13,864	14,211	14,566
Western Australian Institute of Sport .....	3,560	2,416	2,416	2,416	2,416	2,416	2,416
<b>TOTAL .....</b>	<b>182,368</b>	<b>393,435</b>	<b>293,916</b>	<b>316,251</b>	<b>149,413</b>	<b>144,890</b>	<b>142,685</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	155,566	17,606	16,759	14,941	13,430	13,370	13,318
Restricted cash.....	55,434	42,871	45,740	39,778	29,080	20,288	15,898
Holding Account receivables .....	1,385	1,385	1,385	1,385	1,630	1,875	1,875
Receivables.....	6,993	7,897	6,993	6,993	6,951	6,909	6,945
Other.....	5,391	3,555	5,391	5,391	5,391	5,391	5,391
<b>Total current assets.....</b>	<b>224,769</b>	<b>73,314</b>	<b>76,268</b>	<b>68,488</b>	<b>56,482</b>	<b>47,833</b>	<b>43,427</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	223,234	245,017	245,182	261,481	277,536	293,590	309,889
Property, plant and equipment.....	1,521,284	1,538,367	1,537,278	1,711,731	1,952,681	2,056,795	2,077,165
Intangibles .....	8,586	12,461	8,601	9,634	8,081	6,528	4,975
Restricted cash.....	2,750	2,781	3,136	3,522	3,919	3,919	3,919
Other.....	39,750	14,348	39,750	40,309	41,719	42,382	43,643
<b>Total non-current assets.....</b>	<b>1,795,604</b>	<b>1,812,974</b>	<b>1,833,947</b>	<b>2,026,677</b>	<b>2,283,936</b>	<b>2,403,214</b>	<b>2,439,591</b>
<b>TOTAL ASSETS .....</b>	<b>2,020,373</b>	<b>1,886,288</b>	<b>1,910,215</b>	<b>2,095,165</b>	<b>2,340,418</b>	<b>2,451,047</b>	<b>2,483,018</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	24,713	20,675	24,713	24,713	24,713	24,713	24,713
Payables.....	12,596	20,244	12,596	12,595	12,649	12,704	12,775
Borrowings and leases .....	225	316	299	306	329	320	251
Other.....	7,172	5,831	7,172	7,172	7,172	7,172	7,138
<b>Total current liabilities.....</b>	<b>44,706</b>	<b>47,066</b>	<b>44,780</b>	<b>44,786</b>	<b>44,863</b>	<b>44,909</b>	<b>44,877</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	4,755	4,454	5,141	5,527	5,527	5,527	5,527
Borrowings and leases .....	290	398	521	548	561	436	307
Other.....	-	17	-	-	-	-	-
<b>Total non-current liabilities.....</b>	<b>5,045</b>	<b>4,869</b>	<b>5,662</b>	<b>6,075</b>	<b>6,088</b>	<b>5,963</b>	<b>5,834</b>
<b>TOTAL LIABILITIES .....</b>	<b>49,751</b>	<b>51,935</b>	<b>50,442</b>	<b>50,861</b>	<b>50,951</b>	<b>50,872</b>	<b>50,711</b>
<b>EQUITY</b>							
Contributed equity.....	1,077,626	1,108,711	1,087,621	1,250,502	1,510,473	1,637,326	1,681,620
Accumulated surplus/(deficit).....	316,982	179,769	196,180	195,865	181,150	165,099	153,031
Reserves .....	576,014	545,873	575,972	597,937	597,844	597,750	597,656
<b>Total equity .....</b>	<b>1,970,622</b>	<b>1,834,353</b>	<b>1,859,773</b>	<b>2,044,304</b>	<b>2,289,467</b>	<b>2,400,175</b>	<b>2,432,307</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>2,020,373</b>	<b>1,886,288</b>	<b>1,910,215</b>	<b>2,095,165</b>	<b>2,340,418</b>	<b>2,451,047</b>	<b>2,483,018</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	356,072	355,194	309,726	444,152	277,113	273,248	279,493
Capital appropriation.....	38,650	74,568	21,363	139,185	257,988	126,451	44,379
Administered equity contribution.....	-	-	-	20,000	-	-	-
Holding Account drawdowns .....	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	16,858	25,492	4,345	-	-
Climate Action Fund.....	-	500	500	-	-	-	-
Digital Capability Fund .....	1,402	3,797	2,117	3,640	2,050	456	-
National Redress Scheme .....	647	656	656	1,415	1,444	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	16,016	15,421	13,635	21,044	14,379	13,729	13,396
Regional Infrastructure and Headworks							
Fund .....	140	140	140	140	140	140	140
Other.....	7,790	7,250	18,161	16,380	15,776	16,416	16,418
Administered appropriations .....	-	32,242	20,700	42,500	-	-	-
<b>Net cash provided by Government .....</b>	<b>422,102</b>	<b>491,153</b>	<b>405,241</b>	<b>715,333</b>	<b>574,620</b>	<b>431,825</b>	<b>355,211</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(123,142)	(123,941)	(149,529)	(151,005)	(123,842)	(123,735)	(127,649)
Grants and subsidies .....	(187,526)	(393,435)	(293,916)	(316,251)	(149,413)	(144,890)	(142,685)
Supplies and services.....	(38,775)	(59,741)	(79,657)	(70,476)	(61,100)	(58,656)	(59,130)
Accommodation.....	(28,140)	(31,106)	(43,422)	(55,144)	(32,913)	(28,708)	(28,235)
GST payments.....	(28,223)	(22,989)	(22,989)	(19,874)	(19,874)	(19,874)	(19,874)
Finance and interest costs .....	(1)	(39)	(41)	(57)	(57)	(53)	(44)
Other payments .....	(37,097)	(9,802)	(9,603)	(23,365)	(22,196)	(10,029)	(11,314)
<b>Receipts (b)</b>							
Regulatory fees and fines.....	7,300	17,734	19,705	14,769	10,246	10,484	10,745
Grants and subsidies.....	18,408	30,393	26,137	13,917	14,611	3,411	3,406
Sale of goods and services.....	24,592	29,492	26,196	30,175	30,504	30,937	31,711
GST receipts.....	28,075	22,989	22,989	19,874	19,874	19,874	19,874
Other receipts .....	11,006	5,882	6,125	6,449	6,357	6,057	6,062
<b>Net cash from operating activities .....</b>	<b>(353,523)</b>	<b>(534,563)</b>	<b>(498,005)</b>	<b>(550,988)</b>	<b>(327,803)</b>	<b>(315,182)</b>	<b>(317,133)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(52,619)	(115,703)	(55,018)	(170,871)	(256,908)	(124,517)	(40,943)
Other payments.....	(19,870)	-	-	(1,500)	(2,250)	(3,000)	(4,500)
Other receipts .....	-	-	-	941	840	2,337	3,239
<b>Net cash from investing activities .....</b>	<b>(72,489)</b>	<b>(115,703)</b>	<b>(55,018)</b>	<b>(171,430)</b>	<b>(258,318)</b>	<b>(125,180)</b>	<b>(42,204)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(338)	(317)	(333)	(309)	(311)	(315)	(316)
<b>Net cash from financing activities .....</b>	<b>(338)</b>	<b>(317)</b>	<b>(333)</b>	<b>(309)</b>	<b>(311)</b>	<b>(315)</b>	<b>(316)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(4,248)</b>	<b>(159,430)</b>	<b>(148,115)</b>	<b>(7,394)</b>	<b>(11,812)</b>	<b>(8,852)</b>	<b>(4,442)</b>
Cash assets at the beginning of the reporting period .....	226,544	228,270	222,297	74,182	66,788	54,976	46,124
Net cash transferred to/from other agencies .....	1	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>222,297</b>	<b>68,840</b>	<b>74,182</b>	<b>66,788</b>	<b>54,976</b>	<b>46,124</b>	<b>41,682</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)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 .....	7,300	7,748	7,666	8,038	8,234	8,472	8,733
Other Regulatory Fees and Fines.....	609	9,986	12,039	6,731	2,012	2,012	2,012
<b>Grants and Subsidies</b>							
Direct Grants and Subsidies Receipts .....	26	12,647	12,647	147	11,418	668	668
Provision of Services to the Commonwealth....	16,551	15,744	11,038	11,318	730	730	730
<b>Sale of Goods and Services</b>							
Other.....	286	303	303	445	454	463	475
Provision of Services to the Racing and Gaming Industries.....	5,846	4,484	6,332	5,329	5,329	5,329	5,329
Revenue Received for the Provision of Accommodation and Recreation Programs ....	5,326	5,070	5,070	5,168	5,168	5,168	5,168
<b>GST Receipts</b>							
GST Input Credits.....	22,684	18,432	18,432	15,245	15,245	15,245	15,245
GST Receipts on Sales .....	1,547	713	713	785	785	785	785
<b>Other Receipts</b>							
Other Receipts.....	3,807	875	875	875	867	867	868
Rental Income .....	509	837	837	837	837	837	837
<b>TOTAL .....</b>	<b>64,491</b>	<b>76,839</b>	<b>75,952</b>	<b>54,918</b>	<b>51,079</b>	<b>40,576</b>	<b>40,850</b>

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Taxation</b>							
Casino Tax.....	56,200	54,000	54,000	54,000	54,000	54,000	54,000
<b>Other</b>							
Appropriation.....	56,121	44,711	44,711	60,589	48,244	48,807	49,907
Combat Sports Commission Appropriation .....	956	964	964	974	975	985	985
Other Administered Revenue.....	16	-	2,053	-	-	-	-
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>113,293</b>	<b>99,675</b>	<b>101,728</b>	<b>115,563</b>	<b>103,219</b>	<b>103,792</b>	<b>104,892</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 .....	1,800	353	353	-	-	-	-
<b>Subsidies and Concessions</b>							
Subsidies to Gambling and Betting Agencies and Bookmakers.....	60,532	43,699	43,699	59,885	47,494	48,010	49,110
<b>Other</b>							
Combat Sports Commission Expenditure ...	956	964	964	974	975	985	985
Other Administered Expenditure .....	2,067	-	-	-	-	-	-
Receipts Paid into the Consolidated Account .....	60,435	54,000	54,000	54,000	54,000	54,000	54,000
Regional Cemeteries Boards .....	156	159	159	204	250	297	297
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>126,446</b>	<b>99,675</b>	<b>99,675</b>	<b>115,563</b>	<b>103,219</b>	<b>103,792</b>	<b>104,892</b>

## Agency Special Purpose Account Details

### ARTS LOTTERIES 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.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	14,148	14,004	14,822	10,500
Receipts: Appropriations .....	20,637	18,661	22,385	19,802
	34,785	32,665	37,207	30,302
Payments .....	19,963	25,661	26,707	23,302
<b>CLOSING BALANCE.....</b>	<b>14,822</b>	<b>7,004</b>	<b>10,500</b>	<b>7,000</b>

### COMMUNITY SPORTING AND RECREATION FACILITIES 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.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	9,791	11,021	13,799	18,520
Receipts: Appropriations .....	12,000	19,500	19,500	25,573
	21,791	30,521	33,299	44,093
Payments .....	7,992	28,001	14,779	22,297
<b>CLOSING BALANCE.....</b>	<b>13,799</b>	<b>2,520</b>	<b>18,520</b>	<b>21,796</b>

### SPORTS LOTTERIES ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to sections 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.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	12,435	9,700	12,018	5,800
Receipts: Appropriations .....	20,637	18,661	22,385	19,802
	33,072	28,361	34,403	25,602
Payments .....	21,054	24,861	28,603	24,452
<b>CLOSING BALANCE.....</b>	<b>12,018</b>	<b>3,500</b>	<b>5,800</b>	<b>1,150</b>

**SUNSET HERITAGE TRUST ACCOUNT**

Account Purpose: The purpose of the account is to hold funds received from Finance to operate the Sunset Heritage Properties.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	1,051	1,051	915	915
Receipts:				
Appropriations .....	852	235	600	600
	1,903	1,286	1,515	1,515
Payments .....	988	235	600	600
<b>CLOSING BALANCE.....</b>	<b>915</b>	<b>1,051</b>	<b>915</b>	<b>915</b>

# Division 37 **Western Australian Sports Centre Trust**

## Part 8 **Community Services**

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 86 Net amount appropriated to deliver services .....	112,468	102,110	113,292	<b>111,907</b>	113,756	116,332	117,259
Total appropriations provided to deliver services .....	112,468	102,110	113,292	<b>111,907</b>	113,756	116,332	117,259
<b>CAPITAL</b>							
Item 153 Capital Appropriation <sup>(a)</sup> .....	24,326	38,829	39,311	<b>27,023</b>	31,814	25,377	26,321
<b>TOTAL APPROPRIATIONS</b> .....	<b>136,794</b>	<b>140,939</b>	<b>152,603</b>	<b>138,930</b>	<b>145,570</b>	<b>141,709</b>	<b>143,580</b>
<b>EXPENSES</b>							
Total Cost of Services .....	308,922	299,028	310,318	<b>313,986</b>	321,404	326,060	328,288
Net Cost of Services <sup>(b)</sup> .....	107,533	105,286	116,469	<b>117,705</b>	119,617	119,668	120,563
<b>CASH ASSETS</b> <sup>(c)</sup> .....	<b>138,910</b>	<b>80,407</b>	<b>133,263</b>	<b>124,936</b>	<b>121,809</b>	<b>121,327</b>	<b>120,945</b>

(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 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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
HBF Arena Competition Pool Replacement and Associated Works .....	767	-	-	-	-
HBF Arena Pools Closure .....	(626)	(626)	-	-	-
National Rugby League Home and Away Perth Series <sup>(a)</sup> .....	-	-	-	-	-
Perth Glory and Western Force .....	344	504	504	386	387
Sam Kerr Football Centre - Opening and Ongoing Operation .....	4,065	2,849	2,745	2,746	2,750
Western Australian Public Sector Learning Initiative .....	-	-	(19)	(35)	(40)
<b>Ongoing Initiative</b>					
Venue Maintenance .....	-	2,620	2,686	2,753	2,822
<b>Other</b>					
Optus Stadium Loan .....	3,199	5,419	4,942	4,977	2,379
Optus Stadium Revised Operator Forecast .....	2,953	-	-	-	-
State Fleet Updates .....	1	3	51	53	52

(a) Commercial-in-confidence.



## Significant Issues Impacting the Agency

1. Major live events will continue to contribute to making Western Australia a great place to live, work, visit and invest with many world-class acts featuring in venue event calendars. Promoters are expected to continue to consider Perth and surrounds in developing touring agendas.
2. 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 year being further challenged by the higher volume of events, and competition for casual workers.
3. Public safety and security are intrinsic to the success of every event. In addition to comprehensive major 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 the organisation has the necessary capacity and capability to prepare for, react to, and recover from any public safety incident remains of utmost importance.
4. The operational performance of venues is largely dictated 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 enable training activities. The upcoming Olympic Games in Brisbane represents an emerging opportunity for the State.
5. The success of commercial activities and entertainment events requires well-planned asset maintenance and renewal. VenuesWest, in collaboration with key partners such as Local Government, Sport and Cultural Industries and State Sporting Associations, will continue to guide capital investment decisions across the extensive portfolio of State assets, which are at different stages in their lifecycle in line with VenuesWest's Master Planning, High Performance Sport Strategy and Strategic Asset Planning.
6. As the portfolio of venues ages, proactive planning to address operational and infrastructure requirements will be paramount. It will be essential to forecast and allocate resources strategically to address the shifting landscape of venues and precincts within the portfolio. By anticipating and collaboratively working across government to prepare for these changes, VenuesWest can ensure it has the necessary financial and operational frameworks in place to support new additions or divestments effectively.
7. VenuesWest is administered under the *Western Australian Sports Centre Trust Act 1986* which is expected to be repealed with the introduction of the Sport and Entertainment Trust Bill 2024 (the Bill). The Bill will clearly articulate the management of a portfolio of venues and precincts and support long-term sustainability and growth for the organisation. It will also address specific measures to enhance public safety.

## 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	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Deliver Training and Competition Facilities for High Performance Sport.....	201,927	201,393	210,143	211,959	218,049	221,507	222,789
2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences.....	106,995	97,635	100,175	102,027	103,355	104,553	105,499
<b>Total Cost of Services.....</b>	<b>308,922</b>	<b>299,028</b>	<b>310,318</b>	<b>313,986</b>	<b>321,404</b>	<b>326,060</b>	<b>328,288</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<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%	94%	
High performance sport user satisfaction .....	85%	90%	86%	90%	
Level of patronage.....	6.2 million	7 million	6 million	6.5 million	1
Customer satisfaction.....	91%	92%	90%	92%	

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

### Explanation of Significant Movements

(Notes)

- The closure of the HBF Arena Pool is estimated to reduce levels of patronage by approximately 500,000 in the 2024-25 Budget Target compared to the 2023-24 Budget.

## 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	201,927	201,393	210,143	211,959	
Less Income .....	132,112	128,089	128,826	129,008	
Net Cost of Service .....	69,815	73,304	81,317	82,951	
<b>Employees (Full-Time Equivalents) .....</b>	<b>346</b>	<b>328</b>	<b>343</b>	<b>337</b>	
<b>Efficiency Indicators</b>					
The subsidy VenuesWest provides to high performance sport and training competition <sup>(a)</sup> .....	64%	62%	62%	60%	

(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.

### 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.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	106,995	97,635	100,175	102,027	
Less Income .....	69,277	65,653	65,023	67,273	
Net Cost of Service .....	37,718	31,982	35,152	34,754	
<b>Employees (Full-Time Equivalents) .....</b>	<b>375</b>	<b>317</b>	<b>374</b>	<b>372</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Commercial expense ratio <sup>(a)</sup> .....	87%	87%	84%	84%	

(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)

- The employee numbers reflect full-time equivalents, including those at Optus Stadium and RAC Arena, which are partner managed venues. The higher employee numbers in the 2023-24 Estimated Actual and 2024-25 Budget Target, compared to the 2023-24 Budget, reflects a stronger rebound in operating activity across venues than previously estimated.

## Asset Investment Program

1. The Asset Investment Program for 2024-25 provides for the following significant expenditures:
  - 1.1. \$15 million to enable maintenance and replacement of building, infrastructure, plant and equipment assets in accordance with VenuesWest's asset maintenance plan;
  - 1.2. \$12.3 million on replacing the HBF Arena Competition Pool and associated works;
  - 1.3. \$7.5 million on Optus Stadium capital works to satisfy contractually obligated replacement of stadium assets and approved operator expenditure; and
  - 1.4. \$4.1 million on security infrastructure upgrades to provide public and patron safety outcomes at key venues.

	Estimated Total Cost	Estimated Expenditure to 30-6-24	2023-24 Estimated Expenditure	2024-25 Budget Year	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Capital Upgrades and Maintenance							
2022-23 Program.....	7,996	6,816	1,556	1,180	-	-	-
2023-24 Program.....	14,810	12,483	12,483	2,327	-	-	-
HBF Arena Competition Pool Replacement and Associated Works.....	13,148	494	494	12,280	374	-	-
HBF Park - Stadium Modifications to Host 2023 FIFA Women's World Cup.....	42,384	41,782	7,339	602	-	-	-
Optus Stadium - Capital Works.....	48,901	11,733	4,755	7,522	14,602	7,522	7,522
RAC Arena Underground Carpark.....	2,926	2,261	2,261	665	-	-	-
Security Infrastructure Upgrades.....	13,815	9,735	2,581	4,080	-	-	-
Western Australian Athletics Stadium.....	7,539	4,799	32	2,740	-	-	-
<b>COMPLETED WORKS</b>							
Additional Upgrades and Maintenance.....	3,261	3,261	1,185	-	-	-	-
Capital Upgrades and Maintenance							
2020-21 Program.....	11,414	11,414	1,580	-	-	-	-
2021-22 Program.....	9,170	9,170	1,625	-	-	-	-
Election Commitment - HBF Arena Netball Toilets.....	780	780	511	-	-	-	-
RAC Arena Scoreboard (Screen).....	5,000	5,000	5,000	-	-	-	-
<b>NEW WORKS</b>							
Capital Upgrades and Maintenance							
2024-25 Program.....	10,849	-	-	10,849	-	-	-
2025-26 Program.....	13,025	-	-	-	13,025	-	-
2026-27 Program.....	13,025	-	-	-	-	13,025	-
2027-28 Program.....	13,277	-	-	-	-	-	13,277
Handrail, Barrier and Access Upgrades.....	1,344	-	-	1,344	-	-	-
HBF Stadium - Geothermal Bore Improvement.....	3,721	-	-	3,721	-	-	-
WA Rugby Centre - Gender Equity Amenities Upgrade.....	996	-	-	198	798	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>237,381</b>	<b>119,728</b>	<b>41,402</b>	<b>47,508</b>	<b>28,799</b>	<b>20,547</b>	<b>20,799</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			29,404	16,132	20,810	12,932	13,184
Holding Account.....			6,238	17,719	7,989	7,615	7,615
Internal Funds and Balances <sup>(a)</sup> .....			5,227	6,469	482	482	382
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....			1,583	5,730	-	-	-
Other <sup>(b)</sup> .....			(1,250)	1,458	(482)	(482)	(382)
Other Grants and Subsidies <sup>(c)</sup> .....			200	-	-	-	-
<b>Total Funding.....</b>			<b>41,402</b>	<b>47,508</b>	<b>28,799</b>	<b>20,547</b>	<b>20,799</b>

(a) Carryover of prior year capital funding.

(b) Adjustments to the Perry Lakes Maintenance Special Purpose Account drawdown profile and reclassification of capital works expenditure.

(c) Department of Local Government, Sport and Cultural Industries funding to replace retractable seating at the indoor courts at HBF Arena.

## **Financial Statements**

### **Income Statement**

#### *Expenses*

1. Finance and interest costs to repay Optus Stadium debt reflect interest rate forecasts provided by the Western Australian Treasury Corporation with peak rates expected in 2023-24 and a progressive reduction in the longer term.

#### *Income*

2. Relatively modest income growth is expected in the 2024-25 Budget Year and over the forward estimates period, as pressures on discretionary consumer spending are expected to impact ticket purchasing patterns and secondary spend at events. Closure of the HBF Arena competition pool facility has also impacted 2023-24 and 2024-25 anticipated revenues.

### **Statement of Cashflows**

3. The increase in net cash provided by the Government in the 2023-24 Estimated Actual compared to the 2023-24 Budget largely reflects further funding required to meet additional operating costs, mainly associated with the Sam Kerr Football Centre following its opening, and increased Optus Stadium loan finance costs.
4. The increase in net cash provided by the Government in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual reflects an increase in other appropriations relating to maintenance costs uplift, along with an increase in Holding Account drawdowns to fund asset replacements.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	72,917	67,259	67,268	68,983	71,485	73,274	75,090
Grants and subsidies (c) .....	42	161	161	-	-	-	-
Supplies and services .....	94,431	97,508	103,320	103,139	109,532	112,091	113,677
Accommodation .....	13,986	13,266	13,927	17,202	17,450	17,690	17,759
Depreciation and amortisation .....	76,728	76,887	78,043	78,038	78,038	77,995	77,995
Finance and interest costs .....	26,195	25,228	28,898	27,632	25,592	24,395	23,663
Other expenses .....	24,623	18,719	18,701	18,992	19,307	20,615	20,104
<b>TOTAL COST OF SERVICES .....</b>	<b>308,922</b>	<b>299,028</b>	<b>310,318</b>	<b>313,986</b>	<b>321,404</b>	<b>326,060</b>	<b>328,288</b>
<b>Income</b>							
Sale of goods and services .....	161,189	149,986	149,553	151,842	156,281	159,643	160,976
Grants and subsidies .....	452	-	-	-	-	-	-
Other revenue .....	39,748	43,756	44,296	44,439	45,506	46,749	46,749
<b>Total Income .....</b>	<b>201,389</b>	<b>193,742</b>	<b>193,849</b>	<b>196,281</b>	<b>201,787</b>	<b>206,392</b>	<b>207,725</b>
<b>NET COST OF SERVICES .....</b>	<b>107,533</b>	<b>105,286</b>	<b>116,469</b>	<b>117,705</b>	<b>119,617</b>	<b>119,668</b>	<b>120,563</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	112,468	102,110	113,292	111,907	113,756	116,332	117,259
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	1,583	8,350	2,686	2,753	2,822
Other revenues .....	1,084	430	1,453	2,788	48	150	151
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>113,552</b>	<b>102,540</b>	<b>116,328</b>	<b>123,045</b>	<b>116,490</b>	<b>119,235</b>	<b>120,232</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>6,019</b>	<b>(2,746)</b>	<b>(141)</b>	<b>5,340</b>	<b>(3,127)</b>	<b>(433)</b>	<b>(331)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 721, 717 and 709 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Brand Ambassador - Sponsorship and</b>							
Donations .....	-	61	61	-	-	-	-
Events Sponsorships and Promotion Support .....	42	-	-	-	-	-	-
Seed Funding - Urban Sports/E-Sports .....	-	100	100	-	-	-	-
<b>TOTAL .....</b>	<b>42</b>	<b>161</b>	<b>161</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	137,925	79,346	132,278	123,951	120,824	120,342	119,960
Restricted cash.....	985	1,061	985	985	985	985	985
Holding Account receivables .....	4,244	8,424	5,782	18,801	22,090	22,090	15,761
Receivables .....	15,659	12,291	15,459	15,459	15,459	15,459	15,459
Other.....	8,591	21,726	8,591	8,591	8,591	8,591	8,591
<b>Total current assets.....</b>	<b>167,404</b>	<b>122,848</b>	<b>163,095</b>	<b>167,787</b>	<b>167,949</b>	<b>167,467</b>	<b>160,756</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	477,316	549,058	547,497	594,108	660,179	730,503	807,156
Property, plant and equipment.....	2,133,587	1,857,400	2,097,147	2,067,172	2,018,505	1,961,182	1,904,057
Intangibles .....	150	947	150	150	150	150	150
<b>Total non-current assets.....</b>	<b>2,611,053</b>	<b>2,407,405</b>	<b>2,644,794</b>	<b>2,661,430</b>	<b>2,678,834</b>	<b>2,691,835</b>	<b>2,711,363</b>
<b>TOTAL ASSETS .....</b>	<b>2,778,457</b>	<b>2,530,253</b>	<b>2,807,889</b>	<b>2,829,217</b>	<b>2,846,783</b>	<b>2,859,302</b>	<b>2,872,119</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	8,934	7,147	8,934	8,934	8,934	8,934	8,934
Payables.....	11,893	18,086	11,893	11,893	11,893	11,893	11,893
Borrowings and leases .....	9,977	11,068	11,083	11,793	11,787	11,794	11,790
Other.....	101,639	72,494	101,639	101,639	101,639	101,639	101,639
<b>Total current liabilities.....</b>	<b>132,443</b>	<b>108,795</b>	<b>133,549</b>	<b>134,259</b>	<b>134,253</b>	<b>134,260</b>	<b>134,256</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,309	1,147	1,309	1,309	1,309	1,309	1,309
Borrowings and leases .....	328,044	316,934	317,044	305,299	294,184	281,752	268,583
<b>Total non-current liabilities.....</b>	<b>329,353</b>	<b>318,081</b>	<b>318,353</b>	<b>306,608</b>	<b>295,493</b>	<b>283,061</b>	<b>269,892</b>
<b>TOTAL LIABILITIES .....</b>	<b>461,796</b>	<b>426,876</b>	<b>451,902</b>	<b>440,867</b>	<b>429,746</b>	<b>417,321</b>	<b>404,148</b>
<b>EQUITY</b>							
Contributed equity.....	1,703,986	1,740,818	1,743,453	1,770,476	1,802,290	1,827,667	1,853,988
Accumulated surplus/(deficit).....	86,729	77,369	86,588	91,928	88,801	88,368	88,037
Reserves .....	525,946	285,190	525,946	525,946	525,946	525,946	525,946
<b>Total equity .....</b>	<b>2,316,661</b>	<b>2,103,377</b>	<b>2,355,987</b>	<b>2,388,350</b>	<b>2,417,037</b>	<b>2,441,981</b>	<b>2,467,971</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>2,778,457</b>	<b>2,530,253</b>	<b>2,807,889</b>	<b>2,829,217</b>	<b>2,846,783</b>	<b>2,859,302</b>	<b>2,872,119</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	40,588	25,303	35,335	34,558	36,407	38,393	39,320
Capital appropriation.....	24,326	38,829	39,311	27,023	31,814	25,377	26,321
Holding Account drawdowns .....	6,790	5,744	6,238	17,719	7,989	7,615	7,615
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	1,583	8,350	2,686	2,753	2,822
Major State Infrastructure.....	22,469	-	-	-	-	-	-
Other.....	1,085	430	1,653	2,788	48	48	48
<b>Net cash provided by Government .....</b>	<b>95,258</b>	<b>70,306</b>	<b>84,120</b>	<b>90,438</b>	<b>78,944</b>	<b>74,186</b>	<b>76,126</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(70,924)	(67,259)	(67,268)	(68,983)	(71,485)	(73,274)	(75,090)
Grants and subsidies .....	(42)	(161)	(161)	-	-	-	-
Supplies and services.....	(98,107)	(96,662)	(102,474)	(103,011)	(109,396)	(111,251)	(112,837)
Accommodation.....	(13,986)	(13,302)	(13,963)	(17,200)	(17,447)	(17,686)	(17,755)
GST payments.....	(31,338)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)	(1,460)
Finance and interest costs.....	(23,619)	(25,222)	(28,889)	(27,604)	(25,567)	(24,368)	(23,637)
Other payments .....	(28,011)	(19,550)	(19,540)	(19,838)	(20,111)	(21,489)	(20,978)
<b>Receipts</b>							
Grants and subsidies .....	452	-	-	-	-	-	-
Sale of goods and services.....	200,332	165,701	165,268	167,557	171,996	175,358	176,691
GST receipts.....	29,826	1,460	1,460	1,460	1,460	1,460	1,460
Other receipts .....	39,388	28,041	28,581	28,724	29,804	31,034	31,034
<b>Net cash from operating activities .....</b>	<b>3,971</b>	<b>(28,414)</b>	<b>(38,446)</b>	<b>(40,355)</b>	<b>(42,206)</b>	<b>(41,676)</b>	<b>(42,572)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(64,336)	(34,101)	(41,402)	(47,508)	(28,799)	(20,547)	(20,799)
<b>Net cash from investing activities .....</b>	<b>(64,336)</b>	<b>(34,101)</b>	<b>(41,402)</b>	<b>(47,508)</b>	<b>(28,799)</b>	<b>(20,547)</b>	<b>(20,799)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(8,268)	(9,919)	(9,919)	(10,902)	(11,066)	(12,445)	(13,137)
<b>Net cash from financing activities .....</b>	<b>(8,268)</b>	<b>(9,919)</b>	<b>(9,919)</b>	<b>(10,902)</b>	<b>(11,066)</b>	<b>(12,445)</b>	<b>(13,137)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>26,625</b>	<b>(2,128)</b>	<b>(5,647)</b>	<b>(8,327)</b>	<b>(3,127)</b>	<b>(482)</b>	<b>(382)</b>
Cash assets at the beginning of the reporting period .....	112,285	82,535	138,910	133,263	124,936	121,809	121,327
<b>Cash assets at the end of the reporting period .....</b>	<b>138,910</b>	<b>80,407</b>	<b>133,263</b>	<b>124,936</b>	<b>121,809</b>	<b>121,327</b>	<b>120,945</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 Asset Investment 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 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>COMPLETED WORKS</b>							
Asset Replacement - 2023-24 Program .....	143	143	143	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2024-25 Program .....	143	-	-	143	-	-	-
2025-26 Program .....	143	-	-	-	143	-	-
2026-27 Program .....	143	-	-	-	-	143	-
2027-28 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>							
Internal Funds and Balances .....			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. \$300,000 to strengthen online security protocols;
  - 1.2. \$2 million to maintain and enhance gaming products and services;
  - 1.3. \$1.6 million to maintain and replace core ICT systems and environments;
  - 1.4. \$2 million to renew and maintain plant and equipment, including a data and communications refresh; and
  - 1.5. an undisclosed amount due to ongoing commercial-in-confidence negotiations into a major overhaul of existing gaming and support systems, including upgrading technologies that underpin core gaming systems and enhancements to online capabilities and in-store technology.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Business System Program .....	1,452	1,152	-	300	-	-	-
Gaming System Program .....	4,228	2,228	500	500	500	500	500
ICT Infrastructure Programs .....	8,347	6,747	400	400	400	400	400
Plant and Equipment Program .....	2,935	935	350	1,000	500	250	250
<b>NEW WORKS</b>							
Gaming System Renewal <sup>(a)</sup> .....	-	-	-	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>16,962</b>	<b>11,062</b>	<b>1,250</b>	<b>2,200</b>	<b>1,400</b>	<b>1,150</b>	<b>1,150</b>
<b>FUNDED BY</b>							
Internal Funds and Balances .....			1,250	2,200	1,400	1,150	1,150
<b>Total Funding .....</b>			<b>1,250</b>	<b>2,200</b>	<b>1,400</b>	<b>1,150</b>	<b>1,150</b>

(a) Commercial-in-confidence.

# Metropolitan Cemeteries Board

## Part 8 Community Services

### Asset Investment Program

1. The Board's Asset Investment Program (AIP) totals \$42 million over the forward estimates period and will facilitate quality public cemetery services to meet increasing community expectations. This expenditure will assist the State's metropolitan cemetery system to remain financially sustainable over the long term.
2. In 2024-25, \$10.7 million will be spent on infrastructure upgrades of amenities across all sites. This includes investment in new community hub building works commencing in Fremantle, continued investment in key business systems, cemetery grounds development for burial and memorial services, and replacement of fleet, plant and equipment. These works will increase the Board's capability to meet higher funeral activity levels and improve its service delivery.
3. Across the forward estimates period, the AIP provides for the 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 assets for the benefit of the community, industry and Government.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>COMPLETED WORKS</b>							
Building and Infrastructure - 2023-24 Program.....	7,564	7,564	7,564	-	-	-	-
Burials, Entombments and Memorials - 2023-24 Program....	660	660	660	-	-	-	-
Cremators - 2023-24 Program.....	1,142	1,142	1,142	-	-	-	-
Fleet, Plant and Equipment - 2023-24 Program .....	1,285	1,285	1,285	-	-	-	-
<b>NEW WORKS</b>							
Building and Infrastructure							
2024-25 Program.....	8,355	-	-	8,355	-	-	-
2025-26 Program.....	8,216	-	-	-	8,216	-	-
2026-27 Program.....	8,100	-	-	-	-	8,100	-
2027-28 Program.....	8,105	-	-	-	-	-	8,105
Burials, Entombments and Memorials							
2024-25 Program.....	1,185	-	-	1,185	-	-	-
2025-26 Program.....	365	-	-	-	365	-	-
2026-27 Program.....	525	-	-	-	-	525	-
2027-28 Program.....	890	-	-	-	-	-	890
Cremators							
2025-26 Program.....	500	-	-	-	500	-	-
2026-27 Program.....	660	-	-	-	-	660	-
2027-28 Program.....	445	-	-	-	-	-	445
Fleet, Plant and Equipment							
2024-25 Program.....	1,133	-	-	1,133	-	-	-
2025-26 Program.....	986	-	-	-	986	-	-
2026-27 Program.....	1,070	-	-	-	-	1,070	-
2027-28 Program.....	1,465	-	-	-	-	-	1,465
<b>Total Cost of Asset Investment Program .....</b>	<b>52,651</b>	<b>10,651</b>	<b>10,651</b>	<b>10,673</b>	<b>10,067</b>	<b>10,355</b>	<b>10,905</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			10,651	10,673	10,067	10,355	10,905
<b>Total Funding.....</b>			<b>10,651</b>	<b>10,673</b>	<b>10,067</b>	<b>10,355</b>	<b>10,905</b>



## Part 9

### Transport

#### Introduction

The Transport portfolio delivers an accessible, reliable and safe transport system across all modes of transport, including road, rail, bus, ferry, freight, shipping, boating, cycling and active transport. It ensures an integrated transport network that facilitates economic and regional development, and focuses on long-term planning and investment in transport infrastructure for the State's future.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Transport		
– Total Cost of Services .....	717,065	840,186
– Asset Investment Program .....	42,022	110,776
Commissioner of Main Roads		
– Total Cost of Services .....	2,294,735	2,088,533
– Asset Investment Program .....	2,559,101	2,074,754
Public Transport Authority of Western Australia		
– Total Cost of Services .....	2,226,399	2,234,680
– Asset Investment Program .....	3,634,115	3,048,709
Provision for METRONET Projects Under Development		
– Asset Investment Program .....	-	28,433
Fremantle Port Authority		
– Asset Investment Program .....	94,337	116,810

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Kimberley Ports Authority		
– Asset Investment Program .....	12,326	14,300
Mid West Ports Authority		
– Asset Investment Program .....	62,620	124,537
Pilbara Ports Authority		
– Asset Investment Program .....	284,744	479,130
Southern Ports Authority		
– Asset Investment Program .....	70,355	69,072

## Ministerial Responsibilities

Minister	Agency	Services
Deputy Premier; Treasurer; Minister for Transport; Tourism	Transport	<ol style="list-style-type: none"> <li>1. Strategic Transport Policy and Integrated Planning</li> <li>2. Driver and Vehicle Services</li> <li>3. Maritime</li> <li>4. On-demand Transport</li> </ol>
	Commissioner of Main Roads	<ol style="list-style-type: none"> <li>1. Infrastructure for State Development</li> <li>2. Road Network Maintenance</li> <li>3. Road Safety</li> <li>4. Infrastructure for Community Access</li> <li>5. Road System Management</li> <li>6. Road Efficiency Improvements</li> </ol>
Minister for Mines and Petroleum; Ports; Road Safety; Minister Assisting the Minister for Transport	Public Transport Authority of Western Australia	<ol style="list-style-type: none"> <li>1. Metropolitan and Regional Passenger Services</li> <li>2. Country Passenger Rail and Road Coach Services</li> <li>3. Regional School Bus Services</li> <li>4. Rail Corridor and Residual Freight Issues Management</li> </ol>
	METRONET Projects Under Development	n.a.
	Fremantle Port Authority	n.a.
	Kimberley Ports Authority	n.a.
	Mid West Ports Authority	n.a.
	Pilbara Ports Authority	n.a.
	Southern Ports Authority	n.a.





## Division 38 **Transport**

### Part 9 **Transport**

#### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 87 Net amount appropriated to deliver services .....	138,539	153,240	151,289	<b>120,147</b>	110,471	79,203	81,009
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	899	901	1,566	<b>1,613</b>	1,667	1,310	1,342
Total appropriations provided to deliver services .....	139,438	154,141	152,855	<b>121,760</b>	112,138	80,513	82,351
<b>ADMINISTERED TRANSACTIONS</b>							
Item 88 Western Australian Coastal Shipping Commission.....	100	100	100	<b>100</b>	100	100	100
<b>CAPITAL</b>							
Item 154 Capital Appropriation .....	29,857	35,920	27,635	<b>46,757</b>	93,870	47,442	21,910
<b>TOTAL APPROPRIATIONS</b> .....	<b>169,395</b>	<b>190,161</b>	<b>180,590</b>	<b>168,617</b>	<b>206,108</b>	<b>128,055</b>	<b>104,361</b>
<b>EXPENSES</b>							
Total Cost of Services .....	540,652	715,019	717,065	<b>840,186</b>	755,728	631,753	568,507
Net Cost of Services <sup>(a)</sup> .....	185,125	315,428	344,546	<b>425,450</b>	297,181	202,804	171,675
<b>CASH ASSETS</b> <sup>(b)</sup> .....	738,705	479,476	569,776	<b>347,459</b>	305,951	335,685	378,460

(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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Barrack Street Jetty One Replacement .....	-	53	554	555	56
Boating Safety .....	-	173	177	182	186
Commonwealth Government Disaster Ready Fund - Drone Monitoring of At-Risk Coastal Areas .....	63	63	-	-	-
Cyber Security Program .....	-	4,216	5,324	-	-
Exmouth Boat Harbour Dredging .....	1,000	-	-	-	-
Freight Infrastructure - Commercial Option Analysis .....	66	833	-	-	-
Joondalup Driver Assessment Centre .....	3,462	6,388	-	-	-
Maritime Community Infrastructure .....	-	4,000	7,400	-	-
Ocean Reef Marina - Essential Operational Infrastructure .....	-	2,009	2,063	2,886	2,911
Outdoor Adventure Tourism Package					
Maritime Initiatives .....	-	803	1,554	4,055	345
Wadandi Track .....	-	2,818	4,590	4,056	6,036
Regional Airports - Pavement Upgrades .....	2,700	21,280	-	-	-
Transport Sector Emissions Reduction Strategy - South West					
Interconnected System Road Freight Decarbonisation .....	113	528	-	-	-
WestCycle Funding Agreement .....	500	500	500	500	500
Western Australian Public Sector Learning Initiative .....	-	-	(193)	(365)	(419)
<b>Ongoing Initiatives</b>					
Aviation Regulatory and Infrastructure Function .....	-	696	970	1,394	804
Customer Information Centre Service Level Agreement Update .....	111	187	265	336	409
Derby-Broome Regular Public Transport Air Service .....	225	275	350	-	-
Driving Access and Equity Program .....	405	7,970	7,320	-	-
Election Commitment - Cost of Living - Regional Airfare Zone Cap .....	11,031	32,460	21,297	232	237
Enhanced Speed Enforcement Administration .....	7	216	356	491	629
Indian Ocean Territories Service Delivery Agreement Update .....	695	436	436	436	436
Infringement Management Reform Program .....	4,591	17,634	17,114	14,464	14,812
Kimberley Resilience Program - Aboriginal Community Airstrip Renewal Program .....	-	2,000	6,000	-	-
METRONET Program Coordination .....	-	11,748	13,798	410	439
National Disability Insurance Scheme Worker Screening Service Level Agreement Update .....	189	189	189	189	189
National Partnership Agreement for Recreational Fishing and Camping Facilities .....	-	-	590	-	-
National Transport Reform Membership Contributions .....	67	141	157	174	191
Regional Pensioner Travel Card					
Administration Costs .....	-	1,660	1,399	1,545	1,692
Cost of Living - Increase in Card Value .....	-	4,958	5,033	5,103	5,185
ServiceWA App - Future State .....	-	-	992	1,018	1,044
Tantabiddi Boat Ramp Redevelopment Planning .....	650	300	-	-	-
Transfer from the Department of Primary Industries and Regional Development - Carnarvon One Mile Jetty .....	4,500	-	-	-	-
Transfers to Public Transport Authority					
Kenwick Intermodal Terminal Development .....	(10,000)	-	-	-	-
Red and Blue Central Area Transit Bus Services .....	1,082	2,223	2,278	2,335	2,394
Tunnel Monitoring System .....	900	1,100	650	450	400
Transport Planning .....	(928)	30	-	-	-
Transport Portfolio Sustainability and Strategic Projects Unit .....	-	-	314	322	330
Western Australian Bicycle Network (including Principal Shared Path Program) .....	1,700	-	-	-	-
Westport - Business Case and Enabling Works .....	8,850	51,840	25,730	-	-
Zero Emission Vehicle Rebates .....	5,200	-	-	-	-
<b>Other</b>					
2024-25 Tariffs, Fees and Charges .....	2,589	13,596	21,410	14,825	19,000
Bike Month Grant Contribution - Increase in Initiatives .....	25	25	-	-	-
Government Office Accommodation .....	358	409	423	439	-
Government Regional Officer Housing .....	(8)	77	34	29	32
Leave Liability .....	725	725	725	725	-
Regional Workers Incentives Allowance Payments .....	(20)	(20)	(20)	(20)	192
Salaries and Allowances Tribunal .....	-	3	12	13	37
Service Level Agreement for ICT Support Services to the Department of Planning, Lands and Heritage .....	241	241	241	241	241
State Fleet Updates .....	(236)	280	16	5	(9)

## Significant Issues Impacting the Agency

1. As part of the Government's commitment to provide new and improved visitor facilities and services in outdoor and adventure tourism across Western Australia, the Department will spend \$17.5 million to complete the Wadandi Track. Once complete, the track will extend for nearly 110 km, connecting Busselton to Augusta, making it one of the longest walking and cycling trails in Australia. The Government is also investing over \$43 million to enable new and upgraded marine facilities and jetties to encourage Western Australians and visitors to get outdoors and enjoy the State's unique environment. This includes \$17.5 million to extend the northern breakwater of Jurien Bay Boat Harbour and \$16.8 million to upgrade marine facilities at six facilities across the State, as well as an additional \$9.1 million for the Woodman Point Ammunition Jetty replacement.
2. The Department will undertake works to enhance safety and support tourism and charter operators at Barrack Street Jetty One, with \$18.7 million allocated for the replacement of the Jetty. The replacement of the Jetty will ensure its continued operation to support operators based at Barrack Square and recreational vessels.
3. As part of the Ocean Reef Marina project, which is being delivered by DevelopmentWA and will be managed by the Department, \$49.3 million is allocated for the Department to develop essential operational marine infrastructure including a management office and a service jetty.
4. Reliable and affordable air services, particularly between Perth and regional centres, are critical for connecting with family, business travel, access to specialist healthcare, workforce movement and regional tourism. The Regional Airfare Zone Cap initiative offers cheaper airfares for regional residents for personal travel. To support this and provide cost of living assistance for Western Australians, the 2024-25 Budget commits a further \$65.3 million over 2023-24 to 2025-26 to continue the scheme. The Government is also investing in regional airstrips, with \$21.3 million in 2024-25 allocated for the Government's contribution towards the proposed upgrades of the Onslow, Albany, East Kimberley, Carnarvon and Eucla airstrips, which will ensure continued operations of public and private air services in those locations.
5. The Kimberley region has been heavily impacted by bushfires and floods over the past few years. To strengthen the climate resilience of the region's aviation assets, the Government is funding \$8 million through the Aboriginal Community Airstrips Renewal program as part of its Kimberley Resilience Program works to enable priority capital and maintenance works to be undertaken. The works will ensure that aviation operations in these remote communities are able to continue in times of emergency.
6. To provide further cost of living assistance to eligible pensioners in regional Western Australia, an additional \$20.3 million will be spent over the forward estimates period to increase the value of the Regional Pensioner Travel Card by \$100 (from \$575 to \$675) from 1 July 2024.
7. Under the Driving Access and Equity program, disadvantaged drivers are supported to gain their licence. An additional \$15.7 million will be allocated to continue the program into 2025-26, including to expand it into the Great Southern and South West regions and to pilot a new two-year program in metropolitan Perth.
8. In support of the Government's goal to reach net zero greenhouse gas emissions by 2050, an extra \$5.2 million has been allocated for the Zero Emissions Vehicle Rebate scheme. The additional funding will ensure that the scheme, which is a financial incentive to encourage the uptake of zero emission vehicles as part of the Government's Clean Energy Car Fund, will meet the expected additional demand for the rebates as more Western Australians embrace electric vehicles.
9. The Government is also providing an additional \$1.6 million for the Transport Portfolio Sustainability and Strategic Projects Unit to continue to coordinate and lead the Portfolio's climate action and decarbonisation efforts, with a focus on decarbonising the freight sector and establishing a stronger approach regarding the use of lower carbon materials.
10. The continued increase in demand for practical driving assessments (PDAs) has impacted the ability of learner drivers to readily access PDAs. In response, the Department is reviewing its service delivery across the metropolitan region to increase the supply of PDAs and will spend \$9.9 million on the Joondalup Driver Assessment Centre, which specifically caters for a greater volume of PDAs.
11. The Government is investing \$13.6 million to uplift the Department's current cyber security environment. This will establish a more secure digital environment and ensure the continued protection of personal data.

12. In 2024-25, the new infringement processing system and infringement management functions will move from the Western Australia Police Force to the Department. The move to digital and online infringement processing will be integrated with the Department's existing licensing and registration services, which will enable the provision of more customer-focused services and flexible payment options for drivers who receive an infringement.
13. Westport is the program to move Western Australia's container port, with supporting upgrades to the road and rail freight networks, from Fremantle Harbour to Kwinana. The program will be one of the largest infrastructure projects undertaken by the State. Development of the business case is progressing well, with submission to Government for its evaluation anticipated in mid-2024.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Integrated transport systems that facilitate economic development.	1. Strategic Transport Policy and Integrated Planning
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.	2. Driver and Vehicle Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An accessible and safe transport system.	3. Maritime 4. On-demand Transport

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Strategic Transport Policy and Integrated Planning <sup>(a)</sup> .....	148,824	274,462	258,927	328,781	264,910	171,526	107,015
2. Driver and Vehicle Services <sup>(b)</sup> .....	247,294	290,447	306,529	336,576	322,574	303,533	304,941
3. Maritime <sup>(c)</sup> .....	116,838	120,512	122,292	142,928	136,164	125,604	124,821
4. On-demand Transport.....	27,696	29,598	29,317	31,901	32,080	31,090	31,730
<b>Total Cost of Services</b> .....	<b>540,652</b>	<b>715,019</b>	<b>717,065</b>	<b>840,186</b>	<b>755,728</b>	<b>631,753</b>	<b>568,507</b>

(a) Strategic Transport Policy and Integrated Planning expenses in the 2024-25 Budget Year are estimated to increase by \$69.9 million compared to the 2023-24 Estimated Actual due to the ramping up of work associated with the Westport business case and enabling works and additional spending on the Regional Airfare Zone Cap scheme.

(b) Driver and Vehicle Services' expenses in the 2024-25 Budget Year are estimated to increase by \$30 million compared to the 2023-24 Estimated Actual due to the transfer of traffic infringement management and processing from the Western Australia Police Force to the Department.

(c) Maritime expenses in the 2024-25 Budget Year are estimated to increase by \$20.6 million compared to the 2023-24 Estimated Actual mainly due to work related to the new Ocean Reef Marina and increased repairs and maintenance expenditure on maritime infrastructure.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Integrated transport systems that facilitate economic development:</b>					
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port.....	20.1%	20%	18.4%	20%	
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth.....	91.5%	91.4%	91.5%	91.5%	
<b>Outcome: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities:</b>					
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles).....	99.3%	100%	98.3%	100%	
Percentage of driver's licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers).....	97.5%	100%	97.5%	100%	
Percentage of identity credentials compliant with the required standard of biometric quality.....	99.8%	99.8%	99.8%	99.8%	
<b>Outcome: An accessible and safe transport system:</b>					
Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard.....	97.9%	95%	96%	95%	
Percentage of time maritime infrastructure is fit for purpose when required.....	96.3%	100%	95.7%	100%	
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels.....	9.2	9	9.3	9.1	
Percentage of audited authorised on-demand booking services compliant with safety requirements.....	44%	60%	30%	60%	1

(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 percentage of audited authorised on-demand booking services compliant with safety requirements fell in the 2023-24 Estimated Actual compared to the 2023-24 Budget as a result of an increase in the number of small or single fleet operator authorisations. New and small operators find it more difficult to meet the audit requirements, which can impact the performance indicator. The Department's on-demand transport education and compliance program is ongoing and will aim to increase recognition of, and compliance with, the necessary standards for operators.

## Services and Key Efficiency Indicators

### 1. Strategic Transport Policy and Integrated Planning

This service contributes towards the provision of leadership for strategic transport management, development and protection of economic nodes and networks through the provision of a range of services, including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- strategic policy development which supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic transport solutions to Government;
- representation and negotiation, on behalf of the State, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assists in economic development;
- quality assurance and assessment of the return on investment for Government funds in transport projects; and
- monitoring industry and public demand growth to provide best practice transport channels and access which alleviates environmental impacts.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	148,824	274,462	258,927	328,781	1
Less Income .....	58,293	107,072	70,480	100,380	1
Net Cost of Service .....	90,531	167,390	188,447	228,401	
<b>Employees (Full-Time Equivalents) .....</b>	189	203	212	249	2
<b>Efficiency Indicators</b>					
Average cost per hour for strategic policy development and integrated transport planning .....	\$124	\$157	\$161	\$142	3

## Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service and income in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual is mainly due to the ramping up of work associated with the Westport business case and enabling works and additional expenditure through the Regional Airfare Zone Cap scheme.
2. The increase in full-time equivalents in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual is mainly due to Westport planning and an increase in the scope of the Department's transport policy and planning function.
3. The decrease in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual primarily reflects the efficiencies expected to be achieved across the Department's transport planning functions through economies of scale.

## 2. Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with Government legislation and national identity and security and privacy policies;
- assessing driver competency, issuing and renewing driver's licences in accordance with national and Government requirements and driver competency standards;
- securing and maintaining a database of registered vehicles and drivers, and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
- collecting revenue on behalf of Government; and
- informing and educating road users about driver licensing, vehicle registration and related requirements.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 247,294	\$'000 290,447	\$'000 306,529	\$'000 336,576	1
Less Income .....	220,699	217,059	225,886	229,828	
Net Cost of Service .....	26,595	73,388	80,643	106,748	
<b>Employees (Full-Time Equivalents) .....</b>	<b>1,000</b>	<b>1,073</b>	<b>1,114</b>	<b>1,178</b>	<b>1</b>
<b>Efficiency Indicators</b>					
Average cost per vehicle and driver transaction .....	\$18	\$21	\$20	\$20	
Average cost per vehicle inspection performed by vehicle examination centres .....	\$172	\$173	\$206	\$208	2
Average cost per vehicle inspection delivered through authorised inspection stations .....	\$174	\$195	\$179	\$177	
Average cost per driver assessment .....	\$111	\$128	\$135	\$131	

## Explanation of Significant Movements

(Notes)

1. Total Cost of Services and full-time equivalents in the 2024-25 Budget Target are estimated to increase by \$30 million and 64 (respectively) compared to the 2023-24 Estimated Actual mainly due to the transfer of traffic infringement management and processing functions from the Western Australia Police Force to the Department and continued increases in driver and vehicle services.
2. The increase in the 2023-24 Estimated Actual and the 2024-25 Budget Target compared to the 2023-24 Budget is mainly due to a reduction in tow truck and bus inspections conducted at the Department's Vehicle Examination Centres. Metropolitan Authorised Inspection Stations are now also able to conduct these inspections, whereas initial licensing inspections for tow trucks that are already registered in Western Australia were previously limited to being conducted at the Department's Vehicle Examination Centres.

### 3. Maritime

This service contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and a range of marine safety and regulatory and education services including:

- licensing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers and marine pilots;
- regulation and administration of marine operations, including on-water compliance and marine safety education;
- planning, building and managing new and existing land and water-based facilities for use of community as well as recreational and commercial vessels owners;
- provision of coastal engineering advice and solutions for new and existing land and water-based maritime facilities;
- provision of oceanographic, cartographic and geographic information; and
- marine protection through a hazard management response team.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	116,838	120,512	122,292	142,928	1
Less Income .....	68,808	68,280	68,957	74,227	
Net Cost of Service .....	48,030	52,232	53,335	68,701	
<b>Employees (Full-Time Equivalents) .....</b>	259	257	253	278	
<b>Efficiency Indicators</b>					
Average cost per day for planning, delivery, and management of a maritime asset .....	\$91	\$85	\$89	\$97	
Average cost of managing waterways, safety and compliance per registered recreational vehicle .....	\$188	\$180	\$188	\$193	
Cost to maintain marine pollution response preparedness per registered vessel .....	\$50	\$45	\$51	\$57	2



## Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual is mainly due to work related to the new Ocean Reef Marina and increased expenditure on repairs and maintenance for maritime infrastructure.
2. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual is mainly due to increased expenditure associated with meeting the Hazard Management Agency responsibilities as part of the Maritime Environmental Emergency Response by participating in the National Plan Exercise 2025 and engaging in additional exercises with the Australian Maritime Safety Authority and other supplementary drills.

### 4. On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- authorising on-demand booking services;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- investigating complaints from on-demand transport patrons, operators and drivers.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 27,696	\$'000 29,598	\$'000 29,317	\$'000 31,901	
Less Income .....	7,727	7,180	7,196	10,301	1
Net Cost of Service .....	19,969	22,418	22,121	21,600	
<b>Employees (Full-Time Equivalents) .....</b>	<b>59</b>	<b>58</b>	<b>58</b>	<b>57</b>	
<b>Efficiency Indicators</b>					
Cost per on-demand transport authorisation .....	\$151	\$133	\$132	\$104	2

## Explanation of Significant Movements

(Notes)

1. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual is mainly due to forecast increases in passenger transport vehicle and driver transactions.
2. The decrease in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual is mainly due to expected lower contractor and corporate overhead expenses (resulting from economies of scale across the Department). Simultaneously, there is a forecast increase in the volumes of on-demand transport authorisations due to a projected rise in passenger transport vehicle and driver authorisations, which lower the average cost.

## **Asset Investment Program**

### **Cloud Transition Program**

1. Financed by the Digital Capability Fund, this initiative aims to transition the Department's technological framework from traditional on-site equipment and systems to cloud-based solutions. This move will establish the foundational infrastructure of the Department for cloud services, in accordance with the overall government strategy, thereby improving service reliability and accessibility.

### **ServiceWA App Program**

2. This project, also funded through the Digital Capability Fund, will build on and utilise the Office of Digital Government's WA Digital Identity Ecosystem that will enable customers to reuse a digital identity when accessing participating online government services. The Department will participate as a 'Relying Party' by providing customers the option to authenticate to DoTDirect using a digital identity like myGovID.

### **Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure**

3. The Department is responsible for providing and maintaining both medium and low voltage electrical infrastructure within the Fremantle Fishing Boat Harbour. This infrastructure currently supplies all public areas and facilities as well as the commercial tenancies. This project will replace the ageing electrical infrastructure, resulting in a more robust and reliable electricity supply in addition to enhanced safety provisions.

### **Redevelopment of Woodman Point Jetty**

4. This project involves the replacement of the deteriorated recreational jetty located at Woodman Point, which is now over 80 years old. A new jetty concept has been selected at the existing site to enable continued safe recreational use for fishing, diving, swimming, walking and non-motorised vessels. Throughout 2023-24, detailed design continued and planning approval was obtained. Procurement is underway with construction scheduled to commence in 2025-26.

### **Transforming Bunbury's Waterfront - Stage Three, Phase One**

5. The Department continues to work closely with the South West Development Commission to deliver the next phase of Transforming Bunbury's Waterfront. Stage Three, Phase One comprises dredging, a new breakwater, serviced lease sites for the marine industry, and upgraded public boating infrastructure in Casuarina Boat Harbour. Detailed design of the breakwater and dredging is now complete with construction scheduled to commence mid-2024. Design of the landside civil works (earthworks, roads, services and lease sites) is underway with construction to follow breakwater construction in late 2025.

### **On-Demand Transport - Taxi User Subsidy Scheme (TUSS) Reform Program**

6. The TUSS is part of the Department's commitment to facilitating safe, accessible and efficient means of travel for those who are unable to use conventional public transport services. The scheme provides subsidised taxi travel to residents of Western Australia with a severe, permanent disability that prevents them from using conventional public transport services. This program of works will develop a digital solution to modernise the current paper-based TUSS system and processes. Part of a suite of reforms to the scheme, this will facilitate easier access for users as well as prompt and efficient payments to booking services and drivers.

### **Cyber Security Program**

7. This program will reduce the Department's cyber risk profile and ensure the continued protection of personal data.

### **Maritime Facilities Program**

8. This program comprises asset replacement and additional public maritime infrastructure throughout the State to meet current and future boating requirements. Significant projects being delivered in 2024-25 include the Fremantle Fishing Boat Harbour amenities building (following preparatory works to reclaim a suitable area through extension of the service wharf and completion of services upgrades in 2023-24), the floating jetty in Batavia Coast Marina, completion of the Jurien Bay Boat Harbour high voltage electrical upgrade and a sewerage network upgrade at Two Rocks Marina.

### **Vessel and Vehicle Replacement Program**

9. The Department has an ongoing program to replace and refit maritime vessels, vehicles, motors and trailers associated with its non-leased patrol vessel fleet for waterways compliance operations, maritime education operations and hydrographic surveys. In 2024-25, three patrol vessels and five vessels used for marine education will be replaced, one vessel refitted, five engines replaced, and two new multi-beam electronic packages for hydrographic surveys acquired.

### **Albany (Emu Point) Maritime Facility - Jetty B**

10. Jetty B at the Emu Point Maritime Facility in Albany was originally constructed in 1971 and has been in service for over 50 years. Funding of \$1 million has been provisioned for the refurbishment of the Jetty to restore full access to it and the mooring facilities. Works will commence in 2024-25, in order to enable investigations into potential consolidation of City of Albany and the Department's jetty assets, and to allow finalisation of updated concept designs, with stakeholder consultation.

### **Albany Waterfront Marina - Floating Pontoon Jetty**

11. The provision of a short-stay pontoon at the Albany Waterfront Marina is intended to service the needs of harbour users and contribute to future economic development through commercial use. The pontoon will provide a valuable piece of infrastructure that allows passengers to embark and disembark, supporting growth of tourism and recreational boating in the marina. In 2024-25, the Department will commence project planning and approvals required for the floating pontoon.

### **Barrack Street Jetty One Replacement**

12. Jetty One at Barrack Square was originally constructed in 1972 and in recent years its condition has deteriorated, necessitating its replacement. In 2024-25, the Department intends to finalise required heritage approvals and undertake initial construction works to replace the existing jetty structure. Once complete, the new jetty will enable its continued use and contribution to tourism in this important waterfront precinct.

### **Broome Boating Initiative**

13. A total of \$36.3 million has been provisioned for a boating initiative in Broome over 2024-25 to 2026-27.

### **Jurien Bay Boat Harbour Breakwater Extension**

14. The 150-metre extension of the Jurien Bay Boat Harbour northern breakwater will commence in 2024-25, with tender and design documentation to be prepared and works approvals sought. The breakwater extension will limit the ingress of seagrass and lead to improved water quality within the harbour.

### **Ocean Reef Marina - Essential Operational Infrastructure**

15. This project will deliver some of the essential marine infrastructure required to deliver a functional facility at the new Ocean Reef Marina upon its opening, including a marina manager office, pen holder amenities, essential services such as CCTV in the marine enterprise precinct site, and a service jetty with a vessel fuel facility. In 2024-25, the Department will commence the initial stages of planning and design and subsequently start construction.

### **Onslow Community Boating Precinct - Stage Two**

16. This project, which is subject to confirmation of third-party funding arrangements, will deliver up to 12 new floating pens for both charter and recreational use, a carpark extension, additional landscaping and an upgrade to firefighting services required for the new pens. In 2024-25, the Department will liaise with stakeholders and contractors to finalise the Stage Two design and scope of works and update the costs and delivery arrangements.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Business Information Systems - Cloud Transition Program .....	2,498	966	966	1,532	-	-	-
Driver and Vehicle Services - ServiceWA App Program.....	2,945	1,288	1,093	892	765	-	-
<b>Maritime</b>							
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure .....	7,800	1,708	739	6,092	-	-	-
Redevelopment of Woodman Point Jetty.....	18,790	2,390	753	576	15,824	-	-
Transforming Bunbury's Waterfront Stage Three .....	78,100	6,351	3,828	46,100	19,600	6,049	-
On-Demand Transport - TUSS Reform Program .....	10,773	5,587	4,652	5,186	-	-	-
<b>COMPLETED WORKS</b>							
Business Information Systems - Information and Communications Infrastructure - 2023-24 Program .....	4,852	4,852	4,852	-	-	-	-
Corporate - Accommodation and Refurbishment - 2023-24 Program .....	1,803	1,803	1,803	-	-	-	-
Driver and Vehicle Services Reform Program 2023-24 Program .....	3,543	3,543	3,543	-	-	-	-
Infringement Processing System (Infringement Management Reform) .....	4,174	4,174	4,174	-	-	-	-
<b>Maritime</b>							
Albany Waterfront Marina .....	603	603	84	-	-	-	-
Batavia Coast Marina - Floating Jetty/Pens.....	400	400	400	-	-	-	-
Carnarvon Fascine Entrance .....	2,957	2,957	132	-	-	-	-
Hillarys Boat Harbour - Jetties F, G, H, and J.....	7,350	7,350	3,627	-	-	-	-
Marine Oil Pollution Response Equipment - 2023-24 Program .....	476	476	476	-	-	-	-
Maritime Facilities Program - 2023-24 Program .....	8,341	8,341	8,341	-	-	-	-
Navigational Aids Program - 2023-24 Program .....	445	445	445	-	-	-	-
Onslow Community Boating Precinct - Stage One .....	13,366	13,366	348	-	-	-	-
Vessel and Vehicle Replacement Program - 2023-24 Program .....	1,358	1,358	1,358	-	-	-	-
Minor Works - 2023-24 Program .....	408	408	408	-	-	-	-
<b>NEW WORKS</b>							
Business Information Systems - Information and Communications Infrastructure							
2024-25 Program .....	8,165	-	-	8,165	-	-	-
2025-26 Program .....	8,175	-	-	-	8,175	-	-
2026-27 Program .....	6,525	-	-	-	-	6,525	-
2027-28 Program .....	6,525	-	-	-	-	-	6,525
Cyber Security Program.....	4,075	-	-	1,343	2,732	-	-
Corporate - Accommodation and Refurbishment							
2024-25 Program .....	1,490	-	-	1,490	-	-	-
2025-26 Program .....	818	-	-	-	818	-	-
2026-27 Program .....	818	-	-	-	-	818	-
2027-28 Program .....	818	-	-	-	-	-	818
Driver and Vehicle Services Reform Program							
2024-25 Program .....	6,200	-	-	6,200	-	-	-
2025-26 Program .....	6,528	-	-	-	6,528	-	-
2026-27 Program .....	4,200	-	-	-	-	4,200	-
2027-28 Program .....	3,200	-	-	-	-	-	3,200
<b>Maritime</b>							
Albany (Emu Point) Maritime Facility - Jetty B.....	1,038	-	-	1,038	-	-	-
Albany Waterfront Marina - Floating Pontoon Jetty .....	4,000	-	-	150	2,000	1,850	-
Barrack Street Jetty One Replacement .....	17,466	-	-	384	5,689	11,094	299
Broome Boating Initiative.....	36,306	-	-	596	16,218	19,492	-
Jurien Bay Boat Harbour Breakwater Extension.....	17,037	-	-	659	10,339	6,039	-
Marine Oil Pollution Response Equipment							
2024-25 Program .....	113	-	-	113	-	-	-
2025-26 Program .....	200	-	-	-	200	-	-
2026-27 Program .....	200	-	-	-	-	200	-
2027-28 Program .....	200	-	-	-	-	-	200
Maritime Facilities Program							
2024-25 Program .....	12,069	-	-	12,069	-	-	-
2025-26 Program .....	9,180	-	-	-	9,180	-	-
2026-27 Program .....	9,180	-	-	-	-	9,180	-
2027-28 Program .....	9,180	-	-	-	-	-	9,180
Navigational Aids Program							
2024-25 Program .....	912	-	-	912	-	-	-
2025-26 Program .....	912	-	-	-	912	-	-
2026-27 Program .....	912	-	-	-	-	912	-
2027-28 Program .....	912	-	-	-	-	-	912

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Ocean Reef Marina - Essential Operational</b>							
Infrastructure .....	39,447	-	-	11,995	27,452	-	-
Onslow Community Boating Precinct - Stage Two .....	6,500	-	-	-	4,000	2,500	-
<b>Vessel and Vehicle Replacement Program</b>							
2024-25 Program .....	4,746	-	-	4,746	-	-	-
2025-26 Program .....	2,260	-	-	-	2,260	-	-
2026-27 Program .....	580	-	-	-	-	580	-
2027-28 Program .....	580	-	-	-	-	-	580
<b>Minor Works</b>							
2024-25 Program .....	408	-	-	408	-	-	-
2025-26 Program .....	408	-	-	-	408	-	-
2026-27 Program .....	408	-	-	-	-	408	-
2027-28 Program .....	408	-	-	-	-	-	408
Towing Industry Reform Program .....	130	-	-	130	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>404,211</b>	<b>68,366</b>	<b>42,022</b>	<b>110,776</b>	<b>133,100</b>	<b>69,847</b>	<b>22,122</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			27,557	46,671	93,785	47,354	21,823
Funding included in Department of Treasury -							
Administered Item .....			-	150	6,000	4,350	-
Internal Funds and Balances .....			1,890	17,508	10,218	12,094	299
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....			6,475	4,230	3,497	-	-
Royalties for Regions Fund .....			2,057	47,138	19,600	6,049	-
Other .....			1,000	(5,121)	(200)	-	-
Other Grants and Subsidies .....			3,043	200	200	-	-
<b>Total Funding .....</b>			<b>42,022</b>	<b>110,776</b>	<b>133,100</b>	<b>69,847</b>	<b>22,122</b>

## Financial Statements

### Income Statement

#### Expenses

1. Total Cost of Services is estimated to increase by \$123.1 million in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual. This is mainly due to the continuation of METRONET program coordination, Westport planning, additional expenditure through the Regional Airfare Zone Cap scheme, pavement upgrades at regional airports and the transfer of traffic infringement management and processing functions from the Western Australia Police Force to the Department.

#### Income

2. Total grants and subsidies are estimated to increase by \$26.6 million in the 2024-25 Budget and by \$62 million in the 2025-26 Outyear compared to the 2023-24 Estimated Actual, primarily due to the retiming (to later years) of Commonwealth Government revenue associated with the Western Australian Agricultural Supply Chain Improvements Program.

### Statement of Financial Position

3. Total assets are expected to decrease by \$113.3 million in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual. This reflects a reduction in restricted cash assets for funding allocated from the Perth Parking Licensing Account to the Causeway Cyclist and Pedestrian Bridges and allocations from the Westport Special Purpose Account for land acquisitions. These reductions are offset by an increase in assets, mainly related to delivery of the next phase of Transforming Bunbury's Waterfront.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	168,571	194,212	197,480	221,856	217,439	196,073	199,008
Grants and subsidies (c) .....	144,269	215,512	225,813	245,047	174,724	125,997	125,007
Supplies and services .....	131,487	199,019	188,324	242,041	226,681	183,411	118,608
Accommodation .....	27,748	28,196	29,831	33,103	35,163	34,077	34,820
Depreciation and amortisation .....	24,353	28,351	26,537	32,266	34,426	35,014	35,117
Finance and interest costs .....	119	197	167	326	295	145	136
Other expenses .....	44,105	49,532	48,913	65,547	67,000	57,036	55,811
<b>TOTAL COST OF SERVICES .....</b>	<b>540,652</b>	<b>715,019</b>	<b>717,065</b>	<b>840,186</b>	<b>755,728</b>	<b>631,753</b>	<b>568,507</b>
<b>Income</b>							
Sale of goods and services .....	35,030	36,163	37,752	39,302	40,292	38,677	39,691
Regulatory fees and fines .....	189,213	192,550	196,012	205,773	212,201	215,548	217,294
Grants and subsidies .....	7,330	48,138	12,657	39,301	74,630	38,970	1,694
Taxation .....	90,520	92,942	95,942	96,619	99,801	103,377	105,660
Other revenue .....	33,434	29,798	30,156	33,741	31,623	32,377	32,493
<b>Total Income .....</b>	<b>355,527</b>	<b>399,591</b>	<b>372,519</b>	<b>414,736</b>	<b>458,547</b>	<b>428,949</b>	<b>396,832</b>
<b>NET COST OF SERVICES .....</b>	<b>185,125</b>	<b>315,428</b>	<b>344,546</b>	<b>425,450</b>	<b>297,181</b>	<b>202,804</b>	<b>171,675</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	139,438	154,141	152,855	121,760	112,138	80,513	82,351
Resources received free of charge .....	2,082	1,989	1,989	1,989	1,989	1,989	1,989
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	-	4,000	7,400	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	50,911	60,763	70,143	93,059	70,734	66,545	37,569
Other appropriations .....	-	-	-	14,030	1,500	4,000	-
Other revenues .....	74,254	69,130	76,917	89,161	88,464	87,606	88,835
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>266,685</b>	<b>286,023</b>	<b>301,904</b>	<b>323,999</b>	<b>282,225</b>	<b>240,653</b>	<b>210,744</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>81,560</b>	<b>(29,405)</b>	<b>(42,642)</b>	<b>(101,451)</b>	<b>(14,956)</b>	<b>37,849</b>	<b>39,069</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,507, 1,637 and 1,762 respectively.

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

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Active Traffic Management.....	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Aviation (Public Air Route) Subsidies .....	1,608	3,450	1,841	1,425	1,500	700	500
Coastal Projects and Zone Management .....	4,776	3,652	3,866	5,519	2,217	1,057	1,057
Community Police .....	2,728	2,100	3,100	2,100	2,100	2,100	2,100
Driving Access and Equity Program .....	2,767	4,800	5,483	6,006	5,400	-	-
Fare Subsidies (Pensioners) .....	1,070	1,589	1,589	1,589	1,589	1,589	1,589
Fremantle Container Rail Subsidy.....	5,910	8,709	8,709	8,956	8,956	8,956	8,956
Inner City Projects - CBD Transport Plan .....	7,239	15,775	13,985	10,934	-	-	-
Inter-Regional Flight Network Expansion .....	-	900	1,800	900	900	450	-
Kenwick Intermodal Terminal Development .....	-	10,000	-	-	-	-	-
Kimberley Resilience Program - Aboriginal Community Airstrip Renewal Program.....	-	-	-	2,000	6,000	-	-
Marine Communications.....	736	745	745	670	670	670	670
Multi-Purpose Taxi - Vehicle Modification Grant ...	479	720	720	720	720	720	720
National Partnership Agreement for Recreational Fishing and Camping Facilities ...	-	357	357	-	-	-	-
National Transport Reforms .....	336	354	362	466	482	499	516
Other Grants and Subsidies .....	445	1,114	1,085	1,027	902	804	804
Outdoor Adventure Tourism Package .....	-	-	-	3,485	6,007	7,973	5,953
Public Transport Authority							
Central Area Transit Bus Services.....	20,209	20,275	21,357	20,565	20,570	20,627	20,686
Electric Buses and Depot Modifications.....	-	22,000	4,500	17,500	-	-	-
Tunnel Monitoring System .....	2,410	3,349	3,523	3,056	850	650	600
Recreational Boat Facilities .....	1,541	1,500	1,500	3,106	2,090	1,500	1,500
Regional Airfare Zone Cap .....	13,943	22,248	34,485	35,874	20,879	-	-
Regional Airport Development Scheme .....	671	1,935	6,123	1,935	1,935	1,935	1,935
Regional Airports - Pavement Upgrades .....	-	-	5,000	21,280	-	-	-
Regional Pensioner Travel Card .....	27,543	29,653	29,653	35,029	35,522	32,671	32,748
Student Fare Concessions .....	1,082	1,241	1,241	1,241	1,241	1,241	1,241
Taxi User Co-Payment .....	3,949	1,959	1,959	1,959	1,959	1,959	1,959
Taxi User Subsidy Scheme .....	11,973	10,826	10,826	10,826	10,826	10,826	10,826
Western Australian Bicycle Network (including Principal Shared Path Program) .....	23,659	26,987	34,138	27,099	38,949	26,820	28,397
Westport							
Bulk Trade Relocation .....	151	-	-	-	-	-	-
Enabling Works.....	-	-	200	690	10	-	-
Fremantle Port Authority - Feasibility Studies.....	833	2,000	4,314	1,953	200	-	-
Future of Fremantle .....	438	562	1,312	-	-	-	-
Zero Emission Vehicle Purchase Rebates .....	5,523	14,462	19,790	14,887	-	-	-
<b>TOTAL .....</b>	<b>144,269</b>	<b>215,512</b>	<b>225,813</b>	<b>245,047</b>	<b>174,724</b>	<b>125,997</b>	<b>125,007</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	180,035	97,157	160,443	119,210	98,547	98,271	98,084
Restricted cash.....	554,151	377,733	404,334	222,772	201,362	230,773	273,089
Holding Account receivables.....	-	2,600	1,300	3,325	5,350	6,075	6,075
Receivables.....	24,324	27,673	24,324	24,324	24,324	24,324	24,324
Other.....	5,190	4,958	5,190	5,190	5,190	5,190	5,190
<b>Total current assets.....</b>	<b>763,700</b>	<b>510,121</b>	<b>595,591</b>	<b>374,821</b>	<b>334,773</b>	<b>364,633</b>	<b>406,762</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	342,678	362,550	363,846	390,995	420,204	450,952	481,823
Property, plant and equipment.....	475,989	520,002	502,079	590,455	702,407	747,738	745,974
Intangibles.....	52,639	45,733	48,904	40,367	30,650	21,051	11,452
Restricted cash.....	4,519	4,586	4,999	5,477	6,042	6,641	7,287
<b>Total non-current assets.....</b>	<b>875,825</b>	<b>932,871</b>	<b>919,828</b>	<b>1,027,294</b>	<b>1,159,303</b>	<b>1,226,382</b>	<b>1,246,536</b>
<b>TOTAL ASSETS.....</b>	<b>1,639,525</b>	<b>1,442,992</b>	<b>1,515,419</b>	<b>1,402,115</b>	<b>1,494,076</b>	<b>1,591,015</b>	<b>1,653,298</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	29,085	30,772	31,466	33,847	36,228	37,309	37,665
Payables.....	23,684	13,901	22,676	22,676	22,676	22,676	22,676
Borrowings and leases.....	2,452	2,169	2,356	2,220	2,358	2,234	2,370
Other.....	6,751	2,072	6,751	6,751	6,751	6,751	6,751
<b>Total current liabilities.....</b>	<b>61,972</b>	<b>48,914</b>	<b>63,249</b>	<b>65,494</b>	<b>68,013</b>	<b>68,970</b>	<b>69,462</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	7,188	6,317	7,188	7,188	7,188	7,188	7,188
Borrowings and leases.....	1,649	4,412	4,607	3,673	4,400	3,669	3,469
Other.....	4,714	-	4,714	4,714	4,714	4,714	4,714
<b>Total non-current liabilities.....</b>	<b>13,551</b>	<b>10,729</b>	<b>16,509</b>	<b>15,575</b>	<b>16,302</b>	<b>15,571</b>	<b>15,371</b>
<b>TOTAL LIABILITIES.....</b>	<b>75,523</b>	<b>59,643</b>	<b>79,758</b>	<b>81,069</b>	<b>84,315</b>	<b>84,541</b>	<b>84,833</b>
<b>EQUITY</b>							
Contributed equity.....	945,907	878,602	860,359	847,195	950,866	1,009,725	1,032,643
Accumulated surplus/(deficit).....	601,447	498,287	558,805	457,354	442,398	480,247	519,316
Reserves.....	16,648	6,460	16,497	16,497	16,497	16,502	16,506
<b>Total equity.....</b>	<b>1,564,002</b>	<b>1,383,349</b>	<b>1,435,661</b>	<b>1,321,046</b>	<b>1,409,761</b>	<b>1,506,474</b>	<b>1,568,465</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>1,639,525</b>	<b>1,442,992</b>	<b>1,515,419</b>	<b>1,402,115</b>	<b>1,494,076</b>	<b>1,591,015</b>	<b>1,653,298</b>

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



**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	118,337	129,742	130,387	92,586	80,904	49,040	51,480
Capital appropriation.....	29,857	35,920	27,635	46,757	93,870	47,442	21,910
Administered equity contribution.....	-	-	-	150	6,000	4,350	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	-	4,000	7,400	-	-
Climate Action Fund.....	1,293	1,608	1,580	1,048	-	-	-
Digital Capability Fund .....	15,462	17,271	13,933	16,543	10,892	1,018	1,044
Royalties for Regions Fund							
Regional Community Services Fund .....	50,911	60,763	70,143	93,059	70,734	66,545	37,569
Regional Infrastructure and Headworks							
Fund .....	2,959	18,993	2,057	47,138	19,600	6,049	-
Receipts paid into Consolidated Account .....	-	(307)	(933)	(280)	-	-	-
Other.....	93,926	69,972	77,759	89,825	88,464	87,606	88,835
Administered appropriations .....	-	-	-	14,030	1,500	4,000	-
<b>Net cash provided by Government .....</b>	<b>312,745</b>	<b>333,962</b>	<b>322,561</b>	<b>404,856</b>	<b>379,364</b>	<b>266,050</b>	<b>200,838</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(165,800)	(192,556)	(195,099)	(219,476)	(215,057)	(194,995)	(198,653)
Grants and subsidies .....	(143,094)	(215,512)	(226,821)	(245,047)	(174,724)	(125,997)	(125,007)
Supplies and services .....	(120,961)	(195,350)	(184,590)	(237,874)	(222,616)	(178,354)	(113,515)
Accommodation.....	(27,671)	(28,196)	(29,058)	(32,553)	(35,243)	(34,053)	(34,783)
GST payments.....	(36,462)	(26,706)	(26,706)	(26,706)	(26,706)	(26,706)	(26,706)
Finance and interest costs.....	-	(197)	(166)	(326)	(295)	(145)	(136)
Other payments .....	(44,181)	(51,212)	(51,431)	(68,272)	(68,996)	(60,126)	(58,952)
<b>Receipts (b)</b>							
Regulatory fees and fines .....	188,770	192,550	196,012	205,773	212,201	215,548	217,294
Grants and subsidies .....	7,248	48,138	12,657	39,301	74,630	38,970	1,694
Sale of goods and services.....	34,392	35,321	36,910	38,637	40,292	38,677	39,691
Taxation.....	90,395	92,942	95,942	96,619	99,801	103,377	105,660
GST receipts.....	33,531	26,706	26,706	26,706	26,706	26,706	26,706
Other receipts .....	26,065	29,731	30,089	33,614	31,623	32,378	32,494
<b>Net cash from operating activities .....</b>	<b>(157,768)</b>	<b>(284,341)</b>	<b>(315,555)</b>	<b>(389,604)</b>	<b>(258,384)</b>	<b>(164,720)</b>	<b>(134,213)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(43,667)	(63,010)	(42,022)	(110,776)	(133,100)	(69,847)	(22,122)
Proceeds from sale of non-current assets .....	353	307	307	280	-	-	-
<b>Net cash from investing activities .....</b>	<b>(43,314)</b>	<b>(62,703)</b>	<b>(41,715)</b>	<b>(110,496)</b>	<b>(133,100)</b>	<b>(69,847)</b>	<b>(22,122)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(12,309)	(2,797)	(2,954)	(2,652)	(2,698)	(1,749)	(1,728)
Other payments .....	-	(108,500)	(102,033)	(92,225)	(29,594)	(2,983)	(2,983)
<b>Net cash from financing activities .....</b>	<b>(12,309)</b>	<b>(111,297)</b>	<b>(104,987)</b>	<b>(94,877)</b>	<b>(32,292)</b>	<b>(4,732)</b>	<b>(4,711)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	99,354	(124,379)	(139,696)	(190,121)	(44,412)	26,751	39,792
Cash assets at the beginning of the reporting period .....	718,305	621,384	738,705	569,776	347,459	305,951	335,685
Net cash transferred to/from other agencies .....	(78,954)	(17,529)	(29,233)	(32,196)	2,904	2,983	2,983
<b>Cash assets at the end of the reporting period .....</b>	<b>738,705</b>	<b>479,476</b>	<b>569,776</b>	<b>347,459</b>	<b>305,951</b>	<b>335,685</b>	<b>378,460</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)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Boat Registration Fees .....	23,296	25,321	25,321	26,295	27,859	29,517	31,274
Jetty Licences and Coastal Facility Fees .....	13,278	13,129	13,129	14,608	14,989	15,360	15,740
Motor Driver's Licence Fees .....	81,439	82,481	85,944	99,549	101,479	100,391	98,036
Motor Vehicle Recording Fee .....	57,821	58,495	58,494	48,221	49,390	50,532	51,667
On-Demand Transport Fees .....	7,594	7,115	7,115	10,235	11,188	12,183	12,740
Other Driver and Vehicle Services Fees .....	4,646	4,626	4,626	5,744	6,132	6,347	6,569
Other Marine Safety Fees .....	697	1,383	1,383	1,118	1,164	1,214	1,266
<b>Grants and Subsidies</b>							
Grants and Contributions Received .....	64,450	80,897	52,662	88,958	122,627	85,114	48,324
<b>Sale of Goods and Services</b>							
Commissions .....	29,356	31,800	31,800	33,452	34,298	35,875	35,892
Motor Vehicle Inspection Fees .....	34,392	35,321	36,910	38,637	40,292	38,677	39,691
Sale of Goods and Services .....	501	655	655	680	706	706	706
<b>Taxation</b>							
Motor Vehicle Plate Fees .....	25,408	21,222	24,222	22,241	22,899	23,570	23,912
Motor Vehicle Transfer Fees .....	11,525	11,801	11,801	11,979	12,238	12,496	12,752
Perth Parking Levy .....	53,462	59,919	59,919	62,401	64,665	67,313	68,998
<b>GST Receipts</b>							
GST Input Credits .....	25,444	18,825	18,825	18,825	18,825	18,825	18,825
GST Receipts on Sales .....	8,087	7,881	7,881	7,881	7,881	7,881	7,881
<b>Other Receipts</b>							
Interest Revenue .....	569	296	296	296	296	296	296
Other Revenue .....	8,690	11,241	11,599	12,099	11,431	11,014	11,247
Rents and Leases .....	18,249	19,159	19,159	22,846	20,870	21,392	21,926
Service Delivery Agreement .....	5,423	3,793	4,334	4,410	4,488	4,559	4,632
Special Purpose Account .....	16,755	18,879	15,513	21,591	18,292	1,018	1,044
<b>TOTAL</b> .....	491,082	514,239	491,588	552,066	592,009	544,280	513,418

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Taxation</b>							
Motor Vehicle Licence Fees .....	1,204,720	1,262,972	1,293,665	1,366,341	1,447,113	1,513,641	1,581,735
On-Demand Transport Levy .....	412	-	-	-	-	-	-
<b>Fines</b>							
Final Demand Fees .....	2,961	2,757	2,256	2,256	2,256	2,256	2,256
Other Fines .....	18,336	23,028	23,028	23,028	23,028	23,028	23,028
Plate and Transfer Infringements .....	8,438	8,688	9,189	9,327	9,531	9,748	9,978
Speed and Red Light Fines .....	103,847	80,607	92,539	88,228	90,007	91,773	93,539
<b>Other</b>							
Appropriation .....	100	100	100	100	100	100	100
Off-Road Vehicle Fees .....	122	182	182	114	113	113	113
<b>TOTAL ADMINISTERED INCOME</b> .....	1,338,936	1,378,334	1,420,959	1,489,394	1,572,148	1,640,659	1,710,749
<b>EXPENSES</b>							
<b>Statutory Authorities</b>							
Western Australian Coastal Shipping							
Commission .....	100	100	100	100	100	100	100
<b>Other</b>							
All Other Expenses .....	6,633	-	-	-	-	-	-
Payments to Consolidated Account .....	1,229,255	1,297,444	1,328,137	1,400,951	1,481,927	1,548,672	1,616,996
Payments to Off-Road Vehicle Trust Account .....	123	183	183	115	114	114	114
Payments to Road Trauma Trust Account .....	103,847	80,607	92,539	88,228	90,007	91,773	93,539
<b>TOTAL ADMINISTERED EXPENSES</b> .....	1,339,958	1,378,334	1,420,959	1,489,394	1,572,148	1,640,659	1,710,749

# Division 39 Commissioner of Main Roads

## Part 9 Transport

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 89 Net amount appropriated to deliver services .....	470,223	582,788	638,124	<b>626,522</b>	638,167	649,723	655,159
<b>Amount Authorised by Other Statutes</b>							
- Road Traffic (Administration) Act 2008 .....	894,978	832,534	863,227	<b>969,932</b>	1,138,523	1,261,976	1,312,470
- Salaries and Allowances Act 1975.....	427	428	428	<b>439</b>	466	475	475
Total appropriations provided to deliver services .....	1,365,628	1,415,750	1,501,779	<b>1,596,893</b>	1,777,156	1,912,174	1,968,104
<b>CAPITAL</b>							
Item 155 Capital Appropriation .....	280,351	238,950	303,768	<b>328,753</b>	165,060	300,234	55,650
Road Traffic (Administration) Act 2008 .....	321,086	437,938	437,938	<b>403,909</b>	316,090	259,165	276,765
<b>TOTAL APPROPRIATIONS</b> .....	<b>1,967,065</b>	<b>2,092,638</b>	<b>2,243,485</b>	<b>2,329,555</b>	<b>2,258,306</b>	<b>2,471,573</b>	<b>2,300,519</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,739,774	2,149,159	2,294,735	<b>2,088,533</b>	2,019,203	1,910,985	1,839,407
Net Cost of Services <sup>(a)(b)</sup> .....	488,080	127,022	462,441	<b>914,567</b>	1,037,197	1,106,452	1,473,127
<b>CASH ASSETS</b> <sup>(c)</sup> .....	<b>266,548</b>	<b>182,374</b>	<b>299,445</b>	<b>107,253</b>	<b>121,249</b>	<b>491,234</b>	<b>875,223</b>

- (a) Represents Total Cost of Services (expenses) less retained revenues applied to Main Roads' 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 the Net Cost of Services includes all sources of non-government receipts, the value of both road assets transferred in and Commonwealth funding is included as an offset to the Total Cost of Services. This can result in a negative Net Cost of Services in some years.
- (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 Main Roads' Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Ex-Tropical Cyclone Ellie Associated Works .....	32,300	-	-	-	-
Maintenance - Develop Sustainable Funding Model .....	250	250	-	-	-
Murdoch Health and Knowledge Precinct Infrastructure Planning.....	2,500	-	-	-	-
Neerabup Strategic Link - Flynn Drive Upgrade .....	5,000	5,000	5,000	-	-
Oakajee Strategic Industrial Area Access Road .....	2,000	17,150	-	-	-
Transport Planning .....	4,702	3,906	-	-	-
Warmun Airstrip Upgrade .....	2,700	-	-	-	-
<b>Ongoing Initiatives</b>					
Black Spot Program .....	1,438	1,438	2,563	2,563	2,563
Bridges Renewal Program.....	4,320	3,779	12,844	2,750	-
District Allowances .....	(37)	(37)	(37)	(37)	(37)
Gnangara Road Duplication .....	1,000	3,250	4,500	-	-
Heavy Vehicle Safety and Productivity Program .....	350	968	1,452	-	-
Kwinana and Mitchell Freeway Barriers .....	(1,919)	2,900	-	-	-
Metropolitan Intersections Low-Cost Treatment Program .....	(2,000)	-	-	-	-
Morley Drive Constance Street Intersection .....	-	1,400	-	-	-

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Morrison Road Planning Update .....	(470)	-	-	-	-
Motor Vehicle Licence Fee Revenue Update .....	-	9,539	13,980	15,053	15,635
National Land Transport Network Maintenance Update .....	(572)	(572)	(572)	(572)	(572)
Revised Grant Payments.....	(2,010)	66,000	288,712	(23,000)	(57,570)
Shady Hills Access Road .....	760	1,440	-	-	-
Stirling Bus Interchange .....	-	83,780	-	-	-
Walter Padbury/Hepburn Avenue Intersection Upgrade.....	2,000	-	-	-	-
<b>Other</b>					
Depreciation Update.....	(52,711)	39,447	31,470	265,002	148,418
External Works Update.....	-	-	(13,613)	(11,227)	(19,765)
Interest on Borrowings.....	5,091	-	-	-	-
Salaries and Allowances Tribunal .....	-	-	16	14	14
State Fleet Updates.....	(1,532)	(461)	1,425	1,254	1,245

## Significant Issues Impacting the Agency

- Continuing the trend from previous years, supply constraints have continued to impact Main Roads' construction and maintenance costs. In particular, difficulties accessing skilled labour, combined with the price and availability of materials (including steel, concrete, asphalt and fuel), has been challenging. Main Roads is continuing its sustainable pipeline of infrastructure investments using a consultative framework with the civil construction industry to assist in managing these supply and cost pressures. Main Roads' collaborative approach with industry and training partners continues to develop employment, training and new capabilities to build confidence within the construction sector, encourage its growth, and create permanent jobs.
- Main Roads is at the forefront of implementing the Government's Aboriginal Empowerment Strategy 2021-2029 and commitments under the National Agreement on Closing the Gap. There are tangible increases in the number of Aboriginal employment and business opportunities across the civil construction industry. In 2022-23, Main Roads spent \$132 million with Aboriginal businesses and over 550,000 hours were worked by Aboriginal people. Over the six-year period 2021-22 to 2026-27, and aligned to the Government's Aboriginal Procurement Policy, targets have been set by Government to award \$700 million of contracts to Aboriginal businesses, and to have 3.5 million work hours completed by Aboriginal workers on State transport infrastructure programs, which includes the Tanami Road and Bunbury Outer Ring Road projects and maintenance programs. Main Roads continues to focus on sustainable and long-term opportunities for the civil construction industry to ensure Aboriginal businesses can support an ongoing program of works for skilled Aboriginal workers. This is being supported by dedicated regional Aboriginal Engagement Advisors to develop relationships and support business opportunities in regional areas and with local communities.
- While it is understood that vehicle automation has the potential to significantly reduce the level of road trauma in the long term, the benefits will not be seen until there is a significant take-up of the technology in the vehicle fleet. Therefore, the most significant improvements to road safety in the medium term will come from infrastructure investment and behaviour management. Road-related deaths and serious injuries need to be reduced by 50% to achieve the 2030 targets set by State and Commonwealth strategies.
- Main Roads' delivery of the Regional Road Safety Program is contributing to a reduction in the number of people killed and seriously injured on regional highways and roads. A sample analysis undertaken during the six to 12 months following the completion of works in December 2022 has shown that sections of road treated under the Program have seen a 50% reduction in fatalities and a 35% reduction in serious injuries when compared to the average of the five years prior to the works. In 2024-25 Main Roads will invest \$107.2 million, allowing the Program to continue rolling out the sealing of shoulders and installation of audible edge lines, which are proven treatments to reduce single vehicle run off road crashes.
- Congestion has a significant impact on the State's productivity, safety, health, and environment and affects all road users, including private vehicles, buses, pedestrians, cyclists, and the movement of freight. Main Roads uses Intelligent Transport System technology to optimise the real-time management of the network and provide traveller information, offering significant opportunities including improved safety, efficiency and sustainability.

6. Main Roads has transitioned road maintenance delivery, some minor capital works, and incident response services in-house as current contracts conclude. The transition will be fully completed by December 2025 and see up to 660 permanent jobs created internally, with 490 of these positions to be located across regional Western Australia. The change will enable Main Roads to offer more regional training and employment opportunities whilst boosting regional economic growth.
7. Following the release of the Western Australian Climate Policy, Main Roads is developing a Net Zero Transition Plan which will guide actions in support of the State's aspiration to achieve net zero greenhouse gas emissions by 2050. The plan will focus on Main Roads' operations and infrastructure investments. This new plan will replace the existing Carbon Reduction Plan and target and position Main Roads to support the achievement of the State's long-term target of net zero emissions by 2050.

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

Government Goals	Desired Outcomes	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Facilitate economic and regional development.	1. Infrastructure for State Development
	A well-maintained road network.	2. Road Network Maintenance
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	A safe road environment.	3. Road Safety
	Improved community access and roadside amenity.	4. Infrastructure for Community Access
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Reliable and efficient movement of people and goods.	5. Road System Management
		6. Road Efficiency Improvements

## Total Cost of Services - Reconciliation to Service Summary Table

Expense	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Total Cost of Services</b> .....	1,739,774	2,149,159	2,294,735	2,088,533	2,019,203	1,910,985	1,839,407
<i>Add:</i>							
Road Infrastructure Capital Works <sup>(a)</sup> .....	2,077,999	2,286,205	2,559,101	2,074,754	1,470,847	1,376,631	648,629
<i>Less:</i>							
Local Government Network Expenditure State Road Funds to Local Government Agreement .....	(240,943)	(252,594)	(258,733)	(273,268)	(289,423)	(302,728)	(316,347)
Non-Cash Expenditure							
Road Infrastructure Depreciation <sup>(b)</sup> .....	(533,811)	(632,897)	(609,481)	(659,293)	(690,752)	(703,046)	(704,167)
Road Transfers and Retirements <sup>(c)</sup> .....	(45,532)	(172,974)	(142,381)	(47,815)	(44,473)	(199,343)	(81,641)
<b>Adjusted Total Cost of Services</b> .....	2,997,487	3,376,899	3,843,241	3,182,911	2,465,402	2,082,499	1,385,881

(a) Road Infrastructure Capital Works reflects road works expenditure capitalised to infrastructure which is not reflected in the Income Statement in accordance with AASB 1055: *Budgetary Reporting*.

(b) Road Infrastructure Depreciation includes amortisation of intangibles.

(c) Road Transfers and Retirements reflects retired non-current fixed assets expense and expenditure related to non-current fixed assets transferred to local authorities, both of which are non-cash transactions.

## Service Summary

Expense	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
1. Infrastructure for State Development <sup>(a)</sup> .....	546,265	578,202	638,232	489,781	708,904	555,598	58,928
2. Road Network Maintenance <sup>(b)(c)</sup> .....	577,533	421,266	481,742	434,040	370,974	383,320	340,259
3. Road Safety <sup>(d)</sup> .....	319,911	343,711	493,817	280,509	143,535	166,606	140,520
4. Infrastructure for Community Access .....	203,826	192,745	329,083	316,372	322,819	148,229	214,313
5. Road System Management .....	187,514	233,063	222,874	198,633	209,139	176,631	176,845
6. Road Efficiency Improvements <sup>(e)(f)</sup> .....	1,162,438	1,607,912	1,677,493	1,463,576	710,031	652,115	455,016
<b>Total Cost of Services</b> .....	2,997,487	3,376,899	3,843,241	3,182,911	2,465,402	2,082,499	1,385,881

(a) The movements in Infrastructure for State Development from the 2023-24 Budget to the 2027-28 Outyear is mainly due to the scheduling of the \$2 billion Tonkin Highway Corridor Upgrade program.

(b) The movements in Road Network Maintenance from the 2023-24 Budget to the 2024-25 Budget Year is mainly due to response works associated with Ex-Tropical Cyclone Ellie.

(c) The decrease in Road Network Maintenance from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to works on the Great Northern Highway.

(d) The movements in Road Safety from the 2023-24 Budget to the 2025-26 Outyear is mainly due to the scheduling of the specific tranches of the Regional Road Safety Program.

(e) The reduction in Road Efficiency Improvements from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to the forecast completion of the Bunbury Outer Ring Road and the current stage of Smart Freeways.

(f) The reduction in Road Efficiency Improvements from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to the reduced expenditure on works for Bunbury Outer Ring Road, Stephenson Avenue Extension and the New Fitzroy River Crossing Bridge.

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Facilitate economic and regional development:</b>					
Return on construction expenditure.....	2.31	1.6	2	1.64	1
<b>Outcome: A well maintained road network:</b>					
Smooth travel exposure.....	98%	n.a.	n.a.	98%	2
Community satisfaction with road maintenance .....	82%	90%	90%	90%	
Preventative maintenance indicator .....	89%	85%	85%	85%	
<b>Outcome: A safe road environment:</b>					
Community satisfaction with road safety .....	89%	90%	90%	90%	
Black spot location indicator .....	7.09	7.2	6.86	6.64	3
<b>Outcome: Improved community access and roadside amenity:</b>					
Percentage of the year that 100% of Main Roads' State road network is available .....	75%	95%	90%	95%	4
Community satisfaction with cycleways and pedestrian facilities .....	86%	90%	90%	90%	
<b>Outcome: Reliable and efficient movement of people and goods:</b>					
Community satisfaction .....	88%	90%	90%	90%	
Road network permitted for use by heavy freight vehicles:					
B-Doubles 27.5 metres.....	98%	97%	98%	97%	
Double road trains 27.5 metres.....	98%	97%	97%	97%	
Double road trains 36.5 metres.....	82%	80%	81%	80%	
Triple road trains 53.5 metres.....	45%	45%	45%	45%	
Network configuration:					
Roads .....	94%	94%	94%	94%	
Bridges:					
Strength .....	94%	94%	94%	94%	
Width.....	96%	96%	96%	96%	

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

**Explanation of Significant Movements**

(Notes)

1. The lower 2024-25 Budget Target of 1.64 reflects the costs of completing a number of significant projects, including Tonkin Highway Gap and Mitchell Freeway-Hodges Drive to Hepburn Avenue Widening Southbound. Returns on newly developed projects are being impacted by escalation in materials and construction prices.
2. The smooth travel exposure indicator is based on the percentage of travel undertaken on the State road network meeting specific roughness criteria. In 2011, it was agreed to only capture data used for this reporting on a biennial basis.
3. A reduction for the black spot location indicator reflects the reduction of crashes.
4. The 2023-24 Estimated Actual is lower than the 2023-24 Budget primarily due to the impact of natural disasters, including bushfires and floods.

## Services and Key Efficiency Indicators

### 1. Infrastructure for State Development

The objective of this service is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State. These works are mostly aimed at increasing the capacity of the road network through the addition of new links, which include town bypasses.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 546,265	\$'000 578,202	\$'000 638,232	\$'000 489,781	1
Less Income .....	370,214	198,035	400,151	398,142	
Net Cost of Service .....	176,051	380,167	238,081	91,639	
<b>Employees (Full-Time Equivalents) .....</b>	<b>139</b>	<b>146</b>	<b>141</b>	<b>143</b>	
<b>Efficiency Indicators</b>					
Percentage of projects completed on time .....	100%	90%	85%	90%	
Percentage of projects completed on budget .....	100%	90%	90%	90%	

### Explanation of Significant Movements

(Notes)

- The movements in Total Cost of Service from the 2023-24 Budget to the 2024-25 Budget Target is mainly due to the scheduling of the \$2 billion Tonkin Highway Corridor Upgrade program.

### 2. Road Network Maintenance

The objective of this service is to maintain the existing road and bridge network by maximising asset life and minimising whole-of-life costs. Works include routine maintenance (crack patching, patching of potholes, control of declared plants and weeds, graffiti removal and litter collections), periodic maintenance (repairs to pavements, culverts and bridge decks, sealing and resealing of road surfaces and replacing line markings), rehabilitation works where the primary reason for the works is due to pavement failure.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 577,533	\$'000 421,266	\$'000 481,742	\$'000 434,040	1
Less Income .....	171,426	115,523	130,600	111,366	
Net Cost of Service .....	406,107	305,743	351,142	322,674	
<b>Employees (Full-Time Equivalents) .....</b>	<b>307</b>	<b>732</b>	<b>723</b>	<b>811</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost of road network maintenance per lane kilometre of network.....	\$10,232	\$8,400	\$8,917	\$9,879	

### Explanation of Significant Movements

(Notes)

- The movement in Total Cost of Service from the 2023-24 Budget to the 2024-25 Budget Target is mainly due to expenditure associated with Ex-Tropical Cyclone Ellie associated works.
- The increase in full-time equivalents is due to the ongoing transitioning of road maintenance staff in-house to Main Roads.



### 3. Road Safety

The objective of this service is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate. Works undertaken have safety as the foremost factor and include the State and national Black Spot programs and various projects that improve safety on the existing road network including passing lanes.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	319,911	343,711	493,817	280,509	1
Less Income .....	258,556	234,858	264,519	159,865	1
Net Cost of Service .....	61,355	108,853	229,298	120,644	
<b>Employees (Full-Time Equivalents) .....</b>	61	65	62	63	
<b>Efficiency Indicators</b>					
Percentage of projects completed on budget .....	86%	90%	85%	90%	
Percentage of projects completed on time .....	77%	90%	90%	90%	

#### Explanation of Significant Movements

(Notes)

- The movements in both Total Cost of Service and Income from the 2023-24 Budget to the 2024-25 Budget Target are mainly due to the scheduling of the specific tranches of the Regional Road Safety Program.

### 4. Infrastructure for Community Access

The objective of this service is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access. Works include providing access to remote communities, pedestrian facilities, cyclist facilities, vulnerable road users' facilities, road user amenities, public transport integration and improvements such as new bridges to address flood closures.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	203,826	192,745	329,083	316,372	1
Less Income .....	176,746	155,540	252,436	253,961	1
Net Cost of Service .....	27,080	37,205	76,647	62,411	
<b>Employees (Full-Time Equivalents) .....</b>	34	36	34	35	
<b>Efficiency Indicators</b>					
Percentage of projects completed on time .....	58%	90%	80%	90%	2
Percentage of projects completed on budget .....	83%	90%	90%	90%	

#### Explanation of Significant Movements

(Notes)

- The increase in Total Cost of Service and income between the 2023-24 Budget and 2023-24 Estimated Actual is mainly due to additional road works related to public transport projects being undertaken.
- The lower result for the 2022-23 Actual is mainly due to a small number of contracts not being completed on time as a result of scope adjustments to the projects, which has extended their completion dates.

## 5. Road System Management

The objective of this service is to optimise real-time management of the network, provide traveller information and support delivery of projects. Works include activities of the traffic operation centre, heavy vehicle operation activities, metropolitan and regional road asset management, road user and customer services, emergency telephones, street lighting, intelligent transport systems, traffic signals and road advisory services to the community.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 187,514	\$'000 233,063	\$'000 222,874	\$'000 198,633	1
Less Income .....	3,115	48,864	26,809	21,283	2
Net Cost of Service .....	184,399	184,199	196,065	177,350	
<b>Employees (Full-Time Equivalents) .....</b>	<b>676</b>	<b>713</b>	<b>686</b>	<b>698</b>	
<b>Efficiency Indicators</b>					
Average cost of network management per million vehicle kilometres travelled .....	\$7,128	\$6,700	\$6,800	\$6,900	

### Explanation of Significant Movements

(Notes)

1. The reduction in Total Cost of Service between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to the completion of the Traffic Control System Upgrade Program in 2023-24.
2. The reduction in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to scheduling updates for the Great Eastern Highway - Covalent Lithium Mine Access Road Construct, Seal and Widening to Moorine Rock.

## 6. Road Efficiency Improvements

The objective of this service is to improve the efficiency, capacity and utilisation of the existing road network. Improvements include providing a higher standard road through geometric improvements, road widening, bridge strengthening and intersection improvements including roundabouts and interchanges.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 1,162,438	\$'000 1,607,912	\$'000 1,677,493	\$'000 1,463,576	1
Less Income .....	747,729	807,391	1,083,822	1,073,070	2
Net Cost of Service .....	414,709	800,521	593,671	390,506	
<b>Employees (Full-Time Equivalents) .....</b>	<b>112</b>	<b>118</b>	<b>114</b>	<b>116</b>	
<b>Efficiency Indicators</b>					
Percentage of projects completed on time .....	59%	90%	80%	90%	3,4
Percentage of projects completed on budget .....	85%	90%	90%	90%	

## Explanation of Significant Movements

(Notes)

1. The reduction in the Total Cost of Service between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due a reduction in expenditure on the Bunbury Outer Ring Road and Smart Freeways projects, with both projects expected to be completed in 2025-26.
2. The increase in Income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to Disaster Recovery Funding Arrangements Western Australia for Ex-Tropical Cyclone Ellie associated works and the New Fitzroy River Crossing Bridge.
3. The lower result for the 2022-23 Actual is mainly a result of delays in the finalisation of a number of projects due to inclement weather or to align projects with other works.
4. The lower result for the 2023-24 Estimated Actual is largely the result of a number of projects experiencing delays due to supply chain and resourcing issues, and inclement weather.

## Asset Investment Program

1. Investment to ensure the strategic preservation and expansion of the State's largest asset, the road network, is crucial to meet the needs of the community, industry, and stakeholders. Main Roads continues to collaborate with its Transport portfolio partners to deliver multi-modal transport solutions that improve safety and efficiency, create new jobs, and support the growth of the Western Australian economy.
2. Main Roads is forecast to spend \$2.2 billion in 2024-25. Significant road infrastructure works are detailed below.

### Albany Ring Road

3. The final section of the Albany Ring Road project between South Coast Highway and Princess Royal Drive is underway. Upon its completion in 2024, this will complete an 11 km free-flowing route between Albany Highway and the Port facilities on Princess Royal Drive. The project will improve freight efficiency, reduce interactions between heavy vehicles and local traffic, and alleviate congestion on existing roads.
4. The Albany Ring Road is the biggest road infrastructure project ever undertaken in the Great Southern region and its construction provides major economic benefits to the local community. In addition, 24% of the construction workforce identify as Aboriginal, significantly exceeding the target set for the project.

### Bunbury Outer Ring Road

5. The Bunbury Outer Ring Road project will provide a 27 km highway between Forrest Highway near Australind, and Bussell Highway near Stratham. Connections will be provided to other key regional and local roads including Raymond Road, South Western Highway, Willinge Drive and Centenary Road.
6. The completion of the new road will provide an alternative route around Bunbury, separating local and regional traffic and thus improving safety and reducing congestion on other roads. This will strengthen Greater Bunbury's position as a regional industrial hub and a tourist destination for the South West region.

### Mandurah Estuary Bridge Duplication

7. The Mandurah Estuary Bridge Duplication project will provide a further two lanes for traffic, with the capacity to increase to three lanes in the future and will connect cyclists and pedestrians to the southern area of Mandurah.
8. The project will provide a new bridge that will complement the current two-lane dual carriageway road configuration on either side of the Mandurah Estuary and will help to reduce crashes associated with merging/diverging and congestion. The additional bridge is proposed to have similar overall dimensions to the existing bridge, which is 12.74 metres wide and 383 metres long.

### Bussell Highway Duplication Stage One and Stage Two

9. The Bussell Highway project will provide a 46 km continuous dual carriageway between Bunbury and Busselton, which will increase capacity to cater for growth in intrastate traffic between the cities. The project will improve overall safety and daily travel times, as well as better cater for higher traffic volumes on Friday and Sunday afternoons and during holiday periods.

### Indian Ocean Drive

10. The coast between Jurien and Dongara is home to a large fishing industry and lime sand industry. In recent years, its popularity as a tourist destination has increased since the connection of Indian Ocean Drive between Lancelin and Cervantes. The route has seen significant increases in traffic volumes as it provides enhanced accessibility and separation from heavy vehicles on Brand Highway.
11. Stage 2 of the Indian Ocean Drive project from Leeman to Brand Highway includes 33 km of widening works, additional overtaking lanes, audible edge lining and minor realignment works. These upgrades will deliver enhanced road safety and community access along the link.

### Thomas Road - South Western Highway to Tonkin Highway Dual Carriageway

12. The Thomas Road project will duplicate Thomas Road from Kargotich Road and Wungong South Road to tie in with the completed Thomas Road Over Rail project delivered through METRONET. It will also provide a new shared path along the southern verge of Thomas Road and a signalised equine crossing to connect Byford and Darling Downs bridle paths.
13. The project will improve freight capacity, efficiency and productivity, while also supporting the future Kwinana Outer Harbour as part of Westport, which will facilitate development and economic growth in Byford, Mundijong and surrounding areas.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Albany Highway							
Albany Ring Road.....	225,000	215,000	29,871	10,000	-	-	-
Olga Road - Albany Highway and Kelvin Road Intersection Upgrade.....	6,000	600	130	2,600	2,800	-	-
Altone Road and Daviot Road/Drumpellier Drive Grade Separations .....	225,000	21,000	15,748	50,000	89,000	65,000	-
Belmont Park Redevelopment Project.....	30,000	13,200	13,200	16,800	-	-	-
Bridges Renewal Program.....	20,296	16,292	7,882	4,004	-	-	-
Broome Cape-Leveque and Community Access Roads Upgrades .....	30,938	24,438	4,300	6,500	-	-	-
Bunbury Outer Ring Road .....	1,464,730	1,085,000	435,376	330,000	49,730	-	-
Burrup Road - Perdaman Project .....	38,000	35,000	30,997	3,000	-	-	-
Bussell Highway Duplication Stage One and Stage Two .....	125,000	112,000	35,977	13,000	-	-	-
Canning Bridge Bus Interchange.....	200,324	5,719	5,719	8,000	10,000	40,000	104,500
Causeway Precinct Works and Activation .....	84,100	20,000	20,000	64,100	-	-	-
Chidlow-York Road and Forrest Street Intersection Upgrade.....	9,000	2,880	2,880	4,120	2,000	-	-
Department of Transport							
Principal Shared Path Causeway Cyclist and Pedestrian Bridge.....	105,900	100,000	70,120	5,900	-	-	-
Principal Shared Path Program .....	168,690	82,106	3,033	15,290	31,350	19,180	20,764
Derby - Gibb River - Wyndham Improve Formation and Gravel .....	150,972	113,776	6,762	10,049	9,049	9,049	9,049
Ex-Tropical Cyclone Ellie Associated Works .....	54,100	28,200	28,200	25,900	-	-	-
Forrest Highway - Vittoria Road - New Intersection and Road Connection .....	20,000	600	327	6,000	13,400	-	-
Freight Vehicle Productivity Improvements Program.....	50,000	31,000	7,818	10,000	9,000	-	-
Goldfields Highway - Wiluna to Meekatharra Construct and Seal Priority Sections.....	20,000	15,095	11,651	4,905	-	-	-
Great Eastern Highway - Coates Gully, Walgoolan to Southern Cross and Ghooli to Benari .....	250,000	89,700	52,973	42,000	42,000	41,300	35,000

	Estimated Total Cost	Estimated Expenditure to 30-6-24	2023-24 Estimated Expenditure	2024-25 Budget Year	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>Great Northern Highway</b>							
Bindoon Bypass - Construct New Alignment .....	275,000	106,300	29,554	15,000	7,500	61,200	60,000
Marble Bar Road Upgrade .....	60,000	16,200	13,782	29,300	14,500	-	-
Nellie Springs to Sally Downs Well and Arthur Creek .....	60,000	10,000	8,286	10,000	15,000	15,000	10,000
Newman to Katherine Corridor - Broome to Kununurra Upgrade Stage One .....	35,800	33,800	11,967	2,000	-	-	-
Newman to Port Hedland Overtaking Lanes .....	50,000	27,500	25,695	17,500	5,000	-	-
Port Hedland Airport Deviation .....	87,000	82,000	22,104	5,000	-	-	-
<b>Heavy Vehicle Safety and Productivity Program - Commonwealth .....</b>							
Indian Ocean Drive - Jurien Bay to Brand Highway .....	24,894	19,532	11,171	3,442	1,920	-	-
Intersection Upgrades - Main and Royal Streets .....	63,000	32,700	23,978	30,300	-	-	-
Karratha to Tom Price - Manuwarra Red Dog Highway .....	6,000	1,000	693	5,000	-	-	-
Leach Highway	380,000	188,400	40,532	35,000	86,000	-	-
Fifth Avenue Rossmoyne .....	5,000	700	480	4,300	-	-	-
Stock Road Grade Separation - Planning and Project Development .....	10,000	1,500	1,195	3,300	5,200	-	-
Mandurah Estuary Bridge Duplication .....	136,000	28,400	23,386	72,000	35,600	-	-
Menang Drive and Chester Pass Road - Grade Separation .....	37,000	7,000	7,000	30,000	-	-	-
METRONET - Caledonian Avenue Level Crossing Closure .....	25,000	10,500	7,947	6,468	8,032	-	-
<b>Mitchell Freeway</b>							
Hester Avenue to Romeo Road - Extension .....	249,000	243,300	5,899	5,700	-	-	-
Stephenson Avenue .....	287,687	135,214	64,897	152,473	-	-	-
Morley Drive and Bath Road Intersection Upgrade .....	10,000	6,000	5,440	4,000	-	-	-
New Fitzroy River Crossing Bridge and Associated Works (including New Brooking Channel Bridge) .....	320,600	179,400	179,400	141,200	-	-	-
Nicholson Road and Garden Street Grade Separation Planning and Construction .....	80,000	3,000	2,198	5,500	40,000	31,500	-
<b>Northern Australia Roads and Beef Roads Programs - Great Northern Highway - Ord River .....</b>							
Orrong Road Upgrade - Graham Farmer Freeway to Leach Highway Planning .....	118,140	95,540	21,931	22,600	-	-	-
Perth Airport Precinct - Northern Access .....	20,000	3,900	2,150	10,800	5,300	-	-
Pinjarra Heavy Haulage Deviation - Stage One and Stage Two .....	28,460	11,000	1,272	10,000	1,000	6,460	-
Queen Victoria Street - Swan River Crossings (Fremantle Road and Rail Bridge) - Construct New Bridge .....	250,000	3,460	2,000	3,000	10,000	10,000	17,000
Rail Crossing Program .....	430,000	82,500	29,822	88,000	117,000	142,500	-
Regional Level Crossing Upgrade .....	40,000	20,000	5,000	5,000	5,000	5,000	5,000
Regional Road Safety Program	34,000	2,000	2,000	6,400	9,600	16,000	-
Regional Black Spot Program .....	23,099	17,099	12,162	6,000	-	-	-
Road Safety Program .....	855,700	748,480	243,766	107,220	-	-	-
<b>Reid Highway</b>							
Erindale Road .....	2,500	2,350	693	150	-	-	-
West Swan and Reid Highway Interchange .....	175,000	3,012	-	-	500	1,226	2,100
Reseal Program - Capitalisation of Reseal Program .....	1,002,951	704,087	61,455	74,716	74,716	74,716	74,716
<b>Road Safety Commission</b>							
Metropolitan Intersections Crash Program .....	121,396	81,396	12,300	10,000	10,000	10,000	10,000
Regional Road Safety Improvements .....	249,259	189,259	-	-	20,000	20,000	20,000
School Zone and Crossing Program .....	87,929	61,929	6,354	6,500	6,500	6,500	6,500
<b>Roe Highway - Great Eastern Highway Bypass including Abernethy Road .....</b>							
Safer Roads and Bridges Program .....	205,950	137,508	25,570	55,000	13,442	-	-
Smart Freeways	595,379	433,051	45,849	40,582	30,582	50,582	40,582
Hodges Drive to Hepburn Avenue Widening Southbound .....	214,000	204,000	89,647	10,000	-	-	-
Transforming Freeways - Mitchell Freeway Corridor .....	209,600	142,000	64,428	67,600	-	-	-
Stock Road Bridge Replacement .....	324	224	-	100	-	-	-
Thomas and Anketell Roads Freight Upgrade - Stages One and Two Planning .....	135,000	104,214	47,081	30,786	-	-	-
Thomas Road - South Western Highway to Tonkin Highway Dual Carriageway .....	290,000	8,000	7,057	48,000	100,000	81,000	53,000
Tonkin Highway Corridor Upgrades							
North Ellenbrook Interchange .....	100,000	2,000	1,733	1,000	11,000	86,000	-
Tonkin Highway Gap - Grade Separations at Hale, Welshpool and Kelvin Roads and Stage Three Extension .....	1,882,368	876,372	250,487	91,400	380,000	390,000	33,000
Toodyay Road - Dryandra to Toodyay .....	80,000	12,780	4,864	10,500	29,720	27,000	-
Wanneroo Road Duplication - Dunstan Road to Romeo Road .....	35,200	2,200	706	16,000	17,000	-	-
Wheatbelt Timber Bridge Replacement .....	15,000	14,000	7,904	1,000	-	-	-

	Estimated Total Cost	Estimated Expenditure to 30-6-24	2023-24 Estimated Expenditure	2024-25 Budget Year	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>COMPLETED WORKS</b>							
Altone Road to West Swan Road - Construction of							
Dual Carriageway .....	70,000	70,000	4,285	-	-	-	-
Armadale Rail Line .....	15,764	15,764	13,640	-	-	-	-
Armadale Road							
Anstey Road to Tapper Road .....	8,500	8,500	7,280	-	-	-	-
Armadale Road and North Lake Road Flyover Bridge .....	259,000	259,000	4,722	-	-	-	-
Bob Hawke Pedestrian Crossing .....	600	600	382	-	-	-	-
Buildings and Equipment							
2022-23 Program .....	50,866	50,866	20,290	-	-	-	-
2023-24 Program .....	29,041	29,041	29,041	-	-	-	-
Capitalised Operational Costs - 2023-24 Program .....	88,969	88,969	88,969	-	-	-	-
Coolgardie-Esperance Highway Widening, Overlay and Reconstruction (Emu Rocks) .....							
	52,000	52,000	4,742	-	-	-	-
East Perth Power Station Footbridge .....	2,413	2,413	2,000	-	-	-	-
Great Eastern Highway							
Coates Gully Bridges Walgoolan to Southern Cross .....	40,500	40,500	3,281	-	-	-	-
Eastlink - Planning .....	20,000	20,000	6,967	-	-	-	-
Old Northam Road Upgrade .....	14,375	14,375	2,230	-	-	-	-
Kwinana Freeway							
Mount Henry Bridge to Cranford Avenue - Amenity Wall ...	5,000	5,000	5,000	-	-	-	-
Transforming Perth's Freeways - Kwinana Northbound Smart Freeway Stage Two .....	4,000	4,000	4,000	-	-	-	-
Leach Highway and Welshpool Road Grade Separated Interchange .....	160,000	160,000	2,638	-	-	-	-
Minor Works (includes Black Spot and Urgent Minor Works) - 2023-24 Program .....	80,147	80,147	80,147	-	-	-	-
Mitchell Freeway - Hepburn Avenue to Warwick Road - Amenity Wall and Principal Shared Path .....	6,000	6,000	5,462	-	-	-	-
Morrison Road - Planning .....	1,470	1,470	1,470	-	-	-	-
Roe Highway and Kalamunda Road - Grade Separated Interchange .....	86,000	86,000	16,495	-	-	-	-
Thomas Road							
Kwinana Freeway to Nicholson Road Upgrade .....	43,000	43,000	13,166	-	-	-	-
METRONET - Byford Rail Extension - Thomas Road Bridge .....	78,823	78,823	10,301	-	-	-	-
Nicholson Road Oakford - Intersection Upgrade .....	38,000	38,000	15,817	-	-	-	-
Wanneroo Road and Ocean Reef Road Grade Separation .....	73,400	73,400	1,977	-	-	-	-
<b>NEW WORKS</b>							
Buildings and Equipment							
2024-25 Program .....	30,262	-	-	30,262	-	-	-
2025-26 Program .....	21,660	-	-	-	21,660	-	-
2026-27 Program .....	30,672	-	-	-	-	30,672	-
2027-28 Program .....	30,672	-	-	-	-	-	30,672
Capitalised Operational Costs							
2024-25 Program .....	90,062	-	-	90,062	-	-	-
2025-26 Program .....	90,062	-	-	-	90,062	-	-
2026-27 Program .....	90,062	-	-	-	-	90,062	-
2027-28 Program .....	90,062	-	-	-	-	-	90,062
Congdon Street Bridge Replacement .....	38,000	-	-	4,000	14,000	20,000	-
Minor Works (includes Black Spot and Urgent Minor Works)							
2024-25 Program .....	18,425	-	-	18,425	-	-	-
2025-26 Program .....	26,684	-	-	-	26,684	-	-
2026-27 Program .....	26,684	-	-	-	-	26,684	-
2027-28 Program .....	26,684	-	-	-	-	-	26,684
<b>Total Cost of Asset Investment Program .....</b>	<b>14,519,145</b>	<b>8,334,281</b>	<b>2,559,101</b>	<b>2,074,754</b>	<b>1,470,847</b>	<b>1,376,631</b>	<b>648,629</b>
<b>Loans and Other Repayments .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total .....</b>	<b>14,519,145</b>	<b>8,334,281</b>	<b>2,559,101</b>	<b>2,154,754</b>	<b>1,470,847</b>	<b>1,376,631</b>	<b>648,629</b>

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>FUNDED BY</b>							
Borrowings .....			80,000	-	-	-	-
Capital Appropriation .....			741,706	732,662	481,150	559,399	311,415
Commonwealth Grants .....			1,564,961	839,920	741,039	651,223	192,950
Internal Funds and Balances <sup>(a)</sup> .....			(223,537)	191,252	121,714	90,818	76,000
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund .....			71,571	109,889	58,255	18,660	11,000
Other .....			76,507	80,531	32,189	20,031	20,764
Other Grants and Subsidies .....			247,893	200,500	36,500	36,500	36,500
<b>Total Funding</b> .....			2,559,101	2,154,754	1,470,847	1,376,631	648,629

(a) Negative figures in the 2023-24 Estimated Expenditure reflect revenue being received in advance of project schedules.

## Financial Statements

### Income Statement

#### Expenses

1. The movements in employee benefits reflect the public sector wages policy, including the one-off cost of living payment and the in-housing of road maintenance staff.
2. The movements in supplies and services in 2023-24 and 2024-25 are due to additional works undertaken through the Disaster Recovery Funding Arrangements Western Australia, the works required in 2023-24 for the Ex-Tropical Cyclone Ellie associated works and the rescheduling of works on local roads.
3. The movements in other expenses reflect the value of retired non-current fixed assets and road transfers.

#### Income

4. The movement in sale of goods and services between the 2023-24 Estimated Actual and the 2024-25 Budget Year is mainly due to the Belmont Park Redevelopment Project.
5. The major component of grants and subsidies income is contributions for works projects by the Commonwealth. Differences in income year versus construction year are mainly due to the timing of milestone payments.
6. The movement in other revenue is mainly due to the uncertain transfer date of a local road (North Lake Road) to the State in 2023-24.
7. The movement in other revenue in income from government is mainly due to the New Fitzroy River Crossing Bridge and other Ex-Tropical Cyclone Ellie associated works.

### Statement of Financial Position

8. The movement in cash assets between 2023-24 and 2024-25 is mainly due to the repayment of a Treasurer's Advance, which was provided to cover delays in the receipt of Commonwealth funding in 2024-25.
9. The movement in restricted cash is mainly due to payments to the Public Transport Authority for public transport projects.

### Statement of Cashflows

10. The movement in other cashflows is mainly due to the New Fitzroy River Crossing Bridge and Ex-Tropical Cyclone Ellie associated works.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	110,269	125,303	125,266	148,855	180,156	184,734	189,044
Grants and subsidies (c) .....	460,277	530,001	521,021	555,211	530,238	238,607	252,225
Supplies and services .....	532,556	649,560	853,305	638,476	533,891	545,708	572,795
Accommodation .....	20,534	19,928	19,928	20,158	20,455	20,455	20,455
Depreciation and amortisation .....	533,811	632,897	609,481	659,293	690,752	703,046	704,167
Finance and interest costs .....	471	445	5,302	484	765	619	607
Other expenses .....	81,856	191,025	160,432	66,056	62,946	217,816	100,114
<b>TOTAL COST OF SERVICES .....</b>	<b>1,739,774</b>	<b>2,149,159</b>	<b>2,294,735</b>	<b>2,088,533</b>	<b>2,019,203</b>	<b>1,910,985</b>	<b>1,839,407</b>
<b>Income</b>							
Sale of goods and services .....	75,298	56,033	19,617	41,310	20,369	18,121	13,866
Grants and subsidies .....	1,143,418	1,674,956	1,799,751	1,119,730	948,711	774,986	340,988
Other revenue .....	32,978	291,148	12,926	12,926	12,926	11,426	11,426
<b>Total Income .....</b>	<b>1,251,694</b>	<b>2,022,137</b>	<b>1,832,294</b>	<b>1,173,966</b>	<b>982,006</b>	<b>804,533</b>	<b>366,280</b>
<b>NET COST OF SERVICES .....</b>	<b>488,080</b>	<b>127,022</b>	<b>462,441</b>	<b>914,567</b>	<b>1,037,197</b>	<b>1,106,452</b>	<b>1,473,127</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,365,628	1,415,750	1,501,779	1,596,893	1,777,156	1,912,174	1,968,104
Resources received free of charge .....	-	2,700	2,700	2,700	2,700	2,700	2,700
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Community Services Fund .....	80,354	9,141	1,332	5,654	6,604	22,795	13,304
Regional Infrastructure and Headworks Fund .....	180	5,000	8,250	19,225	9,745	8,000	10,000
Other appropriations .....	-	9,069	-	-	-	-	-
Other revenues .....	236,189	168,348	448,767	327,506	66,814	57,015	54,316
<b>TOTAL INCOME FROM GOVERNMENT (d) ....</b>	<b>1,682,351</b>	<b>1,610,008</b>	<b>1,962,828</b>	<b>1,951,978</b>	<b>1,863,019</b>	<b>2,002,684</b>	<b>2,048,424</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>1,194,271</b>	<b>1,482,986</b>	<b>1,500,387</b>	<b>1,037,411</b>	<b>825,822</b>	<b>896,232</b>	<b>575,297</b>

(a) Full audited financial statements are published in Main Roads' Annual Report.

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,329, 1,760 and 1,866 respectively.

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

(d) Total income from Government differs to total income for services primarily due to the transfer of local roads to the State.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Bridges Renewal Program .....	2,000	-	-	-	-	-	-
Building for Tomorrow .....	7,763	1,937	1,937	-	-	-	-
Department of Transport Cycling Grants .....	5,340	5,340	5,840	5,840	5,840	5,840	5,840
Election Commitments .....	-	15,370	15,370	-	-	-	-
Heavy Vehicle Safety and Productivity Program .....	2,000	-	-	-	-	-	-
Local Road Grants and Subsidies .....	175,531	174,074	167,074	195,446	199,080	212,387	226,005
Principal Shared Paths .....	15,776	12,556	12,556	20,000	20,000	20,000	20,000
Public Transport Authority Grants .....	201,688	279,930	277,450	294,516	292,285	-	-
Road Assets Transferred .....	14,676	-	-	-	-	-	-
Wheatbelt Secondary Freight Routes .....	35,044	40,414	40,414	39,029	12,653	-	-
Other .....	459	380	380	380	380	380	380
<b>TOTAL .....</b>	<b>460,277</b>	<b>530,001</b>	<b>521,021</b>	<b>555,211</b>	<b>530,238</b>	<b>238,607</b>	<b>252,225</b>



**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	76,480	103,328	175,310	22,405	34,739	45,024	55,637
Restricted cash.....	190,068	79,046	124,135	84,848	86,510	446,210	819,586
Receivables.....	112,554	109,830	112,848	113,142	113,436	113,730	114,024
Other.....	387,140	226,075	367,140	367,140	367,140	367,140	367,140
Assets held for sale.....	155	1,495	155	155	155	155	155
<b>Total current assets.....</b>	<b>766,397</b>	<b>519,774</b>	<b>779,588</b>	<b>587,690</b>	<b>601,980</b>	<b>972,259</b>	<b>1,356,542</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	4,286,661	4,840,533	4,817,117	5,397,384	6,009,111	6,633,132	7,258,274
Property, plant and equipment.....	61,635,536	61,201,226	65,287,424	67,475,627	69,955,935	72,244,158	73,667,157
Receivables.....	220	226	220	220	220	220	220
Intangibles.....	7,859	7,450	7,885	6,359	5,726	5,409	5,521
Other.....	11,742	15,344	11,742	11,742	11,742	11,742	11,742
<b>Total non-current assets.....</b>	<b>65,942,018</b>	<b>66,064,779</b>	<b>70,124,388</b>	<b>72,891,332</b>	<b>75,982,734</b>	<b>78,894,661</b>	<b>80,942,914</b>
<b>TOTAL ASSETS.....</b>	<b>66,708,415</b>	<b>66,584,553</b>	<b>70,903,976</b>	<b>73,479,022</b>	<b>76,584,714</b>	<b>79,866,920</b>	<b>82,299,456</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	44,885	46,382	44,885	44,885	44,885	42,004	42,004
Payables.....	17,197	12,725	18,250	19,303	20,356	21,409	22,462
Borrowings and leases.....	240,288	3,683	112,317	5,146	4,630	4,398	4,197
Other.....	536,371	650,424	549,856	551,691	553,526	555,361	557,196
<b>Total current liabilities.....</b>	<b>838,741</b>	<b>713,214</b>	<b>725,308</b>	<b>621,025</b>	<b>623,397</b>	<b>623,172</b>	<b>625,859</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	7,182	10,680	9,363	11,302	14,406	17,510	17,733
Borrowings and leases.....	5,316	5,069	85,189	6,649	5,240	3,183	3,896
Other.....	89	69	89	89	89	89	89
<b>Total non-current liabilities.....</b>	<b>12,587</b>	<b>15,818</b>	<b>94,641</b>	<b>18,040</b>	<b>19,735</b>	<b>20,782</b>	<b>21,718</b>
<b>TOTAL LIABILITIES.....</b>	<b>851,328</b>	<b>729,032</b>	<b>819,949</b>	<b>639,065</b>	<b>643,132</b>	<b>643,954</b>	<b>647,577</b>
<b>EQUITY</b>							
Contributed equity.....	7,354,124	8,205,162	8,239,941	9,143,688	9,679,189	10,253,265	10,551,697
Accumulated surplus/(deficit).....	20,273,032	21,707,554	21,773,419	22,810,830	23,636,652	24,532,884	25,108,181
Reserves.....	38,229,931	35,942,805	40,070,667	40,885,439	42,625,741	44,436,817	45,992,001
<b>Total equity.....</b>	<b>65,857,087</b>	<b>65,855,521</b>	<b>70,084,027</b>	<b>72,839,957</b>	<b>75,941,582</b>	<b>79,222,966</b>	<b>81,651,879</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>66,708,415</b>	<b>66,584,553</b>	<b>70,903,976</b>	<b>73,479,022</b>	<b>76,584,714</b>	<b>79,866,920</b>	<b>82,299,456</b>

(a) Full audited financial statements are published in Main Roads' Annual Report.

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	957,990	861,878	971,323	1,016,626	1,165,429	1,288,153	1,342,962
Capital appropriation.....	601,437	676,888	741,706	732,662	481,150	559,399	332,415
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Community Services Fund .....	82,634	9,141	1,332	5,654	6,604	22,795	13,304
Regional Infrastructure and Headworks							
Fund .....	15,099	106,282	79,821	129,114	68,000	26,660	21,000
Other.....	214,227	172,240	452,659	327,398	66,706	56,907	54,208
Administered appropriations .....	-	9,069	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>1,871,387</b>	<b>1,835,498</b>	<b>2,246,841</b>	<b>2,211,454</b>	<b>1,787,889</b>	<b>1,953,914</b>	<b>1,763,889</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(101,214)	(123,122)	(123,085)	(146,916)	(177,052)	(184,511)	(188,821)
Grants and subsidies .....	(460,836)	(534,001)	(525,021)	(555,211)	(530,238)	(238,607)	(252,225)
Supplies and services.....	(552,554)	(610,506)	(814,251)	(631,072)	(527,787)	(538,604)	(565,391)
Accommodation.....	(21,189)	(23,983)	(23,983)	(24,213)	(24,510)	(24,510)	(24,510)
GST payments.....	(324,510)	(147,054)	(147,054)	(147,054)	(147,054)	(147,054)	(147,054)
Finance and interest costs.....	-	(445)	(5,302)	(484)	(765)	(619)	(607)
Other payments .....	(15,392)	(15,802)	(15,802)	(15,992)	(16,224)	(16,224)	(16,224)
<b>Receipts</b>							
Grants and subsidies .....	958,945	1,674,956	1,799,751	1,119,730	948,711	774,986	340,988
Sale of goods and services.....	72,245	53,402	16,986	38,679	17,738	15,490	11,235
GST receipts.....	316,385	146,808	146,808	146,808	146,808	146,808	146,808
Other receipts .....	16,286	15,607	15,607	15,607	15,607	14,107	14,107
<b>Net cash from operating activities .....</b>	<b>(111,834)</b>	<b>435,860</b>	<b>324,654</b>	<b>(200,118)</b>	<b>(294,766)</b>	<b>(198,738)</b>	<b>(681,694)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(2,078,199)	(2,286,205)	(2,559,101)	(2,074,754)	(1,470,847)	(1,376,631)	(648,629)
Other payments .....	-	-	-	(1,000)	(1,000)	(1,000)	(42,000)
Proceeds from sale of non-current assets .....	200	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(2,077,999)</b>	<b>(2,286,205)</b>	<b>(2,559,101)</b>	<b>(2,075,754)</b>	<b>(1,471,847)</b>	<b>(1,377,631)</b>	<b>(690,629)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(4,164)	(3,302)	(239,237)	(189,970)	(4,376)	(4,577)	(4,594)
Proceeds from borrowings.....	237,220	-	187,200	-	-	-	-
Other proceeds (b).....	-	30,000	37,647	30,000	-	-	-
<b>Net cash from financing activities .....</b>	<b>233,056</b>	<b>26,698</b>	<b>(14,390)</b>	<b>(159,970)</b>	<b>(4,376)</b>	<b>(4,577)</b>	<b>(4,594)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(85,390)</b>	<b>11,851</b>	<b>(1,996)</b>	<b>(224,388)</b>	<b>16,900</b>	<b>372,968</b>	<b>386,972</b>
Cash assets at the beginning of the reporting period .....	276,319	152,994	266,548	299,445	107,253	121,249	491,234
Net cash transferred to/from other agencies .....	75,619	17,529	34,893	32,196	(2,904)	(2,983)	(2,983)
<b>Cash assets at the end of the reporting period .....</b>	<b>266,548</b>	<b>182,374</b>	<b>299,445</b>	<b>107,253</b>	<b>121,249</b>	<b>491,234</b>	<b>875,223</b>

(a) Full audited financial statements are published in Main Roads' Annual Report.

(b) This represents Westport-related land acquisitions.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Taxation</b>							
Permits - Oversize Vehicles and Loads .....	11,349	7,500	7,500	7,500	7,500	7,500	7,500
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>11,349</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Receipts Paid into the Consolidated Account .....	11,349	7,500	7,500	7,500	7,500	7,500	7,500
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>11,349</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>

**Division 40 Public Transport Authority of Western Australia**

**Part 9 Transport**

**Appropriations, Expenses and Cash Assets**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	361	362	382	<b>383</b>	397	406	417
Total appropriations provided to deliver services .....	361	362	382	<b>383</b>	397	406	417
<b>CAPITAL</b>							
Item 156 Capital Appropriation .....	1,412,331	2,883,118	1,949,314	<b>3,282,690</b>	1,382,267	250,307	148,614
Item 157 Capital Appropriation METRONET Projects Under Development.....	-	100,503	-	<b>27,433</b>	138,458	265,657	209,765
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,412,692</b>	<b>2,983,983</b>	<b>1,949,696</b>	<b>3,310,506</b>	<b>1,521,122</b>	<b>516,370</b>	<b>358,796</b>
<b>EXPENSES</b>							
Total Cost of Services .....	1,962,944	1,961,990	2,226,399	<b>2,234,680</b>	2,374,237	2,421,335	2,425,866
Net Cost of Services (a).....	1,722,764	1,739,761	1,998,737	<b>1,990,184</b>	2,104,909	2,135,795	2,132,382
<b>CASH ASSETS (b).....</b>	<b>367,259</b>	<b>64,057</b>	<b>180,490</b>	<b>119,893</b>	<b>83,655</b>	<b>85,839</b>	<b>85,839</b>

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

(b) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Cost of Living - Free Public Transport Initiatives .....	215	250	125	-	-
Stadium Station Operating Costs .....	-	2,395	2,417	2,484	2,554
<b>Ongoing Initiative</b>					
Operating Costs .....	19,011	73,784	135,423	137,803	140,986
<b>Other</b>					
A-Series Railcar Disposal Strategy .....	1,000	2,000	1,500	800	-
Contribution to the National Transport Commission .....	441	483	399	227	-
Cost and Funding Updates.....	2,765	14,728	13,450	15,245	42,803
Extending Central Area Transit Bus Service Improvements.....	1,082	2,223	2,278	2,335	2,394
External Services and Works .....	25,326	240	240	240	240
Mesothelioma Expenses .....	1,520	-	-	-	-
Regional Student Transport Assistance - Conveyance Allowance.....	1,105	2,279	2,363	2,451	2,451
Regional Workers Incentive Allowance Payments .....	2	2	2	2	2
Revised Interest Expenses.....	36,872	11,376	14,862	16,711	23,632
Revised Lease Expenses .....	-	276	(1,360)	(1,866)	(1,916)
RiskCover Fund Insurance Premiums.....	7,388	5,018	-	-	-
SmartRider System Operating Costs .....	620	620	620	620	620
Transperth Bus Security.....	-	2,000	2,000	2,000	2,000

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Transperth Ferry Service Expansion Feasibility Study .....	-	1,000	1,000	-	-
Transport Planning .....	226	144	-	-	-
Tunnel Monitoring System.....	900	1,100	650	450	400

## Significant Issues Impacting the Agency

1. With the opening of Lakelands Station in June 2023, the completion of the new Bayswater Station in April 2024 and the upcoming opening of Yanchep Rail Extension in mid-2024, the METRONET program continues to expand Perth's public transport network. The upcoming completion of the Morley-Ellenbrook Line, Byford Rail Extension and Thornlie-Cockburn Link and the elevation of the Armadale Line from Victoria Park to Cannington will mark significant milestones in the delivery of the METRONET program. The Authority will continue to work towards the smooth integration of the new lines, stations and services within its existing operations to continue to deliver world-class public transport to the people of Western Australia.
2. The first C-Series train entered passenger service on 7 April 2024. The Authority has worked closely with the manufacturer to maximise local content, creating local jobs and strengthening the local economy. The urban rail network is currently serviced by 336 railcars. In total, the Authority will manufacture 246 C-Series railcars to replace the ageing A-Series fleet and provide additional railcars to service the growing METRONET network. The construction of new maintenance facilities in Bellevue and Nowergup will continue in 2024-25.
3. The Morley-Ellenbrook Line will be completed by the end of 2024. With this new line, five new train stations will be completed at Morley, Noranda, Malaga, Whiteman Park and Ellenbrook, with bus interchanges and parking available. The service will provide five trains per hour from Ellenbrook through to Perth and new buses will provide 5.2 million kilometres in additional services each year to connect the new stations to the community.
4. The Armadale Line between Victoria Park and Armadale was shut down in November 2023 to allow for the delivery of the Victoria Park-Canning Level Crossing Removal and Byford Rail Extension projects. To maintain public transport services for the Authority's customers, significant investments have been made in train replacement and express bus services, improved bus interchanges, priority bus lanes and traffic management measures. The Authority is also taking the opportunity to complete significant rail revitalisation works along the Armadale Line between Beckenham and Armadale during the closure, replacing life-expired infrastructure assets and undertaking additional preventative maintenance.
5. State funding of \$125 million, with a matching Commonwealth contribution, is being used to kick-start the transition of the diesel bus fleet to electric. This includes the acquisition of 130 locally built buses and the commencement of the conversion of existing bus depots to electric. The Perth Central Area Transit (CAT) services will be the first to take delivery of 18 electric buses during 2024-25, with these buses to be charged at newly constructed charging stations at Elizabeth Quay Bus Station.
6. To further contribute to the Government's goal of net zero greenhouse gas emissions by 2050, the Authority will continue to install solar panels at bus and train stations and depots throughout the urban network. The Authority is also continuing the development and provision of electric vehicle charging infrastructure at selected train stations.
7. Several initiatives have been implemented to encourage the continued use of public transport and relieve cost of living pressures on the community. Following the success of the Summer of Free Public Transport, which ran from 24 December 2023 to 28 January 2024, all passengers with a SmartRider card are able to travel across the network for free every Sunday and school students with a valid SmartRider can travel for free on weekdays.
8. The Authority is continuing to work on implementation of the recommendations within the 2022 Bus Fair report, including the expansion of school bus services' eligibility criteria for country students to attend their nearest appropriate school and an increase in the conveyance allowance, which was implemented for the start of the 2024 school year.

9. The provision of safe and cost-effective public transport services to regional Western Australia remains a priority for Government. More than 330,000 trips are expected to have been made on Transwa services in 2023-24, with further growth expected in 2025-26 when the new Australind train service commences. Accordingly, the Authority continues to invest in Transwa services and to look for opportunities to enhance the service, including through safety improvements.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Accessible, reliable and safe public transport system.	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services
	Protection of the long-term functionality of the rail corridor and railway infrastructure.	4. Rail Corridor and Residual Freight Issues Management

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Metropolitan and Regional Passenger Services.....	1,563,118	1,579,698	1,765,020	1,832,720	1,999,751	2,046,605	2,058,862
2. Country Passenger Rail and Road Coach Services.....	56,670	56,688	58,668	60,578	61,710	62,172	63,020
3. Regional School Bus Services.....	139,735	140,637	141,742	148,334	150,205	154,503	156,764
4. Rail Corridor and Residual Freight Issues Management.....	203,421	184,967	260,969	193,048	162,571	158,055	147,220
<b>Total Cost of Services.....</b>	<b>1,962,944</b>	<b>1,961,990</b>	<b>2,226,399</b>	<b>2,234,680</b>	<b>2,374,237</b>	<b>2,421,335</b>	<b>2,425,866</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Accessible, reliable and safe public transport system:</b>					
Use of public transport - Passengers per service kilometre:					
Metropolitan bus services .....	0.97	0.88	0.98	0.92	1
Metropolitan train services .....	4.3	4.92	4.14	4.49	2
Metropolitan ferry services .....	12.79	12.31	13	13	
Intra-town regional bus services .....	0.61	0.675	0.625	0.705	
Country passenger rail services .....	0.168	0.148	0.133	0.107	3
Country passenger road coach services .....	0.053	0.05	0.056	0.057	
Inter-town country bus services .....	0.015	0.015	0.013	0.013	
Accessible public transport - The proportion of street addresses within the Perth Public Transport Area which are within 500 metres of a Transperth stop providing an acceptable level of service .....					
	86%	85%	86%	85%	
Metropolitan and regional passenger services reliability:					
Bus services arriving within four minutes of scheduled time (first and last timing points - six minutes for interim points) .....					
	92%	94%	91%	92%	
Train arriving within four minutes of scheduled time .....					
	94%	95%	95%	95%	
Ferries arriving within four minutes of scheduled time .....					
	97%	98%	97%	97%	
Country passenger rail and road coach services reliability:					
Prospector arriving within 15 minutes of scheduled time .....					
	46%	80%	70%	80%	4
Australind arriving within 10 minutes of scheduled time .....					
	85%	90%	89%	95%	
MerredinLink arriving within 10 minutes of scheduled time .....					
	69%	90%	81%	90%	4
AvonLink arriving within 10 minutes of scheduled time .....					
	91%	90%	91%	90%	
Road coaches arriving within 10 minutes of scheduled time .....					
	97%	95%	96%	95%	
Satisfaction with school bus availability at arrival/departure time .....					
	100%	100%	100%	100%	
Level of overall customer satisfaction - Customer satisfaction index:					
Metropolitan bus services .....					
	91%	93%	91%	92%	
Metropolitan train services .....					
	95%	92%	95%	92%	
Metropolitan ferry services .....					
	96%	99%	96%	97%	
Country passenger rail and road coach services .....					
	90%	90%	90%	90%	
Customer perception of safety - Independent external surveys:					
Train station - Daytime .....					
	98%	96%	98%	96%	
On-board train - Daytime .....					
	97%	97%	97%	97%	
Bus station - Daytime .....					
	99%	98%	99%	99%	
On-board bus - Daytime .....					
	99%	98%	99%	99%	
Train station - Night-time .....					
	78%	72%	78%	72%	
On-board train - Night-time .....					
	80%	76%	80%	76%	
Bus station - Night-time .....					
	83%	78%	83%	83%	
On-board bus - Night-time .....					
	85%	83%	85%	85%	
Level of notifiable safety occurrences - Notifiable occurrences:					
Category A occurrences per million passenger boardings .....					
	0.96	0.82	1.08	0.92	5
Category A occurrences per million train kilometres .....					
	3.63	4.05	4.45	3.63	5
Category B occurrences per million passenger boardings .....					
	6.22	6.1	6.78	5.85	5
Category B occurrences per million train kilometres .....					
	23.66	30.02	28.06	23.27	
Regional school bus services - notifiable occurrences (accidents) reported each school year .....					
	8	19	16	19	6
Return on construction expenditure (RCE) <sup>(b)</sup> .....					
	1.7	1.6	1.7	1.4	7
<b>Outcome: Protection of the long-term functionality of the rail corridor and railway infrastructure:</b>					
Number of lease breaches .....					
	nil	nil	nil	nil	

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

(b) RCE is based on the estimated benefit-cost ratio of a set of projects undertaken each year. It indicates the extent to which new bus and rail construction expenditures will deliver future economic benefits to the community.

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to an increase in patronage, including for the train replacement bus services following the closure of the Armadale Line from November 2023.
2. The 2023-24 Estimated Actual is lower than the 2023-24 Budget due to the closure of the Armadale Line from November 2023.
3. The 2024-25 Budget Target is based on the assumption that rail patronage will continue to be negatively impacted as passengers use the Australind road coach replacement services.
4. The 2022-23 Actual and the 2023-24 Estimated Actual for service reliability of the Prospector and MerredinLink services are lower than the 2023-24 Budget due to delays associated with crossings and track-related issues as a result of required and critical maintenance works that have been undertaken.
5. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to an increase in the number of Category A and Category B notifiable occurrences. The 2024-25 Budget Target is anticipated to be lower due to the expected decline in the number of notifiable occurrences resulting from the Authority's commitment to safe working practices and continued education around the risks associated with the rail line.
6. The 2022-23 Actual and the 2023-24 Estimated Actual are lower compared to the 2023-24 Budget as a result of the continued efforts of the Authority and school bus drivers to adopt a safe system approach to road safety.
7. The 2024-25 Budget Target is expected to be lower due to the Yanchep Rail Extension and Morley-Ellenbrook Line projects progressing to completion.

## Services and Key Efficiency Indicators

### 1. Metropolitan and Regional Passenger Services

Provision of customer-focused, safe and cost-effective passenger transport to the metropolitan area and regional towns.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	1,563,118	1,579,698	1,765,020	1,832,720	1
Less Income .....	206,948	190,536	192,935	212,667	2
Net Cost of Service .....	1,356,170	1,389,162	1,572,085	1,620,053	
<b>Employees (Full-Time Equivalents) .....</b>	1,809	1,943	1,953	2,189	3
<b>Efficiency Indicators</b>					
Average cost per passenger kilometre:					
Transperth bus operations .....	\$1.62	\$1.79	\$1.60	\$1.71	
Transperth train operations .....	\$0.90	\$1.02	\$1.19	\$1.15	4
Transperth ferry operations .....	\$1.90	\$1.51	\$1.82	\$1.72	5
Average cost per 1,000 place kilometres - Intra-town regional bus services .....	\$90.96	\$86.51	\$94.91	\$93.67	



## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is forecast to increase by \$67.7 million (3.8%) from the 2023-24 Estimated Actual largely due to increased annual operating costs (\$103.7 million) and depreciation expenses (\$48.6 million), offset by reductions in external works undertaken for third parties (\$66.3 million) and interest expenses (\$23.5 million).
2. The 2024-25 Budget Target is forecast to increase by \$19.7 million (10.2%) from the 2023-24 Estimated Actual largely due to increased Transperth fare (\$27.9 million) and parking (\$1.2 million) revenue, partially offset by a reduction in external works undertaken for third parties (\$8.4 million).
3. The 2024-25 Budget Target is forecast to increase as a result of the additional operational staff required to support network growth and delivery.
4. The 2023-24 Estimated Actual is higher than the 2023-24 Budget mostly due to increases in interest and depreciation costs following a revaluation of the rail infrastructure.
5. The 2023-24 Estimated Actual is higher than the 2023-24 Budget mostly due to increases in depreciation costs following a revaluation of the ferries.

## 2. Country Passenger Rail and Road Coach Services

Provision of customer-focused, safe and cost-effective passenger transport to regional communities.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 56,670	\$'000 56,688	\$'000 58,668	\$'000 60,578	
Less Income .....	11,682	10,549	11,916	11,545	
Net Cost of Service .....	44,988	46,139	46,752	49,033	
<b>Employees (Full-Time Equivalents) .....</b>	<b>164</b>	<b>166</b>	<b>165</b>	<b>168</b>	
<b>Efficiency Indicators</b>					
Average cost per passenger kilometre:					
Transwa rail .....	\$0.61	\$0.68	\$0.68	\$0.78	1
Transwa road coaches .....	\$0.42	\$0.44	\$0.41	\$0.42	
Average cost per 1,000 place kilometres - Inter-town country bus services...	\$20.21	\$16.55	\$21.24	\$21.24	2

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual due to the assumption that patronage will continue to be negatively impacted as passengers use the Australind road coach replacement services.
2. The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to an increase in the cost of contracts required to provide the inter-town country bus services.

### 3. Regional School Bus Services

Provision of regional school bus transport to Western Australian school students.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	139,735	140,637	141,742	148,334	
Less Income .....	2	nil	nil	nil	
Net Cost of Service .....	139,733	140,637	141,742	148,334	
<b>Employees (Full-Time Equivalents) .....</b>	39	39	36	35	
<b>Efficiency Indicators</b>					
Average cost per contracted kilometre - School bus services .....	\$4.25	\$4.28	\$4.27	\$4.47	

### 4. Rail Corridor and Residual Freight Issues Management

Managing the rail freight corridor and infrastructure leased to the private sector and associated freight transport issues.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	203,421	184,967	260,969	193,048	1
Less Income .....	21,548	21,144	22,811	20,284	2
Net Cost of Service .....	181,873	163,823	238,158	172,764	
<b>Employees (Full-Time Equivalents) .....</b>	33	9	34	35	3
<b>Efficiency Indicators</b>					
Total cost of managing the rail freight corridor and residual freight issues .....	\$203,421	\$184,967	\$260,969	\$193,048	1

#### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual is forecast to increase from the 2023-24 Budget largely due to higher depreciation expenses (\$37 million) and a one-off impairment loss in 2023-24 (\$27 million).
2. The 2024-25 Budget Target is forecast to decrease by \$2.5 million (11.1%) from the 2023-24 Estimated Actual largely due to a one-off receipt from the Commonwealth for the development of the Kalgoorlie Rail Realignment business case in 2023-24 (\$2 million).
3. The 2023-24 Budget was set based on an assumption that staff would transition to planning projects that would be reflected as capital projects in the Asset Investment Program. This has been delayed.

## Asset Investment Program

### Electric Buses (E-Buses) and Depot Modifications

1. The first stage of an expanded electric bus operation through the acquisition of 130 locally built e-buses and the provision of associated charging infrastructure and other depot modifications will be delivered by the Authority. The first stage of the bus depot upgrade works will be completed over three years in Malaga, Karrinyup, Bayswater and Claisebrook.

### SmartRider System Asset Replacement and Technology Update

2. In 2024-25, the Authority will invest \$7.7 million to replace SmartRider system assets and update the technology used by the system.

### Freight Program

#### *Western Australia Agricultural Supply Chain Improvements*

3. The Agricultural Supply Chain Improvements (ASCI) program will increase freight capacities along key agricultural transport routes in the Wheatbelt, Great Southern, Mid West and Goldfields-Esperance regions. In 2024-25, \$34.8 million will be spent on agricultural freight transport corridor improvements.

#### *Grain Freight*

4. The \$22 million Grain Freight Upgrades, which are part of the \$200 million ASCI program, are upgrading/extending four rail sidings at Brookton, Broomehill, Cranbrook and Moora in the Wheatbelt and Great Southern regions. Broomehill is scheduled for completion in 2024-25, with Cranbrook and Moora scheduled to be completed in 2025-26.

#### *Kenwick Intermodal Terminal*

5. \$10 million has been committed for Arc Infrastructure to construct an intermodal terminal at Kenwick. The eight-hectare purpose-built terminal will have an annual operational throughput capacity of around 250,000 twenty-foot equivalent units for shipping container exports.

### Stirling Bus Interchange

6. An expanded Stirling Bus Interchange is being constructed over the Joondalup Line and the Mitchell Freeway at Stirling Station. The construction contract was awarded in October 2021 and the project is expected to be completed by late 2024, with \$83.8 million expected to be spent in 2024-25.

## METRONET

#### *Bayswater Station*

7. The new Bayswater Station replaces the existing station and rail bridge with two new elevated rail bridges over King William Street. Each rail bridge has its own station concourse, with the southern platform now open and servicing the Midland and Airport Lines and the northern platform to service the new Morley-Ellenbrook Line once it enters passenger service.

#### *Byford Rail Extension*

8. The Armadale Line will be extended by 7.8 km from Armadale Station to Byford. The Byford Rail Extension has removed seven level crossings and will deliver a new elevated station at Armadale and an at-grade station at Byford. Major earthworks have now commenced in preparation for laying ballasts, sleepers and rail.

#### *High Capacity Signalling Program of Works*

9. The High Capacity Signalling Program of Works will replace the existing Transperth rail network signalling system with one that allows for increased service frequencies. The program of works includes the Radio Systems Replacement, Nowergup Railcar Modification Shed, Public Transport Operations Control Centre and Train Control and Signalling projects.

**Midland Station**

10. A new Midland Station will be constructed between Helena and Cale Streets. The new station will provide better integration with the town centre, with much closer connections to the Midland Gate Shopping Centre and Midland Health Campus. Main construction works have commenced and are expected to be completed in 2025.

**Midland Station Multi-Storey Carpark**

11. An 800-bay multi-storey carpark will be provided at the new Midland Station. Construction is expected to be completed between late 2024 and early 2025.

**Morley-Ellenbrook Line**

12. Five new stations will be built at Morley, Noranda, Malaga, Whiteman Park and Ellenbrook as part of the 21 km Morley-Ellenbrook Line from Bayswater Station to Ellenbrook. Construction is currently underway, with Ellenbrook Station completed in March 2024.

**Railcar Acquisition for METRONET and A-Series Railcar Replacement**

13. A total of 246 new Transperth railcars will be procured to provide for METRONET projects (102 railcars) and to replace A-Series railcars (144 railcars). The new railcars will be six-car sets, which provide additional passenger capacity compared to those currently in operation. Following extensive testing, the first C-Series trains have now entered passenger service on the Joondalup and Mandurah Lines.

**Thornlie-Cockburn Link**

14. The Thornlie-Cockburn Line will be extended to Cockburn Station on the Mandurah Line and will include the construction of two new stations at Nicholson Road and Ranford Road, with park-and-ride facilities and bus interchanges to be provided.

**Victoria Park-Canning Level Crossing Removal**

15. Six level crossings have been removed at Mint Street, Oats Street, Welshpool Road, Hamilton Street, Wharf Street and William Street, and new elevated stations will be provided at Carlisle, Oats Street, Queens Park, Cannington and Beckenham. Construction of the elevated viaduct structure and of the Carlisle, Oats Street, Queens Park, Cannington and Beckenham stations is underway.

**Yanchep Rail Extension**

16. The Joondalup Line will be extended by 14.5 km from Butler to Yanchep. Three new stations are being built at Yanchep, Eglinton and Alkimos, with bus interchanges and park-and-ride facilities. Train testing began in December 2023 and the line is scheduled to commence service mid-2024.

**Rail Revitalisation Program**

17. The Rail Revitalisation Program focuses on replacing life-expired assets on the current network with renewal work built to a high standard and capable of meeting the future demands of the network. Works commenced in early 2024 and will be completed during the closure of the Armadale Line.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Bus Infrastructure Program							
Bus Infrastructure Projects .....	51,541	19,841	12,357	31,700	-	-	-
Electric Buses (E-Buses) and Depot Modifications .....	332,500	7,700	7,700	92,600	151,700	80,500	-
Smartrider System Asset Replacement and Technology Update .....	60,221	52,548	22,243	7,673	-	-	-
Bus Replacement Program - New Bus Replacement Program .....	627,604	288,685	83,808	57,947	62,730	31,316	60,207
Common Infrastructure Program - Minor Capital Works .....	23,196	6,650	3,526	3,791	3,500	3,500	5,755
Freight Program							
Grain Freight Upgrades .....	22,000	7,747	3,975	14,007	246	-	-
Kenwick Intermodal Terminal Development .....	10,000	10,000	9,992	-	-	-	-
Western Australian Agricultural Supply Chain Improvements .....	176,761	419	298	34,790	75,275	66,277	-
Major Projects - Stirling Bus Interchange .....	173,780	90,000	65,677	83,780	-	-	-
METRONET							
Bayswater Station .....	516,030	444,110	186,432	71,920	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Byford Rail Extension .....	1,335,286	488,844	362,761	544,141	302,301	-	-
Forrestfield-Airport Link .....	1,841,000	1,815,903	64,800	25,097	-	-	-
Greenwood Station Multi-Storey Carpark .....	38,000	5,711	5,000	-	22,305	9,984	-
High Capacity Signalling - Program of Works .....	667,030	276,006	118,118	256,636	116,299	18,089	-
Lakelands Station .....	72,000	65,191	11,555	6,809	-	-	-
Level Crossing Removal Program .....	125,671	125,671	8,644	-	-	-	-
Mandurah Station Multi-Storey Carpark .....	32,085	31,233	1,395	852	-	-	-
Morley-Ellenbrook Line .....	1,651,296	1,381,920	676,399	269,376	-	-	-
New Midland Station .....	239,483	137,588	93,123	67,333	16,487	18,075	-
New Midland Station Multi-Storey Carpark .....	35,889	33,068	32,000	2,821	-	-	-
New Stations and Existing Stations Upgrades .....	68,770	49,338	13,888	19,432	-	-	-
Railcar Acquisition .....	488,234	231,436	67,719	117,401	106,333	16,345	12,350
Railcar Replacement .....	940,349	314,762	41,135	209,441	102,787	87,641	91,571
Thornlie-Cockburn Link .....	1,352,386	1,062,969	353,732	225,102	64,315	-	-
Victoria Park-Canning Level Crossing Removal .....	1,624,710	837,460	570,078	515,785	271,465	-	-
Yanchep Rail Extension .....	1,270,377	1,190,375	535,395	80,002	-	-	-
<b>Operational Business Support Systems Program</b>							
Business Support Upgrades .....	103,196	50,613	13,608	23,810	7,248	7,175	7,175
CCTV Program .....	31,365	6,782	3,526	13,648	4,767	3,901	2,267
Parking Facilities Upgrades .....	26,462	5,086	4,618	11,686	5,212	1,378	3,100
<b>Rail Infrastructure Program</b>							
Rail Infrastructure .....	1,013,398	479,537	131,541	187,297	103,193	92,482	76,302
Rail Revitalisation Program .....	141,642	80,161	79,655	57,465	4,016	-	-
<b>Rail Stations Program</b>							
Lifts and Escalators Upgrades and Replacements .....	9,166	8,007	6,538	1,159	-	-	-
Rail Station Projects in Progress .....	7,944	7,944	2,000	-	-	-	-
Railcar Program - Rail Futures Fund (Australind Railcar Replacement) .....	81,507	39,299	14,528	15,208	25,634	1,366	-
<b>COMPLETED WORKS</b>							
Bus Infrastructure Program - Bus Infrastructure Projects .....	19,250	19,250	19,045	-	-	-	-
<b>Common Infrastructure Program</b>							
Minor Capital Works Program .....	13,972	13,972	4,313	-	-	-	-
Perth Station Forecourt Upgrade .....	3,711	3,711	200	-	-	-	-
Major Projects - Future Urban Railcar Procurement .....	254,377	254,377	2,066	-	-	-	-
METRONET - Rail Line Planning .....	41,801	41,801	-	-	-	-	-
<b>Operational Business Support Systems Program - Business Support Upgrades</b>							
Rail Infrastructure Program .....	48,066	48,066	-	-	-	-	-
Rail Stations Program - Lifts and Escalators Upgrades and Replacements .....	20,033	20,033	727	-	-	-	-
	8,370	8,370	-	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>15,600,459</b>	<b>10,062,184</b>	<b>3,634,115</b>	<b>3,048,709</b>	<b>1,445,813</b>	<b>438,029</b>	<b>258,727</b>
<b>Loans and Other Repayments .....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>509,175</b>	<b>344,043</b>	<b>-</b>	<b>-</b>
<b>Total Asset Investment Program .....</b>	<b>15,600,459</b>	<b>10,062,184</b>	<b>3,634,115</b>	<b>3,557,884</b>	<b>1,789,856</b>	<b>438,029</b>	<b>258,727</b>
<b>FUNDED BY</b>							
Borrowings .....			1,251,733	(49,538)	98,815	216,684	246,377
Capital Appropriation .....			1,277,427	1,072,159	463,123	83,943	12,350
Capital Appropriation - Other (Land Sales Proceeds) .....			-	-	24,989	-	-
Capital Appropriation - Sourced from Commonwealth .....			536,730	2,074,267	757,891	30,100	-
Funding included in Department of Treasury - Administered Item .....			-	25,000	25,000	32,500	-
Holding Account .....			105,671	24,967	14,119	10,709	-
Internal Funds and Balances .....			167,323	59,735	36,111	(2,184)	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....			2,149	2,682	2,248	-	-
Royalties for Regions Fund .....			26,275	-	-	-	-
Other .....			(8,084)	31,790	75,275	66,277	-
Other Grants and Subsidies .....			274,891	316,822	292,285	-	-
<b>Total Funding .....</b>			<b>3,634,115</b>	<b>3,557,884</b>	<b>1,789,856</b>	<b>438,029</b>	<b>258,727</b>

## Financial Statements

### Income Statement

#### *Expenses*

1. The Total Cost of Services in the 2024-25 Budget Year is forecast to increase by \$8.3 million (0.4%) from the 2023-24 Estimated Actual. Increases in expenses include:
  - 1.1. operating costs (\$105.9 million); and
  - 1.2. depreciation expenses (\$26.1 million).
2. These increases are offset by decreases in expenses relating to:
  - 2.1. external works undertaken for third parties (\$67.3 million);
  - 2.2. a one-off impairment loss (\$29.7 million); and
  - 2.3. interest expenses (\$24.4 million).

#### *Income*

3. Total income in the 2024-25 Budget Year is forecast to increase by \$16.8 million (7.4%) from the 2023-24 Estimated Actual. Increased revenues include:
  - 3.1. Transperth fare revenue (\$27.9 million); and
  - 3.2. Transperth parking revenue (\$1.2 million).
4. This is offset by a reduction in other revenue for external works undertaken for third parties (\$8.7 million).

### Statement of Financial Position

5. Total equity in the 2024-25 Budget Year is forecast to increase by \$3.1 billion from the 2023-24 Estimated Actual. This comprises a projected increase in total assets of \$2.4 billion and a decrease in total liabilities of \$706 million.
6. The Authority's statement shows accumulated deficits across the outyears as no accrual is provided to fund depreciation. It has been determined that there is no need to provide the significant accrual appropriation that would be required to fund depreciation.

### Statement of Cashflows

7. Proceeds from borrowings in the 2023-24 Estimated Actual have increased by \$1.8 billion from the 2023-24 Budget, which is predominantly attributable to increased short-term borrowings to meet the cashflow requirements of various METRONET projects.
8. Capital appropriation in the 2024-25 Budget Year is forecast to increase by \$1.4 billion to meet the cashflow requirements of various METRONET projects.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	257,511	302,628	309,719	372,148	397,733	403,088	405,830
Grants and subsidies (c) .....	607,183	600,162	625,556	661,013	637,663	661,539	672,562
Supplies and services .....	435,973	346,242	430,002	365,541	382,497	383,596	393,036
Accommodation .....	31,148	40,491	40,840	45,811	55,154	56,593	56,584
Depreciation and amortisation .....	477,562	503,542	607,059	601,835	709,339	716,743	691,197
Finance and interest costs .....	111,631	127,877	164,749	140,218	145,851	152,236	159,084
Other expenses .....	41,936	41,048	48,474	48,114	46,000	47,540	47,573
<b>TOTAL COST OF SERVICES .....</b>	<b>1,962,944</b>	<b>1,961,990</b>	<b>2,226,399</b>	<b>2,234,680</b>	<b>2,374,237</b>	<b>2,421,335</b>	<b>2,425,866</b>
<b>Income</b>							
Sale of goods and services .....	168,695	170,688	165,665	194,578	219,761	235,973	243,917
Regulatory fees and fines .....	3,496	4,420	4,036	3,871	4,420	4,420	4,420
Grants and subsidies .....	8,282	2,000	4,100	900	-	-	-
Other revenue .....	59,707	45,121	53,861	45,147	45,147	45,147	45,147
<b>Total Income .....</b>	<b>240,180</b>	<b>222,229</b>	<b>227,662</b>	<b>244,496</b>	<b>269,328</b>	<b>285,540</b>	<b>293,484</b>
<b>NET COST OF SERVICES .....</b>	<b>1,722,764</b>	<b>1,739,761</b>	<b>1,998,737</b>	<b>1,990,184</b>	<b>2,104,909</b>	<b>2,135,795</b>	<b>2,132,382</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	361	362	382	383	397	406	417
Resources received free of charge .....	1,008	-	-	-	-	-	-
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund							
Regional Community Services Fund .....	79,942	79,940	81,047	82,221	82,305	82,393	82,393
Other appropriations .....	1,109,994	1,122,699	1,211,497	1,283,888	1,290,941	1,316,171	1,338,414
Other revenues .....	296,152	374,907	358,257	379,191	397,258	95,309	29,041
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>1,487,457</b>	<b>1,577,908</b>	<b>1,651,183</b>	<b>1,745,683</b>	<b>1,770,901</b>	<b>1,494,279</b>	<b>1,450,265</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(235,307)</b>	<b>(161,853)</b>	<b>(347,554)</b>	<b>(244,501)</b>	<b>(334,008)</b>	<b>(641,516)</b>	<b>(682,117)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 2,045, 2,188 and 2,427 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Country Passenger Services - Inter-town</b>							
Country Bus Services .....	1,068	841	1,132	1,132	1,132	1,132	1,132
Grants to Other Government Agencies .....	133	-	21,336	-	-	-	-
Local Government .....	551	-	-	-	-	-	-
METRONET Community Assets Program .....	970	4,648	5,073	8,850	-	-	-
METRONET Office Expenses .....	-	985	2,341	1,970	985	-	-
<b>Metropolitan Services</b>							
Bus Operators .....	450,272	448,568	443,846	490,644	476,062	494,735	504,729
Ferry Services .....	1,768	1,284	1,826	2,018	1,958	2,035	2,076
Intra-town Regional Bus Services .....	20,211	17,361	22,422	24,786	24,049	24,992	25,497
<b>Regional School Bus Services</b>							
Conveyance Allowance .....	1,665	1,774	2,879	4,097	4,227	4,361	4,361
School Bus Services .....	130,545	124,701	124,701	127,516	129,250	134,284	134,767
<b>TOTAL .....</b>	<b>607,183</b>	<b>600,162</b>	<b>625,556</b>	<b>661,013</b>	<b>637,663</b>	<b>661,539</b>	<b>672,562</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	274,959	40,391	168,113	79,728	43,490	45,674	45,674
Restricted cash.....	87,280	21,866	7,357	35,145	35,145	35,145	35,145
Holding Account receivables .....	124,998	55,106	88,225	101,328	76,328	33,119	33,119
Receivables.....	54,736	41,756	54,736	54,736	54,736	54,736	54,736
Other.....	66,127	43,322	66,127	66,127	66,127	66,127	66,127
Assets held for sale .....	2,180	-	2,180	2,180	2,180	2,180	2,180
<b>Total current assets.....</b>	<b>610,280</b>	<b>202,441</b>	<b>386,738</b>	<b>339,244</b>	<b>278,006</b>	<b>236,981</b>	<b>236,981</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	162,125	107,019	93,227	55,157	66,038	98,538	98,538
Property, plant and equipment.....	13,904,120	15,586,803	16,926,062	19,349,743	20,081,173	19,800,365	19,373,266
Intangibles .....	11,932	23,010	17,598	39,765	43,017	46,640	42,572
Restricted cash.....	5,020	1,800	5,020	5,020	5,020	5,020	5,020
<b>Total non-current assets.....</b>	<b>14,083,197</b>	<b>15,718,632</b>	<b>17,041,907</b>	<b>19,449,685</b>	<b>20,195,248</b>	<b>19,950,563</b>	<b>19,519,396</b>
<b>TOTAL ASSETS.....</b>	<b>14,693,477</b>	<b>15,921,073</b>	<b>17,428,645</b>	<b>19,788,929</b>	<b>20,473,254</b>	<b>20,187,544</b>	<b>19,756,377</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	69,106	61,794	69,106	69,106	69,106	69,106	69,106
Payables.....	282,516	133,211	285,331	285,331	285,331	285,331	285,331
Borrowings and leases .....	233,106	221,219	65,198	57,937	58,436	58,537	58,560
Other.....	33,805	82,417	33,805	33,805	33,805	33,805	33,805
<b>Total current liabilities.....</b>	<b>618,533</b>	<b>498,641</b>	<b>453,440</b>	<b>446,179</b>	<b>446,678</b>	<b>446,779</b>	<b>446,802</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	11,342	12,203	11,342	11,342	11,342	11,342	11,342
Borrowings and leases .....	3,232,916	3,139,621	4,514,922	3,821,727	3,440,600	3,518,964	3,626,743
Other.....	148,260	142,144	142,794	137,328	131,862	126,396	120,930
<b>Total non-current liabilities.....</b>	<b>3,392,518</b>	<b>3,293,968</b>	<b>4,669,058</b>	<b>3,970,397</b>	<b>3,583,804</b>	<b>3,656,702</b>	<b>3,759,015</b>
<b>TOTAL LIABILITIES.....</b>	<b>4,011,051</b>	<b>3,792,609</b>	<b>5,122,498</b>	<b>4,416,576</b>	<b>4,030,482</b>	<b>4,103,481</b>	<b>4,205,817</b>
<b>EQUITY</b>							
Contributed equity.....	8,307,048	11,085,780	10,278,323	13,589,030	14,993,457	15,276,264	15,424,878
Accumulated surplus/(deficit).....	(3,589,353)	(3,802,913)	(3,936,907)	(4,181,408)	(4,515,416)	(5,156,932)	(5,839,049)
Reserves .....	5,964,731	4,845,597	5,964,731	5,964,731	5,964,731	5,964,731	5,964,731
<b>Total equity.....</b>	<b>10,682,426</b>	<b>12,128,464</b>	<b>12,306,147</b>	<b>15,372,353</b>	<b>16,442,772</b>	<b>16,084,063</b>	<b>15,550,560</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>14,693,477</b>	<b>15,921,073</b>	<b>17,428,645</b>	<b>19,788,929</b>	<b>20,473,254</b>	<b>20,187,544</b>	<b>19,756,377</b>

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



**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	1,110,355	1,112,720	1,211,879	1,284,271	1,291,338	1,316,577	1,338,831
Capital appropriation.....	1,412,331	2,983,621	1,949,314	3,310,123	1,520,725	515,964	358,379
Administered equity contribution.....	-	-	-	25,000	25,000	32,500	-
Holding Account drawdowns .....	90,410	124,998	105,671	24,967	14,119	10,709	-
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund.....	199	197	197	-	-	-	-
Digital Capability Fund .....	-	4,778	2,149	3,017	3,160	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	79,942	79,940	81,047	82,221	82,305	82,393	82,393
Regional Infrastructure and Headworks							
Fund .....	-	12,020	26,275	-	-	-	-
Receipts paid into Consolidated Account .....	-	(29,220)	(6,660)	-	(6,000)	-	-
Other.....	241,407	402,999	359,309	378,029	396,096	95,309	29,041
Administered appropriations .....	-	10,341	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>2,934,644</b>	<b>4,702,394</b>	<b>3,729,181</b>	<b>5,107,628</b>	<b>3,326,743</b>	<b>2,053,452</b>	<b>1,808,644</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(251,997)	(303,018)	(310,109)	(372,542)	(398,130)	(403,088)	(405,830)
Grants and subsidies .....	(606,597)	(600,162)	(625,556)	(661,013)	(637,663)	(661,539)	(672,562)
Supplies and services.....	(448,120)	(346,242)	(427,187)	(365,541)	(382,497)	(383,596)	(393,036)
Accommodation .....	(31,670)	(40,491)	(40,840)	(45,811)	(55,154)	(56,593)	(56,584)
GST payments.....	(308,305)	(226,253)	(226,253)	(173,432)	(173,432)	(173,432)	(173,432)
Finance and interest costs.....	(104,270)	(127,869)	(164,741)	(140,218)	(145,851)	(152,236)	(159,084)
Other payments .....	(41,826)	(40,658)	(48,084)	(47,720)	(45,603)	(47,540)	(47,573)
<b>Receipts</b>							
Regulatory fees and fines.....	3,373	4,420	4,036	3,871	4,420	4,420	4,420
Grants and subsidies .....	5,764	2,000	4,100	900	-	-	-
Sale of goods and services.....	171,106	170,688	165,665	194,578	219,761	235,973	243,917
GST receipts.....	308,006	226,253	226,253	173,432	173,432	173,432	173,432
Other receipts .....	55,266	40,783	49,523	40,843	40,843	39,681	39,681
<b>Net cash from operating activities .....</b>	<b>(1,249,270)</b>	<b>(1,240,549)</b>	<b>(1,393,193)</b>	<b>(1,392,653)</b>	<b>(1,399,874)</b>	<b>(1,424,518)</b>	<b>(1,446,651)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(2,045,484)	(3,279,954)	(3,634,115)	(3,048,709)	(1,445,813)	(438,029)	(258,727)
Proceeds from sale of non-current assets .....	19	-	-	-	6,000	-	-
<b>Net cash from investing activities .....</b>	<b>(2,045,465)</b>	<b>(3,279,954)</b>	<b>(3,634,115)</b>	<b>(3,048,709)</b>	<b>(1,439,813)</b>	<b>(438,029)</b>	<b>(258,727)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(420,084)	(724,465)	(1,274,465)	(1,059,858)	(841,628)	(404,380)	(404,510)
Other payments .....	-	(100,503)	-	(27,433)	(138,458)	(265,657)	(209,765)
Proceeds from borrowings .....	797,886	620,134	2,385,823	360,428	456,792	481,316	511,009
<b>Net cash from financing activities .....</b>	<b>377,802</b>	<b>(204,834)</b>	<b>1,111,358</b>	<b>(726,863)</b>	<b>(523,294)</b>	<b>(188,721)</b>	<b>(103,266)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>17,711</b>	<b>(22,943)</b>	<b>(186,769)</b>	<b>(60,597)</b>	<b>(36,238)</b>	<b>2,184</b>	<b>-</b>
Cash assets at the beginning of the reporting period .....	349,548	87,000	367,259	180,490	119,893	83,655	85,839
<b>Cash assets at the end of the reporting period .....</b>	<b>367,259</b>	<b>64,057</b>	<b>180,490</b>	<b>119,893</b>	<b>83,655</b>	<b>85,839</b>	<b>85,839</b>

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

# METRONET Projects Under Development

## Part 9 Transport

### Asset Investment Program

1. An \$839.3 million provision is incorporated for various METRONET projects under development, including the High Capacity Signalling program of works and the Morrison Road Level Crossing Removal. Funding will be allocated to specific projects upon completion of tender processes and final investment decisions.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>NEW WORKS</b>							
METRONET Projects Under Development.....	839,313	-	-	28,433	139,458	266,657	251,765
<b>Total Cost of Asset Investment Program .....</b>	<b>839,313</b>	<b>-</b>	<b>-</b>	<b>28,433</b>	<b>139,458</b>	<b>266,657</b>	<b>251,765</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			-	12,433	110,958	210,657	209,765
Capital Appropriation - Sourced from Commonwealth .....			-	15,000	27,500	55,000	21,000
Motor Vehicle Licence Fee Revenue.....			-	1,000	1,000	1,000	21,000
<b>Total Funding.....</b>			<b>-</b>	<b>28,433</b>	<b>139,458</b>	<b>266,657</b>	<b>251,765</b>

# Fremantle Port Authority

## Part 9 Transport

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	2024-25	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Budget	\$'000	\$'000	\$'000
			\$'000	Year			
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax...	20,418	21,482	20,839	21,635	20,371	21,885	23,312
Local Government Rates Equivalent .....	937	865	698	985	1,010	1,035	1,061
Dividends <sup>(a)(b)</sup> .....	-	33,151	-	35,118	33,685	34,988	37,400
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies .....	317	326	326	-	-	-	-
Other Subsidies .....	-	2,000	4,884	1,953	200	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%) .....	75	75	75	75	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations .....	252,679	258,202	252,518	276,131	282,290	292,756	303,089
Revenue from Government .....	317	2,326	5,210	1,953	200	-	-
Total Expenses <sup>(c)</sup> .....	186,009	193,963	192,662	210,585	219,433	224,897	230,726
Total Borrowings .....	135,913	209,645	177,646	232,318	252,705	264,988	262,054
<b>NET PROFIT AFTER TAX</b> .....	46,569	46,452	45,546	47,249	44,140	47,501	50,655
<b>CASH ASSETS</b> <sup>(d)</sup> .....	136,135	131,478	154,969	125,268	114,408	118,724	128,579

(a) The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>Key Adjustment</b>					
Revision of Financial Forecasts <sup>(a)</sup> .....	559	292	(5,945)	(9,537)	(8,856)
<b>Other</b>					
2023-24 Dividend Retention .....	(34,557)	-	-	-	-

(a) Updated forecasts to reflect current business operations and economic environment, including a comprehensive review of trade forecasts, pricing assumptions, and infrastructure management and maintenance including a reassessment of Asset Investment Program (AIP) requirements.

## **Significant Issues Impacting the Government Trading Enterprise**

### **Infrastructure Investment Supporting Government Objectives**

1. The Authority works collaboratively with Westport, the Future of Fremantle and other strategic Government initiatives to successfully deliver and shape the metropolitan port of the future.
2. The Authority is committed to investing in sustaining works and capital works as required to facilitate trade. This Budget includes a number of new projects to sustain infrastructure in the Inner and Outer Harbour.

### **Safety**

3. The safety of workers, other port users and visitors will continue to be a primary focus for the Authority. The Authority's safety strategy includes programs to improve fatality prevention, mental and physical wellbeing, marine safety and safety leadership.

### **Westport and Port Development**

4. The Authority will continue to actively support the Westport process through positive leadership and technical expertise. Parallel to the Westport process, the Authority is preparing a port development plan that will articulate how the port will develop to ensure business continuity prior to the delivery of Government's Westport and Future of Fremantle initiatives. The port development plan will ultimately integrate with Westport and Future of Fremantle to create a strategic path for the development of the port, and its logistic infrastructure, over the next 50 years.

### **Supply Chain Visibility**

5. The Authority has committed to lead Western Australia's supply chain improvements through enablement and investment. The Authority will continue to measure its progress on this commitment and will continue to work with government and industry specialists to understand constraints and areas for improvement.

### **Victoria Quay Waterfront Strategy**

6. Working with Planning, Lands and Heritage, the Authority has commenced implementation of a transformation program for Victoria Quay Waterfront. The program seeks to enhance amenities and create a vibrant waterfront destination that benefits the broader community. The program includes the delivery of a strategy and implementation framework to drive improvements and guide the development of Victoria Quay Waterfront in the short to medium term, in alignment with the Future of Fremantle vision.

### **Sustainability**

7. The Authority has a strong commitment to creating a sustainable port and supply chain with clear targets to embrace and support the energy transition of its assets, business and infrastructure. To address sustainability more broadly, the Authority is in the process of finalising a sustainability approach that will help deliver economic, environmental and social returns over the long term.

### **Retained Dividend**

8. The Authority will retain its forecast 2023-24 dividend payment, together with previously retained dividend payments resulting in a total of \$132.1 million to fund future infrastructure investments. Of the dividends retained, funds have been allocated to upgrade the Kwinana Bulk Terminal's import and export facilities, maintain product handling infrastructure and equipment at the Kwinana Bulk Jetty, and the Victoria Quay Activation project. The investment of remaining funds is pending approval of future business cases relating to the infrastructure requirements of the Authority.

## **Annual Performance Statement**

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Achieve financial targets in line with Government expectations in accordance with prudent commercial principles.	1. Achieve financial targets
	Provide reliable and efficient and commercial services to meet customer needs and add value.	2. Highly efficient port operations that promote trade growth 3. High levels of customer satisfaction
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Provide a safe and healthy environment for the community.	4. Achieve community satisfaction targets 5. Maintain safety and quality management systems in line with best practice

### Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Achieve financial targets:</b>					
Earnings before interest, taxes, depreciation and amortisation (\$'000).....	90,909	97,227	91,826	102,902	1
Return on assets <sup>(a)</sup> .....	11%	10.2%	9.9%	9.8%	
Economic rate of return <sup>(b)</sup> .....	8.7%	8.3%	7.5%	7.4%	
Debt to equity ratio .....	41%	56%	45%	54%	2
<b>Outcome: Highly efficient port operations that promote trade growth:</b>					
Total number of vessel visits <sup>(c)</sup> .....	1,528	1,605	1,605	1,581	
Total port trade ('000 tonnes) .....	31,255	30,709	30,709	29,505	
<b>Outcome: High levels of customer satisfaction:</b>					
Customer satisfaction score <sup>(d)</sup> .....	60%	n.a.	50%	n.a.	
<b>Outcome: Achieve community satisfaction targets:</b>					
Community satisfaction .....	60%	67%	61%	67%	
<b>Outcome: Maintain safety and quality management systems in line with best practice:</b>					
Lost time injury frequency rate (LTIFR) <sup>(e)</sup> .....	5.6	nil or 10% reduction	4	nil or 10% reduction	
Number of reportable environmental incidents .....	2	nil	1	nil	3

(a) Return on assets indicator is a new Budget key performance indicator now included to align with the Authority's Annual Report.

(b) Economic rate of return as calculated in accordance with the Department of Transport's Western Australia Port Authority - Rate of Return Calculation Methodology and Asset Valuation Policy.

(c) Number of vessels visits includes commercial, non-trading and fishing vessels (excludes naval).

(d) The Authority uses Net Promoter Score as the measure of customer satisfaction. Score provided indicates shipping line/agent survey services level of overall satisfaction with the Authority's services.

(e) The LTIFR is based on injuries 'occurring in the year' and 'million hours worked'. Target is for no lost time or a 10% reduction in lost time from the previous year.

## Explanation of Significant Movements

(Notes)

1. The increase in the 2024-25 Budget Target is due to the combined impact of trade expectations and continued investment in the Authority's organisational capability to support future operations.
2. The 2024-25 Budget Target increase in debt-to-equity ratio is reflective of funding assumptions associated with the AIP.
3. The reportable environmental incidents in 2022-23 relate to product spillage at the Kwinana Bulk Jetty. In 2023-24, the Authority elected to report to the Department of Water and Environmental Regulation the infrastructure damage sustained from a fire at the Kwinana Bulk Jetty in February 2024.

## Asset Investment Program

1. The Authority's AIP for 2024-25 to 2027-28 totals \$264.5 million, investing in projects across the Inner and Outer Harbour to support the economic growth of the State through the import and export of containers, motor vehicles, bulk commodities and other trades.

### Inner Harbour and Outer Harbour Refurbishment

2. A total of \$47.1 million in 2024-25 and \$84.7 million over the forward estimates period is forecast to be spent on Inner and Outer Harbour berth upgrades. The upgrades will allow the Inner Harbour to accommodate larger vessels and to allow for heavy-duty use. The refurbishment program includes three new projects:
  - 2.1. upgrades to Berths F and G Fenders and Deck Strengthening;
  - 2.2. a Bollard Replacement and Refurbishment Program to support safe mooring; and
  - 2.3. Kwinana Bulk Jetty Deck Soffit and Impressed Current Cathodic Protection System Replacement to extend the life of the jetty and protect against marine erosion.

### Expenditure in the Outer Harbour

3. To support the projected volumes of export and import of bulk commodities at the Kwinana Bulk Jetty the Authority will spend an additional \$7.8 million in 2024-25 and \$4.9 million over the forward estimates period to maintain product handling infrastructure and equipment.
4. A total of \$29.4 million in 2024-25 and \$2.5 million in 2025-26 is forecast to be spent on the replacement and upgrade of assets at the Kwinana Bulk Terminal to facilitate the ongoing import and export of bulk materials for customers.

### Expenditure in Victoria Quay

5. Work continues on the Fremantle Waterfront Implementation Plan, to support the developments and land uses identified in the Fremantle Waterfront Masterplan for the western end of Victoria Quay, with expenditure of \$10.2 million planned in 2024-25 and \$2.5 million in 2025-26. This includes the existing approved Victoria Quay Activation project of \$7.5 million and an additional \$5 million over 2024-25 and 2025-26 for upgrades to B Shed.

### Other Expenditure

6. A total of \$22.4 million in 2024-25 and \$53.1 million over the forward estimates period is forecast to be spent to sustain existing assets including a new sustaining works capital project which includes previous allocations for miscellaneous minor works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Inner and Outer Harbour - Security Upgrades Stage 2 .....	3,724	3,184	-	540	-	-	-
Inner Harbour Infrastructure Refurbishment Program .....	36,263	6,500	4,366	20,393	7,818	1,552	-
North Quay - Land Acquisitions .....	22,150	18,705	-	3,445	-	-	-
Outer Harbour							
Kwinana Bulk Jetty - Export-Import Infrastructure .....	11,100	3,738	1,547	6,372	990	-	-
Kwinana Bulk Terminal Infrastructure, Equipment Replacement and Upgrade.....	35,459	28,669	13,077	5,790	1,000	-	-
Material Handling Infrastructure Renewal of Import System.....	94,600	72,486	56,539	22,114	-	-	-
Plant and Equipment							
Replace Floating Plant.....	11,000	8,878	4,579	2,122	-	-	-
Replacement of Navigational Aids.....	5,683	2,023	-	840	420	400	400
Victoria Quay							
Activation Stage One.....	7,500	500	500	7,000	-	-	-
Fremantle Waterfront Implementation Plan .....	10,935	10,275	403	660	-	-	-
<b>COMPLETED WORKS</b>							
Inner Harbour							
Photovoltaic System Passenger Terminal .....	950	950	66	-	-	-	-
Replacement of High Voltage (HV) Cable from Main Substation to Substation 4 .....	720	720	720	-	-	-	-
Minor Works - 2023-24 Program .....	6,386	6,386	6,386	-	-	-	-
Outer Harbour							
Kwinana Bulk Terminal							
Direct Conveyor .....	5,400	5,400	5,400	-	-	-	-
HV Power System Upgrade .....	6,000	6,000	714	-	-	-	-
Victoria Quay - H Berth Fender Replacement .....	5,095	5,095	40	-	-	-	-
<b>NEW WORKS</b>							
Inner and Outer Harbour							
Bollard Replacement and Refurbishment Program <sup>(a)</sup> .....	-	-	-	-	-	-	-
Sustaining Capital Works.....	66,335	-	-	14,424	14,011	18,241	19,659
Inner Harbour							
Berths F and G Fenders/Deck Strengthening.....	35,500	-	-	-	18,900	16,600	-
Provision of Alternative Vehicular Access.....	1,000	-	-	1,000	-	-	-
Outer Harbour							
Kwinana Bulk Jetty							
Deck Soffit and ICCP System Replacement <sup>(a)</sup> .....	-	-	-	-	-	-	-
Replacement of Conveyor Structures and Equipment.....	5,300	-	-	1,400	1,400	2,500	-
Kwinana Bulk Terminal - Export Stockyard Area Concreting...	3,000	-	-	1,500	1,500	-	-
Victoria Quay - Activation Stage Two .....	5,000	-	-	2,500	2,500	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>467,210</b>	<b>179,509</b>	<b>94,337</b>	<b>116,810</b>	<b>67,539</b>	<b>49,593</b>	<b>30,559</b>
<b>FUNDED BY</b>							
Borrowings .....			53,000	65,800	30,912	22,841	7,659
Internal Funds and Balances.....			41,337	51,010	36,627	26,752	22,900
<b>Total Funding.....</b>			<b>94,337</b>	<b>116,810</b>	<b>67,539</b>	<b>49,593</b>	<b>30,559</b>

(a) Confidential. Amounts undisclosed to avoid prejudicing negotiations.

## **Financial Statements**

### **Income Statement**

#### *Revenue*

1. The Authority's revenue forecasts primarily reflect expectations on trade mix and growth, ships and shipping services, and rental revenue from port tenancies.
2. The Authority will receive a government subsidy (captured in other subsidies) from 2023-24 to 2025-26 to undertake feasibility studies on Westport enabling works and to provide technical expertise and support on the future Westport container port statutory requirements and other technical aspects of the program.

#### *Expenses*

3. Employee benefits reflect organisational changes following a comprehensive management review of organisational structure and competencies. The 2024-25 Budget includes roles identified to facilitate security objectives together with continued investment in the Authority's organisational capability to support future operations. Salary increases are in accordance with the previous public sector wages policy.
4. Supplies and services includes expenditure for Westport and enabling works across the period 2023-24 and into the forward estimates period.
5. Movements in depreciation and interest costs are driven by changes in the Authority's AIP.

### **Statement of Financial Position**

6. The Authority's AIP is a major driver of movements in property, plant and equipment and, as a result of AIP funding assumptions, movements in cash and borrowings balances.
7. Movements in cash assets relate to timing of dividend payments and AIP funding assumptions.

### **Statement of Cashflows**

8. Payments for purchase of non-current assets reflect changes to the Authority's AIP resulting from an extensive review of priorities, timing and expenditure estimates.
9. Movements in net cash from financing activities are a result of revised AIP timings and general operating requirements. Financing activities include assumptions relating to the drawdown and repayment of a working capital facility held with the Western Australian Treasury Corporation.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	249,098	255,509	249,825	273,404	279,523	289,948	300,238
Other revenue.....	3,581	2,693	2,693	2,727	2,767	2,808	2,851
<b>Revenue from Government</b>							
Operating subsidies.....	317	326	326	-	-	-	-
Other subsidies.....	-	2,000	4,884	1,953	200	-	-
<b>TOTAL REVENUE</b> .....	<b>252,996</b>	<b>260,528</b>	<b>257,728</b>	<b>278,084</b>	<b>282,490</b>	<b>292,756</b>	<b>303,089</b>
<b>Expenses</b>							
Employee benefits (b) .....	60,759	61,681	61,644	67,032	69,248	71,315	73,485
Supplies and services.....	64,070	64,774	67,374	68,094	68,732	69,047	70,727
Accommodation.....	7,225	6,466	6,299	8,080	8,282	8,489	8,702
Depreciation and amortisation .....	18,433	22,841	20,158	24,609	28,761	30,518	31,873
Finance and interest costs.....	5,489	7,821	6,602	10,794	11,612	11,880	11,424
Other expenses .....	30,033	30,380	30,585	31,976	32,798	33,648	34,515
<b>TOTAL EXPENSES</b> .....	<b>186,009</b>	<b>193,963</b>	<b>192,662</b>	<b>210,585</b>	<b>219,433</b>	<b>224,897</b>	<b>230,726</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>66,987</b>	<b>66,565</b>	<b>65,066</b>	<b>67,499</b>	<b>63,057</b>	<b>67,859</b>	<b>72,363</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	20,418	21,482	20,839	21,635	20,371	21,885	23,312
Deferred tax equivalent expense .....	-	(1,369)	(1,319)	(1,385)	(1,454)	(1,527)	(1,604)
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>46,569</b>	<b>46,452</b>	<b>45,546</b>	<b>47,249</b>	<b>44,140</b>	<b>47,501</b>	<b>50,655</b>
<b>Dividends</b> .....	<b>-</b>	<b>33,151</b>	<b>-</b>	<b>35,118</b>	<b>33,685</b>	<b>34,988</b>	<b>37,400</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 365, 362 and 382 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	59,635	33,911	48,045	29,244	30,884	45,500	65,855
Cash assets - Retained dividends .....	76,500	97,567	106,924	96,024	83,524	73,224	62,724
Receivables .....	35,633	27,939	27,754	31,960	32,456	33,648	34,857
Other.....	8,383	5,881	5,970	6,206	6,345	6,522	6,703
<b>Total current assets.....</b>	<b>180,151</b>	<b>165,298</b>	<b>188,693</b>	<b>163,434</b>	<b>153,209</b>	<b>158,894</b>	<b>170,139</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	475,543	570,854	551,362	644,185	683,341	702,507	702,016
Intangibles .....	-	-	-	-	-	-	-
Other.....	26,924	29,905	28,270	29,683	31,167	32,725	34,361
<b>Total non-current assets.....</b>	<b>502,467</b>	<b>600,759</b>	<b>579,632</b>	<b>673,868</b>	<b>714,508</b>	<b>735,232</b>	<b>736,377</b>
<b>TOTAL ASSETS .....</b>	<b>682,618</b>	<b>766,057</b>	<b>768,325</b>	<b>837,302</b>	<b>867,717</b>	<b>894,126</b>	<b>906,516</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	16,848	16,161	16,976	17,537	18,061	18,572	19,072
Payables.....	10,064	21,360	13,787	13,742	12,339	13,240	13,905
Borrowings and leases .....	1,870	2,561	1,968	1,265	1,298	1,226	1,340
Other.....	21,206	11,657	14,767	16,233	16,478	16,776	17,077
<b>Total current liabilities.....</b>	<b>49,988</b>	<b>51,739</b>	<b>47,498</b>	<b>48,777</b>	<b>48,176</b>	<b>49,814</b>	<b>51,394</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	9,761	10,423	10,257	10,568	10,884	11,209	11,543
Borrowings and leases .....	135,351	210,088	177,484	232,673	252,846	264,705	261,848
Other.....	2,159	4,118	2,181	2,248	2,320	2,394	2,472
<b>Total non-current liabilities.....</b>	<b>147,271</b>	<b>224,629</b>	<b>189,922</b>	<b>245,489</b>	<b>266,050</b>	<b>278,308</b>	<b>275,863</b>
<b>TOTAL LIABILITIES .....</b>	<b>197,259</b>	<b>276,368</b>	<b>237,420</b>	<b>294,266</b>	<b>314,226</b>	<b>328,122</b>	<b>327,257</b>
<b>NET ASSETS .....</b>	<b>485,359</b>	<b>489,689</b>	<b>530,905</b>	<b>543,036</b>	<b>553,491</b>	<b>566,004</b>	<b>579,259</b>
<b>EQUITY</b>							
Contributed equity.....	105,059	105,059	105,059	105,059	105,059	105,059	105,059
Accumulated surplus/(deficit).....	380,300	384,630	425,846	437,977	448,432	460,945	474,200
<b>TOTAL EQUITY .....</b>	<b>485,359</b>	<b>489,689</b>	<b>530,905</b>	<b>543,036</b>	<b>553,491</b>	<b>566,004</b>	<b>579,259</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	208,450	226,238	231,784	235,776	243,707	252,625	262,207
GST receipts.....	25,856	25,784	26,367	27,541	27,978	28,995	30,025
Other receipts.....	41,323	34,479	34,569	38,397	38,243	38,966	39,704
<b>Payments</b>							
Employee benefits.....	(58,964)	(60,843)	(61,068)	(66,182)	(68,422)	(70,486)	(72,662)
Supplies and services.....	(64,070)	(64,774)	(67,374)	(68,094)	(68,732)	(69,047)	(70,727)
Accommodation (b).....	(6,288)	(5,601)	(5,601)	(7,095)	(7,272)	(7,454)	(7,641)
GST payments.....	(25,832)	(25,480)	(25,061)	(27,321)	(27,668)	(28,767)	(29,898)
Finance and interest costs.....	(5,374)	(7,564)	(6,467)	(9,938)	(11,424)	(11,780)	(11,373)
Other payments.....	(29,898)	(32,884)	(38,187)	(32,885)	(32,521)	(33,167)	(33,711)
<b>Net cash from operating activities.....</b>	<b>85,203</b>	<b>89,355</b>	<b>88,962</b>	<b>90,199</b>	<b>93,889</b>	<b>99,885</b>	<b>105,924</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Payments</b>							
Purchase of non-current assets.....	(62,543)	(95,300)	(94,337)	(116,810)	(67,539)	(49,593)	(30,559)
<b>Net cash from investing activities.....</b>	<b>(62,543)</b>	<b>(95,300)</b>	<b>(94,337)</b>	<b>(116,810)</b>	<b>(67,539)</b>	<b>(49,593)</b>	<b>(30,559)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	78,000	78,000	90,800	55,912	47,841	32,659
Other proceeds.....	959	864	864	-	-	-	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(12,184)	(37,695)	(37,494)	(37,088)	(36,411)	(36,467)	(36,574)
Other payments.....	-	(548)	(135)	(135)	(91)	(34)	(34)
<b>Net cash from financing activities.....</b>	<b>(11,225)</b>	<b>40,621</b>	<b>41,235</b>	<b>53,577</b>	<b>19,410</b>	<b>11,340</b>	<b>(3,949)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	317	326	326	-	-	-	-
Other subsidies.....	-	2,000	4,884	1,953	200	-	-
<b>Payments</b>							
Dividends to Government.....	-	(33,151)	-	(35,118)	(33,685)	(34,988)	(37,400)
National Tax Equivalent Regime - Income Tax....	(22,207)	(11,775)	(21,538)	(22,517)	(22,125)	(21,293)	(23,100)
Local Government Rates Equivalent.....	(937)	(865)	(698)	(985)	(1,010)	(1,035)	(1,061)
<b>Net cash provided to Government.....</b>	<b>22,827</b>	<b>43,465</b>	<b>17,026</b>	<b>56,667</b>	<b>56,620</b>	<b>57,316</b>	<b>61,561</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(11,392)</b>	<b>(8,789)</b>	<b>18,834</b>	<b>(29,701)</b>	<b>(10,860)</b>	<b>4,316</b>	<b>9,855</b>
Cash assets at the beginning of the reporting period.....	147,527	140,267	136,135	154,969	125,268	114,408	118,724
<b>Cash assets at the end of the reporting period.....</b>	<b>136,135</b>	<b>131,478</b>	<b>154,969</b>	<b>125,268</b>	<b>114,408</b>	<b>118,724</b>	<b>128,579</b>

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

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

# Kimberley Ports Authority

## Part 9 Transport

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	-	855	996	658	823	156	258
Local Government Rates Equivalent.....	144	125	172	145	149	149	149
Dividends <sup>(a)(b)</sup> .....	-	2,782	-	1,671	1,758	726	523
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	2,500	2,500	2,500	2,500	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	3,922	57,500	8,600	12,725	5,130	3,495	3,672
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	-	75	75	75	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	21,617	28,532	30,593	32,883	35,634	33,134	33,176
Revenue from Government.....	2,500	2,500	2,500	2,500	-	-	-
Total Expenses <sup>(c)</sup> .....	23,914	27,612	29,110	32,750	32,343	32,511	32,144
Total Borrowings.....	6,208	4,377	4,377	2,827	2,095	1,365	635
<b>NET PROFIT AFTER TAX.....</b>	<b>203</b>	<b>2,565</b>	<b>2,987</b>	<b>1,975</b>	<b>2,468</b>	<b>467</b>	<b>774</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>17,105</b>	<b>18,063</b>	<b>19,571</b>	<b>21,430</b>	<b>24,509</b>	<b>26,829</b>	<b>29,723</b>

(a) The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
2023-24 Retained Dividend.....	(486)	-	-	-	-
Revision of Financial Forecasts.....	(389)	(1,163)	(1,409)	(4,292)	(4,393)

## Significant Issues Impacting the Government Trading Enterprise

### Kimberley Ports Amalgamation

1. The Authority continues to work with port operators at the Ports of Wyndham and Derby to ensure Management and Lease Agreement obligations are being met and improved maintenance and asset planning is being undertaken. Ongoing financial support will be required over the forward estimates period to support operations.

### First Point of Entry

2. The Authority will work with Commonwealth Government border agencies on the requirements to secure expanded first point of entry status for the Port of Broome. This would allow more cargo to be directly imported into the Port of Broome, supporting local industries to bring in materials and bolstering local trade capacity.

### Trade Outlook (Commodities, Cargo and Cruise)

3. The Authority is positioned to take advantage of the growing exploration and development of the resource industry including oil and gas and minerals sands.
4. Global demand for agricultural commodities (primarily cattle), resources such as mineral sands (for technological uses), general cargo, and oil and gas support services is expected to continue in 2024-25. The cruise industry is adapting to changing circumstances, with small cruise shipping on the rise and larger cruise ships adjusting their planned/proposed itineraries.
5. Port of Wyndham trade will see a major decline, due to the Port's loss of bulk trade driven by falling nickel prices. Unfortunately, this price slump is expected to persist, with no short-term turnaround anticipated, as the nickel market undergoes fundamental shifts.

### Dividend Retention

6. The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment, with a forecast balance of \$1.3 million.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Achieve financial targets in line with State Government expectations in accordance with prudent commercial principles.	<ol style="list-style-type: none"> <li>1. Consistent with the <i>Port Authorities Act 1999</i>, facilitate trade, plan for future growth and development in a safe and efficient port</li> <li>2. Achieve rate of return and profitability targets</li> </ol>
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Maintain our safety, environmental and quality management systems in line with best practice and our existing certifications.	<ol style="list-style-type: none"> <li>3. Seek accreditation for ISO 45001:2018 <i>Occupational Health and Safety Management</i> and ISO 14001:2015 <i>Environmental Management Systems</i> at Port of Broome</li> </ol>

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Consistent with the <i>Port Authorities Act 1999</i>, facilitate trade, plan for future growth and development in a safe and efficient port:</b>					
Customer satisfaction with services <sup>(a)</sup> .....	75%	78%	n.a.	78%	
Employee satisfaction rating <sup>(b)</sup> .....	74%	76%	76%	76%	
Berthing availability .....	37%	62%	32%	35%	1
Trade growth tonnages ('000) <sup>(c)</sup> .....	3,172	2,466	4,387	5,010	2
Number of ship visits .....	1,562	1,637	1,620	1,556	
<b>Outcome: Achieve rate of return and profitability targets:</b>					
Earnings before interest, taxes, depreciation and amortisation (\$'000).....	\$4,736	\$8,195	\$8,755	\$7,479	3
Rate of return on assets .....	0.22%	-3%	3.73%	2.38%	4
Economic rate of return <sup>(d)</sup> .....	3%	-3%	3%	2.28%	5
Debt to equity ratio .....	0.22	0.08	0.11	0.1	
<b>Outcome: Seek accreditation for ISO 45001:2018 Occupational Health and Safety Management and ISO14001:2015 Environmental Management Systems at Port of Broome:</b>					
Environmental incidents .....	nil	nil	nil	nil	
Lost time injury frequency rate <sup>(e)</sup> .....	nil	nil	nil	nil	

(a) Customer satisfaction rating from 2022 and surveyed every two years.

(b) Employee satisfaction rating from 2021. The next survey is due 2024.

(c) Trade tonnages includes all ports' cargo activities except for cruise vessel passenger numbers.

(d) Economic rate of return as calculated in accordance with the Department of Transport's Western Australia Port Authority - Rate of Return Calculation Methodology and Asset Valuation Policy.

(e) Lost time injury frequency rate is based on injuries 'occurring in the year' and 'million hours worked'.

### Explanation of Significant Movements

(Notes)

- The berthing availability target percentage for 2023-24 Budget is 38%, although it was noted as 62% in the previous publication. Berthing availability has been decreasing and is expected to continue to reduce as larger bulk vessels are mooring at the Port of Broome and staying for longer due to the increased loads onboard.
- There has been an increase in trade growth tonnages due to the commencement of the Kimberley Mineral Sands bulk cargo trade. This increased trade will continue across the forward estimates period.
- The increase in earnings before interest, taxes, depreciation and amortisation between the 2022-23 Actual and 2023-24 Budget is a result of business at the port recovering post-COVID-19. The decrease in 2023-24 Estimated Actual and the 2024-25 Budget Target can be attributed to increased employee benefits expenses. These expenses are expected to rise in alignment with the new Stevedoring and Maintenance Enterprise Agreement 2023. Additionally, more operational employees are needed to service the larger bulk export vessels visiting the Port of Broome.
- The Authority had forecast a net loss for 2023-24 resulting in a negative rate of return on assets, however the Authority is expected to make a net profit in the 2023-24 Estimated Actual due to increased trade volumes. The decline in the rate of return on assets between the 2023-24 Estimated Actual and the 2024-25 Budget Target can be attributed to reduced net profit after tax and an expanded asset base.
- The Authority had forecast a net loss for 2023-24 resulting in a negative economic rate of return, however the Authority is expected to make a net profit due to increased trade volumes. The decline in economic rate of return between 2023-24 Estimated Actual and the 2024-25 Budget Target can be attributed to the reduced net profit after tax.

## Asset Investment Program

1. The Authority's Asset Investment Program (AIP) for 2024-25 to 2027-28 totals \$29.8 million, which will further support the continued economic growth of the Kimberley region. The Authority's 2024-25 AIP includes spending of:
  - 1.1. \$16.9 million over the forward estimates period for sustaining capital works across the Ports of Broome, Derby, Wyndham and Yampi Sound;
  - 1.2. \$6.9 million in 2024-25 to continue construction of wharf infrastructure to assist in efficient loading of bulk product at the Port of Broome; and
  - 1.3. \$6 million over 2024-25 and 2025-26 for the construction of inspection and washdown facilities at the Port of Broome. This new infrastructure will support direct imports of international containers and general cargo at Port of Broome as a first point of entry.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Major Port Infrastructure - Wharf Facility Works (Port of Broome).....	15,000	8,100	8,100	6,900	-	-	-
<b>COMPLETED WORKS</b>							
Minor Works							
2022-23 Program.....	2,619	2,619	351	-	-	-	-
2023-24 Program.....	2,075	2,075	2,075	-	-	-	-
Electrical Works - Other Ports (Derby).....	500	500	500	-	-	-	-
Electrical Works - Other Ports (Wyndham).....	1,300	1,300	1,300	-	-	-	-
<b>NEW WORKS</b>							
Major Port Infrastructure							
Port of Broome - New 90 Tonne Crane <sup>(a)</sup> .....	-	-	-	-	-	-	-
Port of Broome - First Point of Entry.....	6,000	-	-	2,400	3,600	-	-
Sustaining Capital Works <sup>(b)</sup> .....	16,922	-	-	3,500	3,105	5,070	5,247
<b>Total Cost of Asset Investment Program</b> .....	<b>44,416</b>	<b>14,594</b>	<b>12,326</b>	<b>14,300</b>	<b>6,705</b>	<b>5,070</b>	<b>5,247</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			8,600	12,725	5,130	3,495	3,672
Internal Funds and Balances.....			3,726	1,556	1,372	1,235	1,575
Other.....			-	19	203	340	-
<b>Total Funding</b> .....			<b>12,326</b>	<b>14,300</b>	<b>6,705</b>	<b>5,070</b>	<b>5,247</b>

(a) Confidential. Amounts undisclosed to avoid prejudicing negotiations.

(b) Minor works programs are included in the Sustaining Capital Works across the forward estimates period.

## **Financial Statements**

### **Income Statement**

#### *Revenue*

1. The sale of goods and services small decrease between the 2023-24 Budget and 2023-24 Estimated Actual was due to a non-approval of bulk cargo imports. The sale of goods and services will increase in the June quarter of 2023-24 due to the commencement of the Kimberley Mineral Sands bulk cargo trade which continues through the forward estimates period to 2027-28.
2. Lease and licence revenue increases in 2024-25 and over the forward estimates period (captured in other revenue) due to the Kimberley Marine Support Base Pty Ltd reaching a Final Investment Decision which activated rent payments to the Authority.

#### *Expenses*

3. Employee benefits will increase in line with the new Stevedoring and Maintenance Enterprise Agreement 2023 and an increase in operational employees to meet new export vessel demand.
4. Supplies and services shows an increase when compared to the 2023-24 Budget and the 2023-24 Estimated Actual and over the forward estimates period, primarily due to new accounting advice that pilotage expenses need to be included. This is offset by a corresponding increase in revenues so there is no net impact on the Income Statement.

### **Statement of Financial Position**

5. The Authority is expected to remain a cash-positive operation in the 2024-25 Budget Year with the commencement of bulk cargo trade over the forward estimates period at the Port of Broome.
6. Total assets are expected to increase by 12% in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual due to ongoing capital works projects.
7. Total liabilities are anticipated to decrease by 7% in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual due to the repayment of Western Australian Treasury Corporation loans. There will be a financial increase in liabilities as employee provisions increase over the outyears.

### **Statement of Cashflows**

8. The increase in contributed equity in 2024-25 and 2025-26 represents the funds to support the Authority's AIP.



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

	2022-23	2023-24	2023-24 Estimated	2024-25 Budget Year	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Actual \$'000	\$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	20,490	27,706	27,376	29,293	31,872	29,041	29,041
Other revenue.....	1,127	826	3,217	3,590	3,762	4,093	4,135
<b>Revenue from Government</b>							
Operating subsidies.....	2,500	2,500	2,500	2,500	-	-	-
<b>TOTAL REVENUE</b> .....	<b>24,117</b>	<b>31,032</b>	<b>33,093</b>	<b>35,383</b>	<b>35,634</b>	<b>33,134</b>	<b>33,176</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	10,634	12,937	12,188	15,372	14,569	14,596	14,153
Supplies and services.....	4,360	4,781	7,065	7,555	7,070	6,952	6,838
Accommodation.....	2,449	3,133	2,946	2,510	2,673	2,905	2,999
Depreciation and amortisation .....	4,072	4,309	4,327	4,375	5,044	5,050	5,157
Finance and interest costs.....	516	468	443	470	481	476	476
Other expenses .....	1,883	1,984	2,141	2,468	2,506	2,532	2,521
<b>TOTAL EXPENSES</b> .....	<b>23,914</b>	<b>27,612</b>	<b>29,110</b>	<b>32,750</b>	<b>32,343</b>	<b>32,511</b>	<b>32,144</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>203</b>	<b>3,420</b>	<b>3,983</b>	<b>2,633</b>	<b>3,291</b>	<b>623</b>	<b>1,032</b>
National Tax Equivalent Regime - Current tax equivalent expense .....	-	855	996	658	823	156	258
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>203</b>	<b>2,565</b>	<b>2,987</b>	<b>1,975</b>	<b>2,468</b>	<b>467</b>	<b>774</b>
<b>Dividends</b> .....	-	2,782	-	1,671	1,758	726	523

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 73, 85 and 86 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	17,105	17,229	18,964	20,823	23,902	26,222	29,116
Cash assets - Retained dividends.....	-	834	607	607	607	607	607
Receivables.....	1,924	3,405	2,057	2,187	490	1,104	2,111
Other.....	438	112	438	438	381	381	381
<b>Total current assets.....</b>	<b>19,467</b>	<b>21,580</b>	<b>22,066</b>	<b>24,055</b>	<b>25,380</b>	<b>28,314</b>	<b>32,215</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	71,644	128,825	79,900	90,147	94,460	94,900	95,067
Intangibles.....	661	589	660	660	998	1,042	1,042
<b>Total non-current assets.....</b>	<b>72,305</b>	<b>129,414</b>	<b>80,560</b>	<b>90,807</b>	<b>95,458</b>	<b>95,942</b>	<b>96,109</b>
<b>TOTAL ASSETS.....</b>	<b>91,772</b>	<b>150,994</b>	<b>102,626</b>	<b>114,862</b>	<b>120,838</b>	<b>124,256</b>	<b>128,324</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	2,752	3,434	3,905	4,677	5,470	6,307	7,106
Payables.....	1,273	1,282	1,216	1,201	1,235	1,310	1,386
Borrowings and leases.....	2,233	2,704	1,960	1,133	1,254	1,254	1,038
Other.....	70	439	70	70	130	130	130
<b>Total current liabilities.....</b>	<b>6,328</b>	<b>7,859</b>	<b>7,151</b>	<b>7,081</b>	<b>8,089</b>	<b>9,001</b>	<b>9,660</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	70	69	70	70	51	51	51
Borrowings and leases.....	5,061	2,820	3,503	2,780	1,927	1,197	683
<b>Total non-current liabilities.....</b>	<b>5,131</b>	<b>2,889</b>	<b>3,573</b>	<b>2,850</b>	<b>1,978</b>	<b>1,248</b>	<b>734</b>
<b>TOTAL LIABILITIES.....</b>	<b>11,459</b>	<b>10,748</b>	<b>10,724</b>	<b>9,931</b>	<b>10,067</b>	<b>10,249</b>	<b>10,394</b>
<b>NET ASSETS.....</b>	<b>80,313</b>	<b>140,246</b>	<b>91,902</b>	<b>104,931</b>	<b>110,771</b>	<b>114,007</b>	<b>117,930</b>
<b>EQUITY</b>							
Contributed equity.....	78,932	136,432	87,532	100,257	105,387	108,882	112,554
Accumulated surplus/(deficit).....	(6,940)	(4,507)	(3,951)	(3,647)	(2,937)	(3,196)	(2,945)
Reserves.....	8,321	8,321	8,321	8,321	8,321	8,321	8,321
<b>TOTAL EQUITY.....</b>	<b>80,313</b>	<b>140,246</b>	<b>91,902</b>	<b>104,931</b>	<b>110,771</b>	<b>114,007</b>	<b>117,930</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	18,689	24,848	23,666	25,234	24,372	20,315	20,310
GST receipts.....	2,221	-	-	-	-	-	-
Other receipts.....	4,243	3,696	6,939	7,652	11,136	12,685	12,727
<b>Payments</b>							
Employee benefits.....	(9,803)	(12,204)	(11,033)	(14,600)	(13,795)	(13,759)	(13,354)
Supplies and services.....	(5,157)	(5,132)	(7,410)	(7,910)	(7,933)	(7,820)	(7,706)
Accommodation (b).....	(2,305)	(3,008)	(2,774)	(2,365)	(2,524)	(2,756)	(2,850)
GST payments.....	(2,213)	-	-	-	-	-	-
Finance and interest costs.....	(509)	(468)	(443)	(470)	(481)	(476)	(476)
Other payments.....	(1,879)	(1,978)	(2,133)	(2,461)	(2,651)	(2,523)	(2,512)
<b>Net cash from operating activities.....</b>	<b>3,287</b>	<b>5,754</b>	<b>6,812</b>	<b>5,080</b>	<b>8,124</b>	<b>5,666</b>	<b>6,139</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Payments</b>							
Purchase of non-current assets.....	(2,531)	(61,226)	(12,326)	(14,300)	(6,705)	(5,070)	(5,247)
<b>Net cash from investing activities.....</b>	<b>(2,531)</b>	<b>(61,226)</b>	<b>(12,326)</b>	<b>(14,300)</b>	<b>(6,705)</b>	<b>(5,070)</b>	<b>(5,247)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Payments</b>							
Repayment of borrowings and leases.....	(2,103)	(1,952)	(1,952)	(1,672)	(740)	(740)	(740)
<b>Net cash from financing activities.....</b>	<b>(2,103)</b>	<b>(1,952)</b>	<b>(1,952)</b>	<b>(1,672)</b>	<b>(740)</b>	<b>(740)</b>	<b>(740)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	2,500	2,500	2,500	2,500	-	-	-
Equity contributions.....	3,922	57,500	8,600	12,725	5,130	3,495	3,672
<b>Payments</b>							
Dividends to Government.....	-	(2,782)	-	(1,671)	(1,758)	(726)	(523)
National Tax Equivalent Regime - Income Tax....	-	(855)	(996)	(658)	(823)	(156)	(258)
Local Government Rates Equivalent.....	(144)	(125)	(172)	(145)	(149)	(149)	(149)
<b>Net cash provided to Government.....</b>	<b>(6,278)</b>	<b>(56,238)</b>	<b>(9,932)</b>	<b>(12,751)</b>	<b>(2,400)</b>	<b>(2,464)</b>	<b>(2,742)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>4,931</b>	<b>(1,186)</b>	<b>2,466</b>	<b>1,859</b>	<b>3,079</b>	<b>2,320</b>	<b>2,894</b>
Cash assets at the beginning of the reporting period.....	12,174	19,249	17,105	19,571	21,430	24,509	26,829
<b>Cash assets at the end of the reporting period.....</b>	<b>17,105</b>	<b>18,063</b>	<b>19,571</b>	<b>21,430</b>	<b>24,509</b>	<b>26,829</b>	<b>29,723</b>

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

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

# Mid West Ports Authority

## Part 9 Transport

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	10,834	19,137	16,116	18,524	32,665	51,228	49,232
Local Government Rates Equivalent.....	1,073	934	1,073	1,120	1,176	1,235	1,297
Dividends <sup>(a)(b)</sup> .....	-	29,973	-	31,367	50,980	81,525	87,024
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	-	1,500	1,500	-	1,573	2,375	10,649
Major Treasurer's Special Purpose Account(s).....	6,500	8,551	10,051	1,449	-	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	75	75	75	75	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	100,020	141,113	129,481	149,337	209,426	292,718	288,121
Total Expenses <sup>(c)</sup> .....	64,272	77,321	75,762	87,586	100,539	121,964	124,013
Total Borrowings.....	6,143	43,759	8,851	95,186	253,373	287,677	269,793
<b>NET PROFIT AFTER TAX.....</b>	<b>25,207</b>	<b>44,655</b>	<b>37,603</b>	<b>43,227</b>	<b>76,222</b>	<b>119,526</b>	<b>114,876</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>78,731</b>	<b>53,442</b>	<b>79,356</b>	<b>66,115</b>	<b>75,710</b>	<b>116,374</b>	<b>149,294</b>

(a) The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

### Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustment</b>					
Lease 88 Shed Recladding and Dust Extraction System.....	-	-	(104)	4,235	5,282
<b>Other</b>					
2023-24 Retained Dividend.....	(29,973)	-	-	-	-
Revision of Financial Forecasts.....	(2,882)	(15,002)	(14,134)	18,821	15,268

## Significant Issues Impacting the Government Trading Enterprise

### Trade Outlook

1. Trade throughput volumes continue to increase year-on-year, though the volatility in the iron ore price has impacted some junior miners' trade forecasts over the short to medium term, whilst one new proponent has commenced shipping in the last three months. Due to adverse weather conditions, grain throughput is substantially lower than in previous years, though it is anticipated that the next harvest is likely to rebound, but not to the levels seen in recent record years. Anticipated throughput from non-mineral sands proponents has not yet eventuated and is unlikely to do so until 2025-26.
2. The Authority is continuing to receive approaches from potential new customers on projects within the Mid West region, including mining projects and break-bulk cargoes, particularly wind turbines.

### Major Capital Project Delivery

3. The Port Maximisation Project (PMaxP) design and delivery is progressing well with significant work on the various sub-projects underway. Detailed design is largely complete, and several sub-projects have progressed to the procurement stage.
4. A solution for the long-period wave, experienced by the Port of Geraldton, has been identified and incorporated into the PMaxP as part of the relocation of the tug harbour to the Berth 7 reclaim area. A new tug harbour will provide the rock wall which significantly reduces the wave energy entering the main harbour.
5. The Authority is undertaking a range of improvements to increase public and port user safety by addressing road access issues in the Port of Geraldton precinct, improving utilisation of existing berth infrastructure to increase ship loading efficiencies, and acquiring land to ease operational bottlenecks.

### Retained Dividends

6. The Authority will retain its forecast 2023-24 dividend payment of \$30 million to contribute to funding future infrastructure investment. This is in addition to \$47 million which was retained previously. Of these retained dividends:
  - 6.1. \$18 million has been allocated to the design of the PMaxP;
  - 6.2. \$6 million allocated for the re-cladding and dust extraction system upgrade of the lease 88 storage facility;
  - 6.3. \$5.4 million has been set aside for the replacement of ring main units;
  - 6.4. \$1.8 million has been allocated to the construction of a wastewater treatment plant; and
  - 6.5. the investment of remaining funds is subject to the approval of future business cases relating to the infrastructure requirements of the Authority.

### Operations

7. The Authority continues to implement dust improvement measures across the Port of Geraldton to increase public amenity. Over the last 18 months, the Authority has invested \$1.3 million towards dust mitigation activities, which includes the Berth 5 dry fog system on the conveyor and shiploader, and a DustTamer fence. Results collected over the last 12 months from air quality monitors, placed upwind and downwind from the DustTamer Wind Fence installed last financial year, demonstrate a 50% reduction of dust particles originating from in and around the talc stockpile lease and the Authority will continue to monitor the issue.

### Economic Environment

8. Operating activities are seeing increased cost pressures due to the current economic environment, particularly with respect to salaries, interest rates and fuel.
9. Attraction and retention of staff is presenting as a significant issue as the current demand for experienced and qualified staff is exceeded by the current supply, particularly in regional areas.

10. Due to the increased activity within the Western Australian economy, current procurement processes are seeing a limited number of respondents to tenders and increased pricing pressures for (and availability of) labour and materials.

### **Oakajee and Other Port Developments**

11. The Authority is becoming increasingly involved in the potential development of ports and terminals, particularly relating to the potential export of hydrogen-based products. This is largely a result of the region’s strong solar and wind resources that provide the ability to drive renewable hydrogen production. The Authority is currently an active member of the Jobs, Tourism, Science and Innovation-led Oakajee Industry Reference Group and is focusing efforts on increasing break-bulk facilities at the Port of Geraldton for the importation of project cargo and undertaking port planning activities at the Port of Oakajee.
12. Other areas of potential port developments include Exmouth, Carnarvon, Murchison and Arrowsmith.

## **Annual Performance Statement**

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### **Objectives, Outcomes and Key Performance Information**

#### **Relationship to Government Goals**

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

<b>Government Goals</b>	<b>Strategic Objectives</b>	<b>Desired Outcomes</b>
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Facilitate, protect and grow efficient trade and tourism.	1. Improve revenue diversification and growth 2. Improve underlying profit
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Operate as an exemplary corporate citizen.	3. To be a sustainable port 4. To provide a safe workplace 5. Operate in harmony with our stakeholders

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Improve revenue diversification and growth:</b>					
Return on assets .....	14.5%	20.4%	17.8%	15.4%	1
Earnings before interest, tax, depreciation and amortisation (\$'000).....	43,775	76,389	65,962	82,515	1
Total port trade (metric ton).....	17.4	21.3	18.6	19.5	2
Number of vessel visits.....	400	535	416	483	2
<b>Outcome: Improve underlying profit:</b>					
Economic rate of return <sup>(a)</sup> .....	4.1%	9%	6.9%	9%	3
<b>Outcome: To be a sustainable port:</b>					
Number of reportable environmental incidents .....	5	<10	<10	<10	
Annual Global Real Estate Sustainability Benchmark assessment .....	1 star	2 stars	2 stars	≥3 stars	
<b>Outcome: To provide a safe workplace:</b>					
Lost time injury frequency rate .....	nil	nil	nil	nil	
Total recordable injury frequency rate .....	3.74	nil	nil	nil	
<b>Outcome: Operate in harmony with our stakeholders:</b>					
All stakeholders' satisfaction survey score <sup>(b)</sup> .....	74%	>80%	n.a.	>80%	

(a) Economic rate of return as calculated in accordance with the Department of Transport's Western Australia Port Authority - Rate of Return Calculation Methodology and Asset Valuation Policy.

(b) Customer satisfaction survey results are scheduled to be completed after the Budget Papers are published.

### Explanation of Significant Movements

(Notes)

- Return on assets and earnings before interest, tax, depreciation and amortisation have increased in the 2023-24 Estimated Actual relative to the 2022-23 Actual due to higher profit before tax, mainly driven by higher revenues. However, the 2023-24 Estimated Actual is lower than the 2023-24 Budget due to lower revenue than forecast, driven by lower grain and non-mineral sands throughput than forecast.
- Total port trade and number of vessel visits results relative to target have been impacted by reduced throughput due to lower harvests and delays in new non-mineral sands projects. Number of vessel visits has also been impacted by an increase in larger vessels with multiple parcels loaded, resulting in lower vessel numbers in the 2023-24 Estimated Actual than forecast.
- The 2023-24 Estimated Actual is lower than the 2023-24 Budget due to lower revenues than forecast and slower capital spend than budgeted.

## Asset Investment Program

1. The Authority's Asset Investment Program for 2024-25 to 2027-28 totals \$384 million and includes spending for:
  - 1.1. the PMaxP to expand the capacity of the Port of Geraldton, which is forecast to cost \$350 million;
  - 1.2. sustaining capital works to improve services, upgrade existing infrastructure, security, environmental systems, computer systems and replacement of equipment, at a forecast cost of \$34 million;
  - 1.3. a port-wide firefighting system to provide fully compliant fire systems across the Port of Geraldton that meet standards and regulatory compliance requirements, which is forecast to cost \$26.6 million;
  - 1.4. a boat building precinct in the Fishing Boat Harbour in Geraldton to facilitate the PMaxP and support the local industry, which is forecast to cost \$10 million;
  - 1.5. the recladding of a storage facility and replacement of the dust extraction system, at a forecast cost of \$6 million; and
  - 1.6. the replacement of electrical ring main units to improve safety and environmental impact outcomes, which is forecast to cost \$5.4 million.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Fishing Boat Harbour - Boat Building Precinct .....	10,000	8,551	8,551	1,449	-	-	-
Port Maximisation Project.....	350,000	29,352	22,318	95,074	174,299	51,275	-
Port-Wide Firefighting System.....	26,644	5,252	4,395	17,621	3,771	-	-
Replacement of Electrical Ring Main Units.....	5,424	4,882	4,882	542	-	-	-
<b>COMPLETED WORKS</b>							
Eastern Breakwater Jetty .....	4,500	4,500	3,985	-	-	-	-
Land Acquisition and Road Improvements .....	8,000	8,000	4,661	-	-	-	-
Minor Works - 2023-24 Program .....	12,053	12,053	12,053	-	-	-	-
Wastewater Treatment Plant.....	1,775	1,775	1,775	-	-	-	-
<b>NEW WORKS</b>							
Lease 88 Shed Recladding and Dust Extraction System .....	6,000	-	-	3,060	2,940	-	-
Sustaining Capital Works .....	34,003	-	-	6,791	8,026	9,311	9,875
<b>Total Cost of Asset Investment Program .....</b>	<b>458,399</b>	<b>74,365</b>	<b>62,620</b>	<b>124,537</b>	<b>189,036</b>	<b>60,586</b>	<b>9,875</b>
<b>FUNDED BY</b>							
Borrowings .....			11,352	95,074	174,299	51,275	-
Capital Appropriation.....			1,500	-	-	-	-
Internal Funds and Balances.....			39,717	28,014	14,737	9,311	9,875
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund .....			10,051	1,449	-	-	-
<b>Total Funding.....</b>			<b>62,620</b>	<b>124,537</b>	<b>189,036</b>	<b>60,586</b>	<b>9,875</b>



## Financial Statements

### Income Statement

#### *Revenue*

1. Increases in the sale of goods and services over the forward estimates period are due to additional and new product throughput which will be enabled by the PMaxP. The reduction in the Authority's 2023-24 Estimated Actual revenue forecast (relative to 2023-24 Budget) is largely attributable to lower grain production due to a weak harvest in the Mid West.
2. Other revenue over the forward estimates period represents capital recovery and operational fees of new infrastructure provided by the PMaxP.

#### *Expenses*

3. Supplies and services increase during the 2025-26 Outyear due to a planned maintenance dredging campaign.
4. Depreciation costs increase significantly over 2026-27 and 2027-28 as new infrastructure is commissioned and operational.
5. Finance and interest cost increases over the forward estimates period are due to additional borrowings to fund the PMaxP.
6. Other expenses increase during 2026-27 due to increased insurance premiums on the new PMaxP infrastructure.

### Statement of Financial Position

7. The Statement of Financial Position is materially affected by the timing of the PMaxP. The PMaxP will facilitate additional throughput, thereby increasing cash assets. The project will result in a significant increase in property, plant and equipment, funded by borrowings. Dividends on a proposed capital recovery charge will be refunded to the Authority via equity contributions.

### Statement of Cashflows

8. The Statement of Cashflows is materially affected by the timing of the PMaxP. Increased receipts are due to an increase in throughput, facilitated by the PMaxP's infrastructure. The project investment, funded by borrowings, will increase payments on GST and purchase of non-current assets, and increase proceeds from and repayments of borrowings and subsequent interest payments. Increase in profitability will lead to an increase in dividends and taxes paid to Government. Dividends on a proposed capital recovery charge will be refunded to the Authority via equity contributions.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	97,001	139,816	125,386	140,605	197,594	243,377	235,361
Other revenue.....	3,019	1,297	4,095	8,732	11,832	49,341	52,760
<b>TOTAL REVENUE .....</b>	<b>100,020</b>	<b>141,113</b>	<b>129,481</b>	<b>149,337</b>	<b>209,426</b>	<b>292,718</b>	<b>288,121</b>
<b>Expenses</b>							
Employee benefits (b) .....	29,131	30,664	30,009	32,537	33,335	35,433	36,799
Supplies and services .....	15,949	22,200	23,103	22,742	26,583	24,338	24,388
Accommodation.....	2,194	2,293	2,312	2,418	3,124	3,587	3,791
Depreciation and amortisation .....	8,268	10,237	9,863	11,382	11,943	29,648	30,551
Finance and interest costs .....	283	2,360	2,383	9,383	17,039	16,192	15,301
Other expenses .....	8,447	9,567	8,092	9,124	8,515	12,766	13,183
<b>TOTAL EXPENSES .....</b>	<b>64,272</b>	<b>77,321</b>	<b>75,762</b>	<b>87,586</b>	<b>100,539</b>	<b>121,964</b>	<b>124,013</b>
<b>NET PROFIT/(LOSS) BEFORE TAX .....</b>	<b>35,748</b>	<b>63,792</b>	<b>53,719</b>	<b>61,751</b>	<b>108,887</b>	<b>170,754</b>	<b>164,108</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	10,834	19,137	16,116	18,524	32,665	51,228	49,232
Deferred tax equivalent expense .....	(293)	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX .....</b>	<b>25,207</b>	<b>44,655</b>	<b>37,603</b>	<b>43,227</b>	<b>76,222</b>	<b>119,526</b>	<b>114,876</b>
<b>Dividends .....</b>	<b>-</b>	<b>29,973</b>	<b>-</b>	<b>31,367</b>	<b>50,980</b>	<b>81,525</b>	<b>87,024</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 155, 179 and 182 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	57,696	28,974	28,979	19,340	31,875	72,539	105,459
Cash assets - Retained dividends .....	21,035	24,468	50,377	46,775	43,835	43,835	43,835
Receivables .....	11,901	14,508	11,739	11,985	11,736	11,798	11,819
Other.....	2,530	2,318	2,530	2,530	2,530	2,530	2,530
<b>Total current assets.....</b>	<b>93,162</b>	<b>70,268</b>	<b>93,625</b>	<b>80,630</b>	<b>89,976</b>	<b>130,702</b>	<b>163,643</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	150,588	239,817	204,455	317,740	495,909	527,263	506,761
Other.....	3,599	3,015	3,599	3,599	3,599	3,599	3,599
<b>Total non-current assets.....</b>	<b>154,187</b>	<b>242,832</b>	<b>208,054</b>	<b>321,339</b>	<b>499,508</b>	<b>530,862</b>	<b>510,360</b>
<b>TOTAL ASSETS .....</b>	<b>247,349</b>	<b>313,100</b>	<b>301,679</b>	<b>401,969</b>	<b>589,484</b>	<b>661,564</b>	<b>674,003</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	6,484	5,484	6,484	6,484	6,484	6,484	6,484
Payables.....	7,817	10,386	9,961	11,285	13,579	11,136	3,382
Borrowings and leases .....	1,247	9,228	7,657	15,076	15,659	16,633	17,541
Other.....	11	13	-	-	-	-	-
<b>Total current liabilities.....</b>	<b>15,559</b>	<b>25,111</b>	<b>24,102</b>	<b>32,845</b>	<b>35,722</b>	<b>34,253</b>	<b>27,407</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,117	3,249	3,117	3,117	3,117	3,117	3,117
Borrowings and leases .....	6,249	35,670	2,882	81,120	238,943	272,116	252,900
Other.....	1,733	1,464	1,733	1,733	1,733	1,733	1,733
<b>Total non-current liabilities.....</b>	<b>11,099</b>	<b>40,383</b>	<b>7,732</b>	<b>85,970</b>	<b>243,793</b>	<b>276,966</b>	<b>257,750</b>
<b>TOTAL LIABILITIES .....</b>	<b>26,658</b>	<b>65,494</b>	<b>31,834</b>	<b>118,815</b>	<b>279,515</b>	<b>311,219</b>	<b>285,157</b>
<b>NET ASSETS .....</b>	<b>220,691</b>	<b>247,606</b>	<b>269,845</b>	<b>283,154</b>	<b>309,969</b>	<b>350,345</b>	<b>388,846</b>
<b>EQUITY</b>							
Contributed equity.....	86,357	97,908	97,908	99,357	100,930	103,305	113,954
Accumulated surplus/(deficit).....	133,546	148,949	171,149	183,009	208,251	246,252	274,104
Reserves .....	788	749	788	788	788	788	788
<b>TOTAL EQUITY .....</b>	<b>220,691</b>	<b>247,606</b>	<b>269,845</b>	<b>283,154</b>	<b>309,969</b>	<b>350,345</b>	<b>388,846</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	99,678	134,133	119,998	134,979	191,687	236,377	228,011
GST receipts.....	10,101	19,946	15,961	17,534	24,175	32,237	32,314
Other receipts.....	8,844	6,980	9,460	14,363	17,744	56,342	60,110
<b>Payments</b>							
Employee benefits.....	(28,250)	(30,665)	(30,010)	(32,538)	(33,335)	(35,432)	(36,799)
Supplies and services.....	(15,949)	(22,200)	(23,103)	(22,742)	(26,583)	(24,338)	(24,388)
Accommodation (b).....	(5,061)	(1,359)	(1,239)	(1,298)	(1,948)	(2,352)	(2,494)
GST payments.....	(10,261)	(19,948)	(15,415)	(17,548)	(23,257)	(31,234)	(31,909)
Finance and interest costs.....	(245)	(2,318)	(2,319)	(9,335)	(16,998)	(16,134)	(15,258)
Other payments.....	(11,773)	(9,567)	(8,071)	(9,105)	(8,502)	(12,748)	(13,161)
<b>Net cash from operating activities.....</b>	<b>47,084</b>	<b>75,002</b>	<b>65,262</b>	<b>74,310</b>	<b>122,983</b>	<b>202,718</b>	<b>196,426</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	-	-	23	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(17,738)	(91,954)	(62,620)	(124,537)	(189,036)	(60,586)	(9,875)
<b>Net cash from investing activities.....</b>	<b>(17,738)</b>	<b>(91,954)</b>	<b>(62,597)</b>	<b>(124,537)</b>	<b>(189,036)</b>	<b>(60,586)</b>	<b>(9,875)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	34,550	5,152	95,074	174,299	51,275	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(1,262)	(2,985)	(3,282)	(9,597)	(17,009)	(17,602)	(18,525)
<b>Net cash from financing activities.....</b>	<b>(1,262)</b>	<b>31,565</b>	<b>1,870</b>	<b>85,477</b>	<b>157,290</b>	<b>33,673</b>	<b>(18,525)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Equity contributions.....	-	1,500	1,500	-	1,573	2,375	10,649
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund Regional Infrastructure and Headworks Fund.....	6,500	8,551	10,051	1,449	-	-	-
<b>Payments</b>							
Dividends to Government.....	-	(29,973)	-	(31,367)	(50,980)	(81,525)	(87,024)
National Tax Equivalent Regime - Income Tax.....	(12,708)	(17,117)	(14,388)	(17,453)	(31,059)	(54,756)	(57,434)
Local Government Rates Equivalent.....	(1,067)	(934)	(1,073)	(1,120)	(1,176)	(1,235)	(1,297)
<b>Net cash provided to Government.....</b>	<b>7,275</b>	<b>37,973</b>	<b>3,910</b>	<b>48,491</b>	<b>81,642</b>	<b>135,141</b>	<b>135,106</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>20,809</b>	<b>(23,360)</b>	<b>625</b>	<b>(13,241)</b>	<b>9,595</b>	<b>40,664</b>	<b>32,920</b>
Cash assets at the beginning of the reporting period.....	57,922	76,802	78,731	79,356	66,115	75,710	116,374
<b>Cash assets at the end of the reporting period.....</b>	<b>78,731</b>	<b>53,442</b>	<b>79,356</b>	<b>66,115</b>	<b>75,710</b>	<b>116,374</b>	<b>149,294</b>

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

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

# Pilbara Ports Authority

## Part 9 Transport

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	2024-25	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Budget	\$'000	\$'000	\$'000
			\$'000	Year			
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	101,628	115,702	110,396	<b>111,158</b>	118,040	116,945	112,482
Local Government Rates Equivalent.....	3,900	3,210	3,895	<b>4,002</b>	4,102	4,205	4,310
Dividends <sup>(a)(b)</sup> .....	-	209,664	-	<b>220,085</b>	230,701	232,484	225,302
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Other Subsidies.....	8,699	8,699	12,994	<b>18,481</b>	6,940	6,908	6,899
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	58,168	21,671	87,541	<b>211,416</b>	257,436	87,798	68,860
Major Treasurer's Special Purpose Account(s).....	6,050	26,178	26,178	-	-	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	85	85	85	<b>85</b>	85	85	85
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	656,080	736,409	778,595	<b>759,800</b>	789,445	787,576	827,628
Revenue from Government.....	8,699	8,699	12,994	<b>18,481</b>	6,940	6,908	6,899
Total Expenses <sup>(c)</sup> .....	321,738	376,894	402,720	<b>408,310</b>	413,175	410,540	450,426
Total Borrowings.....	138,573	176,724	176,725	<b>165,641</b>	168,305	131,703	92,818
<b>NET PROFIT AFTER TAX.....</b>	<b>241,413</b>	<b>252,512</b>	<b>278,473</b>	<b>258,813</b>	<b>265,170</b>	<b>266,999</b>	<b>271,619</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>832,774</b>	<b>715,756</b>	<b>1,099,803</b>	<b>1,089,569</b>	<b>1,052,631</b>	<b>1,169,682</b>	<b>1,338,453</b>

(a) The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Extension of Port Hedland Voluntary Buy-Back Scheme .....	3,813	4,332	1,466	7,928	27,817
Iron Ore Transhipment at Port of Ashburton.....	-	4,269	6,685	7,143	7,321
Recruitment of Up to Eight Additional Marine Pilots .....	(1,938)	(974)	(160)	-	2,017
Transfer of Port of Barrow Island.....	-	947	989	1,015	1,040
<b>Other</b>					
2023-24 Dividend Retention.....	(209,270)	-	-	-	-
Maintenance Dredging Budget Increase .....	(3,358)	(669)	-	-	-
Revision of Financial Forecasts.....	(3,532)	(3,645)	711	11,633	13,356

## Significant Issues Impacting the Government Trading Enterprise

### Asset Growth

- An amount of \$129.1 million was previously approved in the 2022-23 Budget and the 2022-23 Mid-year Review for construction of seawalls and bund walls (\$66.1 million), construction of a causeway (\$12 million) and inner harbour dredging (\$15 million) at Lumsden Point and for roads, corridor and the Great Northern Highway intersection (\$36 million). An additional \$500 million was approved in the 2023-24 Mid-year Review. This expenditure will facilitate the future development of additional general cargo facilities and a logistics hub at Port Hedland.
- The Dampier Bulk Handling Facility includes development of a new land-backed wharf that will initially support the bulk export of urea from an industrial project in the region and redundancy for ageing infrastructure at the Port of Dampier. The new land-backed wharf will be a multi-user, multi-product facility capable of accommodating bulk carriers, cruise ships and general cargo vessels, as well as vessels supporting the offshore oil and gas industry.
- In June 2020, the Government announced that the Authority would be the lead agency for the construction of the Spoilbank Marina in Port Hedland. Once constructed, ownership and operations of the marina will be transferred to Transport. The project is being delivered in two key stages.
  - Stage one was delivered by Main Roads on behalf of Transport and involved the construction of the truck haulage road. Stage one reached practical completion at the end of March 2021.
  - The Authority has progressed delivering stage two, which is comprised of bulk earthworks, revetments and breakwaters, dredging and reclamation works, marina structures and land-side civil works. The boat ramp and carpark area were opened for public use in January 2024. Completion of stage two works is expected in 2024-25.

### Asset Maintenance and Replacement of Ageing Infrastructure

- Utah Point Bulk Handling Facility commenced operations in 2010. The facility has consistently facilitated volumes well above its design capacity. Remediation of Utah Road will continue in 2024-25 with \$17 million invested in construction and design development with the ultimate objective of sustaining forecast throughput at the facility.
- The Seafarers' Centre in Port Hedland is no longer fit-for-purpose. A replacement facility will be built at a cost of \$13.5 million. The upgrade of this facility recognises the valued contribution of seafarers in the facilitation of trade. The cost of this facility is being funded by proponent contributions via the Port Hedland Voluntary Buy-Back Scheme.

### Port Hedland Voluntary Buy-Back Scheme

6. In June 2020, the Government announced a voluntary buy-back scheme for parts of Port Hedland's West End and that the scheme would be delivered by the Authority. There are 434 eligible properties.

### Dividend Retention

7. The Authority will retain its forecast 2023-24 dividend payment of \$218.3 million to contribute to funding future infrastructure investment. This results in a total retained dividend of \$665.3 million after \$447 million was retained previously. Of the dividends retained, \$29.8 million has been allocated to the Spoilbank Marina project, \$137.4 million to the Dampier Bulk Handling Facility and \$17 million to Utah Point Bulk Handling Facility road projects. The remaining funds will be quarantined, pending Government approval of business cases for the strategic infrastructure requirements of the Authority as part of future Budgets.

### Construction and Labour Market Cost Pressures

8. The Western Australian construction market is experiencing a period of unprecedented demand. This demand and the associated labour/skills shortage in related occupations have seen the cost of delivering construction projects increase significantly. The Authority continues to manage its procurement processes diligently, seeking to maximise value for money as it implements its Asset Investment Program. The Authority's focus on value for money and cost management are balanced with the overarching need to deliver the port infrastructure that contributes significantly to the growth of the State's economy and the achievement of its net zero policy outcomes.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### Objectives, Outcomes and Key Performance Information

#### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Appropriate financial returns to the State.	1. Optimise capital structure of the Authority, including consideration of debt and equity funding of major value accretive capital investments
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Regional prosperity and development.	2. Maximise regional benefits through management of existing and future ports

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Optimise capital structure of the Authority, including consideration of debt and equity funding of major value accretive capital investments:</b>					
Rate of return on assets .....	10.1%	10.8%	6.7%	7.9%	1
Economic rate of return <sup>(a)</sup> .....	11.2%	11.3%	7.9%	9.2%	2
Debt to equity ratio .....	0.31	0.29	0.32	0.32	
<b>Outcome: Maximise regional benefits through management of existing and future ports: <sup>(b)</sup></b>					
Port of Port Hedland					
Ship revenue earned per visit .....	\$148,415	\$158,178	\$158,646	\$168,684	
Port trade ('000 tonnes) .....	566,548	578,185	580,675	584,151	
Number of vessel visits .....	3,289	3,381	3,371	3,391	
Port of Dampier					
Ship revenue earned per visit .....	\$20,752	\$18,484	\$20,485	\$22,449	3
Port trade ('000 tonnes) .....	173,992	170,195	170,560	171,621	
Number of vessel visits .....	3,059	3,323	2,999	3,017	

(a) Economic rate of return as calculated in accordance with the Department of Transport's Western Australia Port Authority - Rate of Return Calculation Methodology and Asset Valuation Policy

(b) Port of Ashburton, Port of Varanus Island and Port of Barrow Island information is not included for reasons of commercial confidentiality.

### Explanation of Significant Movements

(Notes)

1. The rate of return on assets is forecast to be 6.7% in 2023-24 versus a budgeted target of 10.8%, mainly due to an increase in assets, and a decrease in adjusted earnings before interest, tax and depreciation. The rate of return on assets is forecast to increase from 6.7% in 2023-24 to 7.9% in 2024-25 mainly due to an increase in adjusted earnings before interest, tax and depreciation, partly offset by an increase in assets.
2. The economic rate of return is forecast to be 7.9% in 2023-24 versus a budgeted target of 11.3%, mainly due to an increase in assets, and a decrease in adjusted earnings before interest, tax and depreciation. The economic rate of return is forecast to increase from 7.9% in 2023-24 to 9.2% in 2024-25 mainly due to an increase in adjusted earnings before interest, tax and depreciation, partly offset by an increase in assets.
3. The ship revenue earned per visit at the Port of Dampier is forecast to be \$20,485 per visit in 2023-24 versus a budgeted target of \$18,484, mainly due to a forecast decrease in vessel visits.



## Asset Investment Program

1. The Authority's Asset Investment Program totals \$1.2 billion over the forward estimates period and includes:
  - 1.1. the provision of sustaining works;
  - 1.2. revetment upgrades at the Port of Port Hedland;
  - 1.3. property purchases by Hedland Maritime Initiative;
  - 1.4. Utah Bulk Handling Facility road projects; and
  - 1.5. construction of the Port Hedland Spoilbank Marina, the Lumsden Point General Cargo Facility and Logistics Hub, the Dampier Bulk Handling Facility and Link Bridge, port infrastructure at the Port of Ashburton and the Port Hedland Seafarers' Centre.
2. The Lumsden Point General Cargo Facility and Logistics Hub will meet the demand for existing and new trade growth through the Pilbara region. Total expenditure is forecast to be \$629.1 million.
3. The Dampier Bulk Handling Facility project will provide an additional 200 metre length of berth at the Port of Dampier for the export of bulk solids and the import/export of general cargoes and other commodities. The total expenditure is forecast to be \$298.3 million.
4. The Hedland Maritime Initiative is a special purpose vehicle established to administer the Government's Port Hedland Voluntary Buy-back Scheme and facilitate the planning and development of a maritime precinct. The Hedland Maritime Initiative acquisition and refurbishment of residential and commercial properties is forecast to cost a total of \$245.8 million.
5. The construction of the Port Hedland Spoilbank Marina is forecast to cost a total of \$160 million. The expenditure is funded from Royalties for Regions, other State contributions and retained dividends.
6. Following Severe Tropical Cyclone Veronica in March 2019, work was undertaken to assess the extent of damage caused to the Port Hedland Inner Harbour. The cyclone was analysed as being a one in 50-year event. Four revetment locations were identified as requiring immediate upgrade. The Port Hedland Inner Harbour Revetment project has a total forecast expenditure of \$20 million and the Tug Haven Revetment Wall Upgrades project has forecast expenditure of \$72.5 million.
7. The Dampier Link Bridge required to facilitate major project cargoes is forecast to cost \$75 million.
8. The Dampier Cargo Wharf Refurbishment is forecast to cost \$40 million.
9. Chevron's handover of Port of Ashburton infrastructure was completed in 2018-19. Works to support future development of the multi-user facilities at the port are forecast to cost \$32.4 million.
10. The remediation of Utah Road will continue in 2024-25 with \$17 million invested in construction and design development with the ultimate objective of sustaining forecast throughput at the Utah Bulk Handling Facility.
11. The construction of a Seafarers' Centre in Port Hedland to replace the existing facility that is no longer fit-for-purpose is forecast to cost \$13.5 million.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Port of Ashburton - Port Infrastructure Construction							
Project .....	32,400	17,164	2,759	5,687	5,500	4,049	-
Port of Dampier - Dampier Bulk Handling Facility .....	298,279	35,404	35,369	98,923	124,551	39,401	-
Port of Port Hedland							
Election Commitment - Spoilbank Marina .....	159,960	135,771	60,841	24,189	-	-	-
Hedland Maritime Initiative .....	245,757	161,480	55,670	46,185	38,092	-	-
Inner Harbour Revetment Upgrades .....	20,000	17,686	5,578	2,314	-	-	-
Lumsden Point General Cargo Facility and Logistics							
Hub .....	629,095	70,994	57,934	274,286	283,815	-	-
Tug Haven Revetment Wall Upgrades .....	72,536	70,877	41,047	1,659	-	-	-
<b>COMPLETED WORKS</b>							
All Pilbara Ports - 2023-24 Minor Works Program .....	28,796	28,796	25,546	-	-	-	-
<b>NEW WORKS</b>							
All Pilbara Ports - Sustaining Capital Works .....	84,684	-	-	16,387	20,241	23,346	24,710
Port of Dampier							
Dampier Cargo Wharf Refurbishment .....	40,000	-	-	-	-	3,000	37,000
Dampier Link Bridge .....	75,000	-	-	-	39,000	36,000	-
Port of Port Hedland							
Seafarers' Centre .....	13,500	-	-	-	13,500	-	-
Utah Access Road Refurbishment - Stage 5 .....	15,000	-	-	7,500	7,500	-	-
Utah Ring Road Pavement Refurbishment .....	2,000	-	-	2,000	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>1,717,007</b>	<b>538,172</b>	<b>284,744</b>	<b>479,130</b>	<b>532,199</b>	<b>105,796</b>	<b>61,710</b>
<b>FUNDED BY</b>							
Borrowings .....			21,379	73,136	63,400	-	-
Capital Appropriation .....			69,300	163,800	230,100	60,800	41,000
Internal Funds and Balances .....			167,887	242,194	238,699	44,996	7,210
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund .....			26,178	-	-	-	-
Other .....			-	-	-	-	13,500
<b>Total Funding .....</b>			<b>284,744</b>	<b>479,130</b>	<b>532,199</b>	<b>105,796</b>	<b>61,710</b>

## Financial Statements

### Income Statement

#### Revenue

- Revenue growth is attributable to increased throughput, approved price increases and the addition of the Port of Barrow Island.
- There is a reduction between 2023-24 Estimated Actual and the 2024-25 Budget Year, mainly due to the receipt of a \$65 million contribution from port users for the development of Port Hedland in 2023-24.

#### Expenses

- Operating expenses are expected to rise from 2023-24 Budget due to:
  - changes to the workforce plan;
  - increased depreciation due to higher asset valuations and additions to the Asset Investment Program;
  - a \$21.7 million provision for a payment that may be required to DevelopmentWA for land activation in relation to the Hedland Maritime Initiative;
  - higher interest costs; and
  - higher general expenditure due to the current economic environment.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	601,813	710,597	720,051	699,423	745,053	744,950	783,936
Other revenue.....	54,267	25,812	58,544	60,377	44,392	42,626	43,692
<b>Revenue from Government</b>							
Other subsidies.....	8,699	8,699	12,994	18,481	6,940	6,908	6,899
<b>TOTAL REVENUE</b> .....	<b>664,779</b>	<b>745,108</b>	<b>791,589</b>	<b>778,281</b>	<b>796,385</b>	<b>794,484</b>	<b>834,527</b>
<b>Expenses</b>							
Employee benefits (b) .....	67,230	72,085	78,152	85,360	86,232	88,285	90,269
Grants and subsidies .....	-	21,854	620	1,380	10,000	5,600	4,050
Supplies and services.....	67,018	84,278	102,544	98,057	85,019	80,896	88,594
Accommodation.....	42,218	46,531	45,170	46,413	47,572	48,763	49,982
Depreciation and amortisation .....	107,807	110,477	129,335	131,174	137,138	138,184	161,434
Finance and interest costs.....	7,196	8,697	9,761	8,990	8,930	10,045	16,374
Other expenses .....	30,269	32,972	37,138	36,936	38,284	38,767	39,723
<b>TOTAL EXPENSES</b> .....	<b>321,738</b>	<b>376,894</b>	<b>402,720</b>	<b>408,310</b>	<b>413,175</b>	<b>410,540</b>	<b>450,426</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>343,041</b>	<b>368,214</b>	<b>388,869</b>	<b>369,971</b>	<b>383,210</b>	<b>383,944</b>	<b>384,101</b>
National Tax Equivalent Regime - Current tax equivalent expense .....	101,628	115,702	110,396	111,158	118,040	116,945	112,482
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>241,413</b>	<b>252,512</b>	<b>278,473</b>	<b>258,813</b>	<b>265,170</b>	<b>266,999</b>	<b>271,619</b>
<b>Dividends</b> .....	-	209,664	-	220,085	230,701	232,484	225,302

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 353, 405 and 405 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	304,977	288,574	457,677	491,571	510,954	649,105	824,804
Cash assets - Retained dividends.....	440,224	410,464	600,135	549,007	498,186	481,135	481,135
Restricted cash.....	87,573	16,718	41,991	48,991	43,491	39,442	32,514
Receivables.....	87,523	98,812	104,254	101,843	104,134	104,224	107,508
Other.....	10,305	16,630	11,590	11,381	11,580	11,588	11,873
<b>Total current assets.....</b>	<b>930,602</b>	<b>831,198</b>	<b>1,215,647</b>	<b>1,202,793</b>	<b>1,168,345</b>	<b>1,285,494</b>	<b>1,457,834</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	3,678,486	3,048,697	3,827,318	4,175,373	4,570,434	4,538,045	4,438,322
Intangibles.....	1,145	2,325	490	-	-	-	-
Other investments.....	269	280	269	269	269	269	269
Other.....	112,426	96,071	112,427	112,427	112,427	112,427	112,427
<b>Total non-current assets.....</b>	<b>3,792,326</b>	<b>3,147,373</b>	<b>3,940,504</b>	<b>4,288,069</b>	<b>4,683,130</b>	<b>4,650,741</b>	<b>4,551,018</b>
<b>TOTAL ASSETS.....</b>	<b>4,722,928</b>	<b>3,978,571</b>	<b>5,156,151</b>	<b>5,490,862</b>	<b>5,851,475</b>	<b>5,936,235</b>	<b>6,008,852</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	12,940	11,447	12,923	12,923	12,923	12,923	12,923
Payables.....	29,079	18,501	35,506	37,546	37,102	37,146	37,612
Borrowings and leases.....	61,859	19,242	22,049	22,300	22,566	22,849	22,849
Other.....	22,174	19,004	18,695	18,695	18,695	18,695	18,695
<b>Total current liabilities.....</b>	<b>126,052</b>	<b>68,194</b>	<b>89,173</b>	<b>91,464</b>	<b>91,286</b>	<b>91,613</b>	<b>92,079</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,252	1,193	1,246	1,246	1,246	1,246	1,246
Borrowings and leases.....	115,074	219,727	192,989	275,166	344,052	306,170	263,144
Other.....	969,552	605,262	969,552	969,552	969,552	969,552	969,552
<b>Total non-current liabilities.....</b>	<b>1,085,878</b>	<b>826,182</b>	<b>1,163,787</b>	<b>1,245,964</b>	<b>1,314,850</b>	<b>1,276,968</b>	<b>1,233,942</b>
<b>TOTAL LIABILITIES.....</b>	<b>1,211,930</b>	<b>894,376</b>	<b>1,252,960</b>	<b>1,337,428</b>	<b>1,406,136</b>	<b>1,368,581</b>	<b>1,326,021</b>
<b>NET ASSETS.....</b>	<b>3,510,998</b>	<b>3,084,195</b>	<b>3,903,191</b>	<b>4,153,434</b>	<b>4,445,339</b>	<b>4,567,654</b>	<b>4,682,831</b>
<b>EQUITY</b>							
Contributed equity.....	485,527	533,552	599,246	810,761	1,068,197	1,155,995	1,224,855
Accumulated surplus/(deficit).....	939,154	970,856	1,217,628	1,256,356	1,290,825	1,325,342	1,371,659
Reserves.....	2,086,317	1,579,787	2,086,317	2,086,317	2,086,317	2,086,317	2,086,317
<b>TOTAL EQUITY.....</b>	<b>3,510,998</b>	<b>3,084,195</b>	<b>3,903,191</b>	<b>4,153,434</b>	<b>4,445,339</b>	<b>4,567,654</b>	<b>4,682,831</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	602,764	775,918	679,249	669,796	704,111	703,986	739,834
GST receipts.....	9,819	-	-	-	-	-	-
Other receipts.....	79,124	10,180	92,797	95,793	85,443	84,704	86,822
<b>Payments</b>							
Employee benefits.....	(65,699)	(72,084)	(78,152)	(85,360)	(86,232)	(88,285)	(90,269)
Supplies and services.....	(116,809)	(79,524)	(97,586)	(92,963)	(79,798)	(75,543)	(83,108)
Accommodation (b).....	(38,318)	(43,321)	(41,275)	(42,411)	(43,470)	(44,558)	(45,672)
GST payments.....	(10,109)	-	(271)	-	(1)	-	-
Finance and interest costs.....	(6,848)	(9,647)	(9,761)	(8,990)	(8,934)	(10,054)	(16,388)
Other payments.....	(25,008)	(122,783)	(45,886)	(44,142)	(56,230)	(51,586)	(51,465)
<b>Net cash from operating activities.....</b>	<b>428,916</b>	<b>458,739</b>	<b>499,115</b>	<b>491,723</b>	<b>514,889</b>	<b>518,664</b>	<b>539,754</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Payments</b>							
Purchase of non-current assets.....	(136,714)	(291,563)	(284,744)	(479,130)	(532,199)	(105,796)	(61,710)
<b>Net cash from investing activities.....</b>	<b>(136,714)</b>	<b>(291,563)</b>	<b>(284,744)</b>	<b>(479,130)</b>	<b>(532,199)</b>	<b>(105,796)</b>	<b>(61,710)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	40,000	53,380	42,000	93,512	73,488	-	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(59,678)	(65,230)	(3,848)	(11,085)	(4,336)	(37,600)	(43,026)
<b>Net cash from financing activities.....</b>	<b>(19,678)</b>	<b>(11,850)</b>	<b>38,152</b>	<b>82,427</b>	<b>69,152</b>	<b>(37,600)</b>	<b>(43,026)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Equity contributions.....	58,168	21,671	87,541	211,416	257,436	87,798	68,860
Other subsidies.....	8,699	8,699	12,994	18,481	6,940	6,908	6,899
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund Regional Infrastructure and Headworks Fund.....	6,050	26,178	26,178	-	-	-	-
<b>Payments</b>							
Dividends to Government.....	-	(209,664)	-	(220,085)	(230,701)	(232,484)	(225,302)
National Tax Equivalent Regime - Income Tax.....	(117,855)	(115,702)	(108,312)	(111,064)	(118,353)	(116,234)	(112,394)
Local Government Rates Equivalent.....	(3,900)	(3,210)	(3,895)	(4,002)	(4,102)	(4,205)	(4,310)
<b>Net cash provided to Government.....</b>	<b>48,838</b>	<b>272,028</b>	<b>(14,506)</b>	<b>105,254</b>	<b>88,780</b>	<b>258,217</b>	<b>266,247</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>223,686</b>	<b>(116,702)</b>	<b>267,029</b>	<b>(10,234)</b>	<b>(36,938)</b>	<b>117,051</b>	<b>168,771</b>
Cash assets at the beginning of the reporting period.....	609,088	832,458	832,774	1,099,803	1,089,569	1,052,631	1,169,682
<b>Cash assets at the end of the reporting period.....</b>	<b>832,774</b>	<b>715,756</b>	<b>1,099,803</b>	<b>1,089,569</b>	<b>1,052,631</b>	<b>1,169,682</b>	<b>1,338,453</b>

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

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

# Southern Ports Authority

## Part 9 Transport

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	2024-25	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Budget	\$'000	\$'000	\$'000
			\$'000	Year			
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	26,328	14,849	16,814	<b>20,288</b>	24,732	27,296	31,521
Local Government Rates Equivalent.....	1,104	855	855	<b>990</b>	1,020	1,045	1,071
Dividends <sup>(a)(b)</sup> .....	-	26,948	-	<b>33,984</b>	41,335	46,645	53,313
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	10,010	-	-	-	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	-	-	1,417	-	-	-	-
Major Treasurer's Special Purpose Account(s).....	3,767	8,525	15,400	<b>15,943</b>	3,700	3,700	-
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	75	75	75	<b>75</b>	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	204,728	183,602	203,343	<b>236,949</b>	251,135	260,098	276,079
Revenue from Government.....	10,010	-	-	-	-	-	-
Total Expenses <sup>(c)</sup> .....	127,012	134,106	147,297	<b>169,323</b>	168,697	169,112	171,007
Total Borrowings.....	4,805	3,334	3,334	<b>1,951</b>	541	4	4
<b>NET PROFIT AFTER TAX.....</b>	<b>61,398</b>	<b>34,647</b>	<b>39,232</b>	<b>47,338</b>	<b>57,706</b>	<b>63,690</b>	<b>73,551</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>138,822</b>	<b>74,360</b>	<b>135,477</b>	<b>109,834</b>	<b>96,659</b>	<b>104,179</b>	<b>124,449</b>

(a) The Authority will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Port of Albany Pilot Station Precinct Development .....	-	-	-	-	(192)
Port of Bunbury Shed 8-3 Recladding .....	-	-	-	(220)	(262)
Port of Esperance Operations Centre .....	-	-	-	(33)	(39)
Port of Esperance Roads Upgrade (Stage 2 and 3) .....	-	-	-	(338)	(402)
Port of Esperance Tug Pen and Pilot Jetty Upgrade .....	-	-	-	(344)	(409)
<b>Other</b>					
2023-24 Retained Dividend .....	(29,527)	-	-	-	-
Revision of Financial Forecasts <sup>(a)</sup> .....	4,544	(28,266)	(30,076)	(24,711)	10,485

(a) Revision of financial forecasts are driven by pricing and trade projections.

## Significant Issues Impacting the Government Trading Enterprise

### Asset growth

1. The Authority is investing in a number of upgrade projects to facilitate existing and future growth as outlined in the Port Master Plans. The Authority will continue to work actively and in partnerships with current and potential customers and State entities to create competitive supply chains and secure trade and investment opportunities in the regions.

### Trade Growth

2. Whilst broadening the Authority's trading options to better diversify risks across customers and commodities, iron ore, grain and alumina remain central to the Authority's portfolio. Recognizing the vulnerability of the nickel industry, which constitutes 1% of the Authority's revenue, the Authority has adjusted nickel raw material port pricing to align with the State's Royalty Relief Program and strengthen resilience for critical minerals.

### Sustaining Capital Investment

3. An ongoing key priority is the development of life cycle asset management plans, funding of major maintenance and asset renewal plans necessary to sustain existing capacity and capability to facilitate trade. The Authority is investing in a number of sustaining capital projects from 2024-25 to 2027-28.

### Construction and Labour Market Cost Pressures

4. The Authority has experienced significant increases in construction costs, primarily through escalating material and service costs. Constraints in the Western Australian labour market (particularly in regional areas) have impacted on the Authority's ability to deliver on previously approved capital projects in the anticipated timeframes.

### Dividend Retention

5. The Authority is retaining its 2021-22, 2022-23 and 2023-24 dividend payment of \$66.7 million, \$41.6 million and \$29.5 million respectively, totalling \$137.8 million, of which \$75.4 million is yet to be allocated, to fund future investment.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### Objectives, Outcomes and Key Performance Information

#### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Financially Sustainable.	1. Maximise opportunities to create value for the State
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Strong Regional Jobs.	2. Maintain a flexible and nimble organisational structure with clear accountabilities for competent and knowledgeable personnel
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Environmental Compliance.	3. Maintain a solid reputation with customers and the community for creating long-term value which protects the environment and heritage assets



## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Maximise opportunities to create value for the State:</b>					
Return on assets .....	17.3%	9.3%	9.6%	10.3%	1
Earnings before interest, taxes, depreciation and amortisation (\$'000).....	96,101	62,196	66,951	81,235	2
Economic rate of return <sup>(a)</sup> .....	13%	6.2%	5.4%	6%	1
Debt to equity ratio .....	0.09	0.08	0.08	0.07	3
<b>Outcome: Maintain a flexible and nimble organisational structure with clear accountabilities for competent and knowledgeable personnel:</b>					
Customer satisfaction score - Corporate index score <sup>(b)</sup> .....	73	>65	n.a.	>65	
Lost time injury frequency rate .....	3.1	nil or 10% reduction	3.7	nil or 10% reduction	
Total number of vessel visits .....	853	784	822	847	4
Total port trade tonnes (Kt).....	37,162	36,520	35,945	38,964	5
<b>Outcome: Maintain a solid reputation with customers and the community for creating long-term value which protects the environment and heritage assets:</b>					
Number of reportable environment incidents.....	1	nil or 10% reduction	nil	nil or 10% reduction	

(a) Economic rate of return as calculated in accordance with the Department of Transport's Western Australia Port Authority - Rate of Return Calculation Methodology and Asset Valuation Policy.

(b) Customer satisfaction survey is yet to be completed.

### Explanation of Significant Movements

(Notes)

1. The higher return on assets and economic rate of return for the 2022-23 Actual is due to recognition of revenue from a one-off transfer of assets on termination of a lease arrangement amounting to \$26.8 million and the end of the Government support package for Koolyanobbing iron ore subsidy of \$10 million.
2. Earnings before interest, taxes, depreciation and amortisation declined from the 2022-23 Actual to the 2023-24 Estimated Actual due to one-off asset transfer of \$28.6 million and the end of the Government support package for the Koolyanobbing iron ore subsidy of \$10 million in 2022-23. The 21% increase forecasted for the 2024-25 Budget Target is mainly driven by a 5% increase in port pricing and a 17% increase in forecasted iron ore volumes.
3. The downward trend in debt to equity ratio is consistent with the annual decrease in borrowings in accordance with scheduled debt repayments on a Western Australian Treasury Corporation loan.
4. The increase in total number of vessel visits forecast in the 2024-25 Budget Target is mainly driven by increase in grain and iron ore trade volumes at Esperance Port.
5. The Authority consults with port users to obtain current trade forecasts, with the main movement in year-on-year trade increasing due to revised grain and iron ore volumes in the 2024-25 Budget Target.

## Asset Investment Program

1. The Authority's Asset Investment Program for 2024-25 to 2027-28 totals \$176.2 million, investing in projects to support the regional development and economic growth of the State through the import and export of various commodities.

### New Projects

2. The Authority will spend \$49.2 million over 2024-25 to 2027-28 on the following infrastructure projects:
  - 2.1. \$14.9 million on the Tug Pen and Pilot Jetty upgrade in Esperance to enable ongoing towage and pilotage services, which are essential to facilitation of trade through the port;
  - 2.2. \$12.2 million to upgrade the Esperance port entry and internal roads (Stage 2 and 3), providing safe and functional heavy vehicle access and supporting recent growth in non-iron ore trade transported by road;
  - 2.3. \$9.5 million on recladding Shed 8-3 in Bunbury to ensure continuation of existing and future trade and avoid potential safety issues;
  - 2.4. \$8.3 million on the Pilot Station Precinct Development in Albany to develop the heritage listed pilot station cottages and surrounding area;
  - 2.5. \$2.3 million on site investigations and concept designs for a new Operations Centre in Esperance; and
  - 2.6. \$2 million relating to design for a new general purpose berth in Albany to enable trade facilitation through the Great Southern region.

### Existing Projects

3. The Authority will spend \$127 million over the forward estimates period on the following projects:
  - 3.1. \$76.3 million for all ports sustaining capital works allocation (which includes the existing minor capital works budget) to enable the Authority to undertake works to maintain current port capacity and sustain its asset base;
  - 3.2. \$15 million on the design and construction of a new public access road and bridge to Turkey Point at the Port of Bunbury;
  - 3.3. \$14 million on operational technology renewals across the three ports to reduce the risk of operational down-time, device failure and security risk;
  - 3.4. \$11.5 million for recladding of Iron Ore Shed 3 in Esperance;
  - 3.5. \$4.8 million on electrical infrastructure upgrades in Albany and Bunbury to meet minimum compliance requirements and mitigate critical electricity reliability and fire risk issues;
  - 3.6. \$3.9 million to upgrade the Esperance port access road to provide safe and functional heavy vehicle access, supporting recent growth in non-iron ore trade transported by road; and
  - 3.7. \$1.5 million on Bunbury Berth 8 conveyor belt widening.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
All Southern Ports							
Electrical Infrastructure - Albany and Bunbury.....	6,800	2,000	2,000	3,200	1,600	-	-
Operational Technology Renewals - All Southern Ports.....	17,400	3,397	3,397	8,200	5,803	-	-
Sustaining Capital Works.....	99,563	23,296	22,709	18,119	16,925	19,948	21,275
Port of Bunbury							
Conveyor Widening Berth 8.....	5,700	4,200	4,200	1,500	-	-	-
Inner Harbour Access Bridge.....	34,220	19,167	16,138	15,053	-	-	-
Port of Esperance							
Iron Ore Shed 3 Recladding.....	14,580	3,075	2,500	-	-	11,505	-
Port Roads Upgrade (Stage 1).....	7,400	3,500	3,500	1,900	2,000	-	-
<b>COMPLETED WORKS</b>							
Port of Bunbury							
Berth 8 Capacity Upgrade.....	8,882	8,882	1,014	-	-	-	-
Berth 8 Precinct Fire Ring Main (Stage 2).....	3,230	3,230	2,609	-	-	-	-
Berth 8 Substation Replacement.....	1,500	1,500	1,114	-	-	-	-
Pilot Launch Replacement.....	3,577	3,577	2,622	-	-	-	-
Port of Esperance							
Berth 2 Hardstand and Stormwater System (Stage 2).....	2,092	2,092	2,092	-	-	-	-
Crane Repairs.....	6,460	6,460	6,460	-	-	-	-
<b>NEW WORKS</b>							
Port of Albany							
General Purpose Berth Works.....	2,000	-	-	2,000	-	-	-
Pilot Station Precinct Development.....	8,290	-	-	890	3,700	3,700	-
Port of Bunbury							
Shed 8-3 Recladding.....	9,530	-	-	5,000	4,530	-	-
Port of Esperance							
Operations Centre.....	2,330	-	-	930	1,400	-	-
Tug Pen and Pilot Jetty Upgrade.....	14,860	-	-	8,280	6,580	-	-
Port Roads Upgrade (Stage 2 and 3).....	12,200	-	-	4,000	8,200	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>260,614</b>	<b>84,376</b>	<b>70,355</b>	<b>69,072</b>	<b>50,738</b>	<b>35,153</b>	<b>21,275</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			54,955	53,129	47,038	31,453	21,275
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund.....			15,400	15,943	3,700	3,700	-
<b>Total Funding.....</b>			<b>70,355</b>	<b>69,072</b>	<b>50,738</b>	<b>35,153</b>	<b>21,275</b>

## Financial Statements

### Income Statement

#### *Revenue*

1. Sale of goods and services are increasing over the forward estimates period due to an increase in tonnage throughput and increases in pricing reflecting return on investment on port services and infrastructure.
2. Other revenue in 2022-23 included a one-off revenue recognition arising from a transfer of assets with a fair value of \$28.6 million to the Authority on the termination of a lease arrangement. The higher other revenue in the 2023-24 Estimated Actual mainly relates to higher interest revenue arising from increased cash on deposits and increased interest rates.

#### *Expenses*

3. The increase in employee benefits flow from increases in full-time equivalents (FTEs) and labour market cost pressures. The FTE increase is due to higher maintenance activity, project management of ageing infrastructure, and the procurement function in support of increased maintenance and port ICT digitisation projects.
4. A significant portion of the increasing supplies and services in the 2024-25 Budget Year are costs relating to the maintenance of the ports' infrastructure.
5. The depreciation and amortisation increase in 2023-24 is consistent with the addition to property, plant and equipment of \$55 million. This is a continuing trend as capital projects are completed.

### Statement of Financial Position

6. Movements in cash assets relate to timing of dividend payments and Asset Investment Program funding assumptions.
7. Property, plant and equipment – major projects driving the 2023-24 and 2024-25 increases include the sustaining capital works across all ports, Port of Bunbury Inner Harbour Access Bridge, all ports operational technology renewals, Port of Esperance Roads Upgrade and the Tug Pen and Pilot Jetty Upgrade as detailed in the Asset Investment Program section.
8. The progressive decrease in non-current receivables is due to a finance lease arrangement that will conclude during 2024-25.
9. The Authority has a loan agreement with the Western Australian Treasury Corporation that was utilised for the construction of assets at Esperance Port. This loan is due to expire in 2026-27. This explains the gradual reduction in non-current borrowings.
10. The increase in contributed equity is through Royalties for Regions program funding for the Bunbury Inner Harbour Access Bridge and Albany Pilot Station Precinct Development.

### Statement of Cashflows

11. Receipts from sale of goods and services are increasing due to trade volume and pricing increases.
12. Employee benefits payments reflect increase in FTEs and current labour market cost pressures as detailed in the explanation to the Income Statement.
13. Rising supplier and services costs are in support of the higher maintenance activity on ageing infrastructure across all ports.
14. Dividends to Government were retained during the 2020-21 to 2023-24 financial years. Payments resume in 2024-25.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	168,456	175,041	185,274	228,148	242,934	251,857	267,012
Other revenue.....	36,272	8,561	18,069	8,801	8,201	8,241	9,067
<b>Revenue from Government</b>							
Operating subsidies.....	10,010	-	-	-	-	-	-
<b>TOTAL REVENUE</b> .....	<b>214,738</b>	<b>183,602</b>	<b>203,343</b>	<b>236,949</b>	<b>251,135</b>	<b>260,098</b>	<b>276,079</b>
<b>Expenses</b>							
Employee benefits (b) .....	49,725	47,676	52,416	62,617	63,701	63,157	64,428
Supplies and services.....	46,040	52,696	60,297	69,513	64,233	63,492	62,735
Accommodation.....	8,747	9,826	9,826	10,699	11,115	11,054	11,321
Depreciation and amortisation .....	11,829	13,648	14,273	14,758	17,679	19,153	20,047
Finance and interest costs.....	488	264	264	246	160	86	-
Other expenses .....	10,183	9,996	10,221	11,490	11,809	12,170	12,476
<b>TOTAL EXPENSES</b> .....	<b>127,012</b>	<b>134,106</b>	<b>147,297</b>	<b>169,323</b>	<b>168,697</b>	<b>169,112</b>	<b>171,007</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>87,726</b>	<b>49,496</b>	<b>56,046</b>	<b>67,626</b>	<b>82,438</b>	<b>90,986</b>	<b>105,072</b>
National Tax Equivalent Regime - Current tax equivalent expense .....	26,328	14,849	16,814	20,288	24,732	27,296	31,521
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>61,398</b>	<b>34,647</b>	<b>39,232</b>	<b>47,338</b>	<b>57,706</b>	<b>63,690</b>	<b>73,551</b>
<b>Dividends</b> .....	<b>-</b>	<b>26,948</b>	<b>-</b>	<b>33,984</b>	<b>41,335</b>	<b>46,645</b>	<b>53,313</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 274, 298 and 329 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	31,679	5,204	19,574	12,824	19,208	28,824	49,094
Cash assets - Retained dividends .....	107,143	69,156	115,903	97,010	77,451	75,355	75,355
Receivables .....	21,415	24,272	24,675	27,253	29,053	26,440	25,308
Other.....	8,543	7,745	8,882	9,216	9,449	9,649	9,853
<b>Total current assets.....</b>	<b>168,780</b>	<b>106,377</b>	<b>169,034</b>	<b>146,303</b>	<b>135,161</b>	<b>140,268</b>	<b>159,610</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	211,260	261,148	266,550	319,367	351,310	366,718	367,933
Receivables .....	4,972	3,402	3,425	1,777	-	-	-
Other.....	11,356	9,566	6,114	6,230	6,311	6,380	6,451
<b>Total non-current assets.....</b>	<b>227,588</b>	<b>274,116</b>	<b>276,089</b>	<b>327,374</b>	<b>357,621</b>	<b>373,098</b>	<b>374,384</b>
<b>TOTAL ASSETS .....</b>	<b>396,368</b>	<b>380,493</b>	<b>445,123</b>	<b>473,677</b>	<b>492,782</b>	<b>513,366</b>	<b>533,994</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	8,675	9,714	9,336	9,747	10,033	10,276	10,529
Payables.....	11,561	4,327	11,656	11,737	11,793	11,841	11,890
Borrowings and leases .....	2,442	1,778	2,354	2,379	1,506	971	971
Other.....	2,095	4,187	2,281	2,366	2,425	2,476	2,528
<b>Total current liabilities.....</b>	<b>24,773</b>	<b>20,006</b>	<b>25,627</b>	<b>26,229</b>	<b>25,757</b>	<b>25,564</b>	<b>25,918</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	1,293	1,207	1,373	1,434	1,477	1,513	1,549
Borrowings and leases .....	6,459	2,461	5,074	3,668	3,131	3,127	3,127
Other.....	6,102	4,465	676	676	676	676	676
<b>Total non-current liabilities.....</b>	<b>13,854</b>	<b>8,133</b>	<b>7,123</b>	<b>5,778</b>	<b>5,284</b>	<b>5,316</b>	<b>5,352</b>
<b>TOTAL LIABILITIES .....</b>	<b>38,627</b>	<b>28,139</b>	<b>32,750</b>	<b>32,007</b>	<b>31,041</b>	<b>30,880</b>	<b>31,270</b>
<b>NET ASSETS .....</b>	<b>357,741</b>	<b>352,354</b>	<b>412,373</b>	<b>441,670</b>	<b>461,741</b>	<b>482,486</b>	<b>502,724</b>
<b>EQUITY</b>							
Contributed equity.....	98,667	107,191	114,067	130,010	133,710	137,410	137,410
Accumulated surplus/(deficit).....	244,259	230,348	283,491	296,845	313,216	330,261	350,499
Reserves .....	14,815	14,815	14,815	14,815	14,815	14,815	14,815
<b>TOTAL EQUITY .....</b>	<b>357,741</b>	<b>352,354</b>	<b>412,373</b>	<b>441,670</b>	<b>461,741</b>	<b>482,486</b>	<b>502,724</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	146,624	158,049	165,274	206,896	222,134	232,667	247,597
GST receipts.....	17,408	18,137	18,137	23,335	24,906	26,058	27,610
Other receipts.....	27,694	22,387	34,903	29,940	29,327	29,783	30,538
<b>Payments</b>							
Employee benefits.....	(49,768)	(46,949)	(51,689)	(62,179)	(63,396)	(62,895)	(64,160)
Supplies and services.....	(46,112)	(53,701)	(61,302)	(69,735)	(64,395)	(63,654)	(62,902)
Accommodation <sup>(b)</sup> .....	(7,643)	(8,971)	(8,971)	(9,709)	(10,095)	(10,009)	(10,250)
GST payments.....	(17,516)	(18,136)	(18,136)	(23,334)	(24,906)	(26,058)	(27,610)
Finance and interest costs.....	(416)	(264)	(264)	(246)	(160)	(86)	-
Other payments.....	(9,778)	(9,048)	(9,273)	(11,490)	(11,811)	(12,168)	(12,476)
<b>Net cash from operating activities.....</b>	<b>60,493</b>	<b>61,504</b>	<b>68,679</b>	<b>83,478</b>	<b>101,604</b>	<b>113,638</b>	<b>128,347</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	1,201	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(19,039)	(62,081)	(70,355)	(69,072)	(50,738)	(35,153)	(21,275)
<b>Net cash from investing activities.....</b>	<b>(17,838)</b>	<b>(62,081)</b>	<b>(70,355)</b>	<b>(69,072)</b>	<b>(50,738)</b>	<b>(35,153)</b>	<b>(21,275)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Other proceeds.....	1,366	1,454	1,454	1,548	1,648	1,754	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(2,188)	(1,645)	(2,270)	(2,279)	(2,302)	(1,433)	(896)
<b>Net cash from financing activities.....</b>	<b>(822)</b>	<b>(191)</b>	<b>(816)</b>	<b>(731)</b>	<b>(654)</b>	<b>321</b>	<b>(896)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	10,010	-	-	-	-	-	-
Equity contributions.....	-	-	1,417	-	-	-	-
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund Regional Infrastructure and Headworks Fund.....	3,767	8,525	15,400	15,943	3,700	3,700	-
<b>Payments</b>							
Dividends to Government.....	-	(26,949)	-	(33,984)	(41,335)	(46,645)	(53,314)
National Tax Equivalent Regime - Income Tax....	(21,171)	(14,849)	(16,815)	(20,287)	(24,732)	(27,296)	(31,521)
Local Government Rates Equivalent.....	(1,104)	(855)	(855)	(990)	(1,020)	(1,045)	(1,071)
<b>Net cash provided to Government.....</b>	<b>8,498</b>	<b>34,128</b>	<b>853</b>	<b>39,318</b>	<b>63,387</b>	<b>71,286</b>	<b>85,906</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>33,335</b>	<b>(34,896)</b>	<b>(3,345)</b>	<b>(25,643)</b>	<b>(13,175)</b>	<b>7,520</b>	<b>20,270</b>
Cash assets at the beginning of the reporting period.....	105,487	109,256	138,822	135,477	109,834	96,659	104,179
<b>Cash assets at the end of the reporting period.....</b>	<b>138,822</b>	<b>74,360</b>	<b>135,477</b>	<b>109,834</b>	<b>96,659</b>	<b>104,179</b>	<b>124,449</b>

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

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





## Part 10

### Environment

#### Introduction

The Environment portfolio works to create better places for the community with a quality environment. It provides facilities and experiences for the community to enjoy and appreciate Western Australia's natural landscapes and attractions, including Kings Park and Bold Park, Rottnest Island, Perth Zoo, Swan and Canning Riverpark, national parks and other lands and waters. Importantly, the portfolio delivers effective regulation to protect the environment and ensure investment and development is underpinned by sustainable management of the State's resources for the long-term benefit of the State.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Water and Environmental Regulation		
– Total Cost of Services .....	269,619	287,373
– Asset Investment Program .....	26,664	38,886
Biodiversity, Conservation and Attractions		
– Total Cost of Services .....	581,406	626,098
– Asset Investment Program .....	130,991	224,344

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Training and Workforce Development; Water; Industrial Relations	Water and Environmental Regulation	<ol style="list-style-type: none"> <li>1. Water Information and Advice</li> <li>2. Water Planning, Allocation and Optimisation</li> <li>3. Water Regulation, Licensing and Industry Governance</li> </ol>
Minister for Training and Workforce Development; Water; Industrial Relations Minister for Energy; Environment; Climate Action	Water and Environmental Regulation	<ol style="list-style-type: none"> <li>5. Water and Environment Policy</li> </ol>
Minister for Energy; Environment; Climate Action	Water and Environmental Regulation	<ol style="list-style-type: none"> <li>4. Environmental Regulation</li> <li>6. Waste Strategies</li> <li>7. Environmental Impact Assessment Services to the Environmental Protection Authority (EPA)</li> <li>8. Environmental Management Services to the EPA</li> <li>9. Compliance Monitoring Services to the Minister</li> </ol>
	Biodiversity, Conservation and Attractions	<ol style="list-style-type: none"> <li>1. Visitor Services and Public Programs Provided at Kings Park and Bold Park</li> <li>3. Visitor Services and Public Programs Provided at Perth Zoo</li> <li>4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark</li> <li>5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters</li> <li>6. Conserving Habitats, Species and Ecological Communities</li> <li>7. Research and Conservation Partnerships</li> <li>8. Implementation of the Forest Management Plan</li> <li>9. Prescribed Burning and Fire Management</li> <li>10. Bushfire Suppression</li> </ol>
Deputy Premier; Treasurer; Minister for Transport; Tourism	Biodiversity, Conservation and Attractions	<ol style="list-style-type: none"> <li>2. Visitor Services and Public Programs Provided at Rottneest Island</li> </ol>

# Division 41 Water and Environmental Regulation

## Part 10 Environment

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 90 Net amount appropriated to deliver services .....	110,263	126,655	103,897	132,001	126,870	118,024	111,842
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	403	404	972	985	1,028	1,052	1,068
Total appropriations provided to deliver services .....	110,666	127,059	104,869	132,986	127,898	119,076	112,910
<b>CAPITAL</b>							
Item 158 Capital Appropriation .....	10,670	10,440	5,112	16,931	7,915	10,490	7,140
<b>TOTAL APPROPRIATIONS</b> .....	<b>121,336</b>	<b>137,499</b>	<b>109,981</b>	<b>149,917</b>	<b>135,813</b>	<b>129,566</b>	<b>120,050</b>
<b>EXPENSES</b>							
Total Cost of Services .....	211,497	292,924	269,619	287,373	272,709	251,860	234,473
Net Cost of Services <sup>(a)</sup> .....	52,257	152,790	113,015	128,395	132,408	123,597	106,145
<b>CASH ASSETS</b> <sup>(b)</sup> .....	109,196	59,919	83,613	70,089	58,079	51,733	50,677

(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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Approvals Reform - Cross-Government Triage Team .....	-	1,049	1,081	1,111	1,145
Cockburn Sound State Environmental Policy .....	-	1,003	1,079	1,001	-
Kimberley Flood Recovery Response .....	607	625	-	-	-
Remote Essential Services Program - Licensing.....	-	418	388	-	-
Western Australian Public Sector Learning Initiative .....	-	-	(123)	(232)	(266)
<b>Ongoing Initiatives</b>					
Climate Science Initiative .....	-	425	425	-	-
Compliance Resourcing .....	-	4,953	5,370	5,382	5,516
Healthy Estuaries WA.....	-	107	479	491	504
Murujuga Rock Art Strategy and Murujuga Aboriginal Corporation Support Resourcing .....	-	358	265	-	-
Native Vegetation Policy Implementation .....	-	510	1,260	1,292	-
Rural Water Planning Program.....	-	-	1,100	-	-
Understanding How Climate Change Impacts on Western Australia's Water Resources .....	(480)	644	1,000	1,000	520
Waste Avoidance and Resource Recovery Account .....	-	3,000	-	-	-
<b>Other</b>					
Government Office Accommodation.....	(52)	(72)	(75)	(78)	(81)
Government Regional Officer Housing.....	195	246	250	254	258
Salaries and Allowances Tribunal .....	-	-	29	25	26
State Fleet Updates.....	140	234	224	218	180

## Significant Issues Impacting the Agency

### Approvals Reform

1. In December 2023, the Government announced a major overhaul of Western Australia's environmental approvals system. Led by Dr Paul Vogel and David McFerran, this review resulted in 39 recommendations to improve the approvals system. Work to deliver these priority recommendations to improve the environmental approvals system is in progress, with a focus on those with six to 12-month delivery timeframes.
2. To deliver this valuable reform work, the Department is increasing the number of reform officers to boost the Approvals Reform Team's capacity to accelerate delivery. The Department is also setting up a Cross-Government Triage Team which will work with other agencies to accelerate approvals timeframes and processes.
3. The Government is continuing to invest in the development of Environment Online as the supporting platform for water and environmental regulation approvals and licensing. Two further regulatory services, water and industry regulation licensing, are scheduled for development and delivery in 2024-25.

### Compliance Resourcing

4. Effective environmental and water compliance is critical in maintaining community confidence in the regulatory system. The Government has supported the use of compliance cost recovery income and additional appropriations to fund additional resources. These additional resources will improve the Department's capability in dealing with the increasingly significant and complex compliance issues across both the environment and water portfolios.

### Cockburn Sound State Environmental Policy

5. The protection of the Cockburn Sound environmental values and associated cultural and social values requires an update to the State Environmental Policy. This update will leverage the Government's investment into a comprehensive program of scientific studies undertaken through the Western Australian Marine Science Institution's Westport Marine Science Program, which provides a contemporary understanding of the Cockburn Sound environment.

### Understanding How Climate Change Impacts on Western Australia's Water Resources

6. Climate change is significantly impacting our water resources, especially in the southwest of Western Australia. Communicating up-to-date climate change science and guidance provides a shared understanding that can assist the water sector. Building on the progress made towards developing and communicating new climate science guidelines for the water sector and making climate projection data accessible, the Government is investing in further hydroclimate research and the development of improved communication tools.

### Native Vegetation Policy Implementation

7. To continue the implementation of the Native Vegetation Policy for Western Australia, additional funding has been allocated to complete the program of work, including new and updated State policy, regional planning and data outputs, and services to improve the business practices, coordination and governance underpinning these.

### Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State.	1. Water Information and Advice 2. Water Planning, Allocation and Optimisation 3. Water Regulation, Licensing and Industry Governance
	Emissions, discharges and clearing of native vegetation are effectively regulated to avoid unacceptable risks to public health and the environment.	4. Environmental Regulation
	Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes.	5. Water and Environment Policy
	Waste avoided and the recovery of materials from landfill maximised.	6. Waste Strategies
	Quality advice to the Environmental Protection Authority (EPA) and Minister for Environment (the Minister) on significant proposals and environmental issues.	7. Environmental Impact Assessment Services to the EPA 8. Environmental Management Services to the EPA
	Compliance with Ministerial statement implementation conditions are monitored effectively.	9. Compliance Monitoring Services to the Minister

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Water Information and Advice .....	26,445	32,631	31,085	29,639	28,718	28,681	27,570
2. Water Planning, Allocation and Optimisation.....	35,144	41,413	40,469	41,462	38,172	38,435	43,546
3. Water Regulation, Licensing and Industry Governance .....	17,630	19,236	21,331	22,306	21,819	22,444	21,381
4. Environmental Regulation.....	44,451	48,393	52,931	59,140	57,972	58,254	54,580
5. Water and Environment Policy .....	28,426	46,495	36,088	53,513	55,748	42,842	28,630
6. Waste Strategies .....	36,121	76,266	52,979	48,104	36,556	25,845	24,776
7. Environmental Impact Assessment Services to the EPA.....	16,706	20,852	25,379	23,726	23,860	24,958	23,956
8. Environmental Management Services to the EPA .....	4,053	5,384	5,535	4,883	4,910	5,199	4,942
9. Compliance Monitoring Services to the Minister .....	2,521	2,254	3,822	4,600	4,954	5,202	5,092
<b>Total Cost of Services.....</b>	<b>211,497</b>	<b>292,924</b>	<b>269,619</b>	<b>287,373</b>	<b>272,709</b>	<b>251,860</b>	<b>234,473</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Western Australia's growth and development is supported by the sustainable management of water resources for the long-term benefit of the State:</b>					
Proportion of stakeholders who perceive the Department to be effectively managing the State's water as a resource for sustainable, productive use .....	58%	55%	63%	65%	1
Proportion of priority growth areas that have a water supply planning strategy .....	57%	100%	100%	33%	2
<b>Outcome: Emissions, discharges and clearing of native vegetation are effectively regulated to avoid unacceptable risks to public health and the environment:</b>					
Percentage of regulatory compliance activities completed as planned .....	100%	100%	70%	100%	3
Percentage of potential environmental risks identified during compliance monitoring program that are rectified within two months.....	22%	40%	20%	40%	4
<b>Outcome: Development and implementation of strategic policy and legislation that promoted sustainable environmental outcomes:</b>					
Percentage of advice and recommendations that met Ministerial approval, without the need for significant modification .....	99%	95%	95%	95%	
<b>Outcome: Waste avoided and the recovery of materials from landfill maximised:</b>					
Percentage of municipal solid waste reported as diverted from landfill through recycling compared to waste strategy target in the Perth Metropolitan Region <sup>(b)</sup> .....	36%	65%	35%	65%	5
Percentage of commercial and industrial waste reported as diverted from landfill through recycling compared to the State-wide waste strategy target <sup>(b)</sup> .....	45%	70%	45%	70%	6
Percentage of construction and demolition waste reported as diverted from landfill through recycling compared to the State-wide waste strategy target <sup>(b)</sup> .....	85%	75%	85%	75%	7
<b>Outcome: Quality advice to the EPA and the Minister on significant proposals and environmental issues:</b>					
The EPA's satisfaction with the Department's Environmental Impact Assessment (EIA) services, during the year, in line with best practice principles of EIA.....	96%	82%	90%	90%	
Percentage of project-specific conditions which did not require significant change following the appeal process.....	98%	82%	90%	90%	
Percentage of assessments that met agreed timelines .....	80%	75%	77%	78%	
The EPA's satisfaction with the Department's provision of environmental management services during the year.....	97%	82%	82%	85%	8
<b>Outcome: Compliance with Ministerial statement implementation conditions are monitored effectively:</b>					
The number of Ministerial statements audited compared to targets .....	42%	90%	20%	100%	9

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

(b) The data used to calculate the 2022-23 Actual is based on the published Waste and Recycling in Western Australia 2021-22 report, from annual returns submitted under regulation 18C of the Waste Avoidance and Resource Recovery Regulations 2008 and composition data submitted with waste levy returns. The 2023-24 Estimated Actual is based on provisional data in the draft Waste and Recycling in Western Australia 2022-23 report. The 2023-24 Budget and 2024-25 Budget Target are based on the applicable Waste Strategy 2030 targets.

## Explanation of Significant Movements

(Notes)

1. A further improvement in stakeholder perceptions is anticipated in 2024-25 with the ongoing reforms through the Department's portfolio operating model driving business improvement, transformational initiatives and a range of senior appointments. This is alongside the Department's focus on Approvals Reform, climate change, green energy, waste, and stakeholder engagement.
2. The 2024-25 Budget Target of 33% represents the first year of a three-year planning cycle of new priority areas, representing completion of three priority growth areas out of the nine priority growth areas planned over 2024-25 to 2026-27.
3. The 2023-24 Estimated Actual has decreased compared to the 2023-24 Budget due to the diversion of resources to deliver the compliance and enforcement assurance program of works. The 2024-25 Budget Target has increased compared to the 2023-24 Estimated Actual due to the diversion of resources back to continue with the normal regulatory compliance activities.
4. The 2023-24 Estimated Actual has decreased compared to the 2023-24 Budget due to the diversion of resources to deliver the compliance and enforcement assurance program of works.
5. While substantial improvements are being observed in individual local government performance following the introduction of food organics and garden organics (FOGO) services, the overall waste recovery rate has only marginally decreased. Several factors have influenced this outcome, including disruptions to material recovery facility operations, market-related pressures on processors and lower availability of supplies and services (for example, specialist technical staff). The majority of Perth and Peel local governments have now committed to implementing FOGO and this will continue to have a positive effect on waste recovery rates as these services are fully delivered. The 2024-25 Budget Target is set against the Waste Strategy 2030 target set for 2023-24.
6. The commercial and industrial waste recovery rate is lower in the 2023-24 Estimated Actual than the 2023-24 Budget and unchanged from the 2022-23 Actual. There are likely to be significant opportunities to improve performance against the recovery rate target with increased recovery of organics through better practices of waste minimisation, increased resource recovery and reduced contamination of recyclables and organics. The 2024-25 Budget Target is set against the Waste Strategy 2030 target set for 2023-24.
7. The recovery rate for construction and demolition waste is likely to be overstated due to the stockpiling of waste, which acts to increase the reported overall diversion rate. The 2024-25 Budget Target is set against the Waste Strategy 2030 target set for 2023-24.
8. The 2023-24 Estimated Actual for the EPA's satisfaction with the Department's provision of environmental management services during the year is held at the 2023-24 Budget level and is a prudent forecast in view of the recent performance to date.
9. The number of Ministerial statements is forecast to be lower in the 2023-24 Estimated Actual compared to the 2023-24 Budget due to the diversion of resources to deliver compliance and enforcement assurance program of works.

## Services and Key Efficiency Indicators

### 1. Water Information and Advice

The Department enables investment decisions of regional and State significance through the provision of data and information on the quantity, quality, location of, and demand for, water across the State. The information also underpins policy advice for consideration by Government and supports other government agencies and stakeholders in their planning for future economic growth and urban and rural development.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 26,445	\$'000 32,631	\$'000 31,085	\$'000 29,639	1
Less Income .....	5,522	11,089	5,291	3,550	2
Net Cost of Service .....	20,923	21,542	25,794	26,089	
<b>Employees (Full-Time Equivalents) .....</b>	<b>128</b>	<b>135</b>	<b>139</b>	<b>139</b>	
<b>Efficiency Indicators</b>					
Proportion of statutory referrals from decision-making authorities where advice is provided within target timeframes .....	89%	95%	95%	95%	
Average cost per referral assessment .....	\$6,046	\$7,371	\$6,484	\$6,641	3
Average cost per water measurement site managed .....	\$6,638	\$7,414	\$7,966	\$7,419	4

### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to a reflow of Rural Water Planning program grant costs, additional expenditure for the Kimberley flood recovery response, and changes in cost allocations applied to minor shared cost items impacting all services.
2. The decrease in income between the 2023-24 Budget and the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to a change in the allocation of income applied to the waste levy and Commonwealth Government grants and subsidies (Commonwealth National Water Grid Fund and the Indian Ocean Territories program).
3. The decrease in the average cost per referral assessment between the 2023-24 Budget and the 2023-24 Estimated Actual is due to lower cost allocations relating to the Commonwealth Government National Water Grid Fund, deferral of costs for the Rural Water Planning program and Rural Water Grants, with the volume of referral assessments forecast remaining relatively the same.
4. The increase in the average cost per water measurement site managed between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to higher cost allocations resulting from a reflow of Rural Water Planning program costs, additional expenditure for the Kimberley flood recovery response, and changes in cost allocations applied to minor shared cost items impacting all services, with a reduction in the number of sites forecast to be managed.



## 2. Water Planning, Allocation and Optimisation

The Department undertakes and facilitates water planning, allocation and optimisation to ensure the sustainable management of water resources for the long-term benefit of the State relies on good science. This includes planning and allocating water for sustainable productive use, protecting public drinking water sources, and ensuring the sustainability of water resources and their dependent ecosystems.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	35,144	41,413	40,469	41,462	1
Less Income .....	6,018	11,561	6,965	6,927	2
Net Cost of Service .....	29,126	29,852	33,504	34,535	
<b>Employees (Full-Time Equivalents) .....</b>	171	180	180	182	
<b>Efficiency Indicators</b>					
Average cost per plan, report or guidance document to support water planning, allocation and optimisation .....	\$243,074	\$409,599	\$307,703	\$321,012	3
Average cost per hour of scientific support for water planning, allocation and optimisation .....	\$197	\$198	\$209	\$214	

### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to additional expenditure relating to Perth and Peel Regional Planning, changes in timing of Royalties for Regions program of works relating to Healthy Estuaries WA, and Watering WA, implementing the Bindjareb Djilba (Peel-Harvey Estuary) Protection Plan, and delivery of timing of the Rebuild of Australind Jetty project.
2. The decrease in income from the 2023-24 Budget to the 2023-24 Estimated Actual and 2024-25 Budget Target is due to changes to better attribute income between water and environmental services.
3. The increase in the average cost between the 2022-23 Actual and the 2023-24 Estimated Actual is due to higher cost allocations with a lower number of plans, reports, or guidance documents forecast to be completed. The decrease in the average cost between the 2023-24 Budget, the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to lower cost allocations resulting from the timing of delivery of the Rebuild of Australind Jetty project, Gnamagara Groundwater Allocation Plan and program of works relating to Greening Our Communities. The number of documents forecast to be completed supporting water planning, allocation and optimisation activities will remain the same.

### 3. Water Regulation, Licensing and Industry Governance

The Department is responsible for regulation to ensure that investment, growth and development is underpinned by sustainable management of the State’s water resources for the long-term benefit of the State. This service includes the management of water licensing and the management of the legislation governing the operations of water service providers.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 17,630	\$'000 19,236	\$'000 21,331	\$'000 22,306	1
Less Income .....	2,981	965	718	422	2
Net Cost of Service .....	14,649	18,271	20,613	21,884	
<b>Employees (Full-Time Equivalents) .....</b>	117	128	128	129	
<b>Efficiency Indicators</b>					
Average cost of assessing a water licence application by risk assessment category:					
Low risk .....	\$4,018	\$4,242	\$4,855	\$4,742	3
Medium risk .....	\$5,357	\$5,656	\$6,474	\$6,323	3
High risk.....	\$6,697	\$7,070	\$8,092	\$7,904	3
Average time taken (days) to assess a licence application by risk assessment category:					
Low risk .....	43	65	65	65	4
Medium risk .....	57	75	75	75	4
High risk.....	85	95	95	95	4
Average cost of compliance monitoring and enforcement action .....	\$206	\$177	\$459	\$487	5

#### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services between the 2022-23 Actual, 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to timing of costs relating to water licence and permit application assessments for the mining and public water supply sectors, and changes in cost allocations for shared-cost items to ensure they are consistently applied, fair and reasonable.
2. The decrease in income from the 2022-23 Actual to the 2023-24 Estimated Actual and 2024-25 Budget Target is mainly due to a reduction in water regulation fees reflecting the change in the accounting treatment of fees received in advance and updated volumes.
3. The average cost of assessing a water licence application by risk assessment category increased between the 2023-24 Budget and the 2023-24 Estimated Actual mainly due to better attributing costs between water and environmental services. A lower number of water licence assessments is also forecast.
4. The average time taken to assess a licence application by risk assessment category was lower in the 2022-23 Actual compared to the 2023-24 Estimated Actual due to the successful implementation of the water licensing backlog action plan and several other water licensing business performance initiatives. The average time taken to assess a licence application by risk assessment category for the 2023-24 Budget, 2023-24 Estimated Actual and the 2024-25 Budget Target are long-standing fixed performance targets.
5. The increase in the average cost of compliance monitoring and enforcement action from the 2022-23 Actual compared to the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to higher cost allocations with a lower number of compliance monitoring and enforcement actions forecast.

#### 4. Environmental Regulation

The Department seeks to prevent, control and abate activities that have the potential to cause pollution or environmental harm. It has adopted a risk-based approach to delivering its regulatory role, which broadly fits into three main functions:

- approvals and licensing;
- monitoring, audit and compliance inspections; and
- enforcement, including complaint and incident investigation.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	44,451	48,393	52,931	59,140	1
Less Income .....	59,704	66,454	60,772	62,663	
Net Cost of Service .....	(15,253)	(18,061)	(7,841)	(3,523)	
<b>Employees (Full-Time Equivalents) .....</b>	<b>269</b>	<b>296</b>	<b>299</b>	<b>300</b>	
<b>Efficiency Indicators</b>					
Average cost per works approval and licence application .....	\$73,244	\$56,014	\$75,787	\$76,556	2
Average cost per native vegetation clearing permit application .....	\$33,764	\$60,594	\$38,274	\$49,695	3

#### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to a reflow of Native Vegetation Policy implementation, Establishing and Maintaining Vegetation Offsets Account expenditure, and additional resourcing costs for noise regulation assessments and compliance resourcing requirements. The increase in Total Cost of Service between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to a reflow of Establishing and Maintaining Vegetation Offsets Account expenditure and timing of the compliance resourcing program of works.
2. The increase in the average cost per works approval and licence application between the 2023-24 Budget and the 2023-24 Estimated Actual is due to higher cost allocations resulting from compliance resourcing, the Commonwealth Government Indian Ocean Territories program, which is more than offset by a reduction in the number of works approval and licence applications forecast to be decided.
3. The increase in the average cost per native vegetation clearing permit application between the 2022-23 Actual and the 2023-24 Estimated Actual is due to additional resourcing costs for compliance resourcing, the Commonwealth Government Indian Ocean Territories program, and reflow of expenses for Native Vegetation Policy implementation, despite a small increase in the number of permit applications forecast to be decided. The decrease in the average cost between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the deferral of costs relating to Establishing and Maintaining Vegetation Offsets Account as well as an increase in the number permit applications forecast to be decided. The increase in the average cost between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to the deferral of costs relating to Establishing and Maintaining Vegetation Offsets Account from 2023-24 into 2024-25, with the number of permit applications forecast to be decided remaining relatively the same.

## 5. Water and Environment Policy

The Department develops and implements policies and strategies that promote sound water and environmental outcomes.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	28,426	46,495	36,088	53,513	1
Less Income .....	16,725	8,037	13,927	13,277	2
Net Cost of Service .....	11,701	38,458	22,161	40,236	
<b>Employees (Full-Time Equivalents) .....</b>	109	95	107	109	3
<b>Efficiency Indicators</b>					
Average cost per hour of policy advice and recommendations .....	\$328	\$489	\$347	\$432	4

### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to reflows of Clean Energy Future Fund, Carbon Innovation Grants Program, Native Vegetation Rehabilitation Scheme expenditure and additional expenditure relating to Urban Greening Grants and Green Approvals Transmission. The decrease in the Total Cost of Service between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the deferral of costs relating to the Clean Energy Future Fund, Carbon Innovation Grant Program, Native Vegetation Policy implementation, Exmouth Gulf taskforce, and the First Nations Climate Resilience Fund. As a result, the Total Cost of Service increased for the 2024-25 Budget Target.
2. The increase in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to timing of receipts for the Pilbara Environmental Offsets Fund.
3. The increase in full-time equivalents between the 2023-24 Budget and the 2023-24 Estimated Actual relates to additional resourcing to develop a whole-of-government Emissions Monitoring System and under the Sectoral Emissions Reduction Strategies, the Green Approvals Transmission and Clean Energy Future Fund initiatives.
4. The decrease in the average cost per hour of policy advice and recommendation between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the deferral of costs relating to the Clean Energy Future Fund, Carbon Innovation Grant Program, Native Vegetation Policy implementation, Exmouth Gulf taskforce, and the First Nations Climate Resilience Fund. As a result, the average cost per hour of policy advice and recommendations increased for the 2024-25 Budget Target.

## 6. Waste Strategies

The Department works with the Waste Authority to facilitate the avoidance of waste and maximising recovery of materials from landfill.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	36,121	76,266	52,979	48,104	1
Less Income .....	46,168	35,312	43,638	47,870	2
Net Cost of Service .....	(10,047)	40,954	9,341	234	
<b>Employees (Full-Time Equivalents) .....</b>	89	84	84	80	
<b>Efficiency Indicators</b>					
Cost of landfill levy compliance as a percentage of landfill levy income collected .....	1.6%	1.5%	1.5%	1.4%	

### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to reflow of grant funding for e-Waste Ban to Landfill, Food Waste for Healthy Soils, the Waste Avoidance and Resource Recovery program of works, and the State-funded expenditure for the National Partnership on Recycling Infrastructure program. Similarly, the decrease in Total Cost of Service between the 2023-24 Budget and the 2023-24 Estimated Actual is due to the deferral of expenditure of the same programs.
2. The increase in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to timing of funding for the works relating to National Partnership on Recycling Infrastructure and the Food Waste for Healthy Soils program. The increase in income between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to an approved increase in the waste levy rate from 1 July 2024, with updated waste levy projected volumes and timing of works relating to National Partnership on Recycling Infrastructure program.

## 7. Environmental Impact Assessment Services to the EPA

The Department conducts environmental impact assessments of significant proposals and schemes for the EPA.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,706	20,852	25,379	23,726	1
Less Income .....	22,089	5,692	23,949	23,774	2
Net Cost of Service .....	(5,383)	15,160	1,430	(48)	
<b>Employees (Full-Time Equivalents) .....</b>	94	100	100	100	
<b>Efficiency Indicators</b>					
Cost per standardised unit of assessment output.....	\$79,177	\$69,506	\$84,597	\$79,087	3

**Explanation of Significant Movements**

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to additional resources for the Green Energy Approvals team and the Approvals Reform initiative to undertake a rapid assessment of the current environmental approvals system.
2. The increase in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly attributed to fees relating to Part IV of the *Environmental Protection Act 1986* and income relating to Green Energy Approvals.
3. The increase in cost per standardised unit of assessment output between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to higher cost allocations resulting from the Green Energy Approvals Team and the Approvals Reform rapid assessment program of works, with the number of standardised unit of assessments forecast to remain the same.

**8. Environmental Management Services to the EPA**

The Department develops for the Environmental Protection Authority, statutory policies, guidelines and strategic advice to manage environmental impacts and protect the environment.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 4,053	\$'000 5,384	\$'000 5,535	\$'000 4,883	1
Less Income .....	33	581	487	464	2
Net Cost of Service .....	4,020	4,803	5,048	4,419	
<b>Employees (Full-Time Equivalents) .....</b>	20	24	24	23	
<b>Efficiency Indicators</b>					
Cost per standardised unit of environmental management services output.....	\$26,151	\$53,838	\$55,348	\$48,827	3

**Explanation of Significant Movements**

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual is mainly due to additional resourcing costs for the Green Energy Approvals Team. The decrease in Total Cost of Service between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to the cessation of short-term resourcing costs of regulatory approvals for Part IV of the *Environmental Protection Act 1986* applications and assessments and lower expenditure for the Green Energy Approvals Team.
2. The increase in income between the 2022-23 Actual and the 2023-24 Estimated Actual is due to a change in income allocation between water and environmental services. The decrease in income between the 2023-24 Budget and the 2023-24 Estimated Actual is due a change in income allocation applied to waste levy revenue and other revenue items to better attribute income between water and environmental services.
3. The increase in cost per standardised unit of environmental management services output from the 2022-23 Actual to the 2023-24 Estimated Actual is due to a lower number of units forecast to be completed, more than offset by the additional resourcing costs for Green Energy Approvals Team. The decrease in cost between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to lower cost allocations relating to the cessation of short-term resourcing costs of regulatory approvals for Part IV of the *Environmental Protection Act 1986* applications and assessments and lower expenditure for the Green Energy Approvals Team, with the volume of standardised units output forecast to remain the same.

## 9. Compliance Monitoring Services to the Minister

The Department audits the compliance with conditions set under Ministerial approvals and undertakes enforcement actions as appropriate.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	2,521	2,254	3,822	4,600	1
Less Income .....	nil	443	857	31	2
Net Cost of Service .....	2,521	1,811	2,965	4,569	
<b>Employees (Full-Time Equivalents) .....</b>	18	25	28	40	3
<b>Efficiency Indicators</b>					
Average cost per environmental audit completed.....	\$148,276	\$37,574	\$477,720	\$76,663	4

### Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between the 2022-23 Actual and the 2023-24 Estimated Actual and between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the additional resourcing costs for compliance resourcing and the Commonwealth Government Indian Ocean Territories program. The increase in Total Cost of Service between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to additional compliance resourcing expenditure.
2. The increase in income between the 2023-24 Budget and the 2023-24 Estimated Actual is due to increased revenue for compliance resourcing and Commonwealth Government funding for the Indian Ocean Territories program. The decrease in income between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to cessation of Commonwealth Government funding for the Indian Ocean Territories program.
3. The increase in full-time equivalents between the 2022-23 Actual and the 2023-24 Budget and the 2023-24 Estimated Actual is due to additional resources to support compliance and enforcement activities and increased funding from the Commonwealth Government to support the Indian Ocean Territories program. The increase in full-time equivalents between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to additional resources to support compliance activities.
4. The increase in average cost per environmental audit completed between the 2022-23 Actual and the 2023-24 Budget and between the 2023-24 Budget and the 2023-24 Estimated Actual is due to higher cost allocations resulting from compliance resourcing and Commonwealth Government Indian Ocean Territories program expenditure with a prudent lower number of environmental audits forecast to be completed. The decrease in average cost per environmental audit completed between the 2023-24 Estimated Actual and the 2024-25 Budget Target is due to higher cost allocations resulting from compliance and enforcement monitoring costs with the number of environmental audits forecast to be completed held at 2023-24 Budget levels.

## Asset Investment Program

1. The Department will continue with ongoing investment programs across the State. The total Asset Investment Program for 2024-25 is \$38.9 million and \$43.6 million over the outyears. This investment supports the delivery of the Department's services and rolling program to update plant, equipment and computer software and delivery of the groundwater investigation, water modelling and bores monitoring programs. The Department's projects include:
  - 1.1. \$17.6 million over the forward estimates period as part of the Replace and Maintain Monitoring Bores rolling program to ensure that monitoring bores are serviceable, safe, and provide the ability to collect accurate water data for the sustainable management of water resources in Western Australia;
  - 1.2. \$16.3 million in 2024-25 for Environment Online to build a 'one stop shop' portal to perform business with the Department for environmental-related approvals;
  - 1.3. \$15.3 million over the forward estimates period for the State Groundwater Investigation Program to undertake targeted groundwater investigations and data analysis across Western Australia, to ensure Government and industry have timely knowledge of water resources;
  - 1.4. \$8.8 million over the forward estimates period on the acquisition of Priority 1 land adjacent to public drinking water supply areas;
  - 1.5. \$6 million over the forward estimates period for the Replace and Maintain River Gauging Stations rolling program that enables the reliable collection and provision of essential water data to inform the sustainable management of surface water resources;
  - 1.6. \$3.4 million in 2024-25 and \$1.8 million over the outyears, as part of the Rural Water Planning Program, on critical agriculture area dams infrastructure and on the development and upgrading of water infrastructure to maintain these supplies into the future; and
  - 1.7. \$2.1 million over the forward estimates period as part of the Native Vegetation Policy implementation to develop the specifications for a new Western Australian vegetation extent dataset.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Environment Online.....	38,572	22,257	7,460	16,315	-	-	-
Land Acquisition - Land Purchase Priority 1 Areas .....	8,777	3	-	2,374	1,000	4,400	1,000
Native Vegetation Extent Mapping .....	2,233	182	182	1,426	625	-	-
Plant, Equipment and Minor Works .....	10,946	5,871	790	2,630	975	735	735
Replace and Maintain Monitoring Bores.....	32,496	14,900	4,024	5,524	4,024	4,024	4,024
Replace and Maintain River Gauging Stations.....	14,135	8,119	1,504	1,504	1,504	1,504	1,504
Rural Water Planning Program.....	7,541	2,275	1,990	3,426	1,840	-	-
State Groundwater Investigation Program.....	34,235	18,966	5,154	3,983	3,984	3,651	3,651
Water Modelling .....	12,761	6,636	1,408	1,704	1,605	1,408	1,408
<b>COMPLETED WORKS</b>							
Information Management and Equipment - Telemetered							
Water Meter Program .....	250	250	250	-	-	-	-
National Water Grid Fund.....	1,523	1,523	913	-	-	-	-
Rebuild of Australind Jetty.....	3,000	3,000	2,989	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>166,469</b>	<b>83,982</b>	<b>26,664</b>	<b>38,886</b>	<b>15,557</b>	<b>15,722</b>	<b>12,322</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			4,260	10,998	6,949	9,484	6,084
Commonwealth Grants.....			913	-	-	-	-
Holding Account .....			6,293	7,753	6,238	6,238	6,238
Internal Funds and Balances.....			12,774	6,338	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....			50	11,601	530	-	-
Royalties for Regions Fund .....			2,374	2,196	1,840	-	-
<b>Total Funding.....</b>			<b>26,664</b>	<b>38,886</b>	<b>15,557</b>	<b>15,722</b>	<b>12,322</b>



## Financial Statements

### Income Statement

#### *Expenses*

1. Total Cost of Services is estimated to increase by \$17.8 million (7%) for the 2024-25 Budget Year compared with the 2023-24 Estimated Actual. This is mainly due to increased spending on new initiatives such as the Cross-Government Triage Team under Approvals Reform and the Cockburn Sound State Environmental Policy. Ongoing initiatives will also increase spending including, Understanding How Climate Change Impacts on Western Australia's Water Resources, Climate Science Initiative, compliance and enforcement assurance program of works, impact of the public sector wages policy, Waste Avoidance and Resource Recovery grants, and Native Vegetation Policy implementation. Other increases relate to deferral of expenditure from 2023-24 to 2024-25, including the Establishing and Maintaining Vegetation Offsets Account, National Partnership on Recycling Infrastructure, and Clean Energy Future Fund.

#### *Income*

2. The total income from Government for the 2024-25 Budget Year is expected to increase by \$31 million (26%) compared to the 2023-24 Estimated Actual, mainly due to additional funding for the compliance and enforcement assurance program of works, implementation of the approvals reform Cross-Government Triage Team, Cockburn Sound State Environmental Policy, Kimberley Flood Recovery Response, Green Approvals Transmission, and a reflow of funds from 2023-24 to 2024-25 for National Partnership on Recycling Infrastructure (State-funded component), Clean Energy Future Fund, and the Native Vegetation Rehabilitation Scheme.
3. Income from sources outside of Government for the 2024-25 Budget Year is expected to increase by \$2.4 million (2%) mainly from revised landfill (waste) levy estimates, partially offset by a reduction of Commonwealth Government funding for the National Partnership on Recycling Infrastructure.

### Statement of Financial Position

4. Total assets is estimated to increase by \$16.4 million (2%) for the 2024-25 Budget Year compared with the 2023-24 Estimated Actual. This reflects a drawing down from cash at bank for carryover of programs from 2023-24, including the e-Waste Ban to Landfill, Waste Avoidance and Resource Recovery, Environment Online and the Clean Energy Future Fund.

### Statement of Cashflows

5. The decrease in cash balances of \$13.5 million (16%) for the 2024-25 Budget Year compared with the 2023-24 Estimated Actual is due to increased employee benefits from the public sector wages policy, compliance and enforcement assurance program of works and Green Approvals Transmission, a reflow of the Clean Energy Future Fund, a reflow of the National Partnership on Recycling Infrastructure grant program (State-funded component). This is offset by increases in the revenue projections of the landfill (waste) levy, service appropriation and receipts paid to the Consolidated Account.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	120,753	134,455	135,119	143,659	142,723	142,322	134,001
Grants and subsidies (c) .....	21,383	77,782	49,096	51,304	45,318	29,973	20,460
Supplies and services .....	41,793	46,828	48,315	58,529	50,953	45,911	46,470
Accommodation .....	9,938	9,460	9,410	9,409	9,123	9,109	9,024
Depreciation and amortisation .....	11,010	14,738	14,954	15,038	15,053	15,061	15,065
Finance and interest costs .....	90	163	197	246	243	220	176
Other expenses .....	6,530	9,498	12,528	9,188	9,296	9,264	9,277
<b>TOTAL COST OF SERVICES .....</b>	<b>211,497</b>	<b>292,924</b>	<b>269,619</b>	<b>287,373</b>	<b>272,709</b>	<b>251,860</b>	<b>234,473</b>
<b>Income</b>							
Sale of goods and services .....	4,258	4,595	4,595	4,640	4,640	4,725	4,725
Regulatory fees and fines .....	48,719	43,568	47,329	48,682	48,830	48,869	48,934
Grants and subsidies .....	7,639	5,849	18,558	2,051	319	319	319
Landfill levy .....	91,490	77,600	77,600	95,000	79,800	69,000	69,000
Other revenue .....	7,134	8,522	8,522	8,605	6,712	5,350	5,350
<b>Total Income .....</b>	<b>159,240</b>	<b>140,134</b>	<b>156,604</b>	<b>158,978</b>	<b>140,301</b>	<b>128,263</b>	<b>128,328</b>
<b>NET COST OF SERVICES .....</b>	<b>52,257</b>	<b>152,790</b>	<b>113,015</b>	<b>128,395</b>	<b>132,408</b>	<b>123,597</b>	<b>106,145</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	110,666	127,059	104,869	132,986	127,898	119,076	112,910
Resources received free of charge .....	3,256	3,055	3,276	3,276	3,276	3,276	3,276
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Community Services Fund .....	1,648	2,412	2,410	2,396	2,094	46	46
Regional Infrastructure and Headworks							
Fund .....	6,342	6,716	6,598	9,245	6,729	6,741	6,754
Other revenues .....	3,526	1,126	1,126	1,349	2,162	2,914	2,914
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>125,438</b>	<b>140,368</b>	<b>118,279</b>	<b>149,252</b>	<b>142,159</b>	<b>132,053</b>	<b>125,900</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>73,181</b>	<b>(12,422)</b>	<b>5,264</b>	<b>20,857</b>	<b>9,751</b>	<b>8,456</b>	<b>19,755</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,015, 1,089 and 1,102 respectively.

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

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Carbon Innovation Grants Program.....	-	2,900	131	3,066	4,571	4,139	1,095
Clean Energy Future Fund .....	2,813	5,539	1,326	2,376	9,197	9,905	4,536
Clean Western Australia - Waste Paper and Cardboard Processing .....	-	15,000	2,269	6,404	6,327	-	-
Climate Action Fund - Urban Greening Grants .....	-	1,250	1,250	2,500	-	-	-
Commonwealth Grants							
Food Waste for Healthy Soils .....	750	1,875	3,250	1,625	-	-	-
National Partnership on Recycling Infrastructure .....	3,499	8,254	11,386	-	-	-	-
Contaminated Sites Management Account Grants .....	255	208	208	208	208	208	208
E-Waste to Landfill Ban .....	-	8,629	4,459	6,436	-	-	-
Establishing and Maintaining Vegetation Offsets Account .....	231	3,600	367	4,033	4,100	4,100	3,000
Keep Australia Beautiful Council WA .....	177	-	-	-	-	-	-
Murujuga Aboriginal Corporation Resourcing .....	95	195	195	455	265	-	-
Native Vegetation Rehabilitation Scheme .....	981	3,830	3,830	3,831	2,164	-	-
Offset Fund for Recovery .....	-	1,350	1,350	1,350	1,348	-	-
Other Grants .....	100	-	-	-	-	-	-
Pilbara Environmental Offsets Fund .....	16	3,164	3,164	3,167	3,167	3,167	3,167
Royalties for Regions - Healthy Estuaries WA....	25	-	-	-	-	-	-
Rural Water Grants .....	-	687	1,087	687	687	687	687
Rural Water Planning Program.....	1,310	793	1,048	790	-	-	-
Small Election Commitments - Greening Our Community .....	169	-	552	-	-	-	-
Statewide Water Efficiency Measures .....	47	50	50	50	-	-	-
Waste Avoidance and Resource Recovery Account.....	6,683	9,807	8,182	12,000	8,000	7,500	7,500
Waste Export Ban .....	3,499	10,234	4,575	1,909	5,017	-	-
Water Innovation Partnership .....	200	267	267	267	267	267	267
Water Sensitive Cities Australia .....	150	150	150	150	-	-	-
Western Australian Climate Policy .....	383	-	-	-	-	-	-
<b>TOTAL .....</b>	<b>21,383</b>	<b>77,782</b>	<b>49,096</b>	<b>51,304</b>	<b>45,318</b>	<b>29,973</b>	<b>20,460</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	11,448	17,343	6,792	4,154	3,920	4,035	4,140
Restricted cash.....	94,440	39,183	73,073	61,747	49,531	43,070	41,909
Holding Account receivables .....	7,043	9,238	7,043	7,043	7,043	7,043	7,043
Receivables.....	38,990	25,945	38,990	39,498	39,498	39,498	39,498
Other.....	3,151	1,907	3,151	3,151	3,151	3,151	3,151
<b>Total current assets.....</b>	<b>155,072</b>	<b>93,616</b>	<b>129,049</b>	<b>115,593</b>	<b>103,143</b>	<b>96,797</b>	<b>95,741</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	81,852	87,352	90,513	97,798	106,613	115,436	124,263
Property, plant and equipment.....	432,036	339,806	418,463	421,156	415,305	411,040	404,936
Intangibles .....	31,482	49,537	43,218	62,663	62,838	62,191	61,544
Restricted cash.....	3,308	3,393	3,748	4,188	4,628	4,628	4,628
Other.....	3	2	3	3	3	3	3
<b>Total non-current assets.....</b>	<b>548,681</b>	<b>480,090</b>	<b>555,945</b>	<b>585,808</b>	<b>589,387</b>	<b>593,298</b>	<b>595,374</b>
<b>TOTAL ASSETS .....</b>	<b>703,753</b>	<b>573,706</b>	<b>684,994</b>	<b>701,401</b>	<b>692,530</b>	<b>690,095</b>	<b>691,115</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	29,362	27,367	29,397	29,432	29,432	29,432	29,432
Payables.....	547	1,804	547	547	547	547	547
Borrowings and leases .....	867	1,236	1,329	1,399	1,381	1,453	1,376
Other.....	9,826	5,514	9,841	9,856	9,856	9,856	9,856
<b>Total current liabilities.....</b>	<b>40,602</b>	<b>35,921</b>	<b>41,114</b>	<b>41,234</b>	<b>41,216</b>	<b>41,288</b>	<b>41,211</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	6,207	5,511	6,207	6,207	6,207	6,207	6,207
Borrowings and leases .....	1,274	5,793	6,285	6,120	6,089	5,515	5,106
<b>Total non-current liabilities.....</b>	<b>7,481</b>	<b>11,304</b>	<b>12,492</b>	<b>12,327</b>	<b>12,296</b>	<b>11,722</b>	<b>11,313</b>
<b>TOTAL LIABILITIES .....</b>	<b>48,083</b>	<b>47,225</b>	<b>53,606</b>	<b>53,561</b>	<b>53,512</b>	<b>53,010</b>	<b>52,524</b>
<b>EQUITY</b>							
Contributed equity.....	235,244	220,726	205,583	201,015	182,277	171,725	153,318
Accumulated surplus/(deficit).....	322,497	269,253	327,761	348,618	358,369	366,825	386,580
Reserves .....	97,929	36,502	98,044	98,207	98,372	98,535	98,693
<b>Total equity .....</b>	<b>655,670</b>	<b>526,481</b>	<b>631,388</b>	<b>647,840</b>	<b>639,018</b>	<b>637,085</b>	<b>638,591</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>703,753</b>	<b>573,706</b>	<b>684,994</b>	<b>701,401</b>	<b>692,530</b>	<b>690,095</b>	<b>691,115</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	95,931	112,321	89,915	117,948	112,845	104,015	97,845
Capital appropriation.....	10,670	10,440	5,112	16,931	7,915	10,490	7,140
Holding Account drawdowns .....	7,918	7,043	6,293	7,753	6,238	6,238	6,238
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund.....	1,546	11,353	10,912	13,960	10,277	7,049	-
Digital Capability Fund.....	-	560	489	12,190	1,150	46	-
Royalties for Regions Fund							
Regional Community Services Fund .....	1,648	2,412	2,410	2,396	2,094	46	46
Regional Infrastructure and Headworks							
Fund .....	6,442	9,446	8,972	11,441	8,569	6,741	6,754
Receipts paid into Consolidated Account .....	(60,456)	(32,911)	(34,061)	(48,907)	(33,973)	(23,213)	(22,127)
Other.....	2,531	2,498	2,498	2,720	2,162	1,573	1,573
<b>Net cash provided by Government .....</b>	<b>66,230</b>	<b>123,162</b>	<b>92,540</b>	<b>136,432</b>	<b>117,277</b>	<b>112,985</b>	<b>97,469</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(117,287)	(134,405)	(135,069)	(143,653)	(142,717)	(142,316)	(133,995)
Grants and subsidies .....	(19,368)	(77,782)	(49,096)	(51,304)	(45,318)	(29,973)	(20,460)
Supplies and services.....	(41,329)	(41,644)	(42,910)	(54,843)	(47,267)	(42,212)	(42,758)
Accommodation.....	(9,637)	(9,540)	(9,490)	(9,481)	(9,195)	(9,110)	(9,025)
GST payments.....	(8,610)	(5,710)	(5,710)	(5,710)	(5,710)	(5,710)	(5,710)
Finance and interest costs.....	(90)	(163)	(197)	(246)	(243)	(220)	(176)
Other payments.....	(3,909)	(9,057)	(9,087)	(8,227)	(8,335)	(8,387)	(8,413)
<b>Receipts (b)</b>							
Regulatory fees and fines.....	44,533	43,568	47,329	48,682	48,830	48,869	48,934
Grants and subsidies .....	7,639	5,849	18,558	2,051	319	319	319
Sale of goods and services.....	4,315	4,679	4,679	4,725	4,725	4,726	4,726
Landfill levy.....	84,105	77,600	77,600	95,000	79,800	69,000	69,000
GST receipts.....	8,247	5,720	5,720	5,720	5,720	5,720	5,720
Other receipts.....	10,514	7,066	7,066	7,149	6,627	6,691	6,691
<b>Net cash from operating activities .....</b>	<b>(40,877)</b>	<b>(133,819)</b>	<b>(90,607)</b>	<b>(110,137)</b>	<b>(112,764)</b>	<b>(102,603)</b>	<b>(85,147)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(18,260)	(28,570)	(26,664)	(38,886)	(15,557)	(15,722)	(12,322)
Proceeds from sale of non-current assets .....	200	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(18,060)</b>	<b>(28,570)</b>	<b>(26,664)</b>	<b>(38,886)</b>	<b>(15,557)</b>	<b>(15,722)</b>	<b>(12,322)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(1,257)	(816)	(852)	(933)	(966)	(1,006)	(1,056)
<b>Net cash from financing activities .....</b>	<b>(1,257)</b>	<b>(816)</b>	<b>(852)</b>	<b>(933)</b>	<b>(966)</b>	<b>(1,006)</b>	<b>(1,056)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	6,036	(40,043)	(25,583)	(13,524)	(12,010)	(6,346)	(1,056)
Cash assets at the beginning of the reporting period .....	103,160	99,962	109,196	83,613	70,089	58,079	51,733
<b>Cash assets at the end of the reporting period .....</b>	<b>109,196</b>	<b>59,919</b>	<b>83,613</b>	<b>70,089</b>	<b>58,079</b>	<b>51,733</b>	<b>50,677</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)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Regulatory Fees - Receipts .....	45,316	43,568	47,329	48,827	49,419	48,869	48,934
<b>Grants and Subsidies</b>							
Other Grants and Contributions .....	8,106	6,537	19,246	2,739	1,007	1,007	1,007
<b>Landfill Levy</b>							
Landfill Levy .....	84,105	77,600	77,600	95,000	79,800	69,000	69,000
<b>Sale of Goods and Services</b>							
Establishing and Maintaining Vegetation							
Offsets Account .....	1,371	3,000	3,000	3,000	3,000	3,000	3,000
Pilbara Environmental Offsets Fund .....	3,273	1,679	1,679	1,725	1,725	1,726	1,726
<b>GST Receipts</b>							
GST Receipts .....	8,247	5,720	5,720	5,720	5,720	5,720	5,720
<b>Other Receipts</b>							
Government Regional Officer Housing .....	108	89	89	91	98	77	77
Implementation of the Murujuga Rock Art							
Strategy .....	9,243	4,664	4,664	4,722	3,154	3,154	3,154
Interest Received .....	879	438	438	451	465	465	465
Lease of Commercial Land and Buildings .....	293	346	346	346	346	346	346
Other Receipts .....	278	2,031	2,031	2,096	2,096	2,181	2,181
Port Hedland Ambient Air Quality Monitoring .....	665	1,308	1,308	1,330	1,353	1,353	1,353
<b>TOTAL .....</b>	<b>161,884</b>	<b>146,980</b>	<b>163,450</b>	<b>166,047</b>	<b>148,183</b>	<b>136,898</b>	<b>136,963</b>

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Fines</b>							
Regulatory Fines .....	46	100	100	100	100	100	100
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>46</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>EXPENSES</b>							
<b>Other</b>							
Receipts Paid into the Consolidated							
Account .....	46	100	100	100	100	100	100
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>46</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## Agency Special Purpose Account Details

### CONTAMINATED SITES MANAGEMENT ACCOUNT

Account Purpose: The purpose of the trust account is to enable investigation or remediation of any site where the State or a public authority (excluding local government) is responsible for remediation.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	467	456	423	545
Receipts:				
Other .....	211	330	330	326
	678	786	753	871
Payments .....	255	208	208	208
<b>CLOSING BALANCE</b> .....	423	578	545	663

### WASTE AVOIDANCE AND RESOURCE RECOVERY ACCOUNT

Account Purpose: The purpose of the trust account is to fund nominated programs and other waste management initiatives approved by the Minister for Environment on the advice of the Waste Authority of Western Australia.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	40,604	38,062	41,918	35,594
Receipts:				
Other .....	21,662	21,188	21,188	24,201
	62,266	59,250	63,106	59,795
Payments:				
Grant to Waste Export Ban.....	3,499	10,234	4,575	1,909
Other .....	16,849	24,856	22,937	27,013
<b>CLOSING BALANCE</b> .....	41,918	24,160	35,594	30,873

### PILBARA ENVIRONMENTAL OFFSETS FUND

Account Purpose: The purpose of the trust account is to facilitate the coordinated delivery of environmental offset projects located within the Pilbara Interim Biogeographic Regionalisation for Australia and to hold moneys to be used for the purposes of delivering landscape scale conservation projects.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	5,424	7,478	7,865	6,024
Receipts:				
Other .....	3,448	1,679	1,679	1,725
	8,872	9,157	9,544	7,749
Payments .....	1,007	3,520	3,520	3,525
<b>CLOSING BALANCE</b> .....	7,865	5,637	6,024	4,224

**ENVIRONMENTAL PROTECTION PART IV COST RECOVERY ACCOUNT**

Account Purpose: The purpose of the trust account is to manage funds recovered under the Environmental Protection (Cost Recovery) Regulations 2021. Funds in this account are to be used for defraying the costs incurred by the Department in receiving and assessing proposals and monitoring the implementation of proposals under Part IV Division 1 or 2 of the *Environmental Protection Act 1986*.

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance.....	1,475	1,475	10,714	10,384
Receipts:				
Other .....	9,239	9,729	12,340	12,994
	10,714	11,204	23,054	23,378
Payments .....	-	9,729	12,670	12,994
<b>CLOSING BALANCE.....</b>	<b>10,714</b>	<b>1,475</b>	<b>10,384</b>	<b>10,384</b>



# Division 42 **Biodiversity, Conservation and Attractions**

## Part 10 **Environment**

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 91 Net amount appropriated to deliver services .....	304,183	370,710	343,476	<b>390,622</b>	358,601	369,359	377,440
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	595	597	597	<b>615</b>	633	649	665
Total appropriations provided to deliver services .....	304,778	371,307	344,073	<b>391,237</b>	359,234	370,008	378,105
<b>CAPITAL</b>							
Item 159 Capital Appropriation .....	62,000	94,390	58,014	<b>150,098</b>	98,568	66,940	28,090
<b>TOTAL APPROPRIATIONS</b> .....	<b>366,778</b>	<b>465,697</b>	<b>402,087</b>	<b>541,335</b>	<b>457,802</b>	<b>436,948</b>	<b>406,195</b>
<b>EXPENSES</b>							
Total Cost of Services .....	518,661	565,592	581,406	<b>626,098</b>	585,186	572,420	597,520
Net Cost of Services (a)(b) .....	355,876	426,929	427,572	<b>467,237</b>	425,451	411,680	436,411
<b>CASH ASSETS</b> (c) .....	156,790	120,074	121,937	<b>112,672</b>	103,206	95,442	86,650

(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) The 2022-23 Actual includes asset revaluation revenue of \$207,000.

(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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Approvals Reform - Cross-Government Triage Team .....	-	720	834	850	665
Botanic Gardens and Parks Authority - Mount Eliza Scarp Stability Works					
Reclassification from Capital to Recurrent Expenditure .....	3,068	2,142	624	-	-
Bushfire Mitigation and Response Resourcing .....	-	4,048	4,149	4,253	4,359
Disaster Ready Fund - Round 1 .....	647	413	278	-	-
Ex-Tropical Cyclone Ellie - Conservation and Marine Parks Clean-up					
Program .....	1,805	1,805	455	-	-
Murujuga Cultural Landscape World Heritage Nomination .....	-	120	120	50	50
Plan for Our Parks .....	16,389	32,110	33,357	34,066	34,949
RiskCover Fund Insurance Premiums .....	-	2,200	-	-	-
Rottnest Island Authority - Expense Impact of Marine Logistics Hub .....	-	-	-	-	192
Urban Rivers and Catchments Program .....	1,329	4,125	3,913	3,672	2,867
Western Australian Public Sector Learning Initiative .....	-	-	(205)	(388)	(445)
Zoological Parks Authority - Rehoming of Asian Elephants .....	1,850	150	-	-	-

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Ongoing Initiatives</b>					
Continuation of Bushfire Mitigation Activities.....	-	2,461	2,461	2,461	2,461
Election Commitment - Yellagonga Regional Park.....	701	-	-	-	-
Forest Management Plan 2024-2033 .....	(24,000)	12,548	14,158	18,748	21,779
Indigenous Land Use Agreements Financial Liability Recognition .....	20,381	-	-	-	-
Regional Workers Incentives Allowance Payments.....	(68)	(68)	(68)	(68)	-
Roebuck Bay Marine Park.....	-	651	667	684	701
World Heritage Management Commonwealth Funding - National Partnership .....	420	420	420	420	420
<b>Other</b>					
2024-25 Tariffs, Fees and Charges.....	-	290	272	195	247
Botanic Gardens and Parks Authority - Revisions to Expense Limit and Own-Source Revenue Estimates.....	1,505	1,405	1,406	1,399	1,399
Government Office Accommodation.....	(8)	(7)	(5)	(4)	-
Government Regional Officer Housing.....	800	879	891	909	952
Rottneest Island Authority - Revisions to Expense Limit and Own-Source Revenue Estimates.....	11,750	13,000	13,300	13,800	14,300
Salaries and Allowances Tribunal .....	-	3	6	6	22
State Fleet Updates.....	180	458	511	501	420
Zoological Parks Authority - Revisions to Expense Limit, Own-Source Revenue Estimates and Asset Revaluation Reserve.....	3,031	2,812	2,922	2,982	3,012

## Significant Issues Impacting the Agency

### Biodiversity Conservation and Ecosystem Management

1. On behalf of the Conservation and Parks Commission, the Department commenced implementation of the Forest Management Plan (FMP) 2024-2033 on 1 January 2024, with a budget of \$12.5 million in 2024-25 increasing to \$21.8 million by 2027-28 and ongoing. The FMP 2024-2033 provides for management of approximately 2.5 million hectares of lands under the *Conservation and Land Management Act 1984* through a range of forest management activities.
  - 1.1. An ecological thinning program commenced in March 2024, supporting the Government's decision to end commercial logging of native timber in the South West forests. Ecological thinning will improve forest health and resilience against a drying and warming climate, meet the Government's existing commitments for the supply of forest products and facilitate job retention.
  - 1.2. The Department will also progress and create new conservation reserves, in consultation with Traditional Owners through Noongar Regional Corporations.
  - 1.3. A Forest Health Monitoring program will be implemented in 2024-25 to contribute to the evaluation of performance measures outlined in Foundations 2 and 3 of the FMP 2024-2033, which address the strategic goals of conserving biodiversity, maintaining or improving forest health and enhancing resilience.
2. Round 1 of the Commonwealth Government's Urban Rivers and Catchments Program 2022 election commitment will see \$14.9 million provided to protect and preserve the Swan and Canning Rivers to 30 June 2028. This funding, administered by the Department, will see \$10 million provided to various partners for cleaning up the Canning River, \$3.5 million to The Nature Conservancy to deliver nature-based solutions for remediating Swan-Canning Estuary foreshores and \$1.4 million to the City of Bayswater for environmental projects.
3. The exotic plant pest polyphagous shot-hole borer, first detected in Western Australia in August 2021, continues to impact trees across Kings Park, Perth Zoo, Rottneest Island and other lands in the Perth metropolitan area managed by the Department. Affected trees have been removed from all sites and continued monitoring may result in further tree removals being needed. In Kings Park, works including enhanced rock fall arrest systems, landslide mitigation action and drainage upgrades have been initiated to address stability risks on the scarp.

### **Plan for Our Parks**

4. Plan for Our Parks has led to the execution of 15 Indigenous Land Use Agreements (ILUAs) which are now required to be implemented. Delivering Government commitments made in the ILUAs will require significant support from the Department's Native Title Unit, Tourism Unit, District and Regional staff, the Capital Works and Maintenance Unit, and Strategy and Governance staff.
5. As the Government approaches its target of creating five million hectares of new parks and reserves under the Plan for Our Parks initiative, there has been a significant increase in the need to prepare and review management plans and joint management plans. The Department is currently reviewing the *Conservation and Land Management Act 1984* statutory management planning process to identify reforms to achieve a more efficient and consistent management planning process and more effective management plans. This is a significant undertaking with responsibilities for input into management plans across the Department and with joint management partners.

### **South West Native Title Settlement**

6. The South West Native Title Settlement requires cooperative and joint management arrangements to be established. This is a fundamental change to the way parks and reserves are managed in the South West and in both consultation and decision-making methodology. The benefits to Aboriginal people arise through employment, connection to Country and empowering communities.

### **Visitor Services and Capital Upgrades**

7. The Botanic Gardens and Parks Authority is continuing to expand the number and diversity of tourism-focused community events and activations taking place at Kings Park. Lightscape Kings Park will run again in the 2024-25 financial year, and the Botanic Gardens and Parks Authority will host major State events associated with EverNow as well as the National Road Cycling Series championships.
8. With assistance from sponsors, the Botanic Gardens and Parks Authority will deliver significant improvements to the Saw Avenue Amphitheatre in Kings Park to improve capacity and facilitate greater levels of community activation in the precinct.
9. Perth Zoo will construct a new primate run and upgrade visitor amenities around the main lawn to complete the Parkland Heart precinct as the next major project delivery linked to the Perth Zoo Master Plan. These new facilities will deliver improvements to animal welfare and the overall visitor experience.
10. Construction industry pressures continue to impact on the Department's capital works program, causing cost escalations resulting from a decline in contractor availability and quality, supply chain issues and material shortages, and resource capacity. However, the Department has been able to deliver quality infrastructure for visitors to experience and enjoy through its capital program. In addition, delivery of the 2017 and 2021 election commitments has resulted in new and improved infrastructure for visitors.
11. The impacts from climate change, ageing infrastructure, and increasing value of new assets is increasing the maintenance costs for many of the Department's attractions, tracks, trails and campgrounds.

### **Outdoor Adventure Tourism Package**

12. Under the Outdoor Adventure Tourism Package, the Department will deliver improvements to, and construction of, new trails and campsites, maintenance of the Penguin Island jetty, and improvements to the Gloucester and Bicentennial climbing tree attractions near Pemberton, at a total cost of \$33 million over four years.

### **Rottnest Island Authority**

13. The Rottnest Island Authority will commence the following projects:

- 13.1. an eight-year, \$98.5 million project to construct new staff accommodation on Rottnest Island which will be leased by the Rottnest Island Authority to Rottnest Island businesses. This project will boost supply of staff accommodation on Rottnest Island and will enable Rottnest Island businesses to improve services to visitors by allowing them to operate more flexibly outside ferry timetables;
- 13.2. a \$31.7 million project to relocate the existing barge and freight operations from the Main Jetty to South Thomson Bay, with the redevelopment of the Army Groyne into a Marine Logistics Hub. This project will reduce overlapping activities at the Main Jetty and improve safety by reducing interactions between vehicles and pedestrians, while also providing a more welcoming arrival point for visitors; and
- 13.3. \$15.8 million of upgrades required to Rottnest Island's wastewater infrastructure system to facilitate the \$98.5 million staff accommodation project. This will include connecting the new staff accommodation to Rottnest Island's wastewater system and increasing the system capacity to meet the additional demand.

### **Fire Management**

14. Additional funding of \$30.2 million over four years for regional bushfire management will deliver 34 additional fire management staff, new fire trucks and earthmoving equipment.
15. Over the past decade, the Department's fire management operations have become increasingly complex and demanding due to several factors, including:
  - 15.1. significant growth in the area of land for which the Department has fire management responsibility;
  - 15.2. the need to support interagency bushfire response efforts at a local, regional, and State level, including where these bushfires do not involve Department-managed land;
  - 15.3. increased planning and operational requirements to undertake prescribed burning;
  - 15.4. the changing climate, meaning that bushfire suppression and prescribed burning actions are more often occurring outside of traditional periods of operation, resulting in activities being undertaken 12 months of the year in many areas;
  - 15.5. an increased demand and reliance on adequate and appropriate aircraft to undertake bushfire surveillance, bushfire suppression, and prescribed burning activities; and
  - 15.6. ongoing competition for human resources to fill permanent and seasonal fire management positions impacting on recruitment for fire management.

### **Workforce Planning and Recruitment**

16. The Department actively reviews its workforce planning and recruitment strategies to maximise positive outcomes in a job market that continues to be highly competitive and challenging in some areas. The Department remains committed to supporting successful employees through training and partnering with experienced personnel to ensure that skills and experience are gained and developed in a safe and supported environment.

### **Resource Agreement**

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Community enjoyment, appreciation and understanding of attractions under the Department's care.	1. Visitor Services and Public Programs Provided at Kings Park and Bold Park 2. Visitor Services and Public Programs Provided at Rottnest Island 3. Visitor Services and Public Programs Provided at Perth Zoo 4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark 5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters
	Plants and animals, and the landscapes they occupy, are conserved through evidence-based conservation actions.	6. Conserving Habitats, Species and Ecological Communities 7. Research and Conservation Partnerships
	Sustainable use of forest resources.	8. Implementation of the Forest Management Plan
	Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives.	9. Prescribed Burning and Fire Management 10. Bushfire Suppression

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Visitor Services and Public Programs Provided at Kings Park and Bold Park.....	12,294	11,432	13,950	13,807	12,591	12,678	12,858
2. Visitor Services and Public Programs Provided at Rottnest Island.....	63,068	59,013	68,758	73,568	70,324	69,696	70,807
3. Visitor Services and Public Programs Provided at Perth Zoo.....	28,811	26,236	30,934	30,104	30,925	31,843	32,980
4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark .....	16,809	17,978	19,357	22,084	18,859	18,855	18,315
5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters .....	163,998	182,787	202,831	224,504	190,215	168,334	186,985
6. Conserving Habitats, Species and Ecological Communities .....	83,616	84,697	86,851	91,039	89,585	91,614	90,437
7. Research and Conservation Partnerships ....	23,397	26,647	26,766	27,117	27,830	28,350	28,961
8. Implementation of the Forest Management Plan .....	21,225	57,093	31,453	35,296	35,433	40,438	43,933
9. Prescribed Burning and Fire Management .....	54,429	55,190	55,937	63,549	64,127	64,900	66,068
10. Bushfire Suppression .....	51,014	44,519	44,569	45,030	45,297	45,712	46,176
<b>Total Cost of Services.....</b>	<b>518,661</b>	<b>565,592</b>	<b>581,406</b>	<b>626,098</b>	<b>585,186</b>	<b>572,420</b>	<b>597,520</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Community enjoyment, appreciation and understanding of attractions under the Department's care:</b>					
Average level of visitor satisfaction:					
Kings Park and Bold Park.....	92%	90%	90%	90%	
Rottnest Island.....	84%	85%	85%	90%	
Perth Zoo.....	90%	86%	85%	85%	
Swan and Canning Riverpark.....	80.9%	85%	85.4%	85%	
National parks and other lands and waters.....	94.42%	90%	93%	91%	
<b>Outcome: Plants and animals, and the landscapes they occupy, are conserved through evidence-based conservation actions:</b>					
Proportion of critically endangered and endangered species and ecological communities that have a recovery plan .....	72.5%	72%	70%	70%	1
Area of land baited for introduced predators .....	3,880,798 ha	3,875,015 ha	3,861,612 ha	3,861,612 ha	
<b>Outcome: Sustainable use of forest resources:</b>					
Cumulative removal of jarrah and karri sawlogs by approved harvesting operations compared to limits in the Forest Management Plan .....	1,166,569 m <sup>3</sup>	1,910,000 m <sup>3</sup>	1,230,523 m <sup>3</sup>	n.a.	2
<b>Outcome: Lands under the Department's care are managed to protect communities, visitors and built and natural assets from bushfire damage and planned fire is used to achieve other land, forest and wildlife management objectives:</b>					
Proportion of planned Priority 1 prescribed burns achieved .....	49%	55%	50%	55%	3
Proportion of South West bushfires contained to less than two hectares.....	86%	75%	80%	75%	

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

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual and 2024-25 Budget Target are lower than the 2023-24 Budget due to new scientific information providing evidence for priority species being assessed as threatened. A category and criteria review also resulted in some species without a recovery plan now meeting a higher rank of critically endangered or endangered. The 2024-25 Budget Target is set due to expected time lags between the listing of species and development of recovery plans.
2. Commercial harvest of native forest and the associated key performance indicator has been discontinued from the 2024-25 Budget Target under the new FMP 2024-2033.
3. The 2023-24 Estimated Actual is lower than the 2023-24 Budget as burning was ceased across the South West region earlier in the financial year due to a drier and hotter spring than usual.

**Services and Key Efficiency Indicators**

**1. Visitor Services and Public Programs Provided at Kings Park and Bold Park**

Provide facilities, experiences and programs to visitors to Kings Park and Bold Park for their enjoyment and appreciation of natural, cultural, and heritage values as well as strengthen community understanding and support for conservation of plants, animals and habitats.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 12,294	\$'000 11,432	\$'000 13,950	\$'000 13,807	1
Less Income .....	8,503	6,570	8,615	8,476	2
Net Cost of Service .....	3,791	4,862	5,335	5,331	
<b>Employees (Full-Time Equivalents) .....</b>	<b>47</b>	<b>45</b>	<b>50</b>	<b>50</b>	
<b>Efficiency Indicators</b>					
Average cost per visitor at Kings Park and Bold Park .....	\$2.30	\$2.42	\$2.58	\$2.56	

**Explanation of Significant Movements**

(Notes)

1. The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget due to an increase in the number of concerts, education programs and events such as Lightscape, as well as increased visitation numbers in Kings Park.
2. The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget due to revenue from increased visitation numbers, venue and event bookings, events such as Lightscape and increased sales in Aspects at Kings Park.

**2. Visitor Services and Public Programs Provided at Rottnest Island**

Provide facilities, experiences and programs to visitors to Rottnest Island for their enjoyment and appreciation of natural, cultural and heritage values, and to strengthen community understanding and support for maintaining the built and cultural heritage of Rottnest Island while conserving natural marine and terrestrial habitats.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 63,068	\$'000 59,013	\$'000 68,758	\$'000 73,568	1
Less Income .....	67,143	52,136	62,991	65,141	2
Net Cost of Service .....	(4,075)	6,877	5,767	8,427	3
<b>Employees (Full-Time Equivalents) .....</b>	<b>131</b>	<b>114</b>	<b>126</b>	<b>126</b>	<b>4</b>
<b>Efficiency Indicators</b>					
Average cost per visitor at Rottnest Island .....	\$86.44	\$96.74	\$88.72	\$91.96	5

### Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target and 2023-24 Estimated Actual are higher than the 2023-24 Budget due to higher operating costs primarily associated with higher visitation numbers.
2. The 2024-25 Budget Target and 2023-24 Estimated Actual are higher than the 2023-24 Budget due to higher revenue arising from higher visitation numbers.
3. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual and the 2023-24 Budget, and the 2023-24 Estimated Actual is lower than the 2023-24 Budget, principally due to the Wadjemup Stage Two project costs budgeted in 2023-24 being deferred to 2024-25 (revenue received and recognised in 2023-24 but expenditure to be incurred in 2024-25).
4. The 2024-25 Budget Target and the 2023-24 Estimated Actual are higher than the 2023-24 Budget due to increased staff requirements associated with higher number of visitors and is in line with the 2022-23 Actual.
5. The 2023-24 Estimated Actual is lower than the 2023-24 Budget primarily due to the higher number of visitors forecast for 2023-24 compared to the budgeted number of visitors for 2023-24.

### 3. Visitor Services and Public Programs Provided at Perth Zoo

Provide facilities, experiences and educational programs to visitors to the Perth Zoo for their enjoyment and appreciation of natural, cultural, and heritage values and to encourage positive behavioural change and community participation in the conservation of plants, animals and habitats.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	28,811	26,236	30,934	30,104	1
Less Income .....	18,157	16,797	18,008	18,383	
Net Cost of Service .....	10,654	9,439	12,926	11,721	1
<b>Employees (Full-Time Equivalents) .....</b>	148	152	156	156	
<b>Efficiency Indicators</b>					
Average cost per visitor at Perth Zoo .....	\$36.09	\$35.22	\$40.70	\$39.35	1

### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget due to the net impact of higher-than-expected costs and increased income projections. Cost increases are related to elephant rehoming, employment related costs, and a range of service delivery costs.



#### 4. Visitor Services and Public Programs Provided in the Swan and Canning Riverpark

Provide facilities, experiences and programs to visitors to the Swan and Canning Riverpark for their enjoyment and appreciation of natural, cultural and heritage values, and to strengthen community understanding and support for conservation of plants, animals and habitats.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,809	17,978	19,357	22,084	1
Less Income .....	1,434	440	393	352	2
Net Cost of Service .....	15,375	17,538	18,964	21,732	1
<b>Employees (Full-Time Equivalents) .....</b>	61	61	62	66	
<b>Efficiency Indicators</b>					
Average cost per hectare in the Swan and Canning Riverpark .....	\$2,295.38	\$2,455.34	\$2,643.68	\$3,016.12	1

#### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget due to new funding from the Commonwealth Government for the Urban Rivers and Catchments Program.
- The 2022-23 Actual is higher than the 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target due to the one-off capital grant from the City of South Perth for the transfer of the Djirda Miya Island asset.

#### 5. Visitor Services and Public Programs Provided in National Parks and Other Lands and Waters

Provide facilities, experiences and programs to visitors to national parks and other lands and waters for their enjoyment and appreciation of natural, cultural and heritage values, and to strengthen community understanding and support for conservation of plants and animals.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	163,998	182,787	202,831	224,504	1
Less Income .....	40,089	34,579	37,650	40,090	2
Net Cost of Service .....	123,909	148,208	165,181	184,414	1,2
<b>Employees (Full-Time Equivalents) .....</b>	596	643	671	773	1
<b>Efficiency Indicators</b>					
Average cost per hectare in national parks and other lands and waters .....	\$5.01	\$4.85	\$6.00	\$6.12	1

#### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget and the 2022-23 Actual primarily due to additional funding for the Plan for Our Parks initiative.
- The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than 2023-24 Budget due to a forecast increase in recreation and tourism revenue.

## 6. Conserving Habitats, Species and Ecological Communities

Develop and implement programs for the conservation of biodiversity.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	83,616	84,697	86,851	91,039	1
Less Income .....	5,316	6,137	5,728	5,651	
Net Cost of Service .....	78,300	78,560	81,123	85,388	
<b>Employees (Full-Time Equivalents) .....</b>	517	514	518	521	
<b>Efficiency Indicators</b>					
Average cost per hectare of wildlife habitat .....	\$2.56	\$2.25	\$2.57	\$2.48	1

### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual and 2024-25 Budget Target are higher than the 2023-24 Budget due to new funding for the Mount Eliza Scarp Stability program.

## 7. Research and Conservation Partnerships

Work with the community, industry, Traditional Owners and other stakeholders to deliver research and conservation outcomes.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	23,397	26,647	26,766	27,117	
Less Income .....	17,818	15,801	15,732	16,243	
Net Cost of Service .....	5,579	10,846	11,034	10,874	
<b>Employees (Full-Time Equivalents) .....</b>	97	109	110	110	
<b>Efficiency Indicators</b>					
Average cost per hectare of wildlife habitat .....	\$0.72	\$0.71	\$0.79	\$0.74	

### 8. Implementation of the Forest Management Plan

Manage State forests in accordance with the approved FMP and provide services that support forest production activities.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	21,225	57,093	31,453	35,296	1
Less Income .....	2,246	3,768	2,743	2,524	2
Net Cost of Service .....	18,979	53,325	28,710	32,772	
<b>Employees (Full-Time Equivalents) .....</b>	130	186	186	186	
<b>Efficiency Indicators</b>					
Average cost per hectare of forest .....	\$16.78	\$45.13	\$24.89	\$14.50	3,4

#### Explanation of Significant Movements

(Notes)

1. The 2023-24 Estimated Actual and 2024-25 Budget Target are lower than the 2023-24 Budget due to a change in approach where a proportion of the costs associated with ecological thinning works under the FMP 2024-2033 will be incurred directly by the Forest Products Commission.
2. The 2023-24 Estimated Actual and 2024-25 Budget Target are lower than the 2023-24 Budget due to a forecast decrease in mining compensation revenue.
3. The 2023-24 Estimated Actual is lower than the 2023-24 Budget due to a change in approach which has reduced the costs associated with ecological thinning works under the FMP 2024-2033, where a proportion of the costs will be incurred directly by the Forest Products Commission.
4. The 2024-25 Budget Target is lower than the 2023-24 Budget and 2023-24 Estimated Actual due to a change in the baseline number of hectares of lands managed by the Department under the new FMP 2024-2033 used to calculate this indicator. Under previous FMPs, the number of hectares of State forest in the FMP area was used, which was a subset of the total hectares managed under the FMP. In 2024-25 and beyond, the total hectares managed under the FMP will be used.

### 9. Prescribed Burning and Fire Management

Deliver prescribed burning and fire management to protect the community and enhance natural values.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	54,429	55,190	55,937	63,549	1
Less Income .....	1,613	1,603	1,713	1,712	
Net Cost of Service .....	52,816	53,587	54,224	61,837	1
<b>Employees (Full-Time Equivalents) .....</b>	247	255	260	293	1
<b>Efficiency Indicators</b>					
Average cost per hectare burnt .....	\$10.97	\$13.80	\$13.48	\$15.89	1

#### Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is higher than the 2023-24 Budget and the 2023-24 Estimated Actual due to new funding for bushfire mitigation and management.

## 10. Bushfire Suppression

Suppress bushfires that threaten or occur on lands managed by the Department.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	51,014	44,519	44,569	45,030	
Less Income .....	259	832	261	289	1
Net Cost of Service .....	50,755	43,687	44,308	44,741	
<b>Employees (Full-Time Equivalents) .....</b>	98	120	120	120	
<b>Efficiency Indicators</b>					
Average cost per hectare burnt .....	\$59.09	\$17.81	\$17.83	\$18.01	2

### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual and 2024-25 Budget Target are lower than the 2023-24 Budget due to alignment of estimates with recent actual annual revenues and change in the revenue recoup arrangements with the National Aerial Firefighting Centre associated with water bomber hire charges. The revenue recoups are now facilitated through Fire and Emergency Services.
- The 2022-23 Actual is higher than the 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target due to the actual total area burnt in 2022-23. The total area burnt by bushfires to which the Department contributed a suppression response in 2022-23 was around 863,000 hectares. This compares to 2.5 million hectares estimated for budgeting purposes.

### Asset Investment Program

- The Department will continue with ongoing investment programs at the Perth Zoo, Rottnest Island, Kings Park and in national parks and other lands and waters across the State. The total Asset Investment Program over the forward estimates period is \$531.9 million. The Department's new significant projects include investment of:
  - \$101 million over 2024-25 to 2027-28 to be spent at Rottnest Island for staff accommodation, upgrades to wastewater infrastructure, a Marine Logistics Hub (Barge Landing at the Army Groyne) and aerodrome upgrades; and
  - \$33 million over the forward estimates period to be spent on the Outdoor Adventure Tourism Package which will include improvements to, and construction of, new trails and campsites, maintenance of the Penguin Island jetty, and improvements to the Gloucester and Bicentennial climbing tree attractions near Pemberton.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Cape to Cape Track .....	2,700	1,350	1,350	1,350	-	-	-
Collie Adventure Trails .....	9,505	9,005	2,028	500	-	-	-
Election Commitments							
Beeliar Wetlands .....	3,000	1,210	846	1,790	-	-	-
Danggu Geike Gorge .....	1,505	880	-	625	-	-	-
Dwellingup Trails Gap Project .....	2,350	1,496	1,050	854	-	-	-
Karijini National Park Upgrades .....	21,194	15,850	14,750	5,344	-	-	-
Kimberley Wilderness Walk, Wunaamin Miliwundi Ranges .....	850	620	320	230	-	-	-
Mount Augustus Tourism Infrastructure .....	10,000	1,503	800	3,924	4,573	-	-
Murujuga National Park .....	5,000	632	485	4,368	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
Perth Zoo Master Plan 2040 .....	30,000	13,665	11,772	15,255	1,080	-	-
The Gap, Torndirrup National Park .....	3,300	1,500	1,389	1,800	-	-	-
Tourism Package - Peri-Urban Parks .....	29,100	10,047	7,163	13,253	5,800	-	-
Yawuru Conservation Park .....	4,500	1,034	572	2,216	1,250	-	-
Yellagonga Regional Park .....	6,265	3,250	2,715	3,015	-	-	-
Fitzroy and Rowley Shoals - Kimberley .....	1,055	395	395	395	265	-	-
Hamelin Pool Boardwalk Replacement .....	4,600	200	200	2,078	2,322	-	-
Perth Zoo Café/Function Centre .....	20,953	20,735	2,634	218	-	-	-
Plan for Our Parks .....	77,627	10,585	6,695	41,917	17,683	7,011	431
<b>Rottneest Island Authority</b>							
Electrical Infrastructure Upgrade .....	54,801	6,873	4,600	13,946	21,187	12,795	-
Wadjemup Stage Two .....	18,501	799	799	4,275	13,427	-	-
Water Production .....	23,595	7,792	2,408	15,803	-	-	-
Jetty Upgrades - Main Jetty .....	23,600	13,600	2,832	10,000	-	-	-
Wellington National Park Public Access Upgrades .....	2,650	1,350	1,350	1,300	-	-	-
Western Australian Feral Cat Strategy .....	500	376	376	124	-	-	-
<b>COMPLETED WORKS</b>							
<b>Botanic Gardens and Parks Authority - Asset</b>							
Replacement - 2023-24 Program .....	1,000	1,000	1,000	-	-	-	-
<b>Collie Tourism Readiness and Economic Stimulation</b>							
Collie Township - Wayfinding and Tourism Amenities .....	629	629	107	-	-	-	-
<b>Wellington National Park - Parking and Tourism</b>							
Facilities .....	2,471	2,471	796	-	-	-	-
<b>Conservation Land Acquisition - 2023-24 Program .....</b>	<b>420</b>	<b>420</b>	<b>420</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Election Commitments</b>							
Accessible Parks and Natureplay Western Australia .....	1,000	1,000	336	-	-	-	-
Kalbarri Island Rock .....	250	250	62	-	-	-	-
Lake Stockton .....	500	500	266	-	-	-	-
<b>Fire-Related Bridge Maintenance and</b>							
Replacement - 2023-24 Program .....	2,095	2,095	2,095	-	-	-	-
<b>Firefighting Fleet Replacement - 2023-24 Program .....</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Geraldton Office and Depot .....</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Great Southern Adventure Trails .....</b>	<b>12,780</b>	<b>12,780</b>	<b>7,858</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gull Rock National Park - Ledge Beach Visitor Facilities .....	135	135	3	-	-	-	-
Kalbarri - Access Roads Line Marking .....	50	50	4	-	-	-	-
Karratha Regional Office .....	6,501	6,501	433	-	-	-	-
Koombana Park Facilities .....	11,549	11,549	145	-	-	-	-
Midwest Region Parks - Assets Refurbishment .....	448	448	20	-	-	-	-
Monkey Mia Rejuvenation .....	675	675	166	-	-	-	-
<b>National and World Heritage</b>							
Miluwindi Lennard Gorge Walkway and Lookout .....	250	250	200	-	-	-	-
Reddell Beach Visitor Infrastructure Redevelopment .....	574	574	500	-	-	-	-
<b>Park Improvement</b>							
2023-24 Program .....	4,450	4,450	4,450	-	-	-	-
William Bay National Park Tourism Infrastructure .....	2,500	2,500	500	-	-	-	-
<b>Parks in the Gascoyne Region - Renewal of Visitor</b>							
Access and Facilities .....	1,300	1,300	431	-	-	-	-
<b>Parks in the Great Southern Region - Renewal of Walk</b>							
and Cycle Trails .....	2,240	2,240	1,112	-	-	-	-
<b>Parks in the Perth Metro Region - Visitor Access and</b>							
Facilities Upgrades .....	2,387	2,387	872	-	-	-	-
Perth Hills Bike Trails - John Forrest National Park .....	1,500	1,500	591	-	-	-	-
Perth Metro Region Parks - Assets Refurbishment .....	643	643	157	-	-	-	-
Plan for Our Parks .....	21,867	21,867	7,646	-	-	-	-
Plant and Equipment - 2023-24 Program .....	8,632	8,632	8,632	-	-	-	-
<b>Rottneest Island Authority</b>							
Enhancing National Tourism Icons - 2023-24 Program .....	756	756	756	-	-	-	-
Holiday and Tourism Facilities - 2023-24 Program .....	12,029	12,029	12,029	-	-	-	-
Water Network .....	10,545	10,545	3,832	-	-	-	-
Tourism Road Improvement - 2023-24 Program .....	575	575	575	-	-	-	-
Yamatji Nation Indigenous Land Use Agreement - Trucks .....	630	630	30	-	-	-	-
<b>Zoological Parks Authority</b>							
Animal Exhibits and Park Facilities - 2023-24 Program .....	2,138	2,138	2,138	-	-	-	-
Facilities and Equipment - Computer							
Equipment - 2023-24 Program .....	100	100	100	-	-	-	-
<b>NEW WORKS</b>							
<b>Botanic Gardens and Parks Authority - Asset</b>							
Replacement							
2024-25 Program .....	1,000	-	-	1,000	-	-	-
2025-26 Program .....	1,000	-	-	-	1,000	-	-
2026-27 Program .....	1,000	-	-	-	-	1,000	-
2027-28 Program .....	1,000	-	-	-	-	-	1,000

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Conservation Land Acquisition</b>							
2024-25 Program.....	420	-	-	420	-	-	-
2025-26 Program.....	420	-	-	-	420	-	-
2026-27 Program.....	420	-	-	-	-	420	-
2027-28 Program.....	420	-	-	-	-	-	420
<b>Fire-Related Bridge Maintenance and Replacement</b>							
2024-25 Program.....	2,095	-	-	2,095	-	-	-
2025-26 Program.....	2,095	-	-	-	2,095	-	-
2026-27 Program.....	2,095	-	-	-	-	2,095	-
2027-28 Program.....	2,095	-	-	-	-	-	2,095
<b>Firefighting Fleet Replacement</b>							
2024-25 Program.....	4,200	-	-	4,200	-	-	-
2025-26 Program.....	4,200	-	-	-	4,200	-	-
2026-27 Program.....	4,200	-	-	-	-	4,200	-
2027-28 Program.....	4,200	-	-	-	-	-	4,200
<b>Heavy Fleet and Plant and Equipment - Bushfire Mitigation and Response .....</b>							
	5,405	-	-	5,405	-	-	-
<b>Outdoor Adventure Tourism Package</b>							
Bicentennial and Gloucester Trees Infrastructure.....	3,000	-	-	945	625	1,430	-
Campgrounds.....	12,100	-	-	600	2,425	4,975	4,100
Jetties.....	2,750	-	-	250	350	500	1,650
Trails.....	15,000	-	-	1,700	3,475	5,475	4,350
<b>Park Improvement</b>							
2024-25 Program.....	3,850	-	-	3,850	-	-	-
2025-26 Program.....	4,350	-	-	-	4,350	-	-
2026-27 Program.....	4,950	-	-	-	-	4,950	-
2027-28 Program.....	4,950	-	-	-	-	-	4,950
Plan for Our Parks.....	21,238	-	-	12,708	8,530	-	-
<b>Plant and Equipment</b>							
2024-25 Program.....	8,629	-	-	8,629	-	-	-
2025-26 Program.....	8,629	-	-	-	8,629	-	-
2026-27 Program.....	8,629	-	-	-	-	8,629	-
2027-28 Program.....	8,629	-	-	-	-	-	8,629
<b>Rottnest Island Authority</b>							
<b>Holiday and Tourism Facilities</b>							
2024-25 Program.....	9,789	-	-	9,789	-	-	-
2025-26 Program.....	9,789	-	-	-	9,789	-	-
2026-27 Program.....	9,789	-	-	-	-	9,789	-
2027-28 Program.....	9,789	-	-	-	-	-	9,789
Marine Logistics Hub (Barge Landing Army Groyne).....	31,658	-	-	1,187	11,476	18,995	-
Rottnest Island Aerodrome Upgrades.....	4,345	-	-	4,345	-	-	-
Staff Accommodation.....	98,497	-	-	12,312	12,312	12,312	12,312
Wastewater Infrastructure Upgrade.....	15,779	-	-	5,974	2,093	2,833	4,879
<b>Tourism Road Improvement</b>							
2024-25 Program.....	1,850	-	-	1,850	-	-	-
2025-26 Program.....	1,150	-	-	-	1,150	-	-
2026-27 Program.....	2,150	-	-	-	-	2,150	-
2027-28 Program.....	2,150	-	-	-	-	-	2,150
<b>Zoological Parks Authority</b>							
<b>Animal Exhibits and Park Facilities</b>							
2024-25 Program.....	2,405	-	-	2,405	-	-	-
2025-26 Program.....	2,405	-	-	-	2,405	-	-
2026-27 Program.....	1,905	-	-	-	-	1,905	-
2027-28 Program.....	1,905	-	-	-	-	-	1,905
<b>Facilities and Equipment - Computer Equipment</b>							
2024-25 Program.....	100	-	-	100	-	-	-
2025-26 Program.....	100	-	-	-	100	-	-
2026-27 Program.....	100	-	-	-	-	100	-
2027-28 Program.....	100	-	-	-	-	-	100
<b>Total Cost of Asset Investment Program .....</b>	<b>824,694</b>	<b>243,566</b>	<b>130,991</b>	<b>224,344</b>	<b>143,011</b>	<b>101,564</b>	<b>62,960</b>
<b>FUNDED BY</b>							
Asset Sales .....			500	500	500	500	500
Capital Appropriation.....			52,145	144,058	92,376	60,588	21,589
Funding included in Department of Treasury - Administered Item.....			-	12,562	12,662	12,812	13,962
Holding Account .....			13,320	13,320	13,320	13,320	13,320
Internal Funds and Balances.....			40,090	15,277	17,580	14,344	13,589
Major Treasurer's Special Purpose Account(s) Asset Maintenance Fund.....			700	15,823	750	-	-
Royalties for Regions Fund .....			22,886	21,454	5,823	-	-
Other Grants and Subsidies .....			1,350	1,350	-	-	-
<b>Total Funding.....</b>			<b>130,991</b>	<b>224,344</b>	<b>143,011</b>	<b>101,564</b>	<b>62,960</b>

## Financial Statements

### Income Statement

#### *Expenses*

1. The Total Cost of Services is estimated to increase by \$60.5 million between the 2023-24 Budget and the 2024-25 Budget Year, mainly due to increased spending on the Plan for Our Parks initiative, bushfire mitigation and management, Urban Rivers and Catchments Program and general increases in the base expenditure within the Botanic Gardens and Parks Authority, the Rottnest Island Authority and Zoological Parks Authority, funded by own-source revenue.

#### *Income*

2. The Total Income from Government is estimated to increase by \$56.1 million to \$480.2 million in the 2024-25 Budget Year compared to the 2023-24 Budget, largely due to additional funding provided for the above noted initiatives.

### Statement of Financial Position

3. The largest asset for the Department is land held for conservation and other uses, reported under property, plant and equipment. Restricted cash relates to specific purpose accounts funded by external parties which represents a majority of the Department's cash holdings.

### Statement of Cashflows

4. Purchase of non-current assets is expected to increase from \$160.2 million in the 2023-24 Budget to \$224.3 million in the 2024-25 Budget Year. The increase of \$64.1 million is largely the result of increased expenditure on various Rottnest Island Authority projects, including staff accommodation, Marine Logistics Hub (Barge Landing Army Groyne), wastewater infrastructure upgrade, electrical infrastructure upgrades, water production and Main Jetty upgrades, the Outdoor Adventure Tourism Package, and various projects under the Plan for Our Parks initiative.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	265,760	268,121	282,809	304,435	309,931	317,340	325,011
Grants and subsidies (c) .....	17,707	39,959	24,704	57,477	27,775	6,257	21,183
Supplies and services .....	143,094	169,280	174,523	165,227	152,595	153,663	156,222
Accommodation .....	4,791	6,792	5,914	5,994	6,483	6,528	6,542
Depreciation and amortisation .....	47,634	47,296	50,296	50,542	50,816	50,875	50,900
Finance and interest costs .....	567	834	1,058	1,527	1,534	1,437	1,285
Other expenses .....	39,108	33,310	42,102	40,896	36,052	36,320	36,377
<b>TOTAL COST OF SERVICES .....</b>	<b>518,661</b>	<b>565,592</b>	<b>581,406</b>	<b>626,098</b>	<b>585,186</b>	<b>572,420</b>	<b>597,520</b>
<b>Income</b>							
Sale of goods and services .....	93,181	84,789	90,210	95,060	95,640	96,243	96,825
Regulatory fees and fines .....	19,260	15,888	22,953	22,455	22,868	23,395	23,895
Grants and subsidies .....	23,352	14,283	15,123	17,821	17,583	17,336	16,508
Other revenue (d) .....	26,992	23,703	25,548	23,525	23,644	23,766	23,881
<b>Total Income .....</b>	<b>162,785</b>	<b>138,663</b>	<b>153,834</b>	<b>158,861</b>	<b>159,735</b>	<b>160,740</b>	<b>161,109</b>
<b>NET COST OF SERVICES .....</b>	<b>355,876</b>	<b>426,929</b>	<b>427,572</b>	<b>467,237</b>	<b>425,451</b>	<b>411,680</b>	<b>436,411</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	304,778	371,307	344,073	391,237	359,234	370,008	378,105
Resources received free of charge .....	1,694	2,491	3,428	2,528	2,228	2,228	1,528
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	700	15,823	750	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	25,562	27,811	29,136	43,067	36,121	13,132	29,649
Other appropriations .....	-	1,052	-	-	-	-	-
Other revenues .....	23,511	21,337	25,934	27,531	24,566	23,568	23,568
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>355,545</b>	<b>423,998</b>	<b>403,271</b>	<b>480,186</b>	<b>422,899</b>	<b>408,936</b>	<b>432,850</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(331)</b>	<b>(2,931)</b>	<b>(24,301)</b>	<b>12,949</b>	<b>(2,552)</b>	<b>(2,744)</b>	<b>(3,561)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 2,072, 2,259 and 2,401 respectively.

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

(d) The 2022-23 Actual for other revenue includes asset revaluation revenue of \$207,000.



## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Aboriginal Ranger Program .....	9,230	13,625	13,781	29,191	21,750	-	15,250
City of Karratha - Murujuga National Park							
Access Road.....	-	19,000	100	18,900	-	-	-
Election Commitments.....	2,524	3,336	4,303	2,932	-	-	-
Environmental Defenders Office.....	225	75	75	75	-	-	-
Local Projects Local Jobs.....	80	-	-	-	-	-	-
Net Conservation Benefit.....	-	502	502	502	502	502	502
Other .....	204	-	-	-	-	-	-
Perth Zoo Asian Elephants Rehoming .....	-	-	1,500	-	-	-	-
Plan for Our Parks.....	687	-	-	-	-	-	-
Swan and Canning Rivers Management and Community Rivercare .....	3,182	3,021	3,021	2,521	2,521	2,521	2,521
Tjiwarl Palyakuwa (Agreement) Indigenous Land Use Agreement.....	1,375	-	-	-	-	-	-
Urban Rivers and Catchments Program.....	-	-	1,022	2,956	2,602	2,834	2,510
Wildlife Conservation.....	200	400	400	400	400	400	400
<b>TOTAL .....</b>	<b>17,707</b>	<b>39,959</b>	<b>24,704</b>	<b>57,477</b>	<b>27,775</b>	<b>6,257</b>	<b>21,183</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	66,366	53,130	53,223	44,336	35,772	27,938	19,956
Restricted cash.....	85,328	62,545	63,548	63,018	62,046	62,046	61,936
Holding Account receivables.....	13,320	13,320	13,320	13,320	13,320	13,320	13,320
Receivables.....	18,541	18,483	19,916	20,673	19,658	18,093	16,540
Other.....	10,202	11,492	9,435	8,671	8,671	8,671	8,671
Assets held for sale.....	16	13	16	16	16	16	16
<b>Total current assets.....</b>	<b>193,773</b>	<b>158,983</b>	<b>159,458</b>	<b>150,034</b>	<b>139,483</b>	<b>130,084</b>	<b>120,439</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	305,885	332,077	332,644	361,075	389,625	418,234	446,868
Property, plant and equipment.....	4,152,818	3,670,352	4,246,947	4,429,442	4,530,457	4,589,492	4,609,718
Receivables.....	103	119	620	558	496	434	372
Intangibles.....	1,346	800	1,270	1,270	1,270	1,270	1,270
Restricted cash.....	5,096	4,399	5,166	5,318	5,388	5,458	4,758
Other.....	100	941	100	100	100	100	100
<b>Total non-current assets.....</b>	<b>4,465,348</b>	<b>4,008,688</b>	<b>4,586,747</b>	<b>4,797,763</b>	<b>4,927,336</b>	<b>5,014,988</b>	<b>5,063,086</b>
<b>TOTAL ASSETS.....</b>	<b>4,659,121</b>	<b>4,167,671</b>	<b>4,746,205</b>	<b>4,947,797</b>	<b>5,066,819</b>	<b>5,145,072</b>	<b>5,183,525</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	53,744	50,941	54,030	54,303	54,611	54,611	54,042
Payables.....	18,861	20,133	19,903	19,916	19,904	19,896	19,991
Borrowings and leases.....	5,394	6,196	7,506	7,557	7,747	7,792	7,793
Other.....	29,027	25,450	29,162	29,172	29,172	29,172	29,172
<b>Total current liabilities.....</b>	<b>107,026</b>	<b>102,720</b>	<b>110,601</b>	<b>110,948</b>	<b>111,434</b>	<b>111,471</b>	<b>110,998</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	10,244	9,471	10,244	10,244	10,244	10,244	10,244
Borrowings and leases.....	7,756	9,130	10,752	10,842	10,625	9,420	8,466
Other.....	14,219	9,640	33,520	33,287	33,212	33,128	33,033
<b>Total non-current liabilities.....</b>	<b>32,219</b>	<b>28,241</b>	<b>54,516</b>	<b>54,373</b>	<b>54,081</b>	<b>52,792</b>	<b>51,743</b>
<b>TOTAL LIABILITIES.....</b>	<b>139,245</b>	<b>130,961</b>	<b>165,117</b>	<b>165,321</b>	<b>165,515</b>	<b>164,263</b>	<b>162,741</b>
<b>EQUITY</b>							
Contributed equity.....	3,408,618	3,539,336	3,492,631	3,679,770	3,799,850	3,880,799	3,922,835
Accumulated surplus/(deficit).....	181,932	180,598	157,631	170,580	168,028	165,284	161,723
Reserves.....	929,326	316,776	930,826	932,126	933,426	934,726	936,226
<b>Total equity.....</b>	<b>4,519,876</b>	<b>4,036,710</b>	<b>4,581,088</b>	<b>4,782,476</b>	<b>4,901,304</b>	<b>4,980,809</b>	<b>5,020,784</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>4,659,121</b>	<b>4,167,671</b>	<b>4,746,205</b>	<b>4,947,797</b>	<b>5,066,819</b>	<b>5,145,072</b>	<b>5,183,525</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	265,418	331,795	303,994	349,486	317,364	328,079	336,151
Capital appropriation.....	62,000	94,390	58,014	150,098	98,568	66,940	28,090
Administered equity contribution.....	-	-	-	12,562	12,662	12,812	13,962
Holding Account drawdowns .....	13,320	13,320	13,320	13,320	13,320	13,320	13,320
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	700	15,823	750	-	-
Climate Action Fund.....	1,083	3,187	3,187	2,991	3,001	1,195	-
Royalties for Regions Fund							
Regional Community Services Fund .....	25,562	27,811	29,136	43,067	36,121	13,132	29,649
Regional Infrastructure and Headworks Fund .....	7,632	33,274	22,886	21,454	5,823	-	-
Other.....	22,981	21,336	26,083	27,580	24,615	23,618	23,618
Administered appropriations .....	-	1,052	-	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>397,996</b>	<b>526,165</b>	<b>457,320</b>	<b>636,381</b>	<b>512,224</b>	<b>459,096</b>	<b>444,790</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(260,997)	(267,852)	(283,636)	(305,272)	(310,534)	(318,120)	(326,360)
Grants and subsidies .....	(19,846)	(38,709)	(26,957)	(58,625)	(29,155)	(7,670)	(22,636)
Supplies and services .....	(105,236)	(154,953)	(137,509)	(146,283)	(131,903)	(132,154)	(133,704)
Accommodation .....	(4,878)	(7,012)	(6,134)	(6,216)	(6,482)	(6,528)	(6,542)
GST payments .....	(29,322)	(20,848)	(22,448)	(22,423)	(22,503)	(22,503)	(22,503)
Finance and interest costs .....	(567)	(834)	(1,058)	(1,527)	(1,534)	(1,437)	(1,285)
Other payments .....	(62,268)	(49,413)	(57,093)	(59,914)	(55,124)	(56,310)	(56,533)
<b>Receipts (b)</b>							
Regulatory fees and fines .....	18,998	15,888	22,953	22,455	22,868	23,395	23,895
Grants and subsidies .....	19,219	15,050	16,602	19,370	19,120	18,873	18,045
Sale of goods and services .....	91,134	86,950	92,871	96,759	96,397	96,999	96,881
GST receipts .....	29,114	20,851	22,451	22,426	22,508	22,508	22,508
Other receipts .....	32,296	23,359	24,516	23,655	23,541	23,690	23,805
<b>Net cash from operating activities .....</b>	<b>(292,353)</b>	<b>(377,523)</b>	<b>(355,442)</b>	<b>(415,595)</b>	<b>(372,801)</b>	<b>(359,257)</b>	<b>(384,429)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(103,357)	(160,206)	(130,991)	(224,344)	(143,011)	(101,564)	(62,960)
Other payments .....	-	-	(50)	-	-	-	-
Proceeds from sale of non-current assets .....	1,277	500	559	559	540	540	540
<b>Net cash from investing activities .....</b>	<b>(102,080)</b>	<b>(159,706)</b>	<b>(130,482)</b>	<b>(223,785)</b>	<b>(142,471)</b>	<b>(101,024)</b>	<b>(62,420)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(6,763)	(5,418)	(5,931)	(6,104)	(6,256)	(6,417)	(6,571)
Other payments .....	(162)	(162)	(162)	(162)	(162)	(162)	(162)
<b>Net cash from financing activities .....</b>	<b>(6,925)</b>	<b>(5,580)</b>	<b>(6,093)</b>	<b>(6,266)</b>	<b>(6,418)</b>	<b>(6,579)</b>	<b>(6,733)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(3,362)</b>	<b>(16,644)</b>	<b>(34,697)</b>	<b>(9,265)</b>	<b>(9,466)</b>	<b>(7,764)</b>	<b>(8,792)</b>
Cash assets at the beginning of the reporting period .....	160,152	136,718	156,790	121,937	112,672	103,206	95,442
Net cash transferred to/from other agencies .....	-	-	(156)	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>156,790</b>	<b>120,074</b>	<b>121,937</b>	<b>112,672</b>	<b>103,206</b>	<b>95,442</b>	<b>86,650</b>

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

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Regulatory Fees and Fines.....	459	190	190	190	190	190	190
<b>Grants and Subsidies</b>							
Grants and Subsidies .....	23,456	23,765	29,624	34,079	30,914	29,669	28,841
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	44,923	37,504	37,504	37,504	37,504	37,504	37,504
<b>GST Receipts</b>							
GST Receipts on Sales .....	6,080	5,500	5,500	5,500	5,500	5,500	5,500
GST Input Credits .....	12,572	7,827	7,827	7,827	7,827	7,827	7,827
<b>Other Receipts</b>							
Other Receipts.....	20,946	15,200	15,200	15,184	15,262	15,269	15,284
<b>TOTAL .....</b>	<b>108,436</b>	<b>89,986</b>	<b>95,845</b>	<b>100,284</b>	<b>97,197</b>	<b>95,959</b>	<b>95,146</b>

(a) The Botanic Gardens and Parks Authority, Rottnest Island Authority and Zoological Parks Authority are statutory authorities and, as a result, are 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.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Fines</b>							
Receipts from Regulatory Fees and Fines ....	90	30	30	30	30	30	30
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>90</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>EXPENSES</b>							
<b>Other</b>							
Loss on Valuation of Biological Assets (a)....	4,205	-	-	-	-	-	-
Receipts Paid into the Consolidated Account .....	90	30	30	30	30	30	30
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>4,295</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>

(a) Native forest and sandalwood biological assets were transferred to the Department on 1 July 2019. The loss on valuation of biological assets reflects the asset revaluation decrement.

## Part 11

### Planning and Land Use

#### Introduction

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

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Planning, Lands and Heritage		
– Total Cost of Services .....	257,919	320,433
– Asset Investment Program .....	31,249	31,853
Western Australian Planning Commission		
– Total Cost of Services .....	62,410	64,657
– Asset Investment Program .....	104,730	73,882
Western Australian Land Information Authority		
– Total Cost of Services .....	123,341	157,914
– Asset Investment Program .....	5,260	11,488
DevelopmentWA		
– Asset Investment Program .....	489,573	681,875
Heritage Council of Western Australia		
– Total Cost of Services .....	1,540	1,598
National Trust of Australia (WA)		
– Total Cost of Services .....	8,188	9,305
– Asset Investment Program .....	932	4,803

## Ministerial Responsibilities

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

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

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 92 Net amount appropriated to deliver services .....	81,380	138,394	149,090	<b>207,494</b>	185,720	169,531	147,592
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	407	410	410	<b>461</b>	475	486	498
Total appropriations provided to deliver services .....	81,787	138,804	149,500	<b>207,955</b>	186,195	170,017	148,090
<b>CAPITAL</b>							
Item 160 Capital Appropriation .....	5,923	4,009	19,854	<b>7,339</b>	3,983	2,363	2,377
<b>TOTAL APPROPRIATIONS</b> .....	<b>87,710</b>	<b>142,813</b>	<b>169,354</b>	<b>215,294</b>	<b>190,178</b>	<b>172,380</b>	<b>150,467</b>
<b>EXPENSES</b>							
Total Cost of Services .....	207,916	283,901	257,919	<b>320,433</b>	276,886	259,253	236,558
Net Cost of Services <sup>(a)</sup> .....	192,645	241,001	243,687	<b>306,004</b>	259,093	241,345	218,649
<b>CASH ASSETS</b> <sup>(b)</sup> .....	25,959	35,788	22,311	<b>7,661</b>	9,423	8,315	6,876

(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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Mira Mar Landslide .....	3,199	8,151	49	-	-
Perth and Peel Urban Greening Strategy .....	-	2,854	-	-	-
Pilbara Energy Transition .....	385	1,252	1,292	1,328	1,370
Western Australian Public Sector Learning Initiative .....	-	-	(112)	(211)	(242)
<b>Ongoing Initiatives</b>					
<i>Aboriginal Heritage Legislation Amendment and Repeal Act 2023</i> .....	380	7,462	5,681	5,065	3,868
Bushfire Mitigation .....	-	3,750	3,750	3,750	3,750
Election Commitment - Divestment of the Aboriginal Lands Trust Estate .....	-	2,348	2,448	2,808	2,698
Environmental Offsets Bank Model .....	-	665	-	-	-
Housing Diversity Pipeline and METRONET Housing Delivery Program .....	-	1,966	1,501	-	-
Implementation of Planning Reform Phase Two .....	-	1,438	2,017	2,082	2,122
Infrastructure Development Fund .....	-	-	150	150	898
Major Projects Facilitation .....	300	600	-	-	-
Precincts Project Team .....	-	1,362	1,385	1,405	1,429
Service Delivery Agreement (Department of Transport) .....	241	241	241	241	241
Service Delivery Agreement (Western Australian Planning Commission) .....	118	2,658	2,568	2,571	2,576
Wittenoom Townsite Demolition .....	724	-	-	-	-
<b>Other</b>					
Act of Grace Payment and Related Expenses .....	361	-	-	-	-
Government Regional Officer Housing .....	214	260	261	267	271
Salaries and Allowances Tribunal .....	-	47	59	60	72
State Fleet Updates .....	3	9	9	10	3

## Significant Issues Impacting the Agency

### Land and Housing Supply

1. Through the release of State-owned land to market, the Department is leading the Housing Diversity Pipeline and METRONET Housing Delivery Program to work with industry and create a pipeline of new housing developments. This joint project is part of the Government's program to improve the quality and accessibility of social housing in Western Australia and is being delivered in partnership with DevelopmentWA and Communities, and in consultation with the Departments of the Premier and Cabinet and Treasury.
2. The Department is also working to increase the supply of housing through the deconstraining and divestment of suitable surplus State-owned land, administration of the \$80 million Infrastructure Development Fund and other strategic planning and land use initiatives within METRONET precincts.

### Planning Reform

3. The Department, along with the Western Australian Planning Commission, is committed to the continued implementation of the Government's planning reform priorities, leading the way on the National Planning Reform Blueprint and accelerating the delivery of housing in Western Australia. Reform initiatives to be implemented in 2024-25 include outcomes from the review of the Western Australian Planning Commission, a review of the role and function of design review processes within the planning framework and amendments to modernise the Metropolitan Region Scheme.



## Major Projects

4. The Department is leading negotiations for redevelopment of the Perth Convention and Exhibition Centre with the intention of creating exhibition, conference and event spaces in the Perth Central Business District which can compete on the national and international stage and bring economic opportunities for Western Australia. The proposed redevelopment is set to transform Perth's waterfront and create a long-term economic boost for Western Australia, unlocking a new pipeline of construction jobs for the future and creating new local jobs across a diverse range of industries.
5. The Department, through land assembly, strategic planning advice and design services, continues to play a coordination and support role in the design and planning of the new Women and Babies Hospital, development of an Aboriginal Cultural Centre, and delivery of the Western Australian Cricket Association Ground Improvement and Aquatic Centre project, as well as other Government priority projects.

## Protecting and Managing Aboriginal Heritage

6. The Department has commenced a 10-year heritage survey program to complete the assessment and confirm the locations of Aboriginal heritage sites, map more accurate boundaries and confirm areas that are not sites of Aboriginal heritage. The surveys will commence in 2024 followed by the rollout of annual survey plans for the next 10 years to 2034-35.
7. The Department will administer a program to provide funding to build the capacity of Native Title groups, including relevant prescribed bodies corporate, registered claimants and Native Title representative bodies.
8. Implementation of an amended *Aboriginal Heritage Act 1972* will continue in 2024-25, ensuring that land use proponents and Native Title parties are aware of the changes to the laws and supporting the newly appointed Aboriginal Cultural Heritage Committee in discharging its functions within prescribed timeframes.

## Economic Diversification

9. The Department continues to manage and activate the Crown land estate through targeted land tenure and assembly to meet Government priorities. This includes supporting the growth of new industries, such as the emerging hydrogen and renewable energy sectors, decarbonisation projects, land for the Commonwealth Government's Rewiring the Nation program and supporting Native Title owners to realise new economic opportunities and improve community outcomes. The Department also facilitates responsible land management across the pastoral estate including the use of additional carbon farming methods on Western Australian Crown land. In 2024-25, the Department will execute the first ever diversification lease, allowing for concurrent land uses and supporting greater economic diversification across regional areas.
10. The Department continues to support the Market-led Proposals Policy, which was established as a pathway for the private sector to bring forward ideas and work with the Government to create jobs and stimulate the economy.
11. In collaboration with many other Government agencies, and the local government sector, the Department continues to undertake strategic planning to support future growth across regional Western Australia, including working with industry to secure regional investment and ensure the appropriate provision for key infrastructure and industrial lands.
12. State-significant Indigenous Land Use Agreements (ILUAs) provide Aboriginal people with long-term benefits and opportunities for economic, social and cultural outcomes. The Department, working closely with the Department of the Premier and Cabinet, is responsible for the delivery of up to 320,000 hectares into the Noongar Land Estate under the South West Native Title Settlement, 150,000 hectares of land into the Yamatji Land Estate under the Yamatji Nation ILUA and up to 15,500 hectares of Crown land as part of the Tjiwarl Palyakuwa (Agreement) ILUA.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Planning Services.....	108,762	167,810	126,840	181,090	153,342	133,587	123,529
2. Land Administration Services.....	67,975	65,421	77,526	87,174	69,248	68,886	64,117
3. Historical Heritage Services.....	16,966	16,141	15,815	14,346	15,296	16,195	15,021
4. Aboriginal Heritage Management.....	14,213	34,529	37,738	37,823	39,000	40,585	33,891
<b>Total Cost of Services.....</b>	<b>207,916</b>	<b>283,901</b>	<b>257,919</b>	<b>320,433</b>	<b>276,886</b>	<b>259,253</b>	<b>236,558</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: An effective planning system that supports the development of communities in Western Australia:</b>					
Percentage of applications determined within statutory timeframes.....	89%	85%	91%	85%	
Percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal.....	100%	100%	93%	100%	1
Percentage of Local Planning Scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days).....	87%	85%	88%	85%	
Percentage of Development Assessment Panel applications determined within the statutory timeframe.....	76%	85%	75%	75%	2
<b>Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:</b>					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	98%	99%	99%	99%	
Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control.....	10	10	3	5	3
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Percentage of visitors to Fremantle Prison satisfied with services provided by the Department.....	96%	97%	97%	97%	
Percentage of statutory approvals delivered to the Minister within statutory timeframes <sup>(b)</sup> .....	n.a.	n.a.	n.a.	95%	
Percentage of development/planning referrals processed within set timeframes.....	91%	95%	93%	95%	
Percentage of nominations progressed to preliminary review within set timeframes.....	100%	100%	100%	100%	

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

(b) This is a new Key Effectiveness Indicator to reflect new requirements under the amended *Aboriginal Heritage Act 1972*. This indicator takes effect from 1 July 2024, as such there are no results for 2022-23 or 2023-24.

**Explanation of Significant Movements**

(Notes)

1. The decrease between the 2023-24 Estimated Actual and the 2023-24 Budget is due to one appeal being upheld by the State Administrative Tribunal during the financial year.
2. The decrease between the 2023-24 Budget and the 2023-24 Estimated Actual reflects the transition to a scheduled meeting program and the adjustment of local government authorities and responsible authorities to meet the scheduled timeframes.
3. The variances between the 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target reflect that it is difficult to estimate how many divestments may eventuate each year. The Department has an Aboriginal engagement led model to progress the divestment program.

## Services and Key Efficiency Indicators

### 1. Planning Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	108,762	167,810	126,840	181,090	1
Less Income .....	3,566	4,756	3,132	3,971	2
Net Cost of Service .....	105,196	163,054	123,708	177,119	
<b>Employees (Full-Time Equivalents) .....</b>	692	549	555	578	
<b>Efficiency Indicators</b>					
Average cost of planning services .....	\$21,620.74	\$24,670.22	\$22,203.81	\$28,386.18	3

### Explanation of Significant Movements

(Notes)

1. The movements in Total Cost of Service between the 2023-24 Budget, the 2023-24 Estimated Actual and the 2024-25 Budget Target are mainly due to deferral of Infrastructure Development Fund expenditure, METRONET Precinct Infrastructure Fund expenditure and Housing Acceleration Fund expenditure for Housing Diversity Pipeline sites from 2023-24 to 2024-25.
2. The decrease in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the decrease in development application permit fee revenue following planning reform. The increase in income between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to a projected increase in planning and development fee revenue.
3. The average cost of planning services has increased between the 2023-24 Estimated Actual and the 2024-25 Budget Target due to an increase in investment in strategic planning and land use initiatives.

## 2. Land Administration Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	67,975	65,421	77,526	87,174	1
Less Income .....	6,008	6,127	6,105	4,653	2
Net Cost of Service .....	61,967	59,294	71,421	82,521	
<b>Employees (Full-Time Equivalents) .....</b>	388	277	278	282	
<b>Efficiency Indicators</b>					
Average cost per square kilometre to administer Crown land and Aboriginal Lands Estate Trust.....	\$25.55	\$24.58	\$29.14	\$34.14	3

### Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to additional expenditure in 2023-24 (that was deferred from 2022-23) for the South West Native Title Settlement, Tjiwarl Palyakuwa (Agreement) ILUA, Remote Communities Transformation program and bushfire mitigation. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is primarily due to additional spending to acquire properties in Mira Mar impacted by the landslide, and the land divestment program, partially offset by the Department's revised expenditure profile on various other projects.
2. The decrease from the 2023-24 Estimated Actual to the 2024-25 Budget Target is mainly due to the reduction in the Department's pastoral lease revenue.
3. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is due to additional expenditure (as detailed in Note 1). The average cost is expected to further increase in the 2024-25 Budget Target relative to the 2023-24 Estimated Actual in line with the increased expenditure levels explained above.

### 3. Historical Heritage Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,966	16,141	15,815	14,346	
Less Income .....	3,638	3,892	3,885	4,100	
Net Cost of Service .....	13,328	12,249	11,930	10,246	
<b>Employees (Full-Time Equivalents) .....</b>	79	63	63	63	
<b>Efficiency Indicators</b>					
Average cost of historical heritage services .....	\$5,521.69	\$5,229.44	\$4,979.85	\$4,936.84	1
Average cost per visitor to Fremantle Prison .....	\$49.12	\$37.51	\$40.00	\$38.44	2

#### Explanation of Significant Movements

(Notes)

1. The average cost of historical heritage services has decreased from the 2023-24 Budget to the 2023-24 Estimated Actual as a result of an increased number of historical heritage services provided.
2. The average cost per visitor to Fremantle Prison has decreased from the 2022-23 Actual to the 2023-24 Budget mainly due to an increase in the number of visitors.

#### 4. Aboriginal Heritage Management

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	14,213	34,529	37,738	37,823	1
Less Income .....	2,059	28,125	1,110	1,705	2
Net Cost of Service .....	12,154	6,404	36,628	36,118	
<b>Employees (Full-Time Equivalents) .....</b>	118	90	91	93	
<b>Efficiency Indicators</b>					
Average cost of Aboriginal heritage management services .....	\$3,634.88	\$7,512.54	\$5,481.02	\$6,311.80	3

#### Explanation of Significant Movements

(Notes)

1. The \$20.3 million increase in Total Cost of Service from the 2022-23 Actual and the 2023-24 Budget is largely due to implementation of the *Aboriginal Cultural Heritage Act 2021*. The increase of \$3.2 million from the 2023-24 Budget to the 2023-24 Estimated Actual is primarily due to deferral of expenditure of various projects from 2022-23 to 2023-24.
2. The 2023-24 Budget reflected the estimate under the *Aboriginal Cultural Heritage Act 2021*, which was repealed and replaced by the amended *Aboriginal Heritage Act 1972* in November 2023.
3. The average cost of Aboriginal heritage management services has decreased from the 2023-24 Budget to the 2023-24 Estimated Actual due to an increase in the number of services provided (mainly the provision of advice on matters relating to Aboriginal heritage). The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to a reduction in the estimated number of requests for advice (as stakeholders become more familiar with the amended *Aboriginal Heritage Act 1972*).

## Asset Investment Program

1. The Department's Asset Investment Program for 2024-25 totals \$31.9 million and is comprised primarily of accommodation, asset replacement, ICT projects and heritage conservation works.
2. The Asset Investment Program will fund a range of process improvements and works, including:
  - 2.1. conservation and restoration works at Fremantle Prison to ensure it continues to function as a renowned State-owned World Heritage-listed asset;
  - 2.2. the Planning Online Program is facilitating changes to the Department's business processes and systems to support planning reform initiatives. It includes an easy to navigate online planning portal that facilitates online lodgement of a broader range of planning applications and provide a more contemporary approach to public engagement;
  - 2.3. rebuild and refurbish dwellings damaged by flooding across the Kimberley due to Ex-Tropical Cyclone Ellie; and
  - 2.4. acquisition of properties impacted by a landslide in the suburb of Mira Mar, Albany.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,539	5,943	1,074	399	399	399	399
Fremantle Prison Restoration.....	9,172	5,793	3,861	1,750	1,629	-	-
ICT Projects							
ACHKnowledge Phase 2.....	8,400	5,150	5,150	3,250	-	-	-
ICT Asset Replacement.....	23,056	20,256	1,000	700	700	700	700
ICT Infrastructure.....	30,076	27,149	1,473	734	731	731	731
Planning Online Program.....	16,979	11,865	7,270	5,114	-	-	-
Other							
Kimberley Recovery Housing and Community Roads							
Package.....	21,439	6,646	6,646	12,006	2,787	-	-
Mira Mar Landslide.....	9,900	2,000	2,000	7,900	-	-	-
<b>COMPLETED WORKS</b>							
Fremantle Prison Priority Conservation.....	4,547	4,547	29	-	-	-	-
ICT Projects - <i>Aboriginal Cultural Heritage Act 2021</i>							
Implementation.....	3,830	3,830	2,066	-	-	-	-
Land Acquisitions - Act of Grace Payment.....	680	680	680	-	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>135,618</b>	<b>93,859</b>	<b>31,249</b>	<b>31,853</b>	<b>6,246</b>	<b>1,830</b>	<b>1,830</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			19,356	6,826	3,459	1,830	1,830
Internal Funds and Balances.....			(2,517)	12,228	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....			7,764	793	-	-	-
Other <sup>(a)</sup> .....			6,646	12,006	2,787	-	-
<b>Total Funding.....</b>			<b>31,249</b>	<b>31,853</b>	<b>6,246</b>	<b>1,830</b>	<b>1,830</b>

(a) Disaster Recovery Funding Arrangements Western Australia.



## Financial Statements

### Income Statement

#### Expenses

1. The \$50 million increase in Total Cost of Services from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to Infrastructure Development Fund grant payments and an increase in employee expenses due to wage growth and additional staffing to implement Planning Reform Phase Two.
2. The \$62.5 million increase in Total Cost of Services from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to additional expenditure for various programs such as the Aboriginal Lands Trust Estate Divestment, Perth and Peel Urban Greening Strategy, amended *Aboriginal Heritage Act 1972*, additional Service Delivery Agreement expenditure and deferred expenditure from 2023-24 to 2024-25 in programs such as the Infrastructure Development Fund and METRONET Precinct Infrastructure Fund.
3. The \$43.5 million decrease in Total Cost of Services from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to a decrease in project expenditure in programs such as Infrastructure Development Fund, METRONET Precinct Infrastructure Fund and Mira Mar land acquisitions.

#### Income

4. The \$28.7 million decrease in regulatory fees and fines from the 2023-24 Budget to the 2023-24 Estimated Actual is due to the repeal of the *Aboriginal Cultural Heritage Act 2021*.
5. The \$71.4 million increase in total income from Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly towards increased expenditure related to various programs as outlined in note 2 above.
6. The \$42.8 million decrease in total income from Government from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to reductions in the Infrastructure Development Fund allocation and Yamatji Nation ILUA, and one-off funding provided in 2024-25 towards Development Assessment Panel reforms.

### Statement of Financial Position

7. The \$14.7 million decrease in cash assets from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to cash (capital appropriation drawn down in 2023-24 however unspent due to procurement delays) being utilised to meet the cost of capital projects and other activities to 2024-25. The strong employment market, disruptions in the supply chain and reduced availability of professional and consulting services led to deferral of many procurement activities.

### Statement of Cashflows

8. The \$102 million increase in net cash provided by Government from the 2022-23 Actual to the 2023-24 Estimated Actual is largely due to the Infrastructure Development Fund allocation, increase in Yamatji Nation ILUA and the Department's baseline funding.
9. The \$42.9 million increase in net cash provided by Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is largely due to reprofiling of budget from 2022-23 and 2023-24 to outyears and increase in Infrastructure Development Fund allocation.
10. The \$53.3 million decrease in net cash from operating activities from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to increased operating payments in grants and subsidies and supplies and services relating to the various initiatives outlined in note 2 above.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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 (b) .....	113,341	123,573	128,530	135,144	128,518	134,028	128,604
Grants and subsidies (c) .....	16,714	51,401	37,801	70,183	47,150	20,720	25,396
Supplies and services .....	49,393	63,058	53,269	71,558	64,201	69,531	47,678
Accommodation .....	9,746	10,421	10,417	10,532	10,532	10,532	10,535
Depreciation and amortisation .....	2,275	5,254	5,374	8,488	10,560	11,994	11,997
Finance and interest costs .....	42	59	71	69	65	60	51
Other expenses .....	16,405	30,135	22,457	24,459	15,860	12,388	12,297
<b>TOTAL COST OF SERVICES .....</b>	<b>207,916</b>	<b>283,901</b>	<b>257,919</b>	<b>320,433</b>	<b>276,886</b>	<b>259,253</b>	<b>236,558</b>
<b>Income</b>							
Sale of goods and services .....	3,994	3,591	3,591	3,591	3,591	3,591	3,591
Regulatory fees and fines .....	5,356	33,036	4,368	6,119	9,481	9,596	9,597
Grants and subsidies .....	783	841	841	756	756	756	756
Other revenue .....	5,138	5,432	5,432	3,963	3,965	3,965	3,965
<b>Total Income .....</b>	<b>15,271</b>	<b>42,900</b>	<b>14,232</b>	<b>14,429</b>	<b>17,793</b>	<b>17,908</b>	<b>17,909</b>
<b>NET COST OF SERVICES .....</b>	<b>192,645</b>	<b>241,001</b>	<b>243,687</b>	<b>306,004</b>	<b>259,093</b>	<b>241,345</b>	<b>218,649</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	81,787	138,804	149,500	207,955	186,195	170,017	148,090
Resources received free of charge .....	9,564	11,245	11,245	11,245	11,245	11,245	11,245
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund							
Regional Community Services Fund .....	5,822	5,826	5,914	5,930	5,822	5,822	5,822
Other revenues .....	49,712	70,259	65,010	77,890	56,936	51,376	51,439
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>146,885</b>	<b>226,134</b>	<b>231,669</b>	<b>303,020</b>	<b>260,198</b>	<b>238,460</b>	<b>216,596</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(45,760)</b>	<b>(14,867)</b>	<b>(12,018)</b>	<b>(2,984)</b>	<b>1,105</b>	<b>(2,885)</b>	<b>(2,053)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,277, 987 and 1,016 respectively.

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<i>Aboriginal Cultural Heritage Act 2021 Grants</i> .....	247	-	-	-	-	-	-
Aboriginal Heritage Grants .....	186	250	250	250	250	250	250
Aboriginal Lands Trust Estate Divestment Program .....	-	-	-	2,348	2,448	2,808	2,698
Aboriginal Lands Trust Estate Management.....	3,567	2,064	2,064	2,064	2,064	2,064	2,064
Anketell Port and Strategic Industrial Area - Compensation for Lands Acquisition .....	3,162	1,818	1,818	-	-	-	-
Bushfire Risk Management Planning .....	3,650	3,700	3,700	3,750	3,750	3,750	3,750
Coastal Erosion Hotspots (CoastWA) .....	2,351	2,271	2,271	2,005	1,605	-	-
Coastal Zone Management .....	637	708	708	706	706	706	706
Cossack Townsite .....	-	120	120	120	120	120	120
Cultural and Heritage Assets Program - Cyclone Seroja .....	58	1,600	1,600	-	-	-	-
Fire Risk Management Contribution .....	500	450	450	450	450	450	450
Infrastructure Development Fund .....	-	20,000	10,200	45,000	25,000	-	-
Local Government Heritage Consultancy Grants .....	209	120	120	120	120	120	120
Management of Araluen Botanic Park.....	1,050	1,000	1,000	1,000	1,000	1,000	1,000
Native Title Capacity Building Program .....	507	17,000	13,500	11,070	8,637	8,452	13,250
Other .....	590	-	-	1,000	1,000	1,000	988
Precinct Infrastructure Fund - High Wycombe Station and Redcliffe Station .....	-	300	-	300	-	-	-
<b>TOTAL</b> .....	16,714	51,401	37,801	70,183	47,150	20,720	25,396

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	21,754	30,596	18,106	3,456	5,218	4,110	2,671
Restricted cash.....	1,347	2,740	1,347	1,347	1,347	1,347	1,347
Receivables.....	7,755	6,872	7,755	7,755	7,755	7,755	7,755
Other.....	3,714	4,241	3,714	3,714	3,714	3,714	3,714
<b>Total current assets.....</b>	<b>34,570</b>	<b>44,449</b>	<b>30,922</b>	<b>16,272</b>	<b>18,034</b>	<b>16,926</b>	<b>15,487</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	51,739	57,473	57,593	66,561	77,601	90,075	102,552
Property, plant and equipment.....	302,611	302,632	315,656	330,893	332,559	329,899	321,752
Intangibles.....	2,058	22,011	13,632	14,208	8,673	1,709	108
Restricted cash.....	2,858	2,452	2,858	2,858	2,858	2,858	2,858
<b>Total non-current assets.....</b>	<b>359,266</b>	<b>384,568</b>	<b>389,739</b>	<b>414,520</b>	<b>421,691</b>	<b>424,541</b>	<b>427,270</b>
<b>TOTAL ASSETS.....</b>	<b>393,836</b>	<b>429,017</b>	<b>420,661</b>	<b>430,792</b>	<b>439,725</b>	<b>441,467</b>	<b>442,757</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	25,062	25,523	26,145	27,228	28,311	29,394	30,477
Payables.....	3,364	856	3,364	3,364	3,364	3,364	3,364
Borrowings and leases.....	263	214	481	443	430	456	441
Other.....	7,428	8,397	7,439	7,450	7,461	7,472	7,483
<b>Total current liabilities.....</b>	<b>36,117</b>	<b>34,990</b>	<b>37,429</b>	<b>38,485</b>	<b>39,566</b>	<b>40,686</b>	<b>41,765</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	4,869	4,797	4,869	4,869	4,869	4,869	4,869
Borrowings and leases.....	593	656	524	397	331	312	199
<b>Total non-current liabilities.....</b>	<b>5,462</b>	<b>5,453</b>	<b>5,393</b>	<b>5,266</b>	<b>5,200</b>	<b>5,181</b>	<b>5,068</b>
<b>TOTAL LIABILITIES.....</b>	<b>41,579</b>	<b>40,443</b>	<b>42,822</b>	<b>43,751</b>	<b>44,766</b>	<b>45,867</b>	<b>46,833</b>
<b>EQUITY</b>							
Contributed equity.....	253,308	277,190	290,784	302,970	309,783	313,309	315,686
Accumulated surplus/(deficit).....	(51,564)	(37,849)	(63,582)	(66,566)	(65,461)	(68,346)	(70,399)
Reserves.....	150,513	149,233	150,637	150,637	150,637	150,637	150,637
<b>Total equity.....</b>	<b>352,257</b>	<b>388,574</b>	<b>377,839</b>	<b>387,041</b>	<b>394,959</b>	<b>395,600</b>	<b>395,924</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>393,836</b>	<b>429,017</b>	<b>420,661</b>	<b>430,792</b>	<b>439,725</b>	<b>441,467</b>	<b>442,757</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	76,439	133,070	143,646	198,987	175,155	157,543	135,613
Capital appropriation.....	5,923	4,009	19,854	7,339	3,983	2,363	2,377
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund.....	77	2,518	2,518	1,627	998	832	-
Digital Capability Fund .....	11,885	9,604	9,604	1,254	331	331	-
Royalties for Regions Fund							
Regional Community Services Fund .....	5,822	5,826	5,914	5,930	5,822	5,822	5,822
Social Housing Investment Fund .....	-	5,500	5,500	1,966	1,501	-	-
Other.....	49,866	70,259	65,010	77,890	56,936	51,376	51,439
<b>Net cash provided by Government .....</b>	<b>150,012</b>	<b>230,786</b>	<b>252,046</b>	<b>294,993</b>	<b>244,726</b>	<b>218,267</b>	<b>195,251</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(111,587)	(122,544)	(127,501)	(134,116)	(127,490)	(133,000)	(127,576)
Grants and subsidies .....	(16,719)	(51,401)	(37,801)	(70,183)	(47,150)	(20,720)	(25,396)
Supplies and services.....	(39,210)	(52,394)	(42,605)	(60,893)	(53,536)	(58,866)	(37,013)
Accommodation.....	(9,059)	(9,824)	(9,820)	(9,935)	(9,935)	(9,935)	(9,938)
GST payments.....	(9,064)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs.....	(43)	(59)	(71)	(69)	(65)	(60)	(51)
Other payments .....	(15,986)	(30,087)	(20,409)	(16,511)	(15,812)	(12,340)	(12,249)
<b>Receipts (b)</b>							
Regulatory fees and fines.....	5,357	33,036	4,368	6,119	9,481	9,596	9,597
Grants and subsidies.....	783	841	841	756	756	756	756
Sale of goods and services.....	3,816	4,444	4,444	4,444	4,444	4,444	4,444
GST receipts.....	8,196	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts .....	4,079	4,587	4,587	3,118	3,120	3,120	3,120
<b>Net cash from operating activities .....</b>	<b>(179,437)</b>	<b>(223,408)</b>	<b>(223,974)</b>	<b>(277,277)</b>	<b>(236,194)</b>	<b>(217,012)</b>	<b>(194,313)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(11,369)	(19,331)	(31,249)	(31,853)	(6,246)	(1,830)	(1,830)
<b>Net cash from investing activities .....</b>	<b>(11,369)</b>	<b>(19,331)</b>	<b>(31,249)</b>	<b>(31,853)</b>	<b>(6,246)</b>	<b>(1,830)</b>	<b>(1,830)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(417)	(356)	(471)	(513)	(524)	(533)	(547)
<b>Net cash from financing activities .....</b>	<b>(417)</b>	<b>(356)</b>	<b>(471)</b>	<b>(513)</b>	<b>(524)</b>	<b>(533)</b>	<b>(547)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(41,211)</b>	<b>(12,309)</b>	<b>(3,648)</b>	<b>(14,650)</b>	<b>1,762</b>	<b>(1,108)</b>	<b>(1,439)</b>
Cash assets at the beginning of the reporting period .....	67,170	48,097	25,959	22,311	7,661	9,423	8,315
<b>Cash assets at the end of the reporting period .....</b>	<b>25,959</b>	<b>35,788</b>	<b>22,311</b>	<b>7,661</b>	<b>9,423</b>	<b>8,315</b>	<b>6,876</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)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Aboriginal Cultural Heritage Fees.....	-	28,000	988	1,582	2,017	2,055	2,056
Development Assessment Panel Fees.....	2,060	3,888	2,232	3,077	6,004	6,081	6,081
Regulatory Fees and Fines.....	3,297	1,148	1,148	1,460	1,460	1,460	1,460
<b>Grants and Subsidies</b>							
Grants and Subsidies.....	783	14,853	9,486	21,079	4,337	756	756
<b>Sale of Goods and Services</b>							
Sale of Goods and Services.....	3,816	4,744	4,744	4,744	4,744	4,744	4,744
<b>Service Delivery Agreement</b>							
Receipts from Service Delivery Agreement.....	44,782	47,866	47,984	55,101	52,646	50,667	50,730
<b>GST Receipts</b>							
GST Receipts.....	8,196	6,233	6,233	6,233	6,233	6,233	6,233
<b>Other Receipts</b>							
Other Receipts.....	3,240	3,419	3,419	2,501	746	746	746
Pastoral Leases.....	3,423	4,249	4,249	2,783	2,783	2,783	2,783
<b>TOTAL</b> .....	69,597	114,400	80,483	98,560	80,970	75,525	75,589

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

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Net Assets Transferred In.....	54,852	-	6,850	-	-	-	-
Other Revenue.....	264,815	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue.....	25,264	18,609	18,609	18,609	18,609	18,609	18,609
Sale of Land.....	44,742	23,000	23,000	15,000	15,000	15,000	15,000
<b>TOTAL ADMINISTERED INCOME</b> .....	389,673	43,178	50,028	35,178	35,178	35,178	35,178
<b>EXPENSES</b>							
<b>Other</b>							
Employee Expenses.....	824	965	965	965	965	965	965
Net Assets Transferred Out.....	34,028	-	-	-	-	-	-
Other Expenses.....	79,084	4,356	4,356	4,356	4,356	4,356	4,356
Payments to Consolidated Account.....	67,473	39,737	39,737	31,737	31,737	31,737	31,737
<b>TOTAL ADMINISTERED EXPENSES</b> .....	181,409	45,058	45,058	37,058	37,058	37,058	37,058

**Agency Special Purpose Account Details**

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

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	25,759	23,561	24,214	22,016
Receipts:				
Other .....	110	1,556	1,556	1,556
	25,869	25,117	25,770	23,572
Payments .....	1,655	3,754	3,754	3,754
<b>CLOSING BALANCE.....</b>	<b>24,214</b>	<b>21,363</b>	<b>22,016</b>	<b>19,818</b>

# Division 44 **Western Australian Planning Commission**

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

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 93 Net amount appropriated to deliver services .....	11,690	10,781	10,781	10,222	8,132	6,150	6,208
<b>Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959</b> .....	89,160	97,240	94,958	101,036	103,748	105,154	106,560
Total appropriations provided to deliver services .....	100,850	108,021	105,739	111,258	111,880	111,304	112,768
<b>CAPITAL</b>							
Item 161 Capital Appropriation .....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<b>TOTAL APPROPRIATIONS</b> .....	106,250	113,421	111,139	116,658	117,280	116,704	118,168
<b>EXPENSES</b>							
Total Cost of Services .....	83,586	56,025	62,410	64,657	60,445	58,466	58,529
Net Cost of Services <sup>(a)</sup> .....	48,707	32,841	39,226	39,482	34,448	32,469	32,532
<b>CASH ASSETS</b> <sup>(b)</sup> .....	435,006	424,650	441,889	482,383	544,164	611,348	682,533

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiative</b>					
Perth and Peel Urban Greening Strategy <sup>(a)</sup> .....	-	2,854	-	-	-
<b>Other</b>					
2024-25 Tariffs, Fees and Charges .....	-	545	545	545	545
Service Delivery Agreement (Planning, Lands and Heritage) <sup>(a)</sup> .....	118	2,658	2,568	2,571	2,576

(a) Paid to Planning, Lands and Heritage under the Service Delivery Agreement.



## Significant Issues Impacting the Agency

### Planning Reform

1. The review of the Commission, undertaken as an initiative of the Government's Action Plan for Planning Reform, is being finalised for implementation in 2024-25. Reform of the Commission will involve a change in membership and sub-committees to increase the efficiency and strategic focus of the Commission and clarify its role as an expert advisor and independent decision-making body with technical skills and expertise.

### METRONET Precinct Planning

2. The Commission will continue to support the delivery of METRONET and maximise opportunities from the significant investment in public transport infrastructure. It will provide urban planning and design expertise in relation to the planning and development of station precincts that will support the delivery of affordable housing on State-owned land. The Commission retains oversight of precinct planning to ensure alignment with State planning policies, designing future communities that offer a diversity of housing types, walkable catchments and essential local amenities, and consideration of the local character and liveable environments.

### Land Acquisition

3. The Commission continues its strategic land acquisition program to support the METRONET program and delivery of major infrastructure projects, to ensure the protection of Bush Forever areas, and reserve land critical for future planning requirements. The Commission is responsible for strategic land acquisition on behalf of the State and is working to acquire selected sites in private ownership. On behalf of the Commission, Planning, Lands and Heritage works closely with Communities to ensure acquired properties on reserved land are made available for social housing wherever possible.

### Perth and Peel Urban Greening Strategy

4. The Commission, with the support of Planning, Lands and Heritage and Water and Environmental Regulation, is leading the development of a whole-of-government strategy that will guide Government priorities for urban greening in the Perth and Peel regions. It will set a strategic framework to coordinate and support urban greening efforts and to encourage urban greening initiatives across all areas of government. The strategy is being developed with key stakeholders and community input.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Statutory Planning .....	15,724	17,275	17,275	19,207	18,772	18,772	18,772
2. Strategic Planning .....	21,820	12,207	12,974	13,261	9,497	7,458	7,458
3. Asset Management.....	46,042	26,543	32,161	32,189	32,176	32,236	32,299
<b>Total Cost of Services.....</b>	<b>83,586</b>	<b>56,025</b>	<b>62,410</b>	<b>64,657</b>	<b>60,445</b>	<b>58,466</b>	<b>58,529</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: An efficient and effective planning system that promotes use and development of land in Western Australia:</b>					
The proportion of residential land in the metropolitan area that is capable of multiple dwellings within 400m and 800m of the capital city, a strategic metropolitan centre, or a train station:					
400 metres.....	44%	45%	44%	45%	
800 metres.....	33%	36%	34%	36%	
The proportion of residential land that is zoned R40 and above that is within 400m of a major regional centre .....	66%	67%	69%	70%	
The percentage of subdivision applications determined within the statutory timeframe.....	87%	85%	91%	85%	1
The percentage of development applications determined within the statutory timeframe.....	68%	85%	81%	85%	2
Vacancy rate of residential properties available for rent.....	1%	1%	1%	1%	
Vacancy rate of commercial properties available for rent.....	6%	4%	3%	4%	

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

## Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is due to the allocation of additional resources in 2023-24 towards the processing of subdivision applications.
2. The increase from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to allocation of additional resources from 2023-24 onwards towards the processing of development applications.

## Services and Key Efficiency Indicators

### 1. Statutory Planning

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 15,724	\$'000 17,275	\$'000 17,275	\$'000 19,207	1
Less Income .....	10,942	12,698	12,698	14,689	2
Net Cost of Service .....	4,782	4,577	4,577	4,518	
<b>Efficiency Indicators</b>					
Average cost per statutory application .....	\$3,649	\$3,285	\$4,038	\$3,624	3

### Explanation of Significant Movements

(Notes)

- The movements in Total Cost of Service between the 2022-23 Actual, 2023-24 Budget and the 2024-25 Budget Target relate to changes in Service Delivery Agreement payments to Planning, Lands and Heritage. Planning, Lands and Heritage incurs all costs related to the statutory planning application approval process, which is partially funded by fee revenue received by the Commission. To facilitate this funding regime, the Commission records the funds transferred to Planning, Lands and Heritage in Total Cost of Service.
- The increase in income from the 2023-24 Estimated Actual to the 2024-25 Budget Target reflects an anticipated higher collection of statutory planning application fees on the back of an improving property market.
- Higher average cost per statutory application in the 2023-24 Estimated Actual compared to the 2023-24 Budget is due to a decrease in the number of statutory planning applications impacted by high interest rates and construction costs.

### 2. Strategic Planning

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 21,820	\$'000 12,207	\$'000 12,974	\$'000 13,261	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	21,820	12,207	12,974	13,261	
<b>Efficiency Indicators</b>					
Average cost per strategic project .....	\$963,128	\$493,889	\$508,263	\$591,625	2

### Explanation of Significant Movements

(Notes)

- The 2022-23 Actual of \$21.8 million included the one-off cost for the facilitation of public infrastructure works.
- Higher average cost per strategic project in the 2022-23 Actual reflects the one-off cost for the facilitation of public infrastructure works. Higher average cost per strategic project in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual is due to anticipated decrease in the number of strategic projects.

### 3. Asset Management

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	46,042	26,543	32,161	32,189	1
Less Income .....	23,937	10,486	10,486	10,486	2
Net Cost of Service .....	22,105	16,057	21,675	21,703	
<b>Efficiency Indicators</b>					
Average cost of service for the management of Whiteman Park per hectare managed .....	\$2,801	\$2,750	\$2,807	\$2,841	
Average cost of service for the management of residential and commercial properties per property .....	\$20,653	\$21,220	\$20,810	\$22,958	3
Average cost of service for the management of reserved land (excluding Whiteman Park and Residential and Commercial properties) per hectare managed .....	\$458	\$469	\$479	\$538	4

#### Explanation of Significant Movements

(Notes)

1. The 2022-23 Actual of \$46 million included impairment losses on land owned of \$12.6 million. The impairment losses are attributed to changes in land use of Commission-held land to more restrictive purposes, such as parks and recreation, roads, railways and public purposes. The losses relate to year-end adjustments and are not included in the 2023-24 Budget, 2023-24 Estimated Actual and the 2024-25 Budget Target. The increase between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the accounting treatment of compensation payments related to land acquisitions (with spending originally profiled as asset investment at the 2023-24 Budget reclassified to expenses in the 2023-24 Estimated Actual).
2. The 2022-23 Actual of \$23.9 million included a revaluation increment on land owned of \$7.6 million and gain on sale of land of \$6.7 million.
3. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to higher anticipated property rental management and maintenance costs.
4. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to higher anticipated ground maintenance costs.

## Asset Investment Program

1. The Commission's 2024-25 Asset Investment Program (AIP) totals \$73.9 million in 2024-25 and includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land, along with land acquisitions for transport infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Ascot Kilns Preservation Works .....	10,201	9,981	5,999	220	-	-	-
Buildings/Infrastructure .....	24,253	19,053	2,128	1,300	1,300	1,300	1,300
Other Minor Equipment .....	3,893	3,289	151	151	151	151	151
<b>COMPLETED WORKS</b>							
Acquisition of Land - 2023-24 Program .....	94,452	94,452	94,452	-	-	-	-
Regional Land Acquisitions - 2023-24 Program .....	2,000	2,000	2,000	-	-	-	-
<b>NEW WORKS</b>							
Acquisition of Land							
2024-25 Program .....	55,041	-	-	55,041	-	-	-
2025-26 Program .....	40,400	-	-	-	40,400	-	-
2026-27 Program .....	40,400	-	-	-	-	40,400	-
2027-28 Program .....	40,400	-	-	-	-	-	40,400
Regional Land Acquisitions							
2024-25 Program .....	17,170	-	-	17,170	-	-	-
2025-26 Program .....	6,400	-	-	-	6,400	-	-
2026-27 Program .....	5,400	-	-	-	-	5,400	-
2027-28 Program .....	5,400	-	-	-	-	-	5,400
<b>Total Cost of Asset Investment Program .....</b>	<b>345,410</b>	<b>128,775</b>	<b>104,730</b>	<b>73,882</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>
<b>FUNDED BY</b>							
Asset Sales .....			20,250	5,000	5,000	5,000	5,000
Capital Appropriation .....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances .....			79,080	63,482	37,851	36,851	36,851
<b>Total Funding .....</b>			<b>104,730</b>	<b>73,882</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>

## Financial Statements

### Income Statement

#### Expenses

- The decrease in Total Cost of Services from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to the one-off cost for the facilitation of public infrastructure works and impairment losses on land.
- The increase in Total Cost of Services from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to the impact of the accounting treatment of compensation payments related to land acquisitions (with these payments being expensed rather than capitalised, as initially budgeted).

#### Income

- The decrease in Total Income from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to asset revaluation increment and profit on disposal of non-current assets.

### Statement of Financial Position

- The increase in property, plant and equipment across the 2022-23 Actual to the outyears is mainly due to land acquisitions to support key Government priorities and transport infrastructure requirements.
- The decrease in total current liabilities from the 2023-24 Budget to the 2023-24 Estimates Actual is mainly due to provision for compensation claim for land acquired under a Taking Order.

**Statement of Cashflows**

6. The increase in net cash provided by Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to proceeds of \$12 million received from the sale of land to other public sector entities and higher Metropolitan Region Improvement Tax receipts.
7. The decrease in net cash from operating activities from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to compensation payments related to land acquisition.
8. The decrease in net cash from investing activities from the 2022-23 Actual to the 2023-24 Estimated Actual is largely due to land acquisitions for transport infrastructure.
9. The increase in net cash from investing activities from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to a lower land acquisition payments in 2024-25 and a one-off land sale of \$15.2 million in 2023-24.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	300	300	300	300	300	300	300
Supplies and services .....	1,290	1,875	2,642	563	563	563	563
Depreciation and amortisation .....	17,091	3,600	3,600	3,600	3,600	3,600	3,600
Other expenses .....	64,905	50,250	55,868	60,194	55,982	54,003	54,066
<b>TOTAL COST OF SERVICES</b> .....	<b>83,586</b>	<b>56,025</b>	<b>62,410</b>	<b>64,657</b>	<b>60,445</b>	<b>58,466</b>	<b>58,529</b>
<b>Income</b>							
Regulatory fees and fines .....	10,942	12,698	12,698	14,689	15,511	15,511	15,511
Other revenue .....	23,937	10,486	10,486	10,486	10,486	10,486	10,486
<b>Total Income</b> .....	<b>34,879</b>	<b>23,184</b>	<b>23,184</b>	<b>25,175</b>	<b>25,997</b>	<b>25,997</b>	<b>25,997</b>
<b>NET COST OF SERVICES</b> .....	<b>48,707</b>	<b>32,841</b>	<b>39,226</b>	<b>39,482</b>	<b>34,448</b>	<b>32,469</b>	<b>32,532</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	100,850	108,021	105,739	111,258	111,880	111,304	112,768
Resources received free of charge .....	304	450	450	450	450	450	450
Other revenues .....	12,476	13,262	17,812	19,000	21,000	24,000	26,600
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>113,630</b>	<b>121,733</b>	<b>124,001</b>	<b>130,708</b>	<b>133,330</b>	<b>135,754</b>	<b>139,818</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>64,923</b>	<b>88,892</b>	<b>84,775</b>	<b>91,226</b>	<b>98,882</b>	<b>103,285</b>	<b>107,286</b>

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

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Strategic Transport Evaluation Model .....	300	300	300	300	300	300	300
<b>TOTAL</b> .....	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	12,368	16,771	14,631	14,631	14,631	14,631	14,631
Restricted cash.....	422,638	407,879	427,258	467,752	529,533	596,717	667,902
Receivables.....	10,293	6,871	9,825	9,795	9,765	9,735	9,705
Other.....	8,047	57,672	8,047	8,047	8,047	8,047	8,047
Assets held for sale.....	791	6,162	791	791	791	791	791
<b>Total current assets.....</b>	<b>454,137</b>	<b>495,355</b>	<b>460,552</b>	<b>501,016</b>	<b>562,767</b>	<b>629,921</b>	<b>701,076</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	7,399	7,779	7,779	8,159	8,539	8,919	9,299
Property, plant and equipment.....	675,110	726,326	758,490	814,272	856,423	897,574	938,725
Intangibles.....	36,785	35,801	36,785	36,785	36,785	36,785	36,785
<b>Total non-current assets.....</b>	<b>719,294</b>	<b>769,906</b>	<b>803,054</b>	<b>859,216</b>	<b>901,747</b>	<b>943,278</b>	<b>984,809</b>
<b>TOTAL ASSETS.....</b>	<b>1,173,431</b>	<b>1,265,261</b>	<b>1,263,606</b>	<b>1,360,232</b>	<b>1,464,514</b>	<b>1,573,199</b>	<b>1,685,885</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	530	34	530	530	530	530	530
Other.....	9,269	17,179	9,269	9,269	9,269	9,269	9,269
<b>Total current liabilities.....</b>	<b>9,799</b>	<b>17,213</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>
<b>EQUITY</b>							
Contributed equity.....	3,685	15,753	9,085	14,485	19,885	25,285	30,685
Accumulated surplus/(deficit).....	1,150,333	1,186,440	1,235,108	1,326,334	1,425,216	1,528,501	1,635,787
Reserves.....	58,302	45,855	58,302	58,302	58,302	58,302	58,302
Other.....	(48,688)	-	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
<b>Total equity.....</b>	<b>1,163,632</b>	<b>1,248,048</b>	<b>1,253,807</b>	<b>1,350,433</b>	<b>1,454,715</b>	<b>1,563,400</b>	<b>1,676,086</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>1,173,431</b>	<b>1,265,261</b>	<b>1,263,606</b>	<b>1,360,232</b>	<b>1,464,514</b>	<b>1,573,199</b>	<b>1,685,885</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	101,695	107,641	105,359	110,878	111,500	110,924	112,388
Capital appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other.....	11,309	13,262	18,250	31,000	21,000	24,000	26,600
<b>Net cash provided by Government .....</b>	<b>118,404</b>	<b>126,303</b>	<b>129,009</b>	<b>147,278</b>	<b>137,900</b>	<b>140,324</b>	<b>144,388</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies .....	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services.....	(943)	(1,425)	(2,192)	(113)	(113)	(113)	(113)
GST payments.....	(6,338)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments.....	(67,894)	(50,220)	(55,838)	(60,164)	(55,952)	(53,973)	(54,036)
<b>Receipts</b>							
Regulatory fees and fines.....	10,929	12,698	12,698	14,689	15,511	15,511	15,511
GST receipts.....	6,211	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts.....	10,141	7,986	7,986	7,986	7,986	7,986	7,986
<b>Net cash from operating activities.....</b>	<b>(48,194)</b>	<b>(31,261)</b>	<b>(37,646)</b>	<b>(37,902)</b>	<b>(32,868)</b>	<b>(30,889)</b>	<b>(30,952)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(66,132)	(102,686)	(104,730)	(73,882)	(48,251)	(47,251)	(47,251)
Proceeds from sale of non-current assets .....	8,853	20,250	20,250	5,000	5,000	5,000	5,000
<b>Net cash from investing activities .....</b>	<b>(57,279)</b>	<b>(82,436)</b>	<b>(84,480)</b>	<b>(68,882)</b>	<b>(43,251)</b>	<b>(42,251)</b>	<b>(42,251)</b>
Cash assets at the beginning of the reporting period .....	422,075	412,044	435,006	441,889	482,383	544,164	611,348
<b>Cash assets at the end of the reporting period .....</b>	<b>435,006</b>	<b>424,650</b>	<b>441,889</b>	<b>482,383</b>	<b>544,164</b>	<b>611,348</b>	<b>682,533</b>

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

## Agency Special Purpose Account Details

### METROPOLITAN REGION IMPROVEMENT ACCOUNT

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

	2022-23	2023-24	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000
Opening Balance .....	385,020	386,903	403,067	404,124
Receipts:				
Appropriations .....	90,385	97,240	94,958	101,036
Other .....	33,260	40,320	43,740	42,907
	508,665	524,463	541,765	548,067
Payments .....	105,598	125,579	137,641	94,524
<b>CLOSING BALANCE.....</b>	<b>403,067</b>	<b>398,884</b>	<b>404,124</b>	<b>453,543</b>



## Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 94 Net amount appropriated to deliver services .....	42,664	48,025	45,525	<b>48,698</b>	47,903	50,273	51,178
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	339	340	340	<b>348</b>	358	367	377
Total appropriations provided to deliver services .....	43,003	48,365	45,865	<b>49,046</b>	48,261	50,640	51,555
<b>CAPITAL</b>							
Item 162 Capital Appropriation .....	560	3,388	845	<b>4,010</b>	2,475	3,410	2,053
<b>TOTAL APPROPRIATIONS</b> .....	<b>43,563</b>	<b>51,753</b>	<b>46,710</b>	<b>53,056</b>	<b>50,736</b>	<b>54,050</b>	<b>53,608</b>
<b>EXPENSES</b>							
Total Cost of Services .....	109,591	136,169	123,341	<b>157,914</b>	168,321	157,387	152,759
Net Cost of Services <sup>(a)</sup> .....	20,349	56,229	39,393	<b>72,034</b>	74,385	73,357	64,529
<b>CASH ASSETS</b> <sup>(b)</sup> .....	11,733	18,100	16,290	<b>21,057</b>	19,080	19,987	16,030

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Western Australian Land Information Authority's (Landgate) 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 Landgate's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Spatial WA.....	-	19,437	37,625	26,325	18,654
Western Australian Public Sector Learning Initiative .....	-	-	(57)	(108)	(123)
<b>Other</b>					
Salaries and Allowances Tribunal .....	-	-	1	1	11
State Fleet Updates.....	8	5	10	7	9
Strategic Development Plan 2024-25 to 2027-28.....	-	2,806	2,368	1,969	2,326

## Significant Issues Impacting the Agency

1. The Western Australian property market continues the strong performance that it has been experiencing over the past three years. Total document lodgements are expected to again reach close to 400,000 documents lodged for the 2023-24 financial year, with indicators suggesting this will continue into 2024-25. Continued high employment, a low rental vacancy rate and positive net migration to Western Australia contributed to increased Western Australian property market activity. Document registrations will continue to be managed in line with property market demand.
2. Landgate is upgrading its property valuation system to assist with maintaining operational continuity. The initiative aligns with the Government's Digital Strategy 2021-2025, reinforces Landgate's cyber security measures and ensures the safety and integrity of data.
3. Landgate has commenced implementation of the Spatial WA Program which is funded from the Digital Capability Fund. Spatial WA will implement a whole-of-government Advanced Spatial Digital Twin (ASDT) for improved data sharing, collaboration and decision-making across government. The ASDT will comprise of a Spatial Digital Twin (SDT) platform and the Next Generation Spatial Cadastre (NGSC) platform.
  - 3.1. The Spatial WA Program will initially be delivered in partnership with Fire and Emergency Services, Planning, Lands and Heritage and the Public Transport Authority of Western Australia, and with support from Biodiversity, Conservation and Attractions, and Energy, Mines, Industry Regulation and Safety to deliver four priority use cases.
  - 3.2. The SDT platform will provide a digital, spatially accurate representation of the built and natural environment, with advanced capabilities to visualise data in 4D (that is 3D over a span of time), run analytics, and form collaboration environments to securely share and analyse data about a specific place, at a specific time.
  - 3.3. The NGSC platform will uplift the State's current 2D spatial cadastre to maintain property rights, restrictions, and responsibilities in 3D and 4D across government. Cadastral data provides an accurate representation of land parcel boundaries for all Crown and freehold land in Western Australia. Currently managed in the 2D Spatial Cadastral Database (SCDB), the NGSC would enable representation of land boundaries in a true, 3D form, with 4D capability to track boundary changes over time. The NGSC will replace the SCDB maintenance application, which is part of Landgate's legacy SmartPlan system.
  - 3.4. Landgate continues to collaborate with other Australian States and Territories and New Zealand to develop an interjurisdictionally consistent 3D cadastral survey data model. This collaboration will provide a common standard to support the development of the State's NGSC. The NGSC will be the accessible source of Western Australia's critical cadastral and administrative boundary data, supporting priority Government land development and infrastructure projects.
4. There will be significant change to Landgate's ICT operating model in 2024-25 with the replacement of its primary ICT service contract to be segregated into several delivery providers, alongside the utilisation of the Common Use Agreement to deliver project services. Increased software-as-a-service costs will be incurred as Landgate moves to more cloud-based services. There will also be additional spending to meet the cost of new ICT service contracts to support Landgate systems, including previously novated ICT services that are being returned to Landgate.

## Statement of Corporate Intent

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Land Titling .....	32,292	35,010	33,858	35,426	35,227	35,192	35,871
2. Valuations .....	39,279	42,896	44,383	50,194	49,154	49,540	50,749
3. Land Information and Services .....	31,312	47,749	35,908	45,649	50,969	51,709	47,963
4. Access to Location Information .....	6,708	10,514	9,192	26,645	32,971	20,946	18,176
<b>Total Cost of Services .....</b>	<b>109,591</b>	<b>136,169</b>	<b>123,341</b>	<b>157,914</b>	<b>168,321</b>	<b>157,387</b>	<b>152,759</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land:</b>					
The land titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement .....	89.8%	80%	88%	88%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register .....	0.07%	≤0.25%	0.08%	≤0.25%	
<b>Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:</b>					
International standards for accuracy and uniformity of rating and taxing values are met:					
Benchmark against international standards for accuracy using median ratio test:					
Gross Rental Value .....	91.4%	>92.5%	>92.5%	>92.5%	
Unimproved Value .....	90.9%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value .....	4.12%	<7%	<7%	<7%	
Unimproved Value .....	4.7%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force .....	0.007%	<0.2%	<0.1%	<0.1%	
<b>Outcome: Land and location information and services to support the management and development of the State:</b>					
The extent to which the currency and relevance of the land information databases meet the needs of the Western Australian community:					
Completion rate of names and addressing jobs delivered within 10 business days .....	91.49%	85%	88%	85%	
Completion rate of property boundary related jobs within the agreed benchmarks .....	99.1%	97.2%	98.5%	97.2%	
Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires .....	99.97%	99%	100%	99%	
Overall satisfaction with the capture of, discovery of and access to Government location information .....	87.9%	80%	80%	80%	

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

**Services and Key Efficiency Indicators**

**1. Land Titling**

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 32,292	\$'000 35,010	\$'000 33,858	\$'000 35,426	
Less Income .....	69,070	67,992	73,905	73,496	
Net Cost of Service .....	(36,778)	(32,982)	(40,047)	(38,070)	
<b>Employees (Full-Time Equivalents) .....</b>	104	110	110	110	
<b>Efficiency Indicators</b>					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title.....	\$21.36	\$22.73	\$22.13	\$22.93	

## 2. Valuations

An impartial valuation service.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	39,279	42,896	44,383	50,194	1
Less Income .....	13,650	7,515	4,214	6,472	2
Net Cost of Service .....	25,629	35,381	40,169	43,722	
<b>Employees (Full-Time Equivalents) .....</b>	192	191	191	191	
<b>Efficiency Indicators</b>					
Average cost per valuation .....	\$16.01	\$17.44	\$18.00	\$20.26	1

### Explanation of Significant Movements

(Notes)

1. The Total Cost of Service and the average cost per valuation in the 2024-25 Budget Target are higher than the 2023-24 Estimated Actual as a result of higher software-as-a-service costs related to the implementation of the new Valuation Services system.
2. The decrease in income from the 2022-23 Actual to the 2023-24 Estimated Actual and 2024-25 Budget Target is largely due to income from the Gross Rental Value Metropolitan Triennial Program. In accordance with AASB 15: *Revenue from Contracts with Customers* all income for the 2020-21 to 2022-23 Program was recognised in 2022-23 (the third and final year of the triennium). As such, income in 2023-24 is substantially less than 2022-23 as invoicing for the 2023-24 to 2025-26 Program will not occur until 2025-26.

## 3. Land Information and Services

Capture, maintenance and delivery of land information and services.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	31,312	47,749	35,908	45,649	1
Less Income .....	5,226	3,076	4,133	4,188	
Net Cost of Service .....	26,086	44,673	31,775	41,461	
<b>Employees (Full-Time Equivalents) .....</b>	127	160	161	161	2
<b>Efficiency Indicators</b>					
Average cost of providing land information and services for the State (per square kilometre) .....	\$12.39	\$18.90	\$14.21	\$18.06	1

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Budget included planning and preparation costs for the Spatial WA Program. However, this expenditure has been deferred to 2024-25, to reflect revised project timelines. As such, the 2023-24 Estimated Actual Total Cost of Service is lower than the 2023-24 Budget. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual to reflect that this expenditure is now forecast to occur in 2024-25.
2. The increase in full-time equivalents from the 2022-23 Actual to the 2023-24 Estimated Actual is mostly due to Authority's vacancy rate declining in 2023-24 relative to 2022-23, as well as additional staff employed in 2023-24 to deliver the Spatial WA Program.

## 4. Access to Location Information

Access to the State's location information.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 6,708	\$'000 10,514	\$'000 9,192	\$'000 26,645	1
Less Income .....	1,296	1,357	1,696	1,724	
Net Cost of Service .....	5,412	9,157	7,496	24,921	
<b>Employees (Full-Time Equivalents) .....</b>	<b>22</b>	<b>21</b>	<b>22</b>	<b>22</b>	
<b>Efficiency Indicators</b>					
Average cost per dataset.....	\$829.01	\$1,247.84	\$1,147.73	\$2,967.78	1

## Explanation of Significant Movements

(Notes)

1. The increase in the 2024-25 Budget Target Total Cost of Service and average cost per dataset is due to expenses related to the implementation of the Spatial WA Program, which commenced in 2023-24.

## Asset Investment Program

1. Landgate's Asset Investment Program (AIP) for 2024-25 is \$11.5 million and focuses on progressing key asset investments based on delivering strategic initiatives and continuing to improve service delivery. This includes:
  - 1.1. modernising the current valuations system, which enables the generation of rating and taxing values in the State and to deliver asset valuations for local and State governments;
  - 1.2. implementing amendments to the *Transfer of Land Act 1893* to include electronic document processes, providing industry with greater confidence in electronic conveyancing;
  - 1.3. investing in systems that support improvements in spatial positioning, improving data capture, data sharing and collaboration;
  - 1.4. reviewing, enhancing and developing core systems to improve efficiency and effectiveness of Landgate's existing applications, systems, processes and data capabilities; and
  - 1.5. the ongoing upgrade and replacement of ICT assets based on asset management life cycle and enhanced capabilities offered by new technologies.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement - ICT Asset Replacement Program .....	4,832	2,165	593	1,167	500	500	500
Business Improvement							
<i>Transfer of Land Act 1893</i> Amendments Implementation .....	2,382	862	850	1,520	-	-	-
Valuation Services System Reform .....	5,160	3,310	1,790	1,850	-	-	-
Infrastructure - Shared Location Information Platform .....	1,986	1,266	766	270	150	150	150
<b>COMPLETED WORKS</b>							
Asset Replacement - Workplace Enablement .....	3,201	3,201	1,146	-	-	-	-
Infrastructure - Aerial Imagery Platform .....	115	115	115	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement - ICT Enablement .....	20,354	-	-	5,081	5,091	5,091	5,091
Business Improvement							
Corporate Website Enhancement .....	650	-	-	200	150	150	150
Data Strategy Hub .....	200	-	-	200	-	-	-
Infrastructure							
Earth Observation Application Improvement .....	750	-	-	250	500	-	-
Innovation .....	200	-	-	50	50	50	50
Spatial Applications Replacement .....	7,900	-	-	900	2,000	2,500	2,500
<b>Total Cost of Asset Investment Program .....</b>	<b>47,730</b>	<b>10,919</b>	<b>5,260</b>	<b>11,488</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			845	4,010	2,475	3,410	2,053
Holding Account .....			3,244	7,478	5,966	5,031	6,388
Internal Funds and Balances .....			1,171	-	-	-	-
<b>Total Funding .....</b>			<b>5,260</b>	<b>11,488</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>

## Financial Statements

### Income Statement

#### Expenses

1. The 2024-25 Budget Year Total Cost of Services of \$157.9 million is \$34.6 million higher than the 2023-24 Estimated Actual. This is largely due to spending to deliver the Spatial WA Program.
2. The 2023-24 Estimated Actual Total Cost of Services of \$123.3 million is \$14.8 million higher than the 2022-23 Actual. This is due to a general underspend in 2022-23 as a result of delays in commencing some ICT projects, mainly due to internal and supplier capacity constraints and the extended investigation and planning stages of these projects.

#### Income

3. Total income in the 2024-25 Budget Year is expected to be \$1.9 million higher than the 2023-24 Estimated Actual, which is largely due to higher revenue from the Regional Gross Rental Value revaluation program conducted by Valuation Services.
4. The increase in service appropriations (income from Government) in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual reflects additional income to meet the cost of additional depreciation expenses, infrastructure related costs that were expensed and additional salaries expenses (in line with the public sector wages policy).
5. The decrease in other revenues (income from Government) in the 2023-24 Estimated Actual compared to the 2022-23 Actual is largely due to income from government entities for the Gross Rental Value Metropolitan Triennial Program recognised in 2022-23. In accordance with AASB 15: *Revenue from Contracts with Customers* all income for the 2020-21 to 2022-23 Program was recognised in 2022-23 (the third and final year of the triennium). As such, income in 2023-24 is substantially less than 2022-23 as invoicing for the 2023-24 to 2025-26 Program will not occur until 2025-26.

6. The income tax benefit/(expense) represents the income tax equivalent expense on the lump sum proceeds received in consideration of the Landgate Partial Commercialisation arrangement recognised as revenue for each financial year of the remaining agreement life. As the income tax equivalent on the lump sum proceeds was paid (to the Government) in full in 2019-20, there is no income tax payable in the forward estimates period and this income tax equivalent expense is offset against the deferred tax asset in the Statement of Financial Position.
7. Change in Surplus/(Deficiency) for the period after income tax equivalents reflects an accounting loss for the 2024-25 Budget Year and outyears largely due to a mismatch in the Spatial WA Program, which is being funded via equity in the Statement of Financial Position, while its expenditure is accounted for as expenses in the Income Statement.

### **Statement of Financial Position**

8. Other current and other non-current assets in the 2023-24 Estimated Actual are higher than the 2023-24 Budget as a result of the reinstatement of the deferred tax asset in 2022-23 that arose from the Landgate Partial Commercialisation arrangement with Land Services WA. This resulted in Landgate recognising an income tax equivalent expense in 2022-23, which arose after the 2023-24 Budget was finalised.
9. In the 2024-25 Budget Year total assets are \$31.1 million lower than the 2023-24 Estimated Actual, largely due to investments in held-to-maturity financial assets maturing and being drawn down into the operating bank account to fund operating commitments during the financial year. The value of deferred tax assets also decreases in the 2024-25 Budget Year as this reduces in line with the recognition of deferred tax expenses in the Income Statement.
10. The lower value of total assets in the 2024-25 Budget Year also reflects the decrease in the written-down value of service concession assets, as these assets are amortised over their useful life. Service concession assets are recorded by Landgate as one lump sum but those individual assets are now the responsibility of Land Services WA to enhance and maintain under the Commercialised Services Agreement.
11. Totals assets also decreased in the 2023-24 Estimated Actual in comparison to the 2022-23 Actual, largely due to Landgate utilising held to maturity investments to fund operating commitments.
12. In the 2024-25 Budget Year, total liabilities decrease by \$38.4 million in comparison to the 2023-24 Estimated Actual due to the annual reduction (amortisation) of the service concession deferred revenue liability, that originated from the \$1.4 billion up-front proceeds of the Landgate Partial Commercialisation arrangement. Accounting standards require the proceeds to be spread across each year of the 40-year life of the Commercialised Services Agreement as non-cash revenue. This decreases the service concession deferred revenue liability balance each year until the agreement expires and the liability is extinguished.
13. The equity reflected in the Statement of Financial Position is negative as a result of the payment of the \$1.4 billion lump sum proceeds, received from the Landgate Partial Commercialisation arrangement, to the Consolidated Account in 2019-20.
14. The forecast improvement of \$7.4 million in the negative equity position in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual is due to:
  - 14.1. equity contributions of \$28.3 million for the Spatial WA Program from the Digital Capability Fund (which is not accounted as revenue);
  - 14.2. capital contributions of \$4 million received from Government to fund the 2024-25 AIP; and
  - 14.3. a \$24.9 million deficit in 2024-25 recognised as a reduction in the accumulated surplus.
15. Accumulated surplus/(deficit) in the 2023-24 Estimated Actual is higher than the 2023-24 Budget due to the reinstatement of the deferred tax asset in 2022-23 which resulted in Landgate recognising an income tax equivalent expense in 2022-23, which arose after the 2023-24 Budget was finalised.

### **Statement of Cashflows**

16. The 2024-25 Budget Year closing cash balance is \$4.8 million higher than the 2023-24 Estimated Actual due to the investments in held-to-maturity financial assets maturing and being drawn down into the operating bank account to fund operating commitments.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	55,756	58,476	59,623	64,011	65,432	67,112	68,799
Grants and subsidies <sup>(c)</sup> .....	381	135	40	40	40	40	40
Supplies and services <sup>(d)</sup> .....	28,255	49,520	34,454	65,340	75,358	62,669	55,486
Accommodation .....	7,800	7,870	8,233	6,100	6,220	6,335	6,493
Depreciation and amortisation .....	11,376	11,328	11,339	12,578	10,791	10,341	10,287
Finance and interest costs .....	8	21	19	21	21	18	17
Other expenses .....	6,015	8,819	9,633	9,824	10,459	10,872	11,637
<b>TOTAL COST OF SERVICES</b> .....	<b>109,591</b>	<b>136,169</b>	<b>123,341</b>	<b>157,914</b>	<b>168,321</b>	<b>157,387</b>	<b>152,759</b>
<b>Income</b>							
Sale of goods and services <sup>(e)</sup> .....	50,557	41,376	42,804	44,979	54,150	45,358	50,018
Other revenue <sup>(f)</sup> .....	38,685	38,564	41,144	40,901	39,786	38,672	38,212
<b>Total Income</b> .....	<b>89,242</b>	<b>79,940</b>	<b>83,948</b>	<b>85,880</b>	<b>93,936</b>	<b>84,030</b>	<b>88,230</b>
<b>NET COST OF SERVICES</b> .....	<b>20,349</b>	<b>56,229</b>	<b>39,393</b>	<b>72,034</b>	<b>74,385</b>	<b>73,357</b>	<b>64,529</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	43,003	48,365	45,865	49,046	48,261	50,640	51,555
Resources received free of charge .....	283	300	300	300	300	300	300
Other revenues .....	20,052	6,136	7,610	8,283	20,547	6,810	8,800
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>63,338</b>	<b>54,801</b>	<b>53,775</b>	<b>57,629</b>	<b>69,108</b>	<b>57,750</b>	<b>60,655</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>42,989</b>	<b>(1,428)</b>	<b>14,382</b>	<b>(14,405)</b>	<b>(5,277)</b>	<b>(15,607)</b>	<b>(3,874)</b>
Income Tax benefit/(expense) .....	(10,575)	-	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)
<b>CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS</b> .....	<b>32,414</b>	<b>(1,428)</b>	<b>3,807</b>	<b>(24,980)</b>	<b>(15,852)</b>	<b>(26,182)</b>	<b>(14,449)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 445, 484 and 484 respectively.

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

(d) Supplies and services expense includes expenditure for the Spatial WA Program, with funding for the Spatial WA Program received via equity from the Digital Capability Fund (and not income).

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

(f) Other revenue includes the annual amortisation (reduction) of the service concession liability (representing the remaining lump sum proceeds balance) over the term of the Commercialised Services Agreement.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Land Surveyors Licensing Board <sup>(a)</sup> .....	40	35	40	40	40	40	40
Other Grants and Subsidies .....	341	100	-	-	-	-	-
<b>TOTAL</b> .....	<b>381</b>	<b>135</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

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

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	10,013	16,212	14,363	18,912	16,711	17,388	15,895
Restricted cash.....	135	214	135	135	135	2,599	135
Holding Account receivables .....	5,548	8,989	7,478	5,966	5,031	6,388	5,008
Receivables.....	29,884	10,798	11,773	14,452	29,858	12,728	15,250
Other.....	67,117	33,330	67,139	43,175	30,573	30,596	18,033
<b>Total current assets.....</b>	<b>112,697</b>	<b>69,543</b>	<b>100,888</b>	<b>82,640</b>	<b>82,308</b>	<b>69,699</b>	<b>54,321</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	35,006	28,916	33,031	29,904	27,256	23,357	20,894
Property, plant and equipment.....	5,772	7,246	7,101	10,368	12,909	14,587	17,746
Intangibles (b) .....	24,785	28,741	27,645	23,362	18,524	14,994	9,833
Restricted cash.....	1,585	1,674	1,792	2,010	2,234	-	-
Other.....	378,205	2,149	367,399	358,520	349,573	336,258	325,127
<b>Total non-current assets.....</b>	<b>445,353</b>	<b>68,726</b>	<b>436,968</b>	<b>424,164</b>	<b>410,496</b>	<b>389,196</b>	<b>373,600</b>
<b>TOTAL ASSETS .....</b>	<b>558,050</b>	<b>138,269</b>	<b>537,856</b>	<b>506,804</b>	<b>492,804</b>	<b>458,895</b>	<b>427,921</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	13,619	12,600	13,619	13,619	13,619	13,619	13,619
Payables.....	4,066	2,219	4,147	4,230	4,315	4,401	4,489
Lease liabilities .....	42	87	89	94	96	91	91
Other (c).....	46,817	46,507	46,925	47,018	47,104	47,194	47,285
<b>Total current liabilities.....</b>	<b>64,544</b>	<b>61,413</b>	<b>64,780</b>	<b>64,961</b>	<b>65,134</b>	<b>65,305</b>	<b>65,484</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,634	2,576	2,709	2,773	2,839	2,906	2,975
Lease liabilities .....	145	193	214	211	184	154	111
Other (c).....	1,249,721	1,222,270	1,221,119	1,182,448	1,144,098	1,106,541	1,069,219
<b>Total non-current liabilities.....</b>	<b>1,252,500</b>	<b>1,225,039</b>	<b>1,224,042</b>	<b>1,185,432</b>	<b>1,147,121</b>	<b>1,109,601</b>	<b>1,072,305</b>
<b>TOTAL LIABILITIES .....</b>	<b>1,317,044</b>	<b>1,286,452</b>	<b>1,288,822</b>	<b>1,250,393</b>	<b>1,212,255</b>	<b>1,174,906</b>	<b>1,137,789</b>
<b>EQUITY</b>							
Contributed equity.....	(1,094,769)	(1,078,982)	(1,090,548)	(1,058,191)	(1,018,201)	(988,579)	(967,987)
Accumulated surplus/(deficit).....	328,568	(76,023)	332,375	307,395	291,543	265,361	250,912
Reserves .....	7,207	6,822	7,207	7,207	7,207	7,207	7,207
<b>Total equity .....</b>	<b>(758,994)</b>	<b>(1,148,183)</b>	<b>(750,966)</b>	<b>(743,589)</b>	<b>(719,451)</b>	<b>(716,011)</b>	<b>(709,868)</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>558,050</b>	<b>138,269</b>	<b>537,856</b>	<b>506,804</b>	<b>492,804</b>	<b>458,895</b>	<b>427,921</b>

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

(b) Intangibles includes service concession assets classified under AASB 1059: *Service Concession Arrangements: Grantors*.

(c) Other current liabilities and other non-current liabilities includes the recognition of a service concession liability in accordance with AASB 1059 on the \$1.4 billion lump sum proceeds received in 2019-20 as consideration of the Landgate Partial Commercialisation arrangement. This service concession liability will be recognised evenly over the 40-year life of the Landgate Partial Commercialisation agreement as a non-cash revenue stream.

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	39,594	45,466	42,666	46,207	45,878	48,151	49,010
Capital appropriation.....	560	3,388	845	4,010	2,475	3,410	2,053
Holding Account drawdowns .....	1,569	5,548	3,244	7,478	5,966	5,031	6,388
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....	-	12,393	3,376	28,347	37,515	26,212	18,539
Other.....	8,474	6,136	9,745	8,111	8,794	9,093	8,770
<b>Net cash provided by Government .....</b>	<b>50,197</b>	<b>72,931</b>	<b>59,876</b>	<b>94,153</b>	<b>100,628</b>	<b>91,897</b>	<b>84,760</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(54,478)	(58,404)	(59,548)	(63,946)	(65,366)	(67,044)	(68,730)
Grants and subsidies .....	(381)	(135)	(40)	(40)	(40)	(40)	(40)
Supplies and services.....	(26,946)	(49,448)	(36,178)	(67,529)	(74,746)	(62,055)	(54,871)
Accommodation.....	(7,703)	(7,870)	(8,233)	(6,100)	(6,220)	(6,335)	(6,493)
GST payments.....	(13,753)	(14,381)	(15,883)	(17,902)	(19,774)	(19,002)	(18,811)
Finance and interest costs.....	(8)	(21)	(19)	(21)	(21)	(18)	(17)
Other payments .....	(6,907)	(8,520)	(9,335)	(9,523)	(10,161)	(10,575)	(11,337)
<b>Receipts</b>							
Sale of goods and services.....	42,942	60,679	60,901	44,504	46,031	62,486	49,710
GST receipts.....	13,793	14,381	15,883	17,902	19,774	19,002	18,811
Other receipts .....	1,582	1,338	2,473	2,230	1,437	1,115	890
<b>Net cash from operating activities .....</b>	<b>(51,859)</b>	<b>(62,381)</b>	<b>(49,979)</b>	<b>(100,425)</b>	<b>(109,086)</b>	<b>(82,466)</b>	<b>(90,888)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(2,494)	(9,515)	(5,260)	(11,488)	(8,441)	(8,441)	(8,441)
Other payments .....	(48,300)	-	-	(25,000)	-	-	-
Other receipts .....	47,600	-	-	47,600	15,000	-	10,697
<b>Net cash from investing activities .....</b>	<b>(3,194)</b>	<b>(9,515)</b>	<b>(5,260)</b>	<b>11,112</b>	<b>6,559</b>	<b>(8,441)</b>	<b>2,256</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Lease liability payments.....	(79)	(70)	(80)	(73)	(78)	(83)	(85)
<b>Net cash from financing activities .....</b>	<b>(79)</b>	<b>(70)</b>	<b>(80)</b>	<b>(73)</b>	<b>(78)</b>	<b>(83)</b>	<b>(85)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(4,935)</b>	<b>965</b>	<b>4,557</b>	<b>4,767</b>	<b>(1,977)</b>	<b>907</b>	<b>(3,957)</b>
Cash assets at the beginning of the reporting period .....	16,668	17,135	11,733	16,290	21,057	19,080	19,987
<b>Cash assets at the end of the reporting period .....</b>	<b>11,733</b>	<b>18,100</b>	<b>16,290</b>	<b>21,057</b>	<b>19,080</b>	<b>19,987</b>	<b>16,030</b>

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

# DevelopmentWA

## Part 11 Planning and Land Use

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	29,837	9,825	1,289	<b>5,692</b>	24,171	27,254	17,432
Local Government Rates Equivalent.....	11,524	8,484	12,598	<b>12,976</b>	13,365	13,766	14,179
Dividends <sup>(a)(b)</sup> .....	2,500	45,883	5,575	<b>48,717</b>	41,116	42,298	47,691
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	150,965	196,654	179,448	<b>256,799</b>	109,061	65,842	63,784
Other Subsidies.....	177	5,429	1,502	<b>10,250</b>	6,280	-	-
Major Treasurer's Special Purpose Account(s).....	-	5,326	7,827	<b>8,700</b>	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	32,650	49,220	22,180	<b>20,173</b>	-	-	-
Major Treasurer's Special Purpose Account(s).....	-	-	-	<b>71,250</b>	41,250	16,250	16,250
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	75	75	75	<b>75</b>	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	536,857	529,812	521,749	<b>598,578</b>	639,186	773,546	568,137
Revenue from Government.....	151,842	221,432	189,397	<b>277,129</b>	125,341	71,442	67,834
Total Expenses <sup>(c)</sup> .....	585,507	796,068	709,318	<b>854,210</b>	691,583	760,754	586,588
Total Borrowings.....	121,300	193,271	85,014	<b>98,086</b>	202,181	1,699	1,699
<b>NET PROFIT AFTER TAX.....</b>	<b>71,330</b>	<b>(54,649)</b>	<b>539</b>	<b>15,805</b>	<b>48,773</b>	<b>56,980</b>	<b>31,951</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>187,048</b>	<b>213,702</b>	<b>214,328</b>	<b>240,632</b>	<b>279,072</b>	<b>261,491</b>	<b>316,156</b>

- (a) DevelopmentWA will retain 2023-24 dividend payments (excluding special dividend payments) to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.
- (b) In determining dividend payments to general government, Net Profit After Tax may be adjusted based on other factors as permitted by relevant legislation.
- (c) Excludes current tax expense, deferred tax expense and dividend payments.
- (d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on DevelopmentWA's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Anzac Drive West.....	-	-	(9,800)	-	-
Housing Diversity Pipeline - Brown Street.....	-	(2,750)	(3,720)	-	-
Kalgoorlie Lot 505 .....	-	6,198	1,682	(718)	(719)
Nyamba Buru Yawuru - Health Campus Remediation .....	-	(4,500)	-	806	3,389
Regional Development Assistance Program .....	-	(21,800)	321	849	721
<b>Other</b>					
2023-24 Retained Dividend.....	(54,518)	-	-	-	-
Business Update - Operating Parameter Adjustments .....	4,114	4,261	4,432	4,610	4,794
Business Update - Operating Revenue .....	4,674	11,142	7,265	10,933	19,387

## Significant Issues Impacting the Government Trading Enterprise

1. Market conditions and macroeconomic factors such as inflation, interest rates, immigration and employment conditions have impacted the demand for land. Low unemployment and a competitive job market have also created challenges for the construction industry in resourcing project delivery, as well as internal recruitment.
2. The capacity to supply land is dependent on being able to competitively purchase products and services. Current high construction and civil works costs are presenting challenges to upfront feasibility and affordable delivery across Australia's property sector. DevelopmentWA's statewide operation also sees it contending with different regional operating environments, which impact on the business and delivery of individual projects.
3. DevelopmentWA also plays a role supporting transition of the energy network to renewables, working with Government departments, network operators, industry, Native Title holders, businesses and residents to facilitate land and property-based solutions to advance decarbonisation of Western Australia's economy.
4. All DevelopmentWA projects involve early engagement with the community, and the provision of opportunities to positively influence development decisions and outcomes. DevelopmentWA is committed to positive and productive engagement with Aboriginal people, businesses, and communities across the State, and anticipates playing an ongoing and increasing role in this area. Additionally, DevelopmentWA takes a highly collaborative approach to its operations across the State and will continue to focus on maintaining highly effective relationships with its stakeholders within government, the private sector, suppliers, community groups and customers.
5. Responding to the State's social and affordable housing needs, DevelopmentWA is pursuing the delivery of one and two-bedroom homes which are more proximate to services and major transport precincts. DevelopmentWA is also working closely with Communities; Community Housing Providers; Planning, Lands and Heritage; and Treasury on interagency coordination for the delivery of more social and affordable housing across the State through a new dedicated internal business unit.
6. The demand for industrial land in light, general, special and heavy-industry areas continues to be high. Acquisition of new industrial development sites across the State is an ongoing priority. Through the Industrial Lands Authority, DevelopmentWA is working with Jobs, Tourism, Science and Innovation to provide new industrial land and infrastructure to match the demands of industry across the State.
7. Anticipated increased demand for facilities in the Australian Marine Complex and expansion of the shipbuilding and defence sector is driving new industrial developments in the nearby Latitude 32 industrial precinct and the broader Western Trade Coast.

## 2023-24 Retained Dividend

8. The 2023-24 retained dividend of \$54.5 million will fund infrastructure priorities over the forward estimates period. Of this amount, \$10 million will be spent on the Pier Street Residential Development and \$13 million on the Karratha Madigan Road project, with the remaining \$31.5 million available for future allocation to other priority Government projects.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes:</b>					
Percentage of revenue target achieved.....	104%	>90%	90%	>90%	
Staff retention .....	90%	>85%	90%	>90%	
Safe working environment: reportable lost time injury frequency rate .....	nil	<2.5	<2.5	<2.5	
Customer satisfaction rating: customers satisfied with overall purchase process .....	89%	>90%	90%	>90%	
Reduction in Net Zero scope one and scope two emissions compared to 2021 baseline <sup>(b)</sup> .....	n.a.	20%	49%	75%	
<b>Outcome: Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia:</b>					
Priority project development milestones met or exceeded .....	91%	>90%	>90%	>90%	
Sufficient developed lots available and/or next stage ready for development in each of DevelopmentWA's key industrial estates/projects .....	>5	>5	>5	>5	
<b>Outcome: Developing high quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities:</b>					
Priority project development milestones met or exceeded (including land provided for social housing program).....	95%	>90%	90%	>90%	
Percentage of new approved business cases that include the prescribed social housing mix targets <sup>(b)</sup> .....	n.a.	100%	100%	100%	
Number of social housing dwelling equivalents from land transferred to the Department of Communities or a Community Housing Provider <sup>(b)</sup> .....	n.a.	120	113	>120	
<b>Outcome: Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation:</b>					
Priority regional project development milestones met or exceeded.....	100%	>90%	>90%	>90%	

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

(b) This KPI commenced 1 July 2023, as such a 2022-23 Actual result is not applicable.

## Asset Investment Program

1. DevelopmentWA's Asset Investment Program (AIP) totals \$682 million in 2024-25 and includes land acquisitions and the delivery of land development and infrastructure requirements (including strategic site acquisitions, securing key approvals, design and construction).
2. The 2024-25 AIP will enable the delivery of land for housing (including social and affordable homes), businesses and infrastructure to support Western Australian communities:
  - 2.1. \$221 million will be invested through the Industrial Lands Authority, supporting strategic, general and light-industrial businesses to power Western Australia's economy;
  - 2.2. \$186 million will be invested in metropolitan projects to provide connected precincts and housing diversity, including social and affordable housing and developments at Subiaco East, Alkimos Central and Ocean Reef Marina;
  - 2.3. \$64 million will be invested in projects in regional Western Australia, creating resilient and revitalised cities and towns across the State. Significant projects include the delivery of residential land at Broome North, Karratha Madigan Road and Kalgoorlie GreenView Estate; and

- 2.4. \$211 million will be invested in the Residential Land Program to support the delivery of social and affordable homes across the State, including projects at Pier Street - Perth, Bentley, Brabham, Forrestdale, Yanchep, Sienna Wood, Golden Bay, Wellard, Ellenbrook, Byford and Albany.
3. The 2024-25 AIP will also enable the completion of the Precinct Headquarters Building at the Australian Automation and Robotics Precinct in Neerabup, supporting technological innovation and driving the State's digital economy.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Development of Land							
Industrial Lands Authority Program							
Australian Marine Complex Superyacht Fabrication							
Facility and Infrastructure .....	40,075	22,656	4,979	-	-	17,419	-
Election Commitment - Peel Business Park,							
Nambeelup .....	47,831	45,731	10,185	2,100	-	-	-
Kemerton General Industrial Area .....	4,088	1,088	-	3,000	-	-	-
Neerabup Australian Automation and Robotics Park ....	28,650	19,797	9,013	4,825	4,014	8	6
Metropolitan Program							
Alkimos Central .....	144,084	62,784	39,490	25,870	21,060	21,520	12,850
East Perth Power Station .....	92,742	85,266	9,545	7,476	-	-	-
Ocean Reef Marina .....	259,257	120,931	21,906	61,740	53,724	13,399	9,463
Subi East Precinct .....	134,348	100,650	14,065	17,265	11,397	3,303	1,733
Regional Program							
East Keralup Economic Activation .....	10,713	9,713	3,591	1,000	-	-	-
Nyamba Buru Yawuru - Health and Wellbeing Campus....	14,761	1,053	-	10,500	3,208	-	-
Residential Program							
Bentley Residential Redevelopment .....	42,071	1,624	1,420	11,245	13,214	12,331	3,657
Fremantle Burt Street Residential Development .....	104,632	3,022	3,022	35,791	62,681	3,138	-
Pier Street Residential Development .....	146,421	9,431	8,936	51,593	72,558	12,839	-
Industry and Infrastructure Acquisition and Development .....	2,062,748	1,625,563	181,165	211,259	74,257	75,572	76,097
Metropolitan Land Acquisition and Development .....	1,718,172	1,439,830	43,530	73,593	88,262	58,309	58,178
Regional Land Acquisition and Development .....	1,810,500	1,656,307	27,357	52,042	54,015	20,769	27,367
Residential Projects and Land Development for Social and Affordable Housing .....	801,871	407,124	109,136	112,576	105,012	85,550	91,609
<b>COMPLETED WORKS</b>							
High Wycombe Land Acquisition .....	2,233	2,233	2,233	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>7,465,197</b>	<b>5,614,803</b>	<b>489,573</b>	<b>681,875</b>	<b>563,402</b>	<b>324,157</b>	<b>280,960</b>
<b>FUNDED BY</b>							
Borrowings .....			118,945	97,607	142,777	1,233	-
Capital Appropriation .....			20,000	20,173	-	-	-
Internal Funds and Balances .....			316,269	397,228	340,482	299,516	260,660
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund .....			7,827	8,700	-	-	-
Strategic Industries Fund .....			-	71,250	41,250	16,250	16,250
Other .....			26,032	79,917	26,893	1,558	-
Other Grants and Subsidies .....			500	7,000	12,000	5,600	4,050
<b>Total Funding .....</b>			<b>489,573</b>	<b>681,875</b>	<b>563,402</b>	<b>324,157</b>	<b>280,960</b>



## Financial Statements

### Income Statement

#### *Revenue*

1. Total Revenue increases by \$164.6 million (23%) from the 2023-24 Estimated Actual to the 2024-25 Budget mainly due to operating subsidies provided for industrial development projects.

#### *Expenses*

2. Total Expenses increases by \$123.8 million (21%) from the 2022-23 Actual to the 2023-24 Estimated Actual due to the increased delivery of projects across residential, metropolitan, industrial and regional areas.
3. Total Expenses increases by \$145 million (20%) from the 2023-24 Estimated Actual to the 2024-25 Budget due to residential development expenditure for Bentley Redevelopment, Fremantle Burt Street, Pier Street and Brabham Henley Brook development projects.

### Statement of Financial Position

4. Inventory - land and development (non-current) increases by \$161 million (24%) from the 2023-24 Estimated Actual to the 2024-25 Budget from industrial land acquisitions and residential development projects in progress.
5. Total equity has modest increases (on average around 3% per annum) from the 2022-23 Actual to the 2027-28 Outyear.

### Statement of Cashflows

6. The increase in payment for purchase of inventories by \$211.9 million (46%) from the 2023-24 Estimated Actual to the 2024-25 Budget is driven by industrial land acquisitions and residential development projects.
7. The increase in operating subsidies by \$86.8 million (48%) from the 2023-24 Estimated Actual to the 2024-25 Budget is driven by industrial development projects.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	495,110	499,554	486,865	551,826	600,484	736,638	523,581
Other revenue.....	41,747	30,258	34,884	46,752	38,702	36,908	44,556
<b>Revenue from Government</b>							
Operating subsidies.....	150,965	196,654	179,448	256,799	109,061	65,842	63,784
Capital subsidies.....	-	10,600	620	1,380	10,000	5,600	4,050
Resources received free of charge.....	177	-	-	-	-	-	-
Other subsidies.....	700	8,852	1,502	10,250	6,280	-	-
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund Regional Infrastructure and Headworks Fund .....	-	5,326	7,827	8,700	-	-	-
<b>TOTAL REVENUE .....</b>	<b>688,699</b>	<b>751,244</b>	<b>711,146</b>	<b>875,707</b>	<b>764,527</b>	<b>844,988</b>	<b>635,971</b>
<b>Expenses</b>							
Employee benefits (b).....	32,702	41,500	40,613	46,893	49,526	52,004	54,603
Grants and subsidies.....	-	3,423	-	6,000	8,000	-	-
Supplies and services.....	55,886	82,465	128,090	99,633	78,087	90,742	71,411
Accommodation.....	14,745	19,241	34,592	31,044	27,991	25,937	27,057
Depreciation and amortisation.....	20,864	19,049	20,334	21,803	21,677	21,607	21,418
Finance and interest costs.....	6,507	5,824	5,823	4,119	2,402	4,233	4,074
Cost of land sold.....	374,519	483,773	411,339	563,498	417,565	481,096	312,828
Other expenses.....	80,284	140,793	68,527	81,220	86,335	85,135	95,197
<b>TOTAL EXPENSES .....</b>	<b>585,507</b>	<b>796,068</b>	<b>709,318</b>	<b>854,210</b>	<b>691,583</b>	<b>760,754</b>	<b>586,588</b>
<b>NET PROFIT/(LOSS) BEFORE TAX.....</b>	<b>103,192</b>	<b>(44,824)</b>	<b>1,828</b>	<b>21,497</b>	<b>72,944</b>	<b>84,234</b>	<b>49,383</b>
National Tax Equivalent Regime Current tax equivalent expense.....	29,837	9,825	1,289	5,692	24,171	27,254	17,432
Deferred tax equivalent expense.....	2,025	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX.....</b>	<b>71,330</b>	<b>(54,649)</b>	<b>539</b>	<b>15,805</b>	<b>48,773</b>	<b>56,980</b>	<b>31,951</b>
<b>Dividends .....</b>	<b>2,500</b>	<b>45,883</b>	<b>5,575</b>	<b>48,717</b>	<b>41,116</b>	<b>42,298</b>	<b>47,691</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 258, 276 and 299 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	44,952	107,202	55,227	143,935	182,424	169,561	224,226
Cash assets - Retained dividends .....	86,147	92,566	109,314	44,770	48,724	48,724	48,724
Restricted cash.....	55,949	13,934	49,787	49,627	45,624	40,906	40,906
Receivables.....	55,813	11,777	8,724	8,724	4,871	7,260	53,065
Inventory - Land and development .....	737,619	632,664	624,784	603,615	585,505	606,004	587,248
Other.....	30,199	168,557	13,895	14,931	9,284	9,284	9,284
<b>Total current assets.....</b>	<b>1,010,679</b>	<b>1,026,700</b>	<b>861,731</b>	<b>865,602</b>	<b>876,432</b>	<b>881,739</b>	<b>963,453</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	532,546	515,441	549,696	538,016	522,984	519,879	507,067
Intangibles .....	-	-	-	-	-	-	-
Receivables.....	50,378	74,441	51,714	21,043	21,043	21,043	21,043
Inventory - Land and development .....	537,658	606,786	668,028	829,026	1,018,355	856,814	788,422
Cash investments .....	-	-	-	2,300	2,300	2,300	2,300
Other.....	91,829	94,123	101,589	101,589	101,134	101,134	101,134
<b>Total non-current assets.....</b>	<b>1,212,411</b>	<b>1,290,791</b>	<b>1,371,027</b>	<b>1,491,974</b>	<b>1,665,816</b>	<b>1,501,170</b>	<b>1,419,966</b>
<b>TOTAL ASSETS.....</b>	<b>2,223,090</b>	<b>2,317,491</b>	<b>2,232,758</b>	<b>2,357,576</b>	<b>2,542,248</b>	<b>2,382,909</b>	<b>2,383,419</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	7,868	7,954	7,962	7,962	7,962	7,962	7,962
Payables.....	97,426	98,421	99,834	119,951	130,451	134,635	134,635
Borrowings and leases .....	50,141	28,517	29,278	98,335	202,430	1,948	1,948
Other.....	129,565	160,302	108,590	105,947	112,100	118,170	118,170
<b>Total current liabilities.....</b>	<b>285,000</b>	<b>295,194</b>	<b>245,664</b>	<b>332,195</b>	<b>452,943</b>	<b>262,715</b>	<b>262,715</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,322	3,272	3,362	3,362	3,362	3,362	3,362
Borrowings and leases .....	81,346	172,111	62,875	6,282	5,676	5,633	5,633
Other.....	131,153	142,637	131,387	138,056	153,679	153,679	153,679
<b>Total non-current liabilities.....</b>	<b>215,821</b>	<b>318,020</b>	<b>197,624</b>	<b>147,700</b>	<b>162,717</b>	<b>162,674</b>	<b>162,674</b>
<b>TOTAL LIABILITIES.....</b>	<b>500,821</b>	<b>613,214</b>	<b>443,288</b>	<b>479,895</b>	<b>615,660</b>	<b>425,389</b>	<b>425,389</b>
<b>NET ASSETS.....</b>	<b>1,722,269</b>	<b>1,704,277</b>	<b>1,789,470</b>	<b>1,877,681</b>	<b>1,926,588</b>	<b>1,957,520</b>	<b>1,958,030</b>
<b>EQUITY</b>							
Contributed equity.....	1,556,963	1,696,975	1,621,993	1,743,116	1,784,366	1,800,616	1,816,866
Accumulated surplus/(deficit).....	165,306	7,302	167,477	134,565	142,222	156,904	141,164
<b>TOTAL EQUITY.....</b>	<b>1,722,269</b>	<b>1,704,277</b>	<b>1,789,470</b>	<b>1,877,681</b>	<b>1,926,588</b>	<b>1,957,520</b>	<b>1,958,030</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	415,557	470,529	446,736	502,506	511,997	643,837	424,733
GST receipts.....	62,475	86,368	80,859	27,871	67,039	64,766	66,385
Other receipts.....	99,087	138,176	159,415	129,220	123,103	124,992	143,404
<b>Payments</b>							
Employee benefits.....	(32,656)	(45,514)	(44,626)	(46,943)	(49,576)	(52,054)	(54,603)
Supplies and services.....	(13,285)	(30,221)	(61,211)	(74,741)	(70,358)	(69,743)	(69,248)
Accommodation (b).....	(3,406)	(12,824)	(26,898)	(19,667)	(16,263)	(13,849)	(14,598)
GST payments.....	(53,257)	(82,867)	(82,867)	(27,871)	(63,186)	(64,766)	(66,385)
Finance and interest costs.....	(5,818)	(5,671)	(5,671)	(4,065)	(2,390)	(4,193)	(4,074)
Payment for the purchase of inventories.....	(397,125)	(440,796)	(458,143)	(669,995)	(557,132)	(305,738)	(274,960)
Other payments.....	(162,842)	(173,160)	(103,814)	(101,540)	(112,719)	(125,465)	(93,934)
<b>Net cash from operating activities.....</b>	<b>(91,270)</b>	<b>(95,980)</b>	<b>(96,220)</b>	<b>(285,225)</b>	<b>(169,485)</b>	<b>197,787</b>	<b>56,720</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	650	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(34,086)	(27,493)	(31,430)	(11,880)	(6,270)	(18,419)	(6,000)
<b>Net cash from investing activities.....</b>	<b>(33,436)</b>	<b>(27,493)</b>	<b>(31,430)</b>	<b>(11,880)</b>	<b>(6,270)</b>	<b>(18,419)</b>	<b>(6,000)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	198,810	209,170	274,033	392,777	281,233	280,000
<b>Payments</b>							
Repayment of borrowings and leases.....	(58,711)	(246,390)	(246,390)	(261,792)	(289,521)	(482,554)	(280,837)
Other payments.....	-	(50,521)	-	-	-	-	-
<b>Net cash from financing activities.....</b>	<b>(58,711)</b>	<b>(98,101)</b>	<b>(37,220)</b>	<b>12,241</b>	<b>103,256</b>	<b>(201,321)</b>	<b>(837)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	-	10,600	620	1,380	10,000	5,600	4,050
Operating subsidies.....	145,150	196,654	180,021	266,799	132,061	65,842	63,784
Equity contributions.....	32,650	49,220	22,180	20,173	-	-	-
Other subsidies.....	3,800	8,852	929	10,250	6,280	-	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Infrastructure and Headworks Fund.....	-	5,326	7,827	8,700	-	-	-
Strategic Industries Fund.....	-	-	-	71,250	41,250	16,250	16,250
<b>Payments</b>							
Dividends to Government.....	(2,500)	(45,925)	(5,617)	(48,717)	(41,116)	(42,298)	(47,691)
National Tax Equivalent Regime - Income Tax.....	(38,084)	(9,848)	(1,310)	(5,691)	(24,171)	(27,256)	(17,432)
Local Government Rates Equivalent.....	(11,524)	(8,436)	(12,550)	(12,976)	(13,365)	(13,766)	(14,179)
<b>Net cash provided to Government.....</b>	<b>(129,492)</b>	<b>(206,443)</b>	<b>(192,100)</b>	<b>(311,168)</b>	<b>(110,939)</b>	<b>(4,372)</b>	<b>(4,782)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(53,925)</b>	<b>(15,131)</b>	<b>27,230</b>	<b>26,304</b>	<b>38,440</b>	<b>(17,581)</b>	<b>54,665</b>
Cash assets at the beginning of the reporting period.....	240,973	228,833	187,098	214,328	240,632	279,072	261,491
<b>Cash assets at the end of the reporting period.....</b>	<b>187,048</b>	<b>213,702</b>	<b>214,328</b>	<b>240,632</b>	<b>279,072</b>	<b>261,491</b>	<b>316,156</b>

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

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

# Division 46 Heritage Council of Western Australia

## Part 11 Planning and Land Use

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 95 Net amount appropriated to deliver services .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
Total appropriations provided to deliver services .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>TOTAL APPROPRIATIONS</b> .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>EXPENSES</b>							
Total Cost of Services .....	1,603	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
Net Cost of Services <sup>(a)</sup> .....	1,521	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>CASH ASSETS</b> <sup>(b)</sup> .....	8,866	8,317	8,866	<b>8,866</b>	8,866	8,866	8,866

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Council's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
2024-25 Streamlined Budget Process Incentive Funding .....	-	43	-	-	-

### Significant Issues Impacting the Agency

#### Heritage Grants Program

1. The Council, through Planning, Lands and Heritage, continues to provide an annual grants program for conservation and interpretation projects and events that celebrate State Heritage Registered Places and encourage more Western Australians to engage with the State's history. The program strategically invests in the State's suburbs and regional areas to promote informed conservation and create jobs through the use of skilled trades and heritage professions statewide, and assists in protecting the social, environmental and economic value that the State's historic heritage assets hold for communities across Western Australia.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Cultural Heritage Conservation Services ....	1,603	1,540	1,540	1,598	1,571	1,603	1,619
<b>Total Cost of Services .....</b>	<b>1,603</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:</b>					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities .....	100%	100%	100%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects .....	219%	250%	260%	225%	1

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

### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to applicants contributing at least 1.5 times more than the grant provided. The 2024-25 Budget Target is slightly lower due to changes to the funding ratios criteria for the 2024-25 Heritage Grants Program.

## Services and Key Efficiency Indicators

### 1. Cultural Heritage Conservation Services

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 1,603	\$'000 1,540	\$'000 1,540	\$'000 1,598	
Less Income .....	82	nil	nil	nil	
Net Cost of Service .....	1,521	1,540	1,540	1,598	
<b>Efficiency Indicators</b>					
Average number of days to make preliminary determinations .....	42	37	35	40	

## Financial Statements

### Income Statement

- The Council's expenses and income remain relatively stable over the forward estimates period. There is a slight increase (approximately 3.8%) in both Total Cost of Services and total income from Government in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual. This is largely attributed to additional spending to support service delivery and reflect the economic conditions (with the cost of this spending to be met from the streamlined budget process incentive funding).

### Statement of Financial Position

- The Council's balance sheet remains stable over the forward estimates period, with Total Equity in each period equalling \$6.5 million.

### Statement of Cashflows

- The Council's end-of-year cash position for each period remains stable at \$8.9 million across the forward estimates period.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	1,304	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services .....	253	195	195	195	195	195	195
Other expenses .....	46	124	124	182	155	187	203
<b>TOTAL COST OF SERVICES</b> .....	<b>1,603</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>Income</b>							
Other revenue .....	82	-	-	-	-	-	-
<b>Total Income</b> .....	<b>82</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES</b> .....	<b>1,521</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,557	1,540	1,540	1,598	1,571	1,603	1,619
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>1,557</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Heritage Grants Program .....	1,304	1,221	1,221	1,221	1,221	1,221	1,221
<b>TOTAL</b> .....	<b>1,304</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	1,287	1,087	1,287	1,287	1,287	1,287	1,287
Restricted cash.....	7,579	7,230	7,579	7,579	7,579	7,579	7,579
Receivables.....	19	132	19	19	19	19	19
Other.....	-	85	-	-	-	-	-
<b>Total current assets.....</b>	<b>8,885</b>	<b>8,534</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	2,319	1,860	2,319	2,319	2,319	2,319	2,319
Other.....	17	161	17	17	17	17	17
<b>Total current liabilities.....</b>	<b>2,336</b>	<b>2,021</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>
<b>EQUITY</b>							
Contributed equity.....	(5,282)	-	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit).....	11,831	6,513	11,831	11,831	11,831	11,831	11,831
<b>Total equity.....</b>	<b>6,549</b>	<b>6,513</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>8,885</b>	<b>8,534</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	1,557	1,540	1,540	1,598	1,571	1,603	1,619
<b>Net cash provided by Government.....</b>	<b>1,557</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies.....	(793)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services.....	(218)	(195)	(195)	(195)	(195)	(195)	(195)
GST payments.....	(97)	-	-	-	-	-	-
Other payments.....	(111)	(124)	(124)	(182)	(155)	(187)	(203)
<b>Receipts</b>							
GST receipts.....	82	-	-	-	-	-	-
Other receipts.....	129	-	-	-	-	-	-
<b>Net cash from operating activities.....</b>	<b>(1,008)</b>	<b>(1,540)</b>	<b>(1,540)</b>	<b>(1,598)</b>	<b>(1,571)</b>	<b>(1,603)</b>	<b>(1,619)</b>
Cash assets at the beginning of the reporting period.....	8,317	8,317	8,866	8,866	8,866	8,866	8,866
<b>Cash assets at the end of the reporting period.....</b>	<b>8,866</b>	<b>8,317</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>

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

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

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 96 Net amount appropriated to deliver services .....	3,354	3,809	3,809	<b>3,895</b>	3,969	4,076	4,183
Total appropriations provided to deliver services .....	3,354	3,809	3,809	<b>3,895</b>	3,969	4,076	4,183
<b>CAPITAL</b>							
Item 163 Capital Appropriation .....	435	435	435	<b>435</b>	435	435	435
<b>TOTAL APPROPRIATIONS</b> .....	<b>3,789</b>	<b>4,244</b>	<b>4,244</b>	<b>4,330</b>	<b>4,404</b>	<b>4,511</b>	<b>4,618</b>
<b>EXPENSES</b>							
Total Cost of Services .....	6,135	7,442	8,188	<b>9,305</b>	8,774	7,182	7,289
Net Cost of Services <sup>(a)</sup> .....	3,577	4,382	5,128	<b>6,244</b>	5,820	4,156	4,174
<b>CASH ASSETS</b> <sup>(b)</sup> .....	<b>3,270</b>	<b>1,257</b>	<b>3,070</b>	<b>2,870</b>	<b>2,562</b>	<b>2,325</b>	<b>2,173</b>

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

(b) As at 30 June each financial year.

### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Trust's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
High Priority Maintenance - Heritage Properties .....	349	432	332	-	-
Maintenance Geraldton Heritage Precinct .....	397	1,874	1,368	-	-

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

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

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Conservation and Management of Built Heritage .....	3,775	4,038	5,034	5,721	5,747	4,683	4,752
2. Heritage Services to the Community .....	2,360	3,404	3,154	3,584	3,027	2,499	2,537
<b>Total Cost of Services.....</b>	<b>6,135</b>	<b>7,442</b>	<b>8,188</b>	<b>9,305</b>	<b>8,774</b>	<b>7,182</b>	<b>7,289</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:</b>					
Percentage of planned conservation performed to enable community access to National Trust places .....	0.5%	0.5%	0.6%	4.3%	1
Number of people accessing, engaging, attending National Trust places and receiving heritage services .....	23,395	25,297	23,273	22,109	2

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

**Explanation of Significant Movements**

(Notes)

1. The 2024-25 Budget Target is forecast to increase relative to the 2023-24 Budget and 2023-24 Estimated Actual, due to the additional conservation works at the Geraldton Heritage Precinct and a number of heritage properties within Western Australia.
2. The 2024-25 Budget Target is expected to be lower than the 2023-24 Budget as a number of properties will be closed for maintenance works in 2024-25.

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	3,775	4,038	5,034	5,721	1
Less Income .....	2,225	2,758	2,662	2,663	
Net Cost of Service .....	1,550	1,280	2,372	3,058	
<b>Employees (Full-Time Equivalents) .....</b>	14	14	14	14	
<b>Efficiency Indicators</b>					
Average operating cost per place managed .....	\$46,481	\$33,878	\$33,878	\$52,486	2

**Explanation of Significant Movements**

(Notes)

1. The Total Cost of Service for the 2023-24 Estimated Actual and 2024-25 Budget Target reflects increased conservation works which will be undertaken at the Geraldton Heritage Precinct and a number of heritage properties within Western Australia.
2. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual reflects the increase in maintenance works.

**2. Heritage Services to the Community**

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	2,360	3,404	3,154	3,584	1
Less Income .....	333	302	398	398	
Net Cost of Service .....	2,027	3,102	2,756	3,186	
<b>Employees (Full-Time Equivalents) .....</b>	15	23	23	23	
<b>Efficiency Indicators</b>					
Average operating cost per person accessing, engaging, attending National Trust places and heritage services provided .....	\$101	\$135	\$136	\$162	2

## Explanation of Significant Movements

(Notes)

1. The increase in the income for 2023-24 Estimated Actual and 2024-25 Budget Target relative to the 2022-23 Actual is due to an increase in the number of events from 2,006 in 2022-23 to 2,468 in 2023-24, which raised additional revenue. The higher number of events is estimated to continue in 2024-25.
2. The increase in the 2024-25 Budget Target reflects an expected reduction in the number of visitations due to several National Trust places being closed for maintenance works during 2024-25.

## Asset Investment Program

1. In 2024-25, the Trust will continue conservation works at the Geraldton Heritage Precinct to address urgent works including replacing asbestos roofs, stabilising deteriorated stonework, making safe timber verandas and enabling universal access to upper floors.
2. Conservation works will commence at Strawberry Hill Farm (Barmup) in Albany, including conservation, repairs and maintenance of deteriorated buildings and carparks and the provision of facilities that meet universal access standards ahead of the Bicentennial celebrations in 2026, increasing the Trust's ability to deliver a quality heritage tourism experience at this key place.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Property Restoration - Geraldton Heritage Precinct .....	3,935	56	56	1,363	1,941	575	-
<b>COMPLETED WORKS</b>							
Asset Replacement							
2023-24 Program .....	84	84	50	-	-	-	-
Wesleyan Chapel Repairs .....	146	146	146	-	-	-	-
Property Restoration							
2023-24 Program .....	650	650	650	-	-	-	-
Lotterywest Land Covenanting Program .....	30	30	30	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2024-25 Program .....	50	-	-	50	-	-	-
2025-26 Program .....	50	-	-	-	50	-	-
2026-27 Program .....	50	-	-	-	-	50	-
2027-28 Program .....	50	-	-	-	-	-	50
Property Restoration							
2024-25 Program .....	650	-	-	650	-	-	-
2025-26 Program .....	650	-	-	-	650	-	-
2026-27 Program .....	650	-	-	-	-	650	-
2027-28 Program .....	650	-	-	-	-	-	650
Strawberry Hill Farm (Barmup) .....	3,782	-	-	2,740	1,042	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>11,427</b>	<b>966</b>	<b>932</b>	<b>4,803</b>	<b>3,683</b>	<b>1,275</b>	<b>700</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			435	435	435	435	435
Holding Account .....			265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....			56	4,103	2,983	575	-
Other .....			146	-	-	-	-
Other Grants and Subsidies .....			30	-	-	-	-
<b>Total Funding .....</b>			<b>932</b>	<b>4,803</b>	<b>3,683</b>	<b>1,275</b>	<b>700</b>

## Financial Statements

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	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> .....	3,085	3,961	3,961	3,674	3,736	3,831	3,923
Supplies and services .....	1,428	1,626	2,372	3,776	3,186	1,502	1,518
Accommodation .....	306	383	383	383	383	383	383
Depreciation and amortisation .....	770	655	655	655	655	655	655
Other expenses .....	546	817	817	817	814	811	810
<b>TOTAL COST OF SERVICES</b> .....	<b>6,135</b>	<b>7,442</b>	<b>8,188</b>	<b>9,305</b>	<b>8,774</b>	<b>7,182</b>	<b>7,289</b>
<b>Income</b>							
Sale of goods and services .....	6	200	200	200	200	200	206
Grants and subsidies .....	18	-	-	-	-	-	-
Other revenue .....	2,534	2,860	2,860	2,861	2,754	2,826	2,909
<b>Total Income</b> .....	<b>2,558</b>	<b>3,060</b>	<b>3,060</b>	<b>3,061</b>	<b>2,954</b>	<b>3,026</b>	<b>3,115</b>
<b>NET COST OF SERVICES</b> .....	<b>3,577</b>	<b>4,382</b>	<b>5,128</b>	<b>6,244</b>	<b>5,820</b>	<b>4,156</b>	<b>4,174</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	3,354	3,809	3,809	3,895	3,969	4,076	4,183
Grants from Government .....	155	-	-	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	802	6,409	4,683	575	-
Other revenues .....	1,416	706	706	-	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>4,925</b>	<b>4,515</b>	<b>5,317</b>	<b>10,304</b>	<b>8,652</b>	<b>4,651</b>	<b>4,183</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>1,348</b>	<b>133</b>	<b>189</b>	<b>4,060</b>	<b>2,832</b>	<b>495</b>	<b>9</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 29, 37 and 37 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	1,306	1,028	1,106	906	598	361	209
Restricted cash.....	1,964	229	1,964	1,964	1,964	1,964	1,964
Holding Account receivables.....	265	265	265	265	265	265	265
Receivables.....	352	382	421	123	275	427	583
Other.....	1,633	2,752	1,633	1,633	1,633	1,633	1,633
<b>Total current assets.....</b>	<b>5,520</b>	<b>4,656</b>	<b>5,389</b>	<b>4,891</b>	<b>4,735</b>	<b>4,650</b>	<b>4,654</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	4,253	4,643	4,643	5,033	5,423	5,813	6,203
Property, plant and equipment.....	126,456	115,129	126,738	131,541	134,574	135,199	135,249
Intangibles.....	210	215	210	210	210	210	210
Other.....	102	91	102	102	102	102	102
<b>Total non-current assets.....</b>	<b>131,021</b>	<b>120,078</b>	<b>131,693</b>	<b>136,886</b>	<b>140,309</b>	<b>141,324</b>	<b>141,764</b>
<b>TOTAL ASSETS.....</b>	<b>136,541</b>	<b>124,734</b>	<b>137,082</b>	<b>141,777</b>	<b>145,044</b>	<b>145,974</b>	<b>146,418</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	849	712	849	849	849	849	849
Payables.....	61	39	-	55	55	55	55
Other.....	1,664	2,160	1,642	1,787	1,787	1,787	1,787
<b>Total current liabilities.....</b>	<b>2,574</b>	<b>2,911</b>	<b>2,491</b>	<b>2,691</b>	<b>2,691</b>	<b>2,691</b>	<b>2,691</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	108	99	108	108	108	108	108
Other.....	559	701	559	559	559	559	559
<b>Total non-current liabilities.....</b>	<b>667</b>	<b>800</b>	<b>667</b>	<b>667</b>	<b>667</b>	<b>667</b>	<b>667</b>
<b>TOTAL LIABILITIES.....</b>	<b>3,241</b>	<b>3,711</b>	<b>3,158</b>	<b>3,358</b>	<b>3,358</b>	<b>3,358</b>	<b>3,358</b>
<b>EQUITY</b>							
Contributed equity.....	29,621	30,056	30,056	30,491	30,926	31,361	31,796
Accumulated surplus/(deficit).....	61,182	60,405	61,371	65,431	68,263	68,758	68,767
Reserves.....	42,497	30,562	42,497	42,497	42,497	42,497	42,497
<b>Total equity.....</b>	<b>133,300</b>	<b>121,023</b>	<b>133,924</b>	<b>138,419</b>	<b>141,686</b>	<b>142,616</b>	<b>143,060</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>136,541</b>	<b>124,734</b>	<b>137,082</b>	<b>141,777</b>	<b>145,044</b>	<b>145,974</b>	<b>146,418</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	2,699	3,154	3,154	3,240	3,314	3,421	3,528
Capital appropriation.....	435	435	435	435	435	435	435
Holding Account drawdowns .....	265	265	265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	802	6,409	4,683	575	-
Other.....	1,416	706	706	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>4,815</b>	<b>4,560</b>	<b>5,362</b>	<b>10,349</b>	<b>8,697</b>	<b>4,696</b>	<b>4,228</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(2,939)	(3,954)	(3,954)	(3,667)	(3,729)	(3,824)	(3,916)
Supplies and services.....	(2,332)	(1,789)	(2,535)	(3,939)	(3,349)	(1,665)	(1,681)
Accommodation.....	(306)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments.....	(330)	(270)	(270)	(270)	(270)	(270)	(270)
Other payments .....	(905)	(694)	(694)	(694)	(691)	(688)	(687)
<b>Receipts</b>							
Grants and subsidies .....	18	-	-	-	-	-	-
Sale of goods and services.....	6	200	200	200	200	200	206
GST receipts.....	260	270	270	270	270	270	270
Other receipts .....	4,605	2,719	2,719	2,720	2,613	2,685	2,764
<b>Net cash from operating activities .....</b>	<b>(1,923)</b>	<b>(3,884)</b>	<b>(4,630)</b>	<b>(5,746)</b>	<b>(5,322)</b>	<b>(3,658)</b>	<b>(3,680)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(1,799)	(876)	(932)	(4,803)	(3,683)	(1,275)	(700)
Other payments .....	(3,099)	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(4,898)</b>	<b>(876)</b>	<b>(932)</b>	<b>(4,803)</b>	<b>(3,683)</b>	<b>(1,275)</b>	<b>(700)</b>
Cash assets at the beginning of the reporting period .....	2,554	1,457	3,270	3,070	2,870	2,562	2,325
Net cash transferred to/from other agencies .....	2,722	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>3,270</b>	<b>1,257</b>	<b>3,070</b>	<b>2,870</b>	<b>2,562</b>	<b>2,325</b>	<b>2,173</b>

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



## Part 12

### Utilities

#### Introduction

The Utilities portfolio comprises the six State-owned electricity and water utilities, providing homes and businesses with access to safe, reliable and efficient services. The portfolio maintains the capacity and reliability of its assets, and invests in infrastructure and new and emerging technologies to support the State. It plays a central role in the economic development of the State and in improving the living standards of the community.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Synergy		
– Asset Investment Program .....	837,857	1,228,034
Western Power		
– Asset Investment Program .....	1,026,935	1,373,035
Horizon Power		
– Asset Investment Program .....	138,165	189,076
Water Corporation		
– Asset Investment Program .....	916,660	1,702,964
Bunbury Water Corporation		
– Asset Investment Program .....	16,048	18,713
Busselton Water Corporation		
– Asset Investment Program .....	6,058	9,803

## Ministerial Responsibilities

<b>Minister</b>	<b>Agency</b>	<b>Services</b>
Minister for Energy; Environment; Climate Action	Synergy	n.a.
	Western Power	n.a.
	Horizon Power	n.a.
Minister for Training and Workforce Development; Water; Industrial Relations	Water Corporation	n.a.
	Bunbury Water Corporation	n.a.
	Busselton Water Corporation	n.a.

# Synergy

## Part 12

## Utilities

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR <sup>(a)</sup></b>							
Local Government Rates Equivalent .....	783	1,180	640	<b>640</b>	640	640	640
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies <sup>(b)</sup> .....	799,443	924,426	946,763	<b>831,266</b>	239,662	243,160	247,835
Other Subsidies <sup>(c)</sup> .....	4,583	7,900	12,900	<b>12,700</b>	7,900	7,900	7,900
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions .....	40,504	-	452,262	<b>1,073,820</b>	86,563	-	-
Major Treasurer's Special Purpose Account(s).....	397,496	-	302,942	<b>68,946</b>	-	-	-
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations .....	3,204,114	3,259,149	3,488,619	<b>3,491,927</b>	3,501,547	3,550,207	3,680,262
Revenue from Government .....	804,026	932,326	959,663	<b>843,966</b>	247,562	251,060	255,735
Total Expenses <sup>(d)</sup> .....	4,740,707	4,109,381	4,277,297	<b>4,352,278</b>	3,879,999	4,017,861	3,947,900
Total Borrowings .....	161,130	211,004	211,004	<b>182,142</b>	433,008	583,008	483,008
<b>NET PROFIT AFTER TAX</b> .....	(732,731)	82,094	170,985	<b>(16,385)</b>	(130,890)	(216,594)	(11,903)
<b>CASH ASSETS <sup>(e)</sup></b> .....	300,187	264,775	333,002	<b>178,178</b>	172,095	174,989	175,091

(a) No income tax is projected to be payable over the forward estimates period as Synergy is not expected to return taxable profits, particularly after previous tax losses are taken into account.

(b) Synergy received additional operating subsidies in 2023-24 and 2024-25 primarily as a result of administering the electricity credits for residential and small business customers.

(c) Other subsidies include amounts from Communities for the Hardship Utility Grant Scheme and Energy Ahead (previously the Household Energy Efficiency Scheme).

(d) Excludes current tax expense, deferred tax expense and dividend payments.

(e) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Synergy's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>Key Adjustment</b>					
Cost of Living - Household and Small Business Electricity Credits .....	-	(462,000)	-	-	-
<b>Other</b>					
Financial Viability Subsidies and Rebates and Concessions.....	(22,337)	(56,414)	13,179	10,443	15,988

## Significant Issues Impacting the Government Trading Enterprise

### External Environment and Challenges

1. On 14 June 2022, the Government announced the retirement of all State-owned coal-fired power stations by 2030 and also committed to significant investment in renewable generation and storage, requiring Synergy to deliver a pipeline of renewable assets by 2030 to replace coal-fired generation. This pipeline of renewable assets will reduce Synergy's carbon emissions by 80% by 2030 (compared to 2020-21 levels).

### Pipeline of Renewable Assets

2. Kwinana Battery Energy Storage System 1 (KBESS 1), a 100 MW/200 MWh utility-scale transmission-connected battery is located at Synergy's Kwinana Power Station. It was successfully commissioned in 2023-24, marking a significant milestone as the first large-scale battery to be built and operated in Western Australia.
3. Synergy will further enhance Western Australia's energy storage infrastructure in 2024-25. Synergy is progressing with constructing two significant projects: Kwinana Battery Energy Storage System 2 (KBESS 2) and Collie Battery Energy Storage System 1 (CBESS). These utility-scale transmission-connected batteries, with 200 MW/800 MWh and 500 MW/2,000 MWh capacities, will significantly bolster Synergy's renewable energy storage capacity.
4. In addition to battery storage projects, Synergy continues progressing with the development of the King Rocks Wind Farm (KRWF). This wind farm will be in the Shire of Kondinin and have up to 30 wind turbines. The project has development approval from the Shire of Kondinin.

### Customers and Hardship

5. In 2024-25, the Government will provide \$462 million for credits to residential and small business electricity customers to assist them with cost of living pressures.
6. Synergy remains committed to supporting customers experiencing financial hardship through individual case managers and programs such as Energy Ahead (previously the Household Energy Efficiency Scheme).
  - 6.1. The Case Management program supplies tailored hardship aid options to customers experiencing severe financial difficulty. It includes a team of specially trained case managers working one-on-one with customers.
  - 6.2. The Energy Ahead program supports households by improving the energy efficiency of their homes, which results in lower energy bills.

### Workforce Transition

7. Since August 2019, when the Government announced the staged retirements of Synergy's coal-fired Muja C Units 5 and 6, Synergy has collaborated with its workforce, the Collie community, unions, and the Government to ensure a supportive and proper transition for those directly impacted.
8. Following the announcement of the retirement of Synergy's coal-fired power stations, the Workforce Transition Program will ensure Collie Power Station employees are aided through the transition similarly to those impacted at Muja Power Station. Tailored pathway support, services and resources are available to help achieve individual transition plans across pathways, including retirement, alternate roles within Synergy and further opportunities outside Synergy.

## Financial Sustainability

9. Synergy receives operating subsidies to fund its obligations that are not commercial and for rebates and concessions to customers that it administers on behalf of the Government.
  - 9.1. Operating subsidies support revenue shortfalls due to limiting the impact of cost increases on residential and small business customers in the South West Interconnected System.
  - 9.2. The Government supports Synergy customers experiencing financial hardship or on concessions through various subsidies and programs.
10. Synergy will receive equity contributions over the forward estimates period to fund the KBESS 1 and 2, CBESS and KRWF.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Sensibly managing the Budget to set the State up for the long-term future.	1. Financial performance
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Improve Aboriginal training and employment opportunities.	2. Increase organisation diversity
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Safety and compliance with regulatory requirements.	3. Employee safety
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Take action on climate change, developing climate resilient communities and a prosperous low carbon future.	4. Protecting our environment 5. Customer service

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Financial performance:</b>					
Earnings before interest, taxes, depreciation, and amortisation (EBITDA) (\$ million) equal or greater than <sup>(a)</sup> .....	71.6	204.1	318.4	115.6	1
EBITDA margin equal or greater than .....	2.1%	4.9%	7.2%	2.7%	
Net Profit After Tax (NPAT) margin equal or greater than .....	(0.2%)	2.0%	3.8%	(0.4%)	
<b>Outcome: Increase organisation diversity:</b>					
Diversity index met <sup>(b)</sup> .....	n.a.	5/5	3/5	5/5	
<b>Outcome: Employee safety:</b>					
Recordable Injury Frequency Rate equal or less than.....	4.94	≤5	3.13	≤5	
<b>Outcome: Protecting our environment:</b>					
Reduce emissions by 80% by 2030 (from 2020-21 levels) (kilotonnes of CO <sub>2</sub> equivalent) .....	n.a.	≤4,500	5,100	≤3,400	2
<b>Outcome: Customer service:</b>					
Customer Effort Score (CES) <sup>(c)</sup> .....	70.1%	≥68.2%	68.8%	≥68.9%	

(a) EBITDA is calculated as NPAT, removing the impact of depreciation and amortisation and finance and interest costs per the Income Statement.

(b) Scoring where each item is scored 0 if not met, or 1 if met (i.e. pass/fail) for the following metrics: greater than ten Aboriginal and Torres Strait Islander employees, women in senior leadership representing more than 40% of the leadership group, employees with disclosed disability representing more than 4.5% of the workforce, an inclusivity measure of greater than 60%, and spend with Aboriginal and Torres Strait Islander businesses representing 3.5% of the overall procured spend.

(c) CES is the metric Synergy uses to understand customer processes and experiences. CES is the percentage of survey respondents who provided a score of 9 or 10 out of a 0 to 10 point rating for the question 'How easy was it to interact with Synergy?'.

### Explanation of Significant Movements

(Notes)

- The 2022-23 Actual financial performance excludes a range of one-off charges including provisions for onerous contracts and reversal of impairment on non-current assets.
- The 2024-25 Budget Target is based on Synergy's estimated gigawatt-hours output for the financial year. The actual emissions result is impacted by factors outside of Synergy's control including availability of other market participants, system demand and weather.

## Asset Investment Program

### Decarbonisation

- In 2023-24, Synergy forecasts investing \$756.7 million in battery storage and wind projects to meet the Government's decarbonisation goals.
- In 2024-25, Synergy will spend approximately \$1.2 billion, progressing existing battery storage and wind projects and supporting the existing generation asset base to ensure stable and reliable energy.

### Generation

- Synergy's existing generation portfolio comprises coal, gas, liquid fuel, and renewable energy assets. Expenditure to keep the capacity and reliability of existing assets amounts to approximately \$63 million in 2024-25. Major investments include:

- 3.1. \$25.1 million at Pinjar Power Station for turbine rotor replacements and general plant maintenance;

- 3.2. \$11.6 million at Cockburn Power Station and on the Kwinana high-efficiency gas turbines, including turbine blades and material required to support the gas turbine outage. Other investments include seawall defence, water canal refurbishment, and upgrade of the fabrication shop facility;
- 3.3. \$10.7 million for various projects at Collie Power Station, including pump upgrades to mitigate failure and investment in an electrostatic precipitator to improve particulate control;
- 3.4. \$9.8 million at Muja Power Station, including raising a fly ash dam wall and high voltage switchboard upgrades; and
- 3.5. \$6.6 million in other infrastructure spending, including upgrading facilities at Kalgoorlie and Mungarra power stations.

## Corporate

4. Approximately \$4.9 million has been allocated for upgrading ICT infrastructure, cyber security, and ongoing ICT capital expenditure, such as replacing end-of-life devices.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Corporate							
Business Systems Replacement .....	84,848	72,520	5,240	3,000	3,000	3,164	3,164
Property, Plant and Equipment .....	17,538	9,779	1,500	1,939	1,940	1,940	1,940
Decarbonisation							
Collie Battery Energy Storage System 1 (CBESS) .....	1,653,420	549,677	296,082	1,017,180	86,563	-	-
Decarbonisation - Other Minor Investment .....	4,066	1,457	1,457	1,713	448	448	-
Kwinana Battery Energy Storage System 2 (KBESS 2) .....	661,100	583,304	459,122	77,796	-	-	-
Generation							
Cockburn Gas Turbine .....	107,374	72,853	11,333	8,021	11,500	4,000	11,000
Collie Power Station .....	98,483	81,762	16,859	10,710	6,011	-	-
Kwinana Power Station .....	65,652	60,348	1,845	3,588	1,716	-	-
Muja Power Station .....	157,274	145,144	11,066	9,830	2,300	-	-
Other Generation Infrastructure Projects .....	86,894	67,798	1,000	6,596	2,000	6,500	4,000
Pinjar Gas Turbine .....	132,759	37,043	6,396	25,116	24,600	26,000	20,000
<b>COMPLETED WORKS</b>							
Corporate - Wholesale Electricity Market Readiness .....	17,636	17,636	2,575	-	-	-	-
Generation							
Firewater Containment System .....	10,900	10,900	4,380	-	-	-	-
Kwinana Battery Energy Storage System 1 (KBESS 1) .....	173,500	173,500	14,820	-	-	-	-
Retail							
Election Commitment - Virtual Power Plants .....	5,332	5,332	3,295	-	-	-	-
Smart Energy for Social Housing .....	3,249	3,249	887	-	-	-	-
<b>NEW WORKS</b>							
Decarbonisation - Wind Generation .....	62,545	-	-	62,545	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>3,342,570</b>	<b>1,892,302</b>	<b>837,857</b>	<b>1,228,034</b>	<b>140,078</b>	<b>42,052</b>	<b>40,104</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			-	1,073,820	86,563	-	-
Funding included in Department of Treasury - Administered Item .....			452,262	-	-	-	-
Internal Funds and Balances .....			82,653	85,268	53,515	42,052	40,104
Major Treasurer's Special Purpose Account(s) Climate Action Fund .....			302,942	68,946	-	-	-
<b>Total Funding .....</b>			<b>837,857</b>	<b>1,228,034</b>	<b>140,078</b>	<b>42,052</b>	<b>40,104</b>

## Financial Statements

### Income Statement

#### Revenue

1. Operating subsidies provided to Synergy in 2023-24 and 2024-25 are higher, largely due to electricity credits for residential and small business customers.

### Statement of Financial Position

2. The higher net assets figure in the 2023-24 Estimated Actual is due to the increased investment in large-scale renewable battery assets.

### Statement of Cashflows

3. Other payments and operating subsidies include the household and small business electricity credits.
4. The increase in asset purchases, and associated equity contributions relate to achieving decarbonisation objectives.
5. In the absence of subsidies, borrowings will increase to support Synergy's cashflows over the forward estimates period.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	3,185,906	3,249,169	3,473,146	3,480,522	3,491,569	3,539,902	3,669,438
Other revenue.....	18,208	9,980	15,473	11,405	9,978	10,305	10,824
<b>Revenue from Government</b>							
Operating subsidies.....	799,443	924,426	946,763	831,266	239,662	243,160	247,835
Other subsidies.....	4,583	7,900	12,900	12,700	7,900	7,900	7,900
<b>TOTAL REVENUE</b> .....	<b>4,008,140</b>	<b>4,191,475</b>	<b>4,448,282</b>	<b>4,335,893</b>	<b>3,749,109</b>	<b>3,801,267</b>	<b>3,935,997</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	147,542	163,457	163,457	162,578	160,286	169,600	174,722
Grants and subsidies.....	547,133	628,642	629,723	567,113	112,984	117,745	122,704
Supplies and services.....	3,902,315	3,093,577	3,219,473	3,377,882	3,322,771	3,319,758	3,235,313
Accommodation.....	1,547	1,758	1,218	1,292	1,312	1,331	1,352
Depreciation and amortisation.....	(43,804)	63,190	41,574	53,142	95,022	217,475	227,748
Finance and interest costs.....	53,043	58,809	105,833	78,805	81,824	84,434	77,923
Other expenses.....	132,931	99,948	116,019	111,466	105,800	107,518	108,138
<b>TOTAL EXPENSES</b> .....	<b>4,740,707</b>	<b>4,109,381</b>	<b>4,277,297</b>	<b>4,352,278</b>	<b>3,879,999</b>	<b>4,017,861</b>	<b>3,947,900</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>(732,567)</b>	<b>82,094</b>	<b>170,985</b>	<b>(16,385)</b>	<b>(130,890)</b>	<b>(216,594)</b>	<b>(11,903)</b>
National Tax Equivalent Regime - Deferred tax equivalent expense .....	164	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>(732,731)</b>	<b>82,094</b>	<b>170,985</b>	<b>(16,385)</b>	<b>(130,890)</b>	<b>(216,594)</b>	<b>(11,903)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 945, 1,076 and 1,056 respectively.



**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	300,187	264,775	333,002	178,178	172,095	174,989	175,091
Receivables.....	408,227	123,434	194,431	167,778	168,618	173,848	185,484
Assets held for sale.....	2,420	5,868	10,463	128	14,554	14,543	13,227
Other.....	323,473	145,246	235,344	275,870	321,145	340,775	328,748
<b>Total current assets.....</b>	<b>1,034,307</b>	<b>539,323</b>	<b>773,240</b>	<b>621,954</b>	<b>676,412</b>	<b>704,155</b>	<b>702,550</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	578,215	633,456	1,751,890	2,923,352	2,982,125	2,803,924	2,599,636
Intangibles.....	56,026	36,594	64,205	68,052	40,747	44,127	61,373
Other.....	279,432	65,625	30,743	27,785	31,414	32,153	34,216
<b>Total non-current assets.....</b>	<b>913,673</b>	<b>735,675</b>	<b>1,846,838</b>	<b>3,019,189</b>	<b>3,054,286</b>	<b>2,880,204</b>	<b>2,695,225</b>
<b>TOTAL ASSETS.....</b>	<b>1,947,980</b>	<b>1,274,998</b>	<b>2,620,078</b>	<b>3,641,143</b>	<b>3,730,698</b>	<b>3,584,359</b>	<b>3,397,775</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	42,926	4,092	19,395	19,395	19,395	19,395	19,395
Payables.....	379,504	225,458	335,558	330,673	338,596	338,520	337,560
Borrowings and leases.....	24,577	21,344	24,577	24,577	24,577	24,577	24,577
Interest payable.....	335	378	335	335	335	335	335
Other.....	390,257	103,022	301,453	264,797	314,871	310,753	305,119
<b>Total current liabilities.....</b>	<b>837,599</b>	<b>354,294</b>	<b>681,318</b>	<b>639,777</b>	<b>697,774</b>	<b>693,580</b>	<b>686,986</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	28,982	27,549	28,901	28,941	28,821	28,821	28,821
Borrowings and leases.....	317,729	349,883	342,721	289,035	516,100	642,592	521,096
Other.....	1,368,376	591,567	1,245,655	1,235,526	1,084,466	1,032,423	985,832
<b>Total non-current liabilities.....</b>	<b>1,715,087</b>	<b>968,999</b>	<b>1,617,277</b>	<b>1,553,502</b>	<b>1,629,387</b>	<b>1,703,836</b>	<b>1,535,749</b>
<b>TOTAL LIABILITIES.....</b>	<b>2,552,686</b>	<b>1,323,293</b>	<b>2,298,595</b>	<b>2,193,279</b>	<b>2,327,161</b>	<b>2,397,416</b>	<b>2,222,735</b>
<b>NET ASSETS.....</b>	<b>(604,706)</b>	<b>(48,295)</b>	<b>321,483</b>	<b>1,447,864</b>	<b>1,403,537</b>	<b>1,186,943</b>	<b>1,175,040</b>
<b>EQUITY</b>							
Contributed equity.....	1,886,445	1,601,549	2,641,649	3,784,415	3,870,978	3,870,978	3,870,978
Accumulated surplus/(deficit).....	(2,497,397)	(1,654,187)	(2,326,412)	(2,342,797)	(2,473,687)	(2,690,281)	(2,702,184)
Reserves.....	6,246	4,343	6,246	6,246	6,246	6,246	6,246
<b>TOTAL EQUITY.....</b>	<b>(604,706)</b>	<b>(48,295)</b>	<b>321,483</b>	<b>1,447,864</b>	<b>1,403,537</b>	<b>1,186,943</b>	<b>1,175,040</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	3,170,650	3,085,690	3,339,596	3,362,295	3,351,905	3,364,990	3,509,249
GST receipts.....	345,371	314,344	412,668	359,918	363,191	393,012	408,334
Other receipts.....	23,278	98,333	118,637	29,346	20,167	52,364	7,472
<b>Payments</b>							
Employee benefits.....	(147,383)	(162,580)	(187,255)	(163,439)	(161,313)	(158,712)	(174,963)
Supplies and services.....	(3,305,854)	(3,107,069)	(3,379,991)	(3,333,677)	(3,364,728)	(3,256,050)	(3,160,310)
Accommodation (b).....	(764)	(411)	(411)	(412)	(410)	(410)	(433)
GST payments.....	(346,067)	(340,448)	(438,770)	(384,958)	(390,868)	(392,936)	(408,336)
Finance and interest costs.....	(29,001)	(6,513)	(6,619)	(5,468)	(13,857)	(21,456)	(19,382)
Other payments.....	(635,024)	(733,947)	(767,460)	(751,142)	(257,930)	(339,775)	(280,699)
<b>Net cash from operating activities.....</b>	<b>(924,794)</b>	<b>(852,601)</b>	<b>(909,605)</b>	<b>(887,537)</b>	<b>(453,843)</b>	<b>(358,973)</b>	<b>(119,068)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Other receipts.....	11,092	3,456	3,456	4,008	3,890	3,895	3,895
<b>Payments</b>							
Purchase of non-current assets.....	(498,214)	(57,302)	(837,857)	(1,228,034)	(140,078)	(42,052)	(40,104)
<b>Net cash from investing activities.....</b>	<b>(487,122)</b>	<b>(53,846)</b>	<b>(834,401)</b>	<b>(1,224,026)</b>	<b>(136,188)</b>	<b>(38,157)</b>	<b>(36,209)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	150,815	269,722	179,000	382,000	275,000	125,000
<b>Payments</b>							
Repayment of borrowings and leases.....	(2)	(219,848)	(219,848)	(207,862)	(131,135)	(125,000)	(225,000)
<b>Net cash from financing activities.....</b>	<b>(2)</b>	<b>(69,033)</b>	<b>49,874</b>	<b>(28,862)</b>	<b>250,865</b>	<b>150,000</b>	<b>(100,000)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	823,349	925,147	959,748	831,072	239,462	242,954	247,622
Equity contributions.....	40,504	-	-	1,073,820	86,563	-	-
Administered equity contribution.....	-	-	452,262	-	-	-	-
Other subsidies.....	4,583	7,900	12,900	12,700	7,900	7,900	7,900
Major Treasurer's Special Purpose Account(s) Climate Action Fund.....	397,496	-	302,942	68,946	-	-	-
<b>Payments</b>							
Local Government Rates Equivalent.....	(783)	(1,445)	(905)	(937)	(842)	(830)	(143)
<b>Net cash provided to Government.....</b>	<b>(1,265,149)</b>	<b>(931,602)</b>	<b>(1,726,947)</b>	<b>(1,985,601)</b>	<b>(333,083)</b>	<b>(250,024)</b>	<b>(255,379)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>							
	(146,769)	(43,878)	32,815	(154,824)	(6,083)	2,894	102
Cash assets at the beginning of the reporting period.....	446,956	308,653	300,187	333,002	178,178	172,095	174,989
<b>Cash assets at the end of the reporting period.....</b>	<b>300,187</b>	<b>264,775</b>	<b>333,002</b>	<b>178,178</b>	<b>172,095</b>	<b>174,989</b>	<b>175,091</b>

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

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

# Western Power

## Part 12 Utilities

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	22,411	102,896	95,975	<b>155,028</b>	169,345	178,371	148,760
Local Government Rates Equivalent.....	1,671	1,692	1,692	<b>1,734</b>	1,769	1,813	1,858
Dividends <sup>(a)(b)</sup> .....	78,871	222,971	-	<b>273,560</b>	316,850	323,114	294,016
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Other Subsidies.....	-	1,500	1,500	-	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions <sup>(c)</sup> .....	108,481	142,019	139,287	<b>145,481</b>	153,592	144,431	143,675
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	1,842,351	1,935,653	2,003,303	<b>2,300,915</b>	2,434,728	2,515,272	2,514,149
Revenue from Government.....	-	1,500	1,500	-	-	-	-
Total Expenses <sup>(d)</sup> .....	1,477,091	1,525,895	1,616,621	<b>1,739,724</b>	1,820,899	1,900,162	1,972,444
Total Borrowings.....	7,477,041	7,911,492	7,735,113	<b>8,216,960</b>	8,582,585	8,921,610	9,204,042
<b>NET PROFIT AFTER TAX.....</b>	<b>261,031</b>	<b>290,895</b>	<b>274,740</b>	<b>394,743</b>	<b>431,705</b>	<b>430,520</b>	<b>379,197</b>
<b>CASH ASSETS <sup>(e)</sup>.....</b>	<b>79,053</b>	<b>29,509</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>

(a) Western Power will retain the 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Equity contributions arise where the Government returns cash to Western Power via an equity injection. They are made up of contributions for dividends on capital contributions, equity contribution for taxes on residential customer contributions, and equity contribution to offset dividends on asset sales.

(d) Excludes current tax expense, deferred tax expense and dividend payments.

(e) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Western Power's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Establishment of Community Batteries.....	313	423	883	491	(22)
Fifth Access Arrangement (AA5) - Final Decision .....	43,540	18,466	16,246	(5,233)	(14,400)
Ruah Centre for Women and Children .....	(4)	(20)	(21)	(20)	(21)
South West Interconnected System (SWIS) Transmission Infrastructure Plan .....	-	(559)	(2,598)	(5,697)	(9,510)
SWIS Demand Assessment .....	1,997	2,310	603	495	223
Uplift to Extended Outage Payment .....	(894)	(463)	(68)	(65)	(65)
<b>Other</b>					
2023-24 Network Tariff Revenue Update .....	(43,361)	(8,961)	(497)	(416)	(424)
2023-24 Retained Dividend .....	(203,190)	1,844	2,043	2,042	2,080
Alignment of 2023-24 Asset Investment Program to Business Forecast.....	3,561	6,771	4,802	1,827	102
Alignment of Equity and Dividend with the 2022-23 Actual Outcome.....	(10,319)	263	291	291	296
Interest Expenditure Forecast Update .....	(20,901)	(21,456)	(19,278)	(19,907)	(13,349)

## Significant Issues Impacting the Government Trading Enterprise

1. Western Power has entered a period of unparalleled change in the SWIS. Decarbonisation of the economy is driving a step change increase in future large loads, renewable generation and storage.
2. Western Power is continuing to invest to facilitate the transformation of the network to increase in the share of renewable generation and to help meet the load demand increase that will allow other industries to achieve their emissions targets through electrification.
3. Western Power's existing network assets are ageing. New technologies and network strategies are being adopted to efficiently maximise the use of the network, while ensuring safe and reliable supply.

### Transmission Growth

4. The transition to clean energy will require significant transmission investment in the coming years, including partnership between Government and industry. Western Power will engage with local communities in the energy transition.
5. Western Power will commence preliminary investigations into new transmission projects in subsequent regions of the SWIS (North, Central and South) in accordance with the SWIS Transmission Infrastructure Plan, which was developed based on insights from the Registration of Interest process completed in 2023-24.
6. Ensuring the availability of the right workforce capability to support future decarbonisation projects will require a coordinated undertaking by Western Power, its industry partners, and State and Commonwealth Governments.

## Distribution Transformation

7. The distribution network is facing more frequent severe events due to climate change, causing reliability and safety challenges in the regions and increased demand in the metropolitan area. To address these issues, Western Power is embarking on climate resilience activities. This includes working to move more of the metropolitan area network underground to increase network capacity and prepare for an electrified future for customers, including electric vehicles. In regional areas, Western Power is installing stand-alone power systems and smaller microgrids in suitable locations. This shift towards a modular network will ultimately help deliver a more resilient electricity network for the community.
8. The integration of Distributed Energy Resources (DER) technologies, such as rooftop solar panels, into the traditional electricity network represents both an opportunity and a challenge for Western Power. Western Power maintains its contribution to the Government's Electric Vehicle Action Plan. Building on the progress made through Project Symphony, Western Power will look at utilising orchestration to unlock greater economic and environmental benefits for customers and the wider community by providing services that support the network.

## Efficient Customer Service and Reliable Supply

9. Through a combination of supply chain disruption, stimulus and State economic activity, Western Power has experienced sustained volumes well above historic averages for distribution customer connection requests, resulting in longer than desired delivery times. In the previous financial year, an enhancement initiative aimed at optimising the service delivery model, resource allocation, processes and systems for distribution connections was initiated, resulting in improved timeframes. This program is continuing in 2024-25, with ongoing improvements being delivered.
10. The provision of reliable supply is made more challenging by the prevalence of climate-related events such as storms and fires impacting assets and services. From hot and dry spells increasing in length, intensity, and their resultant fire risk, to more intense storms within the SWIS geography, Western Power's capability to respond to and manage more frequent concurrent events will be increasingly called upon.
11. While stand-alone power systems are suitable for some customers, many regional customers continue to rely on connection to the SWIS. The vast geography covered by the SWIS introduces complexity in delivering safe and reliable supply and, as part of the AA5 period, Western Power will be focusing investment on improving regional reliability.
12. Western Power has also commenced a procurement process for additional Non-Co-optimised Essential System Services to improve reliability and system strength in the Eastern Goldfields.

## Retained Dividend

13. Western Power will retain \$204.7 million of dividend payments in 2023-24 to be quarantined as cash at bank for strategic infrastructure priorities. This is in addition to the \$681 million in dividend payments previously retained (not quarantined as cash) for strategic infrastructure requirements. Of the total retained dividend amount of \$885.7 million, \$76.4 million has been allocated to the relocation and augmentation of network assets for State projects across the metropolitan area, \$582.5 million towards transmission network investments to support decarbonisation and \$365,000 towards connection costs for the Ruah Centre.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Ensure business and financial sustainability.	1. Optimise the use of Western Power's assets to deliver our services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Provide reliable customer supply to enable WA.	2. Maintain availability of customer supply across the South West Interconnected Network (SWIN)
	Develop a strong energy industry workforce.	3. Provide a workplace that engages its employees
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Ensure the safety of our people and community.	4. Minimise injuries impacting our people and their ability to deliver services to the community
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Connect more renewables to decarbonise our community.	5. Increase the proportion of all electricity needs met by renewable energy, through tracking of total electricity generation in the SWIS

### Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Optimise the use of Western Power's assets to deliver our services:</b>					
Return on regulated asset base <sup>(a)(b)</sup> .....	n.a.	≥5.9%	5.14%	5.16%	1
<b>Outcome: Maintain availability of customer supply across the South West Interconnected Network (SWIN):</b>					
Network availability.....	99.92%	≥99.9%	99.91%	≥99.9%	
<b>Outcome: Provide a workplace that engages its employees:</b>					
Employee Engagement <sup>(c)</sup> .....	76%	n.a.	n.a.	≥76%	
<b>Outcome: Minimise injuries impacting our people and their ability to deliver services to the community:</b>					
Total recordable injury frequency rate <sup>(d)</sup> .....	8.8	≤6.8	9.1	≤8.2	2
<b>Outcome: Increase the proportion of all electricity needs met by renewable energy, through tracking of total electricity generation in the South West Interconnected System (SWIS):</b>					
Percentage of renewables in the network.....	35%	≥34%	34%	≥38%	

(a) New Performance Indicator in 2023-24.

(b) The 2024-25 Budget Target of 5.16% is pending Western Power's Board approval in June 2024.

(c) Employee engagement was not a KPI for 2023-24, however was reported internally by Western Power.

(d) Measurement of the number of 'recordable' injuries per one million hours worked where 'recordable' injuries include fatalities, lost time injuries, restricted work injuries and medical treatment injuries on a rolling 12-month basis.

## Explanation of Significant Movements

(Notes)

1. The 2023-24 return on regulated asset base budget was set prior to the Economic Regulation Authority's (ERA) AA5 final determination. The 2023-24 Estimated Actual is based on the February 2024 forecast. The 2024-25 Budget Target will be determined following approved budget figures for 2024-25.
2. The increase in recordable injury frequency rate between the 2023-24 Estimated Actual and the 2024-25 Budget Target reflects improved reporting of contracting companies and expansion of works.

## Asset Investment Program

1. Western Power builds, maintains and operates the distribution and transmission electricity network in the southwest of Western Australia. Western Power's Asset Investment Program (AIP) is underpinned by its Asset Management Framework, designed to meet the requirements of Western Power's licence obligations, good industry practice and relevant Australian standards. Western Power's focus is to provide customers with access to a safe, reliable, affordable and efficient supply of electricity with a focus on more flexible connection and operation of DER and large-scale renewables.
2. As part of Western Power's Access Arrangement submission and approvals process, the ERA undertakes a rigorous review of Western Power's forecast expenditure. The ERA sets service performance targets, network tariffs and charges for Western Power that are in the best interests of the customer. This process ensures that there is demonstrable need for the investments proposed by Western Power and that the investments are efficient. The 2024-25 Budget will be the third year of the AA5, which covers the period from 2022-23 to 2026-27.
3. Western Power's network is in a period of transition. Existing network assets are ageing and a portion are approaching end-of-life. At the same time, technological progress is rapidly reducing the cost of non-traditional alternative technologies. To best meet the needs of the community, Western Power needs to move as safely and as affordably as possible to increase the introduction of these technologies into the network. Western Power also plays a critical role in the energy transition by connecting renewable energies to the network and enabling electrification of industries to achieve their own decarbonisation goals. This transformation is currently underway, with Western Power investing a total of \$1.4 billion in 2024-25 and a further \$3.7 billion across the outyears.

## Commonwealth Initiatives

4. As part of the Commonwealth Government's Community Batteries for Household Solar Program aimed at supporting households to store excess solar energy for use during peak times, Western Power's AIP includes \$3.3 million for the installation of community batteries across six sites.

## Government Initiatives

5. As part of the Government's energy transition plan in achieving decarbonisation objectives, \$185.9 million will be invested in 2024-25 to continue to progress the Clean Energy Link North and undertake other early investigative works for potential transmission network augmentations to support the decarbonisation of the SWIS and enable more renewable energy sources to be connected to the network.
6. Western Power's 2024-25 AIP includes \$4.4 million allocated to the relocation and/or upgrade of transmission and distribution assets to facilitate broader capital works across the metropolitan area.

## Growth

7. Growth capital expenditure in both transmission and distribution is typically one of the largest areas of investment for an energy network business. Western Power is committed to connecting customers and investing in infrastructure to support the State's economy and energy transition, with \$183.6 million allocated for customer driven works in 2024-25 and \$74.2 million for network augmentation works to support capacity expansion in 2024-25.
8. Capacity expansion projects for the distribution network will continue to address future loading and voltage obligations on Western Power's forecast customer load demand. The number of over-utilised feeders is forecast to increase compared to previous years that had flat or negative growth in areas. Investment will be required to cater for load growth and avoid premature asset ageing.
9. Capital works initiated by customers represent a significant portion of the works program. Customer driven capital expenditure includes all work associated with connecting customer loads or generators and relocation of assets. Projects range from small subdivisions to significant network extensions to cater for major customer distribution connections and their associated loads.

## Safety

10. Safety is the leading priority for Western Power, which extends across the community and its employees. Investment in safety accounts for 32% of Western Power's total AIP in 2024-25.
11. Western Power has a risk-based approach to asset replacement and renewal, by targeting assets in the poorest condition and identifying treatments that achieve the greatest risk reduction per dollar invested. Western Power's Network Strategy is based on long term scenario planning for evolving customer needs and preferences, which identifies the right technology to use at the right place and time. This approach provides a roadmap for the network's vision and minimises whole-of-lifecycle costs, ensuring value for investment.
12. Western Power will commit \$443.4 million in 2024-25 to continue important safety programs, including:
  - 12.1. \$194.3 million to replace 279 km of the highest risk overhead conductors and replacing or reinforcing 12,504 wood power poles to mitigate safety risks in the most fire prone areas with management programs;
  - 12.2. \$202.1 million as part of Western Power's Network Renewal Underground Program Pilot, where significant capital works projects have been planned to replace and upgrade sections of the overhead network with underground power. The program is an opportunity for local governments to capitalise on the significant investment by Western Power to improve reliability and increase the ability to host DER while improving safety and customer experience. In 2024-25 the program will be delivered in suburbs/areas including North Perth, Mount Hawthorn, Highgate, Kensington, Mount Lawley and Bassendean/Bayswater; and
  - 12.3. \$42.6 million on the standalone power system program as part of the election commitment to improve power system reliability for regional customers in the Western Power network area.

## Security

13. Investment in security is designed to reduce supply interruptions resulting from transmission line or electrical facility outages. Western Power will commit \$224,000 in thermal management to address fault rated equipment, voltage instability and relieve voltage constraints in the network.

## Service

14. Service covers investment to ensure regulatory compliance, system reliability, asset replacement, metering, business support, ICT including Supervisory Control and Data Acquisition, and building site management (corporate real estate). Western Power will invest \$455.2 million in service capital projects in 2024-25. Key investments include:
  - 14.1. \$125.8 million for business support and ICT, which primarily includes upgrades and replacement of ICT hardware and software that face rapid obsolescence, maintenance of telecommunication network management systems and cybersecurity;



- 14.2. \$38.2 million on corporate real estate to undertake depot upgrades required to meet current workplace safety practices and improve financial efficiency through redevelopment and consolidation. Investment includes upgrades to the Hope Road depot, upgrades to Geraldton depot and modernisation improvements across the Balcatta and Kalgoorlie depots;
- 14.3. \$83.9 million on metering, including the installation of around 179,000 advanced meters. Advanced meters provide more detailed usage and power quality information and can be read remotely, which will support the Government's Energy Transformation Strategy as well as improve safety outcomes by reducing the risk of electric shocks;
- 14.4. \$101.2 million in regulatory compliance with upgrades to substation security and improvements to network reliability; and
- 14.5. \$106.1 million on reliability-driven asset replacement to reduce the risks of plant asset failure and ensure network service and operability are maintained.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Commonwealth Initiatives							
Community Batteries for Household Solar Program .....	3,468	125	125	3,343	-	-	-
Government Initiatives							
Decarbonisation.....	582,383	65,525	63,701	185,863	117,993	102,002	111,000
Relocation and Augmentation of Network Assets.....	85,673	68,884	34,026	4,384	2,109	2,109	8,187
Growth							
Distribution							
Capacity Expansion .....	453,288	288,003	21,848	36,522	45,562	50,924	32,277
Customer Access.....	2,060,923	1,546,200	92,918	133,628	137,279	131,667	112,149
Transmission							
Capacity Expansion .....	323,840	206,241	21,999	37,657	34,801	25,070	20,071
Customer Driven .....	601,069	458,723	29,379	50,012	51,334	25,640	15,360
Other Asset Investment - Motor Vehicle Fleet and Mobile Plant .....	187,673	102,723	38,744	22,807	20,909	22,517	18,717
Safety							
Bushfire Mitigation .....	97,627	80,014	836	4,377	4,470	4,579	4,187
Conductor Management .....	962,114	745,461	65,525	62,882	47,623	46,064	60,084
Connection Management.....	209,542	180,137	4,161	7,138	7,366	7,626	7,275
Grid Transformation.....	916,635	84,581	25,369	202,094	208,375	215,431	206,154
Pole Management.....	2,674,357	2,202,515	139,297	124,273	113,253	117,486	116,830
Standalone Power System .....	348,078	116,495	50,384	42,592	55,276	68,938	64,777
Security							
Thermal Management.....	3,962	3,080	2	224	222	222	214
Voltage and Fault Level Management .....	50,692	39,062	5,336	-	77	4,991	6,562
Service							
Business Support and ICT.....	1,566,634	1,004,915	142,528	125,843	141,255	146,596	148,025
Corporate Real Estate .....	386,845	336,957	27,463	38,230	5,761	5,897	-
Metering.....	670,098	357,015	75,715	83,859	76,206	71,899	81,119
Regulatory Compliance .....	590,307	286,410	44,731	101,216	88,070	83,976	30,635
Reliability Driven Asset Replacement .....	1,371,005	903,722	123,959	106,091	109,695	113,307	138,190
<b>COMPLETED WORKS</b>							
Government Initiatives - State Underground Power Program.....	227,681	227,681	18,889	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>14,373,894</b>	<b>9,304,469</b>	<b>1,026,935</b>	<b>1,373,035</b>	<b>1,267,636</b>	<b>1,246,941</b>	<b>1,181,813</b>
<b>FUNDED BY</b>							
Borrowings .....			313,116	575,973	1,079,001	1,087,762	920,428
Internal Funds and Balances.....			5	-	-	-	-
Other .....			713,814	797,062	188,635	159,179	261,385
<b>Total Funding.....</b>			<b>1,026,935</b>	<b>1,373,035</b>	<b>1,267,636</b>	<b>1,246,941</b>	<b>1,181,813</b>

## Financial Statements

### Income Statement

#### Revenue

1. Western Power receives revenue from network services primarily through network tariff services. Network tariff revenue is approved by the ERA under the Electricity Network Access Code 2004, including an efficient level of operating expenditure.
2. Western Power's approach to populating the 2024-25 Budget Year and the outyears is based on the ERA's Final Decision published on 31 March 2023. Accordingly, network tariff revenue and expenses are aligned to the Final Decision over the 2023-24 to 2026-27 period.
3. The extent to which network tariff revenue will affect retail electricity prices for residential customers is determined by the Government.
4. Western Power also receives revenue for unregulated services to customers, with the commercial terms and conditions negotiated between Western Power and customers without ERA influence.
5. Non-reference services revenue is received for revenue target services and non-revenue target services. Revenue target services reflect situations where the customer accepts different conditions to the standard access contract and service standard benchmark set under reference service tariffs. Non-revenue target services reflect the fees set by Western Power in line with the charging criteria published on the Western Power website.

### Statement of Financial Position

6. The increase in net assets over the forward estimates period reflects the ongoing investment in the AIP underpinning the AA5 and transmission network augmentations to support decarbonisation of the SWIS and enable more renewable energy sources to be connected to the network. These investments will be partly funded by internally generated funds, retained dividends and borrowings from the Western Australian Treasury Corporation.
7. The increase in borrowings in the 2024-25 Budget and over the outyears will finance Western Power's capital expenditure and net payment to shareholder (Government) in the form of dividends.

### Statement of Cashflows

8. There is no dividend payment in 2023-24 as Western Power will retain \$204.7 million of dividend payments to be quarantined as cash at bank for strategic infrastructure priorities. Cash assets at the end of 2023-24 includes the retained dividend component with the balance representing unrestricted cash.
9. Other subsidies of \$1.5 million in 2023-24 is part of a grant from Jobs, Tourism, Science and Innovation for a feasibility study on the electricity connection of the Oakajee Strategic Industrial Area to the SWIS.
10. Western Power's borrowings in the 2024-25 Budget and over the outyears is primarily impacted by the level of network tariff revenue it receives from customers, offset by investment in capital expenditure and net payment to shareholder (Government) in the form of dividends.

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

	2022-23	2023-24	2023-24 Estimated	2024-25 Budget	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Actual \$'000	Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	1,687,146	1,762,924	1,830,124	2,033,762	2,146,138	2,252,364	2,245,289
Other revenue.....	155,205	172,729	173,179	267,153	288,590	262,908	268,860
<b>Revenue from Government</b>							
Other subsidies.....	-	1,500	1,500	-	-	-	-
<b>TOTAL REVENUE</b> .....	<b>1,842,351</b>	<b>1,937,153</b>	<b>2,004,803</b>	<b>2,300,915</b>	<b>2,434,728</b>	<b>2,515,272</b>	<b>2,514,149</b>
<b>Expenses</b>							
Employee benefits (b) .....	228,701	202,723	230,688	242,128	245,776	255,912	228,595
Supplies and services.....	232,188	195,989	221,805	200,239	202,188	207,911	243,483
Accommodation.....	2,379	3,156	3,235	3,297	3,373	3,460	3,450
Depreciation and amortisation .....	463,026	529,165	527,776	608,303	653,778	698,348	747,990
Finance and interest costs.....	260,741	299,707	326,836	344,343	365,446	383,475	398,042
Other expenses .....	115,056	98,155	109,281	111,414	114,338	117,056	108,884
Tariff Equalisation Contribution.....	175,000	197,000	197,000	230,000	236,000	234,000	242,000
<b>TOTAL EXPENSES</b> .....	<b>1,477,091</b>	<b>1,525,895</b>	<b>1,616,621</b>	<b>1,739,724</b>	<b>1,820,899</b>	<b>1,900,162</b>	<b>1,972,444</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>365,260</b>	<b>411,258</b>	<b>388,182</b>	<b>561,191</b>	<b>613,829</b>	<b>615,110</b>	<b>541,705</b>
National Tax Equivalent Regime -							
Current tax equivalent expense .....	22,411	102,896	95,975	155,028	169,345	178,371	148,760
Deferred tax equivalent expense .....	81,818	17,467	17,467	11,420	12,779	6,219	13,748
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>261,031</b>	<b>290,895</b>	<b>274,740</b>	<b>394,743</b>	<b>431,705</b>	<b>430,520</b>	<b>379,197</b>
<b>Dividends</b> .....	<b>78,871</b>	<b>222,971</b>	<b>-</b>	<b>273,560</b>	<b>316,850</b>	<b>323,114</b>	<b>294,016</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 3,291, 3,508 and 3,608 respectively.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	79,053	29,509	24,995	24,995	24,995	24,995	24,995
Cash assets - Retained dividends .....	-	-	204,628	204,628	204,628	204,628	204,628
Receivables .....	227,012	335,123	227,684	233,909	240,757	251,170	262,445
Assets held for sale .....	2,297	6,292	2,297	2,297	2,297	2,297	2,297
Other.....	171,234	125,453	170,480	170,480	170,480	170,480	176,425
<b>Total current assets.....</b>	<b>479,596</b>	<b>496,377</b>	<b>630,084</b>	<b>636,309</b>	<b>643,157</b>	<b>653,570</b>	<b>670,790</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	12,499,991	13,064,788	13,024,830	13,794,906	14,474,366	15,088,558	15,591,331
Intangibles .....	152,333	262,362	201,603	260,731	260,731	260,731	267,452
Receivables .....	1,841	343	1,854	1,854	1,854	1,854	1,854
Other.....	43,793	24,017	43,793	43,793	43,793	43,793	43,793
<b>Total non-current assets.....</b>	<b>12,697,958</b>	<b>13,351,510</b>	<b>13,272,080</b>	<b>14,101,284</b>	<b>14,780,744</b>	<b>15,394,936</b>	<b>15,904,430</b>
<b>TOTAL ASSETS .....</b>	<b>13,177,554</b>	<b>13,847,887</b>	<b>13,902,164</b>	<b>14,737,593</b>	<b>15,423,901</b>	<b>16,048,506</b>	<b>16,575,220</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	110,714	117,213	110,741	113,204	113,256	113,609	113,609
Payables .....	85,363	103,567	103,704	151,242	166,481	171,695	135,480
Borrowings and leases .....	50,718	37,135	50,718	50,718	50,718	50,718	50,718
Other.....	205,449	237,941	223,305	243,788	265,007	284,743	319,802
<b>Total current liabilities.....</b>	<b>452,244</b>	<b>495,856</b>	<b>488,468</b>	<b>558,952</b>	<b>595,462</b>	<b>620,765</b>	<b>619,609</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	12,629	9,462	12,872	13,107	13,108	13,110	13,110
Borrowings and leases .....	7,448,260	7,888,588	7,702,128	8,183,975	8,549,600	8,888,625	9,171,057
Other.....	1,368,668	1,310,586	1,388,917	1,405,116	1,420,841	1,429,279	1,445,861
<b>Total non-current liabilities.....</b>	<b>8,829,557</b>	<b>9,208,636</b>	<b>9,103,917</b>	<b>9,602,198</b>	<b>9,983,549</b>	<b>10,331,014</b>	<b>10,630,028</b>
<b>TOTAL LIABILITIES .....</b>	<b>9,281,801</b>	<b>9,704,492</b>	<b>9,592,385</b>	<b>10,161,150</b>	<b>10,579,011</b>	<b>10,951,779</b>	<b>11,249,637</b>
<b>NET ASSETS .....</b>	<b>3,895,753</b>	<b>4,143,395</b>	<b>4,309,779</b>	<b>4,576,443</b>	<b>4,844,890</b>	<b>5,096,727</b>	<b>5,325,583</b>
<b>EQUITY</b>							
Contributed equity.....	1,973,270	2,115,288	2,112,556	2,258,037	2,411,629	2,556,060	2,699,735
Accumulated surplus/(deficit).....	1,927,325	2,050,798	2,202,065	2,323,248	2,438,103	2,545,509	2,630,690
Reserves .....	(4,842)	(22,691)	(4,842)	(4,842)	(4,842)	(4,842)	(4,842)
<b>TOTAL EQUITY .....</b>	<b>3,895,753</b>	<b>4,143,395</b>	<b>4,309,779</b>	<b>4,576,443</b>	<b>4,844,890</b>	<b>5,096,727</b>	<b>5,325,583</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	1,797,195	1,766,892	1,834,092	2,037,944	2,150,729	2,257,093	2,250,135
Grants and subsidies.....	177	-	450	600	1,350	600	-
GST receipts.....	178,714	185,805	185,805	188,699	190,926	194,407	199,558
Other receipts.....	143,134	133,302	133,302	225,614	244,734	218,182	223,631
<b>Payments</b>							
Employee benefits.....	(226,176)	(204,750)	(232,618)	(241,452)	(245,516)	(255,236)	(228,376)
Supplies and services.....	(184,360)	(198,127)	(220,994)	(200,585)	(200,351)	(206,023)	(244,802)
Accommodation (b).....	(708)	(3,156)	(3,235)	(3,297)	(1,604)	(1,647)	(1,592)
GST payments.....	(176,336)	(185,805)	(185,805)	(188,699)	(190,926)	(199,025)	(204,000)
Finance and interest costs.....	(258,900)	(296,884)	(322,348)	(338,154)	(361,737)	(381,061)	(394,761)
Tariff Equalisation Fund.....	(175,000)	(197,000)	(197,000)	(230,000)	(236,000)	(234,000)	(242,000)
Other payments.....	(159,910)	(100,420)	(111,488)	(112,290)	(116,159)	(118,925)	(110,868)
<b>Net cash from operating activities.....</b>	<b>937,830</b>	<b>899,857</b>	<b>880,161</b>	<b>1,138,380</b>	<b>1,235,446</b>	<b>1,274,365</b>	<b>1,246,925</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	589	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(901,226)	(1,106,445)	(1,026,935)	(1,373,035)	(1,267,636)	(1,246,941)	(1,181,813)
<b>Net cash from investing activities.....</b>	<b>(900,637)</b>	<b>(1,106,445)</b>	<b>(1,026,935)</b>	<b>(1,373,035)</b>	<b>(1,267,636)</b>	<b>(1,246,941)</b>	<b>(1,181,813)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	869,050	1,057,087	927,604	1,149,312	1,033,083	1,006,483	949,941
Other proceeds.....	7,831	-	-	-	-	-	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(812,431)	(669,489)	(669,489)	(667,461)	(667,461)	(667,460)	(667,460)
Other payments.....	(17,646)	(15,837)	(15,837)	(15,883)	(16,201)	(16,606)	(17,021)
<b>Net cash from financing activities.....</b>	<b>46,804</b>	<b>371,761</b>	<b>242,278</b>	<b>465,968</b>	<b>349,421</b>	<b>322,417</b>	<b>265,460</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	2,056	-	-	-	-	-	-
Equity contributions.....	108,481	142,019	139,287	145,481	153,592	144,431	143,675
Other subsidies.....	-	1,500	1,500	-	-	-	-
<b>Payments</b>							
Dividends to Government.....	(78,871)	(222,971)	-	(273,560)	(316,850)	(323,114)	(294,016)
National Tax Equivalent Regime - Income Tax.....	(64,448)	(84,029)	(84,029)	(101,500)	(152,204)	(169,345)	(178,373)
Local Government Rates Equivalent.....	(1,671)	(1,692)	(1,692)	(1,734)	(1,769)	(1,813)	(1,858)
<b>Net cash provided to Government.....</b>	<b>34,453</b>	<b>165,173</b>	<b>(55,066)</b>	<b>231,313</b>	<b>317,231</b>	<b>349,841</b>	<b>330,572</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>49,544</b>	<b>-</b>	<b>150,570</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash assets at the beginning of the reporting period.....	29,509	29,509	79,053	229,623	229,623	229,623	229,623
<b>Cash assets at the end of the reporting period.....</b>	<b>79,053</b>	<b>29,509</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>	<b>229,623</b>

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

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

# Horizon Power

## Part 12 Utilities

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	2,192	1,796	1,683	<b>3,947</b>	6,255	5,895	10,982
Local Government Rates Equivalent.....	496	751	751	<b>770</b>	789	809	829
Dividends <sup>(a)(b)</sup> .....	-	3,679	-	<b>5,844</b>	9,858	10,474	16,995
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies <sup>(c)</sup> .....	46,358	31,060	47,230	<b>29,342</b>	7,494	17,235	17,911
Other Subsidies.....	-	200	500	<b>1,100</b>	200	200	200
Major Treasurer's Special Purpose Account(s).....	11,801	39,990	39,990	<b>40,668</b>	40,533	31,961	31,961
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions <sup>(d)</sup> .....	-	2,404	2,404	-	-	14,451	14,451
Major Treasurer's Special Purpose Account(s).....	-	7,455	10,955	<b>17,496</b>	14,446	-	-
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	553,277	574,417	574,417	<b>617,048</b>	620,273	628,793	650,165
Revenue from Government.....	58,159	71,250	91,797	<b>77,037</b>	51,002	49,396	50,072
Total Expenses <sup>(e)</sup> .....	601,729	638,659	659,582	<b>681,033</b>	654,431	658,544	663,633
Total Borrowings.....	849,511	908,061	925,540	<b>1,056,939</b>	1,121,208	1,187,073	1,212,402
<b>NET PROFIT AFTER TAX.....</b>	<b>7,121</b>	<b>5,212</b>	<b>4,949</b>	<b>9,105</b>	<b>10,589</b>	<b>13,750</b>	<b>25,622</b>
<b>CASH ASSETS <sup>(f)</sup>.....</b>	<b>161,987</b>	<b>197,560</b>	<b>188,022</b>	<b>224,091</b>	<b>252,986</b>	<b>296,456</b>	<b>349,502</b>

(a) Horizon Power will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Horizon Power received additional operating subsidies in 2023-24 and 2024-25 primarily as a result of administering the electricity credits for residential and small business customers.

(d) Equity contribution for 2023-24 comprises \$2.4 million for Electric Vehicle Charging Infrastructure.

(e) Excludes current tax expense, deferred tax expense and dividend payments.

(f) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Horizon Power's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Blackstone Power Station Rebuild .....	-	(57)	1,570	(80)	(451)
Cost of Living - Household and Small Business Electricity Credits .....	-	(19,600)	-	-	-
Dampier Peninsula and Warmun Contract .....	-	(651)	(1,802)	(2,041)	(1,438)
Decommissioning Provision for Remote Communities .....	-	(2,428)	(2,887)	(2,887)	(2,887)
Financial Structuring Advice for Transmission Assets .....	-	(355)	(84)	(20)	(20)
Kimberley Flood Damage Continuity of Supply Payments .....	(5,500)	-	-	-	-
Land Acquisition for Renewables - Mid West and Pilbara .....	(1,400)	-	-	-	-
Mobile Generation Fleet for Summer Preparedness .....	(58)	(208)	(234)	(234)	(234)
New Customer Energy Supply Agreement - Onslow .....	-	3,569	1,374	835	840
Pilbara Transmission Infrastructure Projects .....	(69)	(3,879)	319	778	686
Remote Essential Services Provision .....	(1,300)	(1,333)	(1,366)	(1,400)	(1,435)
Sectoral Emissions Reduction Strategies .....	105	3,282	(357)	(1,465)	(1,538)
Standalone Power Systems Roll-out .....	-	(1,113)	(1,649)	(2,200)	(2,293)
Sunshine Saver Expansion .....	846	826	60	(113)	(426)
Tariff and Social Concession Update .....	-	2,097	4,503	6,815	9,037
Transmission Infrastructure .....	-	(1,066)	1,262	2,918	3,661
<b>Other</b>					
Asset Investment Program Update .....	(147)	(1,040)	(1,540)	(1,950)	(2,390)
Dividend Retention .....	(3,532)	-	-	-	-
Operating Expenditure Update .....	(5,301)	-	-	-	-
Tariff Adjustment Payment Update .....	-	(29)	12	-	-
Tariff Equalisation Contribution Update .....	-	3,053	562	3,315	4,336

## Significant Issues Impacting the Government Trading Enterprise

### Common User Infrastructure

1. To support the development of network infrastructure in the North West Interconnected System (NWIS), Horizon Power will invest \$147.6 million over the forward estimates period.
2. Horizon Power is exploring opportunities to expand the NWIS electricity network by constructing common use transmission infrastructure in the NWIS, subject to Traditional Owner negotiations.

### Customer Retention

3. Horizon Power operates both a regulated network and a retail business in the Pilbara. Large enterprise customers in the Pilbara contributed to approximately 40% of Horizon Power's total revenue in the 2022-23 financial year. These customers are seeking renewable energy options. Horizon Power will continue to work with the Government to deliver energy needs to customers.

### Remote Communities Program

4. The objective of the Remote Communities Program is to enable Horizon Power's customers to have access to the same standard of power and water services as individuals living in similar sized communities. In April 2023, the Department of Communities began transferring responsibility for the administration of power services for 117 remote Aboriginal communities to Horizon Power.
5. Horizon Power intends to invest \$68.3 million over 2023-24 to 2027-28 to improve the reliability of critical infrastructure in remote communities. This investment will be funded through the Remote Communities Fund.

### Electric Vehicle Smart Charger and Vehicle-to-Grid Trial

6. Electric Vehicle (EV) uptake is increasing and the Government has released the State Electric Vehicle Strategy to support the adoption of EVs. A rapid uptake of EVs presents challenges to the power system and the Government is managing this through an EV Action Plan, which has been developed with industry stakeholders (including Horizon Power). Horizon Power will deliver an EV Smart Charger and Vehicle-to-Grid (V2G) trial, which will test the potential of two-way charging, a process which allows EVs to not only draw power from the grid, but to also feed power back into it. V2G charging could transform EVs into mobile energy storage solutions that can help power homes, reduce power bills and stabilise the electricity grid. This trial represents a significant step forward in harnessing the potential of EVs and renewable energy, contributing to a sustainable and efficient energy future for Western Australia. The trial will deliver valuable research on the operational impact of using EVs to power homes and test the controllability of smart chargers in regional microgrids, which are more susceptible to fluctuations in energy demand.

### Climate Change

7. Horizon Power recognises climate change as a major challenge and has identified the physical impacts of climate change as a material corporate risk. As a vertically integrated energy utility operating across the vast and variable climatic regions of Western Australia, Horizon Power acknowledges that its assets, communities and businesses are exposed to the projected escalating impacts of climate change. Through Horizon Power’s corporate risk assessment process, it ensures that comprehensive risk capture, enhancing resilience in its operations, protecting valuable assets and providing sustainable electricity solutions, are a priority.

### Retained Dividend

8. Horizon Power will retain its forecast 2023-24 dividend payment of \$4.2 million to fund future infrastructure investments. This is in addition to the \$3.3 million in 2022-23, of which \$2.4 million was allocated to Horizon Power’s Utility of the Future Program.

### Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### Objectives, Outcomes and Key Performance Information

#### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Sustainable business.	1. Optimising and extending core business
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	People, safety, and wellbeing.	2. Minimise the risk of harm 3. Be a high-performing business



## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Optimising and extending core business:</b>					
Cost to supply unit cost (cents/kWh) <sup>(a)</sup> .....	39.1	37.3	41.8	41.9	
Return on assets <sup>(b)</sup> .....	3.3%	3.2%	3.2%	3.8%	
Net Profit After Tax .....	\$7.1 million	\$5.2 million	\$4.9 million	\$9.1 million	
<b>Outcome: Minimise the risk of harm:</b>					
Lost time injury frequency rate <sup>(c)</sup> .....	nil	nil	nil	nil	
Total number of notifiable incidents <sup>(d)</sup> .....	9	nil	4	nil	
Unassisted pole failure rate <sup>(e)</sup> .....	0.65	1	0.5	1	
<b>Outcome: Be a high-performing business:</b>					
Customer satisfaction <sup>(f)</sup> .....	70%	70%	84%	70%	
System Average Interruption Duration Index (SAIDI) <sup>(g)</sup> .....	202 minutes	290 minutes	191 minutes	290 minutes	1
System Average Interruption Frequency Index (SAIFI) <sup>(h)</sup> .....	2.8	6.6	3.7	6.6	1
Number of compliant systems (out of 38) <sup>(i)</sup> .....	33	33	32	33	
Major project completion within ±5% of approved budget <sup>(j)</sup> .....	100%	100%	100%	100%	

(a) All cost associated with Horizon Power's customers divided by kilowatt-hours supplied.

(b) Return to investors for every dollar of assets under Horizon Power's control.

(c) Lost time injury frequency rate is a formula to provide the number of lost time injuries to be sustained, per one million hours worked, over a given 12-month period.

(d) A network operator must notify the Director of Building and Energy, Department of Energy, Mines, Industry Regulation and Safety, of any incident or event that is caused or significantly contributed to by electricity that results in serious injury or serious damage.

(e) An unassisted pole failure is not caused by customer installation, lightning, vehicle, water ingress or vandalism or occurs when the pole failed under forces that were less than its design specification.

(f) Customer satisfaction is measured by an annual survey, undertaken by an external agency, amalgamating customer perceptions of reliability, service quality and product offering.

(g) The SAIDI measures the duration of sustained customer interruptions.

(h) The SAIFI measures the frequency of interruptions to customers.

(i) Achievement of SAIDI and SAIFI system reliability performance, as agreed or per the Electricity Industry (Network Quality and Reliability of Supply) Code 2005 for each system.

(j) Percentage of Government-approved projects completed within the approved budget.

### Explanation of Significant Movements

(Notes)

1. Reductions in the 2023-24 Estimated Actual SAIDI and SAIFI in comparison to the 2024-25 Budget Target are a result of investment in maintenance leading to a reduction of outages and interruptions.

## **Asset Investment Program**

1. Horizon Power will invest \$189.1 million during 2024-25 and a further \$312.8 million across the forward estimates period. This investment in regional Western Australia will continue to focus on providing a safe and reliable electricity supply to regional customers and supporting jobs in regional areas.

## **Asset Management Plan**

2. Horizon Power is forecast to invest \$51.4 million in 2024-25 and a further \$162 million across the forward estimates period to mitigate extreme and high risks associated with energy assets. This investment contributes towards ensuring regulatory compliance, reliability and capacity of all Horizon Power systems to support the safety, development and enhancement of communities throughout regional Western Australia.

## **Transmission Infrastructure**

3. To support the development of network infrastructure in the North West Interconnected System, Horizon Power will invest \$147.6 million over the forward estimates period.

## **Dampier Resilience Project**

4. Horizon Power will invest \$3.8 million over 2023-24 and 2024-25 to upgrade its transmission assets to a more robust design and allow it to continue to utilise the Rio Tinto interconnection to maintain reliability of electricity supply on the Burrup and Airport feeders.

## **Exmouth Power Project**

5. The existing Power Purchase Agreement (PPA) in Exmouth expires in September 2024. Horizon Power intends to pursue a 70% to 80% renewable energy solution to replace the PPA.

## **Kimberley Communities Solar Saver**

6. Horizon Power will invest \$10.6 million over 2023-24 and 2024-25 to partner with Aboriginal corporations and communities in the delivery of decentralised renewable energy solutions (rooftop solar) on social housing across five remote Aboriginal communities: Beagle Bay, Djarindjin/Lombadina, Ardyaloon, Bidadanga and Warmun. This will achieve an estimated minimum 10% energy bill saving for tenants, a 1,144 tonne CO<sub>2</sub> saving, and an approximate 30% renewable energy penetration.

## **Long Duration Energy Storage**

7. Given the cost and technical benefits of Long Duration Energy Storage (LDES) technologies for bulk energy shifting purposes, Horizon Power will trial three LDES technologies in two microgrids at a cost of \$4.8 million over 2024-25 and 2025-26. The technology trials proposed include a zinc bromine flow battery (100 kW/400 kWh) and a sodium sulphur battery (250 kW/1450 kWh) in indicative locations of Menzies and Carnarvon. The trials will provide unique learnings about operational advantages or constraints, optimal sizing methodologies, opportunities for system support, Distributed Energy Resource Management System connectivity, future network connection requirements, land requirements and the appropriateness to future customer product options such as solar smoothing or community batteries.

## **Outage and Life Support Management System**

8. To ensure better safety management of customers, Horizon Power will invest \$8.8 million over 2023-24 and 2024-25 to upgrade its Outage and Life Support Management System to allow for a near real-time visibility of its distribution network and proactive identification of outages.

## **Property - New Builds**

9. Horizon Power will invest \$3.8 million in 2023-24 and 2024-25 to construct or purchase six new residential houses to help meet its regional staff accommodation needs.

### **Remote Communities Transfer**

10. Horizon Power will invest \$60.8 million over the forward estimates period to improve the quality of services in the communities involved in the Remote Communities Program, including immediate rectification of existing issues, investment in Standalone Power Systems (SPS) or renewables in the small and self-managed towns and advanced metering infrastructure to automate meter reading, remotely connect/disconnect and detect neutral integrity defects.

### **Blackstone Power Station Rebuild**

11. On 1 July 2023, Horizon Power assumed responsibility for the delivery of power to 117 remote Aboriginal communities, formerly under the responsibility of the Department of Communities, with the objective of enabling all customers to have access to the same standard of power as other individuals living in similarly sized communities.
12. One of the largest communities in this portfolio is the Blackstone community in the Esperance-Goldfields region. The diesel-fired power station in this community burnt down in November 2021, with the community powered by high-cost temporary diesel generation since the event.
13. Horizon Power proposes to use the Blackstone power station rebuild as a pilot to test a scalable modular solution to accommodate the community's evolving power needs, and as a model for the future roll-out of high penetration renewable energy to the remaining 116 remote Aboriginal communities.
14. To rebuild the Blackstone power station with high penetration renewable energy (400 kW diesel generator, 582 kW of solar and 2 MWh of battery storage), Horizon Power will invest \$7.5 million in 2024-25 and 2025-26.

### **Community Battery**

15. As Horizon Power progresses the release of increased solar hosting capacity, this will allow more customers to take up behind-the-meter (BTM) solar photovoltaic (PV). Horizon Power intends to install and commission additional community batteries enabling up to 5 MW of commercial solar PV. These batteries will be used to provide the expansion of Horizon Power's Solar Smoothing Service product, enabling an increase in the uptake of BTM renewables in regional towns, with corresponding emissions reductions, while ensuring the continued stability of the microgrids.

### **Dampier Peninsula and Warmun Independent Power Producer Buy-Out**

16. Horizon Power proposes to buy out the existing Dampier Peninsula and Warmun power stations. This will enable Horizon Power to establish an operational presence and prepare to build, own, and operate the future energy systems and to provide battery integration flexibility for battery solutions and customer products.

### **Standalone Power Systems Roll-Out**

17. Horizon Power continues the wider roll-out of the next generation of SPS, an effective renewable energy solution customised to the needs of end-of-grid customers. Horizon Power has been allocated \$18.4 million to install a further 50 SPS units by the end of 2025-26 as part of the Government's 2021 election commitment.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Management Plan							
Asset Replacement.....	167,191	124,648	9,995	10,245	10,501	10,764	11,033
Capacity.....	25,003	21,125	911	934	957	981	1,006
Knowledge and Technology Investment.....	66,583	50,338	3,817	3,912	4,010	4,110	4,213
Mobile Plant and Operational Fleet.....	36,041	31,831	989	1,014	1,039	1,065	1,092
Property Management.....	66,397	43,928	5,279	5,411	5,546	5,685	5,827
Regulatory Compliance.....	68,499	48,045	4,806	4,926	5,049	5,175	5,304
Reliability.....	132,320	80,824	12,099	12,401	12,711	13,029	13,355
Safety.....	232,189	180,135	12,230	12,536	12,849	13,170	13,499
Customer-Funded Works							
Pilbara Transmission Infrastructure.....	16,101	12,540	11,786	3,561	-	-	-
Other Customer Driven Works.....	172,015	157,003	3,753	3,753	3,753	3,753	3,753
Major Projects							
Dampier Resilience Project.....	3,800	1,900	1,900	1,900	-	-	-
Exmouth Power Project.....	10,000	2,000	2,000	6,000	2,000	-	-
Kimberley Communities Solar Saver.....	10,559	5,940	5,940	4,619	-	-	-
Long Duration Energy Storage.....	5,693	854	854	4,554	285	-	-
Outage and Life Support Management System.....	8,765	5,280	5,280	3,485	-	-	-
Property - New Builds.....	3,822	1,932	1,932	1,890	-	-	-
Remote Communities - Transfer of Essential Services.....	68,299	7,455	7,455	17,496	14,446	14,451	14,451
<b>COMPLETED WORKS</b>							
Customer-Funded Works - Onslow New Customer							
Network Connection.....	4,140	4,140	4,140	-	-	-	-
Major Projects							
Denham Hydrogen Demonstration Plant.....	10,755	10,755	1,500	-	-	-	-
Distributed Energy Resources Management System Roll-Out.....	2,000	2,000	2,000	-	-	-	-
Election Commitment - Standalone Power Systems Roll-Out.....	16,782	16,782	8,699	-	-	-	-
Electric Vehicle Charging Infrastructure.....	13,456	13,456	5,134	-	-	-	-
Electric Vehicle Smart Charger and Vehicle-to-Grid Trial.....	2,150	2,150	2,150	-	-	-	-
Energy Storage in Regional Towns							
Broome.....	8,625	8,625	650	-	-	-	-
Fitzroy Crossing.....	2,009	2,009	1,700	-	-	-	-
Halls Creek.....	2,035	2,035	1,700	-	-	-	-
Remote Communities Embedded Networks.....	4,251	4,251	440	-	-	-	-
Yungngora.....	2,710	2,710	750	-	-	-	-
Esperance Power Project.....	16,812	16,812	196	-	-	-	-
Kununurra Cotton Gin Electricity Infrastructure.....	7,000	7,000	3,500	-	-	-	-
Mid West Solar Program.....	16,415	16,415	7,000	-	-	-	-
Mobile Generation Fleet for Summer Preparedness.....	3,480	3,480	3,480	-	-	-	-
Refurbishment of Denham Power Station.....	12,419	12,419	600	-	-	-	-
Utility of the Future.....	22,703	22,703	3,500	-	-	-	-
<b>NEW WORKS</b>							
Major Projects							
Blackstone Power Station Rebuild.....	7,493	-	-	4,951	2,542	-	-
Community Battery.....	6,320	-	-	3,160	1,896	1,264	-
Dampier Peninsula and Warmun Independent Power							
Producer Buy-Out.....	4,504	-	-	4,504	-	-	-
Pilbara Transmission Infrastructure.....	147,573	-	-	60,577	46,374	40,622	-
Standalone Power Systems Roll-Out - Round 5.....	18,441	-	-	17,247	1,194	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>1,425,350</b>	<b>923,520</b>	<b>138,165</b>	<b>189,076</b>	<b>125,152</b>	<b>114,069</b>	<b>73,533</b>
<b>FUNDED BY</b>							
Borrowings.....			103,529	160,899	104,269	95,865	55,329
Capital Appropriation.....			2,404	-	-	14,451	14,451
Commonwealth Grants.....			427	2,277	142	-	-
Internal Funds and Balances.....			14,817	2,280	-	-	-
Major Treasurer's Special Purpose Account(s)							
Remote Communities Fund.....			7,455	17,496	14,446	-	-
Royalties for Regions Fund.....			3,500	-	-	-	-
Other.....			6,033	6,124	3,662	3,753	3,753
Other Grants and Subsidies.....			-	-	2,633	-	-
<b>Total Funding.....</b>			<b>138,165</b>	<b>189,076</b>	<b>125,152</b>	<b>114,069</b>	<b>73,533</b>

## Financial Statements

### Income Statement

#### *Revenue*

1. The total revenue in 2024-25 is forecast to increase by \$27.9 million from the 2023-24 Estimated Actual primarily due to the combined impact of the:
  - 1.1. increase in the sale of goods and services in 2024-25 and over the forward estimates period, which is primarily due to new energy agreements with large commercial customers; and
  - 1.2. funding of a decarbonisation program as a part of the Government's Sectoral Emissions Reduction Strategies and tender outcomes and contract negotiations.

#### *Expenses*

2. The total expenses in 2024-25 Budget is forecast to increase by \$21.4 million from the 2023-24 Estimated Actual primarily due to the combined impact of:
  - 2.1. establishing a decarbonisation program as a part of the Government's Sectoral Emissions Reduction Strategies to enable the least-cost generation of renewable energy of Horizon Power towns;
  - 2.2. increased borrowing costs; and
  - 2.3. the flow-on impact of higher depreciation and decommissioning provision expenses for Horizon Power's infrastructure assets.

### Statement of Cashflows

3. The increase in other payments in 2023-24 and 2024-25 are largely due to the electricity credits for residential and small business customers.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services <sup>(b)</sup> .....	324,455	341,824	341,824	348,310	347,091	352,258	359,407
Other revenue.....	53,822	35,593	35,593	38,738	37,182	42,535	48,758
Tariff Equalisation Contribution.....	175,000	197,000	197,000	230,000	236,000	234,000	242,000
<b>Revenue from Government</b>							
Operating subsidies <sup>(c)</sup> .....	46,358	31,060	47,230	29,342	7,494	17,235	17,911
Capital subsidies.....	-	-	2,707	4,557	2,775	-	-
Other subsidies.....	-	200	1,870	2,470	200	200	200
Major Treasurer's Special Purpose Account(s)							
Remote Communities .....	4,345	9,420	9,420	9,486	8,572	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	7,456	-	30,570	31,182	31,961	31,961	31,961
Regional Infrastructure and Headworks Fund .....	-	30,570	-	-	-	-	-
<b>TOTAL REVENUE</b> .....	<b>611,436</b>	<b>645,667</b>	<b>666,214</b>	<b>694,085</b>	<b>671,275</b>	<b>678,189</b>	<b>700,237</b>
<b>Expenses</b>							
Employee benefits <sup>(d)</sup> .....	84,792	67,864	69,149	73,830	74,260	73,083	73,175
Grants and subsidies .....	13,980	27,733	27,733	24,471	5,446	5,582	5,733
Supplies and services .....	275,008	332,735	343,644	350,567	346,041	350,889	359,094
Accommodation.....	5,278	4,562	5,662	5,809	4,801	4,926	5,048
Depreciation and amortisation .....	111,842	110,033	111,403	118,527	118,576	119,071	115,039
Finance and interest costs.....	59,799	59,349	60,704	71,266	73,866	74,270	73,613
Other expenses .....	51,030	36,383	41,287	36,563	31,441	30,723	31,931
<b>TOTAL EXPENSES <sup>(e)</sup></b> .....	<b>601,729</b>	<b>638,659</b>	<b>659,582</b>	<b>681,033</b>	<b>654,431</b>	<b>658,544</b>	<b>663,633</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>9,707</b>	<b>7,008</b>	<b>6,632</b>	<b>13,052</b>	<b>16,844</b>	<b>19,645</b>	<b>36,604</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	2,192	1,796	1,683	3,947	6,255	5,895	10,982
Deferred tax equivalent expense .....	394	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>7,121</b>	<b>5,212</b>	<b>4,949</b>	<b>9,105</b>	<b>10,589</b>	<b>13,750</b>	<b>25,622</b>
<b>Dividends</b> .....	<b>-</b>	<b>3,679</b>	<b>-</b>	<b>5,844</b>	<b>9,858</b>	<b>10,474</b>	<b>16,995</b>

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

(b) Increase in 2023-24 is driven by new agreement with large customers.

(c) 2022-23 Actuals and 2023-24 Estimated Actuals include subsidies to support Horizon Power to overcome cost pressure from suppliers and contractors

(d) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 570, 594 and 616 respectively.

(e) The 2023-24 Estimated Actuals increase was driven by higher cost pressure from suppliers and contractors.

**STATEMENT OF FINANCIAL POSITION (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	156,681	192,254	178,936	215,005	243,900	287,370	340,416
Cash assets - Retained dividends .....	5,306	5,306	9,086	9,086	9,086	9,086	9,086
Receivables .....	43,152	43,125	43,048	45,890	45,039	44,167	43,273
Assets held for sale .....	-	3,925	-	-	-	-	-
Other.....	27,245	17,947	27,245	27,245	27,245	27,245	27,245
Total current assets.....	232,384	262,557	258,315	297,226	325,270	367,868	420,020
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	1,491,221	1,526,927	1,557,601	1,711,966	1,754,406	1,778,819	1,760,085
Intangibles .....	244,297	187,394	202,991	220,285	185,210	156,584	134,621
Receivables .....	3,252	3,967	3,252	3,252	3,252	3,252	3,252
Other investments.....	2,907	553	2,907	2,907	2,907	2,907	2,907
Other.....	114,316	123,848	116,816	116,816	116,816	116,816	116,816
Total non-current assets.....	1,855,993	1,842,689	1,883,567	2,055,226	2,062,591	2,058,378	2,017,681
<b>TOTAL ASSETS</b> .....	<b>2,088,377</b>	<b>2,105,246</b>	<b>2,141,882</b>	<b>2,352,452</b>	<b>2,387,861</b>	<b>2,426,246</b>	<b>2,437,701</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	20,645	18,609	20,645	20,645	20,645	20,645	20,645
Payables.....	64,738	57,625	64,738	64,738	64,738	64,738	64,738
Borrowings and leases .....	144,442	122,453	140,500	141,178	144,535	133,660	123,263
Other.....	23,720	24,921	26,540	26,540	26,540	26,540	26,540
Total current liabilities.....	253,545	223,608	252,423	253,101	256,458	245,583	235,186
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,903	3,265	3,903	3,903	3,903	3,903	3,903
Borrowings and leases .....	1,028,530	1,064,094	1,068,909	1,215,839	1,237,284	1,271,190	1,274,958
Other.....	161,686	155,135	157,626	199,831	195,261	192,888	187,894
Total non-current liabilities.....	1,194,119	1,222,494	1,230,438	1,419,573	1,436,448	1,467,981	1,466,755
<b>TOTAL LIABILITIES</b> .....	<b>1,447,664</b>	<b>1,446,102</b>	<b>1,482,861</b>	<b>1,672,674</b>	<b>1,692,906</b>	<b>1,713,564</b>	<b>1,701,941</b>
<b>NET ASSETS</b> .....	<b>640,713</b>	<b>659,144</b>	<b>659,021</b>	<b>679,778</b>	<b>694,955</b>	<b>712,682</b>	<b>735,760</b>
<b>EQUITY</b>							
Contributed equity.....	416,113	429,472	429,472	446,968	461,414	475,865	490,316
Accumulated surplus/(deficit).....	224,600	229,672	229,549	232,810	233,541	236,817	245,444
<b>TOTAL EQUITY</b> .....	<b>640,713</b>	<b>659,144</b>	<b>659,021</b>	<b>679,778</b>	<b>694,955</b>	<b>712,682</b>	<b>735,760</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	322,156	339,915	339,915	346,372	345,089	350,206	357,304
Grants and subsidies .....	-	-	427	2,277	2,775	-	-
GST receipts.....	53,269	37,407	37,407	37,844	38,601	39,566	44,755
Other receipts.....	55,736	28,405	28,405	29,064	31,201	36,575	42,800
Tariff Equalisation Contribution.....	175,000	197,000	197,000	230,000	236,000	234,000	242,000
<b>Payments</b>							
Employee benefits .....	(82,464)	(67,786)	(69,071)	(73,830)	(74,260)	(73,083)	(73,175)
Supplies and services.....	(303,548)	(333,616)	(344,525)	(349,911)	(345,404)	(350,236)	(358,425)
Accommodation (b).....	(4,774)	(2,999)	(2,999)	(3,073)	(4,775)	(4,894)	(4,888)
GST payments.....	(52,052)	(37,407)	(37,407)	(37,844)	(38,601)	(39,566)	(44,755)
Finance and interest costs.....	(58,848)	(55,320)	(56,675)	(67,568)	(70,058)	(70,600)	(70,089)
Other payments.....	(42,068)	(63,892)	(67,420)	(61,848)	(37,094)	(34,129)	(38,036)
<b>Net cash from operating activities.....</b>	<b>62,407</b>	<b>41,707</b>	<b>25,057</b>	<b>51,483</b>	<b>83,474</b>	<b>87,839</b>	<b>97,491</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets .....	409	1,224	1,224	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(122,248)	(105,488)	(138,165)	(189,076)	(125,152)	(114,069)	(73,533)
Other payments.....	(1,800)	(2,500)	(2,500)	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(123,639)</b>	<b>(106,764)</b>	<b>(139,441)</b>	<b>(189,076)</b>	<b>(125,152)</b>	<b>(114,069)</b>	<b>(73,533)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	180,000	235,475	254,022	257,863	194,057	185,653	145,117
<b>Payments</b>							
Repayment of borrowings and leases.....	(177,776)	(215,916)	(215,916)	(165,896)	(169,255)	(162,622)	(151,746)
<b>Net cash from financing activities .....</b>	<b>2,224</b>	<b>19,559</b>	<b>38,106</b>	<b>91,967</b>	<b>24,802</b>	<b>23,031</b>	<b>(6,629)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	-	-	2,280	2,280	-	-	-
Administered appropriations .....	4,399	-	-	-	-	-	-
Operating subsidies.....	55,935	31,060	47,230	29,342	7,494	17,235	17,911
Equity contributions .....	-	2,404	2,404	-	-	14,451	14,451
Other subsidies.....	-	200	1,870	2,470	200	200	200
Major Treasurer's Special Purpose Account(s)							
Remote Communities .....	4,345	16,875	16,875	26,982	23,018	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	7,456	-	30,570	31,182	31,961	31,961	31,961
Regional Infrastructure and Headworks Fund .....	-	30,570	3,500	-	-	-	-
<b>Payments</b>							
Dividends to Government .....	-	(3,679)	-	(5,844)	(9,858)	(10,474)	(16,995)
National Tax Equivalent Regime - Income Tax ....	(3,342)	(1,796)	(1,683)	(3,947)	(6,255)	(5,895)	(10,982)
Local Government Rates Equivalent .....	(496)	(733)	(733)	(770)	(789)	(809)	(829)
<b>Net cash provided to Government.....</b>	<b>(68,297)</b>	<b>(74,901)</b>	<b>(102,313)</b>	<b>(81,695)</b>	<b>(45,771)</b>	<b>(46,669)</b>	<b>(35,717)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>9,289</b>	<b>29,403</b>	<b>26,035</b>	<b>36,069</b>	<b>28,895</b>	<b>43,470</b>	<b>53,046</b>
Cash assets at the beginning of the reporting period .....	152,698	168,157	161,987	188,022	224,091	252,986	296,456
<b>Cash assets at the end of the reporting period (c) .....</b>	<b>161,987</b>	<b>197,560</b>	<b>188,022</b>	<b>224,091</b>	<b>252,986</b>	<b>296,456</b>	<b>349,502</b>

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

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

(c) Increase in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual is mostly driven by cashflows from operating activities.



# Water Corporation

## Part 12

## Utilities

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	410,000	436,266	444,187	<b>497,182</b>	487,329	494,718	491,088
Local Government Rates Equivalent.....	7,938	8,386	8,386	<b>8,575</b>	8,790	9,009	9,234
Dividends <sup>(a)(b)</sup> .....	-	759,919	-	<b>842,526</b>	861,749	907,136	949,339
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	560,516	621,111	605,817	<b>681,355</b>	720,724	744,112	783,767
Other Subsidies.....	26,498	56,236	32,741	<b>49,307</b>	2,344	200	-
Major Treasurer's Special Purpose Account(s).....	53,957	31,767	33,767	<b>33,672</b>	34,515	23,929	23,929
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	-	87,462	87,462	<b>59,775</b>	-	39,210	-
Major Treasurer's Special Purpose Account(s).....	2,336	55,343	57,518	<b>64,990</b>	61,265	8,466	-
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	85	85	85	<b>85</b>	85	85	85
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	2,669,362	2,684,577	2,792,405	<b>2,893,601</b>	2,975,974	3,109,984	3,223,144
Revenue from Government.....	640,971	709,114	672,325	<b>764,334</b>	757,583	768,241	807,696
Total Expenses <sup>(c)</sup> .....	1,961,653	1,990,145	2,054,851	<b>2,063,500</b>	2,173,946	2,240,677	2,317,690
Total Borrowings.....	5,040,346	5,677,893	4,787,639	<b>5,079,348</b>	6,315,154	7,282,725	7,815,194
<b>NET PROFIT AFTER TAX.....</b>	<b>946,615</b>	<b>982,993</b>	<b>987,429</b>	<b>1,116,607</b>	<b>1,092,240</b>	<b>1,146,814</b>	<b>1,199,732</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>952,381</b>	<b>1,463,954</b>	<b>1,548,224</b>	<b>940,969</b>	<b>850,929</b>	<b>1,002,367</b>	<b>1,165,779</b>

(a) The Corporation will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Corporation's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Alkimos Seawater Desalination Plant .....	(35)	(765)	(7,387)	(19,433)	(27,459)
Essential and Municipal Services Upgrade Project .....	(1,775)	(1,822)	(1,490)	(737)	(746)
<b>Other</b>					
2023-24 Retained Dividend .....	(738,911)	-	-	-	-
Consumer Price Index/Wage Price Index Based Operating Expenditure Escalation (2023-24 Mid-year Review) .....	(35,735)	(39,922)	(41,277)	(42,225)	(43,954)
Operating Expenditure and Interest Expense Update .....	28,325	(10,224)	11,301	(5,573)	11,009
Regulated and Other Revenue Update .....	32,374	29,801	22,044	9,434	29,037

## Significant Issues Impacting the Government Trading Enterprise

1. The Corporation's operating environment continues to be influenced by factors such as changing climate, an ageing asset base, social and customer expectations, managing environmental obligations alongside economic pressures, accelerating technological advancement and the need to build a skilled workforce into the future.

### Impact of Climate Change

2. Climate change is having an increasing impact on the availability of water sources. As such, the Corporation continues to look to manage customer demand for water, reduce greenhouse gas emissions, invest in renewable energy, consider opportunities for infrastructure adaptation, and invest in climate-resilient water resources like desalination. The Corporation will also continue to support a whole-of-government approach to ensure collaboration across sectors to support adaptation to and mitigation of climate change impacts.
3. Reduced rainfall, particularly in the South West, has significantly reduced surface water dam inflows and is likely to constrain groundwater availability. As this impacts the capacity of city and town water supplies, the Corporation understands that augmentation with climate independent sources like seawater desalination and groundwater replenishment is critical to maintain liveability.

### Ageing Asset Base

4. The Corporation is responsible for a significant asset base across Western Australia: it manages an extensive network of infrastructure assets with a total replacement value of \$44 billion. The Corporation's assets are ageing, with \$7.7 billion (17.5%) of assets nearing the end of their economic lives in the next decade. As a result, the Corporation continues to invest to upgrade its networks to respond to climate change and growth, reduce risk and keep delivering a safe and reliable service to its customers.
5. The Corporation maintains delivery of high-quality products and services to its customers and the community and economic returns to Government. With an ageing asset base, continued capital investment in maintenance is essential to ensure the Corporation can maintain service and minimise reactive urgent repairs across its network. The Corporation continues to prioritise capital investment and network maintenance.

### Economic Pressures

6. High inflation, supply chain disruptions, increasing housing demand and high competition for contractor availability continue to result in cost pressures for the Corporation.

## Increasing Customer Expectations and Environmental Obligations

7. The Corporation acknowledges that customers expect safe, secure, affordable, and fit-for-purpose water services. The Corporation continues to observe increased community and customer expectations, which the Corporation remains committed to meeting. In this context, the Corporation continues to look to further improve transparency in areas such as social, operational, environmental, governance and financial performance.

## Other Trends

8. With the advent of artificial intelligence and the advancement of technology, the Corporation continues to be cognisant of the critical importance of cyber security. With an ageing workforce, the Corporation remains committed to meeting the demand for a future-ready workforce.
9. On 1 July 2023, the Corporation took over responsibility for the management of water services for 141 Aboriginal communities previously supported through Communities' Remote Essential and Municipal Services program. The Corporation is now working on a 10-year program to upgrade and deliver more reliable water supply to the 141 communities.

## Retained Dividend

10. The Corporation will retain its 2023-24 dividend payment totalling \$755.5 million to contribute to funding future infrastructure assets, including the Alkimos Seawater Desalination Plant (\$655.5 million) and the relocation and augmentation of water assets across the metropolitan area (\$97 million). The Corporation's total retained dividend of \$2.9 billion will largely fund construction of the Alkimos Seawater Desalination Plant.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Sustainably finance our vision.	1. Reducing total recurring expenditure to fund our key priorities and provide socially equitable outcomes for communities
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Empowering our people to deliver our best performance.	2. Engaging and enabling our employees to perform at our best
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Safety for customers, communities and employees.	3. Providing safe and secure water to meet or exceed United Nations Sustainable Development Goal 6 4. Improving employee and public safety outcomes
	Local solutions in partnership with communities.	5. Driving value for money and customer satisfaction across all regions and segments 6. Building trust among the communities we serve
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Accelerating environmental sustainability of the water cycle as our climate changes.	7. Accelerating to net zero for scope 1 and 2 greenhouse gas emissions 8. Educating the community on climate change impacts, driving waterwise outcomes and ramping up wastewater recycling

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Reducing total recurring expenditure to fund our key priorities and provide socially equitable outcomes for communities:</b>					
Total cost per property .....	\$2,229	\$2,291	\$2,358	\$2,412	
<b>Outcome: Engaging and enabling our employees to perform at our best:</b>					
Employee Experience Survey - Engagement <sup>(a)</sup> .....	n.a.	73%	70%	n.a.	
<b>Outcome: Providing safe and secure water to meet or exceed United Nations Sustainable Development Goal 6:</b>					
Customers and communities we serve with access to safe water in line with United Nations Sustainable Development Goal 6 <sup>(b)</sup> .....	n.a.	≥70%	96%	96%	
<b>Outcome: Improving employee and public safety outcomes:</b>					
Total recordable injury frequency rate (per million hours worked) .....	4.39	<3	5.1	<3	1
<b>Outcome: Driving value for money and customer satisfaction across all regions and segments:</b>					
Individual measurement of value for money, across regions and segments (% of customers who rate the Corporation strongly (7-10)) <sup>(c)</sup> .....	57%	61%	55%	62%	
<b>Outcome: Building trust among the communities we serve:</b>					
Individual measurement of community trust, across regions and segments (% of customers who rate the Corporation strongly (7-10)) <sup>(c)</sup> .....	71%	71%	67%	71%	
<b>Outcome: Accelerating to net zero for scope 1 and 2 greenhouse gas emissions:</b>					
Reported greenhouse gas emissions (CO <sub>2</sub> equivalent kilotonnes) <sup>(d)</sup> .....	450	568	532	557	
<b>Outcome: Educating the community on climate change impacts, driving waterwise outcomes and ramping up wastewater recycling:</b>					
Wastewater recycled <sup>(e)</sup> .....	19%	21%	15%	21%	2

(a) 2023-24 Budget is based on industry average. There is no Budget Target for 2024-25 as the survey is intended to run every two years. Since the 2023-24 Budget, the measure has been converted to a percentage due to external data availability and to enable more meaningful year-on-year comparison.

(b) This is a new measure in 2023-24 based on data that is collected annually, therefore there is no 2022-23 Actual. The target includes Aboriginal Communities' schemes transferred to Water Corporation in 2023. The 2024-25 Budget Target is based on the 2023-24 Estimated Actual, as the glidepath is still being finalised.

(c) 2023-24 Estimated Actual is based on year-to-date performance over the first two quarters of 2023-24. Since the 2023-24 Budget, the measure has been converted to a percentage due to external data availability and to enable more meaningful year-on-year comparison.

(d) Long-term target of net zero greenhouse gas emissions by 2050. Current measure is consistent with National Greenhouse Energy Reporting Scheme methodology (scope 1 and scope 2, does not include offsets). 2023-24 Estimated Actual as at 8 March 2024.

(e) Based on September quarter 2023 estimates, not expected to meet the target due to reduced production rate from the Advanced Water Recycling Plant.

## Explanation of Significant Movements

(Notes)

1. Recordable injury frequency rate is an estimate based on the year-to-date trend of increased injuries that are temporary in nature, with no ongoing impairment and parties have fully recovered. Overall, this continues to be an area of ongoing focus for the Corporation.
2. The 2023-24 Estimated Actual is based on September quarter 2023 estimates, and is not expected to meet the target due to reduced production rate from the Advanced Water Recycling Plant.

## Asset Investment Program

1. In 2024-25, \$1.7 billion is committed to asset investment projects across the State. These projects will support the expansion or improvement of the Corporation's services and ensure customers have continued access to reliable, high-quality water, wastewater and drainage services.

## Expenditure in the Metropolitan Area

2. A total of \$1.2 billion has been committed to projects across the metropolitan area in 2024-25. The projects include safeguarding drinking water supply to a growing population as climate change continues to place stress on traditional water sources, and providing for the construction of facilities to collect and treat wastewater.
3. In 2024-25, \$756.3 million has been committed to metropolitan water supply and network projects, including:
  - 3.1. \$596.7 million towards the Alkimos Seawater Desalination Plant program of works, which will have the capacity to produce 50 gigalitres (GL) of water per annum and the option for future expansion to 100 GL per annum;
  - 3.2. \$30.4 million for critical water reticulation renewals across the metropolitan area. This investment minimises the likelihood of asset failures and is expected to stabilise the number supply interruptions; and
  - 3.3. \$9.3 million on the Talbot Road pipe renewal project to replace 3.5 km of pipe from Talbot Road to Scott Street in Hazelmere and Helena Valley to ensure security of supply. The project has an estimated total cost of \$32.7 million.
4. In 2024-25, \$297.1 million has been committed to wastewater treatment and network projects in both the northern and southern metropolitan corridors, including:
  - 4.1. \$141.3 million towards the upgrade of the Woodman Point Water Resource Recovery Facility. The project will upgrade all aspects of the solids treatment facilities to increase treatment capacity. The project has an estimated total cost of \$285.3 million;
  - 4.2. \$27.3 million towards an upgrade of the Sepia Depression Ocean Outfall Landline Tower at Woodman Point to increase capacity and avoid overflows to the environment. The project has an estimated total cost of \$74.9 million; and
  - 4.3. \$24.4 million towards the upgrade of Ellenbrook Barrambie Way pump station capacity and the construction of a new pressure main to cater for growth in the area and reduce the risk of overflows. The project has an estimated total cost of \$70.7 million.
5. A further \$156.8 million has been approved by Government in 2024-25 for the relocation and augmentation of water assets.

## Expenditure in the Regions

6. Regional Western Australia will also continue to see investment in the development and upgrade of water, wastewater and irrigation infrastructure, with a total of \$277 million committed in 2024-25.

7. A total of \$153.9 million will be spent in 2024-25 on regional water projects, including:
  - 7.1. \$44.7 million towards the construction of a water treatment plant in Onslow, which will have the capacity to produce 1.5 million litres of potable water per day. The Onslow Town Water Supply project has an estimated total cost of \$94.3 million; and
  - 7.2. \$42.7 million towards upgrading the capacity of the Burrup Seawater Supply Scheme to enable the expansion of industry seawater demand. The project has an estimated total cost of \$147 million.
8. A total of \$49.3 million will be spent in 2024-25 on regional wastewater projects, including:
  - 8.1. \$14.3 million towards replacement of pressure main at Ulster Road, Albany to reduce the risk of overflows into Oyster Harbour. The project has an estimated total cost of \$17.2 million; and
  - 8.2. \$6 million towards sewer reticulation relining to address sections of pipe with repeated blockages and wastewater overflows.
9. A total of \$25.4 million will be spent in 2024-25 on regional irrigation projects, including \$22.6 million to upgrade the Ord Irrigation Scheme to meet the State's obligation to supply water to the Knox development in the Ord Irrigation area. The project has an estimated total cost of \$77.1 million.
10. The Corporation received funding from Government totalling \$28.6 million in 2024-25 for the Remote Aboriginal Communities Accelerated Works program, to deliver improved water services to remote Aboriginal and town-based communities.

### Election Commitments

11. The Corporation has received funding of \$20 million in 2024-25 for the following election commitments:
  - 11.1. \$14.9 million under the Essential and Municipal Services Upgrade Program to deliver more reliable and improved water services to a number of larger remote aboriginal communities; and
  - 11.2. \$5 million towards the Albert Street Drain project, located in the City of Stirling, which will improve local area amenity and water quality.

### Energy Infrastructure

12. Government has approved funding of \$94.4 million in 2024-25 towards construction of the Flat Rocks Wind Farm Stage 2. The windfarm will support the Government's commitment to powering Perth's desalination plants with renewable energy, as well as reducing greenhouse gas emissions by 2030.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Election Commitment							
Albert Street Drain .....	13,700	6,796	6,021	5,020	705	636	543
Essential and Municipal Services Upgrade Program .....	58,896	21,976	7,656	14,939	16,399	5,582	-
Metropolitan							
Drainage							
Capacity .....	82,206	57,058	8,992	3,726	7,225	7,221	6,976
Renewals .....	51,115	21,030	1,885	1,805	8,545	8,545	11,190
Wastewater							
Network Capacity .....	585,407	324,415	75,536	59,681	71,296	58,925	71,090
Network Renewals .....	243,129	142,503	19,068	18,539	38,825	28,692	14,570
Treatment Capacity .....	853,162	380,994	140,219	209,101	156,437	48,416	58,214
Treatment Renewals .....	159,757	84,296	10,502	9,737	18,855	38,351	8,518
Water							
Network Capacity .....	453,638	252,853	32,993	43,175	40,587	53,740	63,283
Network Renewals .....	404,678	223,564	32,047	43,380	55,835	45,893	36,006
Supply Capacity .....	3,264,645	492,302	149,845	615,144	1,003,010	799,603	354,586
Supply Renewals .....	290,144	143,468	20,147	54,566	30,618	28,593	32,899
Regional							
Drainage							
Capacity .....	34,841	34,662	158	6	4	52	117
Renewals .....	46,445	22,686	1,477	4,900	3,409	6,132	9,318
Irrigation .....	125,651	64,648	30,466	25,396	21,620	9,200	4,787

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Wastewater</b>							
Network Capacity .....	91,948	59,608	6,681	2,708	10,862	130	18,640
Network Renewals .....	204,220	62,108	9,315	28,136	51,004	46,161	16,811
Treatment Capacity .....	242,019	178,135	21,137	10,786	10,558	22,673	19,867
Treatment Renewals .....	73,256	34,761	10,129	7,681	7,490	12,422	10,902
<b>Water</b>							
Network Capacity .....	324,447	155,543	46,073	54,670	53,570	41,852	18,812
Network Renewals .....	411,744	216,356	27,170	26,503	38,050	60,839	69,996
Supply Capacity .....	611,342	321,189	53,064	67,808	72,382	76,515	73,448
Supply Renewals .....	98,298	45,394	10,518	4,906	8,110	22,223	17,665
Relocation and Augmentation of Network Assets .....	279,977	123,202	97,042	156,775	-	-	-
Remote Aboriginal Communities Accelerated Works .....	76,048	20,632	10,761	28,575	12,741	9,500	4,600
<b>Service</b>							
Business Support Costs .....	487,471	326,529	12,905	37,918	41,554	29,208	52,262
Capital Support Costs .....	267,776	170,195	28,358	23,862	24,213	24,571	24,935
Corporate Real Estate .....	198,191	125,311	17,755	18,220	18,220	18,220	18,220
Energy Infrastructure .....	322,198	23,037	-	94,375	204,786	-	-
Operational Information and Control .....	265,563	149,116	28,740	30,926	28,517	28,512	28,492
<b>Total Cost of Asset Investment Program .....</b>	<b>10,621,912</b>	<b>4,284,367</b>	<b>916,660</b>	<b>1,702,964</b>	<b>2,055,427</b>	<b>1,532,407</b>	<b>1,046,747</b>
<b>FUNDED BY</b>							
Borrowings .....			23,893	716,942	1,332,600	771,845	332,779
Internal Funds and Balances .....			747,787	861,257	661,562	712,886	713,968
Major Treasurer's Special Purpose Account(s)							
Remote Communities Fund .....			19,334	34,982	39,210	-	-
Royalties for Regions Fund .....			38,184	30,008	22,055	8,466	-
Other .....			87,462	59,775	-	39,210	-
<b>Total Funding .....</b>			<b>916,660</b>	<b>1,702,964</b>	<b>2,055,427</b>	<b>1,532,407</b>	<b>1,046,747</b>

## Financial Statements

### Income Statement

#### Revenue

- Total revenue in 2024-25 is forecast to be \$193.2 million higher than the 2023-24 Estimated Actual, largely due to an increase in the sale of goods and services, increase in the value of assets handed over from developers, and higher operating subsidies and capital subsidies from Government.

#### Expenses

- Total expenses in 2024-25 are forecast to be \$8.6 million higher than the 2023-24 Estimated Actual, largely due to lower net interest expense associated with a higher cash balance and temporary repayment of debt due to the retention of dividends.

### Statement of Financial Position

- In 2024-25, net assets are expected to increase by \$398.8 million compared to the 2023-24 Estimated Actual. This is largely due to capital projects such as the Alkimos Seawater Desalination Plant, the Water and Wastewater Pipeline Renewals program and Kwinana Water Recycling Plant Expansion.

### Statement of Cashflows

- The 2024-25 cash assets at the end of the reporting period are \$607.3 million lower than the 2023-24 Estimated Actual. This is largely due to the use of the retained dividend for the Alkimos Seawater Desalination Plant project.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	2,400,613	2,458,561	2,502,615	2,579,372	2,666,545	2,769,607	2,876,231
Other revenue.....	268,749	226,016	289,790	314,229	309,429	340,377	346,913
<b>Revenue from Government</b>							
Operating subsidies.....	560,516	621,111	605,817	681,355	720,724	744,112	783,767
Capital subsidies.....	-	43,944	20,449	48,707	2,144	-	-
Other subsidies.....	26,498	12,292	12,292	600	200	200	-
Major Treasurer's Special Purpose Account(s)							
Remote Communities .....	-	8,880	8,880	10,327	10,586	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	53,957	22,887	24,887	23,345	23,929	23,929	23,929
<b>TOTAL REVENUE .....</b>	<b>3,310,333</b>	<b>3,393,691</b>	<b>3,464,730</b>	<b>3,657,935</b>	<b>3,733,557</b>	<b>3,878,225</b>	<b>4,030,840</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	406,881	484,367	424,222	426,688	440,756	445,314	464,750
Supplies and services.....	614,023	487,854	685,282	709,184	741,301	758,873	788,486
Accommodation.....	7,938	8,386	8,386	8,575	8,790	9,009	9,234
Depreciation and amortisation .....	558,628	579,174	577,389	575,850	609,983	627,142	631,604
Finance and interest costs.....	206,291	233,767	201,345	183,819	196,018	225,192	233,626
Other expenses .....	167,892	196,597	158,227	159,384	177,098	175,147	189,990
<b>TOTAL EXPENSES .....</b>	<b>1,961,653</b>	<b>1,990,145</b>	<b>2,054,851</b>	<b>2,063,500</b>	<b>2,173,946</b>	<b>2,240,677</b>	<b>2,317,690</b>
<b>NET PROFIT/(LOSS) BEFORE TAX .....</b>	<b>1,348,680</b>	<b>1,403,546</b>	<b>1,409,879</b>	<b>1,594,435</b>	<b>1,559,611</b>	<b>1,637,548</b>	<b>1,713,150</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	410,000	436,266	444,187	497,182	487,329	494,718	491,088
Deferred tax equivalent expense .....	(7,935)	(15,713)	(21,737)	(19,354)	(19,958)	(3,984)	22,330
<b>NET PROFIT/(LOSS) AFTER TAX.....</b>	<b>946,615</b>	<b>982,993</b>	<b>987,429</b>	<b>1,116,607</b>	<b>1,092,240</b>	<b>1,146,814</b>	<b>1,199,732</b>
<b>Dividends .....</b>	<b>-</b>	<b>759,919</b>	<b>-</b>	<b>842,526</b>	<b>861,749</b>	<b>907,136</b>	<b>949,339</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 3,978, 4,036 and 4,036 respectively.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	21,706	211,675	203,878	172,693	187,725	339,288	502,700
Cash assets - Retained dividends <sup>(b)</sup> .....	930,675	1,252,279	1,344,346	768,276	658,521	658,521	658,521
Restricted cash.....	-	-	-	-	4,683	4,558	4,558
Receivables.....	282,364	279,776	190,930	197,554	204,542	214,267	224,435
Other.....	173,943	67,325	175,943	178,043	180,243	180,243	180,243
Total current assets.....	1,408,688	1,811,055	1,915,097	1,316,566	1,235,714	1,396,877	1,570,457
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	18,067,812	18,687,535	18,520,410	19,796,646	21,371,419	22,439,739	23,049,438
Intangibles.....	116,656	83,154	116,656	116,656	116,656	116,656	116,656
Receivables.....	27,806	26,102	27,807	27,805	27,805	27,805	27,805
Total non-current assets.....	18,212,274	18,796,791	18,664,873	19,941,107	21,515,880	22,584,200	23,193,899
<b>TOTAL ASSETS</b> .....	<b>19,620,962</b>	<b>20,607,846</b>	<b>20,579,970</b>	<b>21,257,673</b>	<b>22,751,594</b>	<b>23,981,077</b>	<b>24,764,356</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	133,746	117,497	134,146	134,146	134,146	134,146	134,146
Payables.....	340,646	335,645	381,247	372,987	344,141	335,565	322,005
Borrowings and leases.....	17,454	7,979	28,564	28,835	29,696	29,707	29,501
Other.....	65,476	53,227	65,770	66,610	67,906	67,906	67,906
Total current liabilities.....	557,322	514,348	609,727	602,578	575,889	567,324	553,558
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	33,744	32,925	33,344	33,344	33,344	33,344	33,344
Borrowings and leases.....	5,250,760	5,958,959	5,039,065	5,342,424	6,589,234	7,541,914	8,065,236
Other.....	230,489	208,277	216,776	199,423	181,466	179,481	202,811
Total non-current liabilities.....	5,514,993	6,200,161	5,289,185	5,575,191	6,804,044	7,754,739	8,301,391
<b>TOTAL LIABILITIES</b> .....	<b>6,072,315</b>	<b>6,714,509</b>	<b>5,898,912</b>	<b>6,177,769</b>	<b>7,379,933</b>	<b>8,322,063</b>	<b>8,854,949</b>
<b>NET ASSETS</b> .....	<b>13,548,647</b>	<b>13,893,337</b>	<b>14,681,058</b>	<b>15,079,904</b>	<b>15,371,661</b>	<b>15,659,014</b>	<b>15,909,407</b>
<b>EQUITY</b>							
Contributed equity.....	259,620	409,025	404,600	529,365	590,630	638,306	638,306
Accumulated surplus/(deficit).....	5,962,351	6,157,618	6,949,780	7,223,861	7,454,352	7,694,030	7,944,423
Reserves.....	7,326,676	7,326,694	7,326,678	7,326,678	7,326,679	7,326,678	7,326,678
<b>TOTAL EQUITY</b> .....	<b>13,548,647</b>	<b>13,893,337</b>	<b>14,681,058</b>	<b>15,079,904</b>	<b>15,371,661</b>	<b>15,659,014</b>	<b>15,909,407</b>

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

(b) The Corporation has retained its dividends payable in 2020-21, 2021-22, 2022-23 and 2023-24 to contribute to funding construction of the Alkimos Seawater Desalination Plant and other infrastructure assets.

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	2,386,708	2,469,440	2,468,885	2,604,958	2,643,726	2,756,083	2,862,171
Grants and subsidies.....	3,775	1,888	2,768	730	350	350	-
GST receipts.....	126,277	116,008	116,008	117,589	117,589	117,589	117,590
Other receipts.....	167,247	169,659	200,972	195,076	209,456	231,328	233,120
<b>Payments</b>							
Employee benefits.....	(389,483)	(480,150)	(420,413)	(422,767)	(436,715)	(441,152)	(454,327)
Supplies and services.....	(607,866)	(487,854)	(685,282)	(709,184)	(741,301)	(758,873)	(788,486)
GST payments.....	(123,946)	(116,539)	(116,539)	(118,127)	(118,127)	(118,127)	(118,127)
Finance and interest costs.....	(226,717)	(246,638)	(216,520)	(204,301)	(212,682)	(272,500)	(307,734)
Other payments.....	(201,080)	(251,851)	(129,071)	(177,175)	(171,588)	(169,763)	(190,513)
<b>Net cash from operating activities.....</b>	<b>1,134,915</b>	<b>1,173,963</b>	<b>1,220,808</b>	<b>1,286,799</b>	<b>1,290,708</b>	<b>1,344,935</b>	<b>1,353,694</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	4,236	1,600	1,600	1,601	1,600	1,600	1,600
<b>Payments</b>							
Purchase of non-current assets.....	(647,656)	(1,113,534)	(916,660)	(1,702,964)	(2,055,427)	(1,532,407)	(1,046,747)
<b>Net cash from investing activities.....</b>	<b>(643,420)</b>	<b>(1,111,934)</b>	<b>(915,060)</b>	<b>(1,701,363)</b>	<b>(2,053,827)</b>	<b>(1,530,807)</b>	<b>(1,045,147)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	1,000,058	483,154	963,082	1,950,036	1,826,437	1,530,373
<b>Payments</b>							
Repayment of borrowings and leases.....	(401,242)	(751,240)	(693,407)	(667,050)	(712,568)	(877,858)	(1,012,400)
Other payments.....	(7,336)	(7,459)	(7,459)	(7,579)	(7,724)	(7,746)	(7,579)
<b>Net cash from financing activities.....</b>	<b>(408,578)</b>	<b>241,359</b>	<b>(217,712)</b>	<b>288,453</b>	<b>1,229,744</b>	<b>940,833</b>	<b>510,394</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	-	23,937	51,537	10,746	12,048	-	-
Operating subsidies.....	472,023	621,111	694,310	681,355	720,724	744,112	783,767
Equity contributions.....	-	87,462	87,462	59,775	-	39,210	-
Other subsidies.....	17,444	12,292	12,292	600	200	200	-
Major Treasurer's Special Purpose Account(s)							
Remote Communities.....	5,461	28,214	28,214	45,309	49,796	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	59,539	22,887	24,887	23,345	23,929	23,929	23,929
Regional Infrastructure and Headworks Fund.....	950	36,009	38,184	30,008	22,055	8,466	-
<b>Payments</b>							
Dividends to Government.....	-	(759,918)	-	(842,522)	(861,750)	(907,137)	(949,339)
National Tax Equivalent Regime - Income Tax....	(414,111)	(411,844)	(420,693)	(481,185)	(514,877)	(503,294)	(504,652)
Local Government Rates Equivalent.....	(7,938)	(8,386)	(8,386)	(8,575)	(8,790)	(9,009)	(9,234)
<b>Net cash provided to Government.....</b>	<b>(133,368)</b>	<b>348,236</b>	<b>(507,807)</b>	<b>481,144</b>	<b>556,665</b>	<b>603,523</b>	<b>655,529</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>216,285</b>	<b>(44,848)</b>	<b>595,843</b>	<b>(607,255)</b>	<b>(90,040)</b>	<b>151,438</b>	<b>163,412</b>
Cash assets at the beginning of the reporting period.....	736,096	1,508,802	952,381	1,548,224	940,969	850,929	1,002,367
<b>Cash assets at the end of the reporting period.....</b>	<b>952,381</b>	<b>1,463,954</b>	<b>1,548,224</b>	<b>940,969</b>	<b>850,929</b>	<b>1,002,367</b>	<b>1,165,779</b>

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

# Bunbury Water Corporation

## Part 12 Utilities

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	927	995	1,657	2,621	3,599	3,688	3,938
Local Government Rates Equivalent.....	89	74	70	72	74	76	79
Dividends <sup>(a)(b)</sup> .....	-	903	-	1,190	1,974	2,738	2,807
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	1,586	2,342	4,737	5,981	8,257	8,475	8,696
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	11,050	-	-	-	-	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	85	85	85	85	85	85	85
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	17,841	18,543	18,861	18,757	19,209	19,716	20,249
Revenue from Government.....	1,586	2,342	4,737	5,981	8,257	8,475	8,696
Total Expenses <sup>(c)</sup> .....	17,645	18,624	20,409	19,699	20,543	21,098	21,373
Total Borrowings.....	5,009	7,487	4,272	4,873	9,119	7,799	6,445
<b>NET PROFIT AFTER TAX.....</b>	<b>1,324</b>	<b>1,696</b>	<b>2,392</b>	<b>3,779</b>	<b>5,192</b>	<b>5,320</b>	<b>5,679</b>
<b>CASH ASSETS <sup>(d)</sup>.....</b>	<b>26,539</b>	<b>15,189</b>	<b>14,706</b>	<b>3,000</b>	<b>3,000</b>	<b>4,415</b>	<b>5,970</b>

(a) Bunbury Water Corporation (Aqwest) will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Aqwest's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Commercial Water Tariff Operating Subsidy.....	(1,225)	(351)	(853)	(355)	(375)
Market and Compliance Cost Pressures.....	(123)	(481)	(687)	(913)	(993)
Residential Water Tariff Operating Subsidy Increase.....	(543)	(158)	(386)	(160)	(232)
<b>Other</b>					
2023-24 Retained Dividend.....	(586)	-	-	-	-

## **Significant Issues Impacting the Government Trading Enterprise**

### **Climate Change**

1. Since the 1970s, rainfall in the South West has reduced by around 20% and current forecasts indicate a further reduction of 15% by 2030. In response to this and other climate change impacts, the Government released the Western Australian Climate Policy, which names Aqwest as a lead agency for the action to invest in water infrastructure and water recycling to enhance security, efficiency and resilience of community water schemes.
2. Aqwest has well-advanced projects in progress to provide recycled water infrastructure for the irrigation of public open spaces and for managed aquifer recharge. These are key initiatives for climate change adaptation and water security in the region, which are strongly supported by local governments and other key stakeholders.
3. Aqwest's Environmental Sustainability Strategic Plan has led to investment in renewable energy, waste, and recycling initiatives.
4. In the past year, Aqwest has changed its energy supply contract to include purchase of 50% of its energy supply from NaturalPower as part of the accredited Green Power program. The additional cost required to achieve this reduction has been partially offset by negotiating a cheaper super off-peak tariff, which allows Aqwest to produce water during daylight periods. To date, this initiative has resulted in a 62.7% reduction in Aqwest's carbon emissions against 2020 levels.
5. Aqwest is also investing in community education to improve water literacy and raise awareness of the importance of saving water.

### **Technology**

6. Aqwest faces the growing challenges of cyber security and emerging technologies. The challenges include the increasing incidence of cyber-attacks and ensuring that customer and business information is kept secure and private. There is also a requirement from Government for agencies to meet adequate maturity ratings against the Essential 8 maturity ratings system.

### **Economic Environment**

7. The economic environment continues to present challenges for the delivery of key projects whilst also increasing operating costs. This creates further pressure on water pricing and maintaining the capacity to deliver cost efficient water services to the region.
8. New contracting models are being used and explored to incentivise and attract contractors and consultants to bid for Aqwest projects.

### **Retained Dividend**

9. Aqwest will retain its forecast 2023-24 dividend payment of \$586,000 to fund future infrastructure investment.

## **Annual Performance Statement**

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Utilise our assets to generate sustainable and responsible financial outcomes.	1. Long-term financial viability
	Maintain safe, reliable and affordable water services for our customers.	2. Satisfied customers
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Support the Greater Bunbury economy.	3. Local jobs and local suppliers
	Develop innovation opportunities within the circular economy.	4. Highly skilled and diversified workforce
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Provide accessibility and support for employees, vulnerable customers and the Greater Bunbury community.	5. Strong supported community
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Provide climate-resilient, sustainable, fit-for-purpose water to the community.	6. Safe, reliable, high-quality drinking water 7. Safe, reliable, recycled water available 8. Environmentally sustainable operations

### Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Long-term financial viability:</b>					
Economic real rate of return .....	0.7%	1.1%	1.4%	3.2%	
<b>Outcome: Satisfied customers:</b>					
Overall customer satisfaction rating .....	85%	85%	88%	85%	
<b>Outcome: Local jobs and local suppliers:</b>					
Percentage of local suppliers (Buy Local Policy target) <sup>(a)</sup> .....	49%	70%	70%	70%	
<b>Outcome: Highly skilled and diversified workforce:</b>					
Increase jobs by >2% per annum <sup>(b)</sup> .....	8%	>2%	>2%	>2%	
Training expenditure per annum against salaries and wages.....	2.1%	>3%	>3%	>3%	
Safety index <sup>(c)</sup> .....	1	1	1	1	
<b>Outcome: Strong supported community:</b>					
Customer awareness of Aqwest services.....	93%	85%	94%	85%	
Employee diversity and wellbeing index <sup>(d)</sup> .....	0.7	1	1	1	
Strong communities index <sup>(e)</sup> .....	1	1	1	1	

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Safe, reliable, high-quality drinking water:</b>					
Customers agree water is safe to drink .....	81%	85%	82%	85%	
Microbiological compliance.....	100%	100%	100%	100%	
Average frequency of an unplanned interruption (per 1,000 properties) .....	185	<250	<250	<250	
<b>Outcome: Safe, reliable, recycled water available:</b>					
Make available 2GL of recycled water per annum.....	nil	nil	nil	nil	1
Develop a proof of concept for Managed Aquifer Recharge.....	n.a.	Yes	Yes	n.a.	2
Conduct Managed Aquifer Recharge Trials.....	n.a.	n.a.	n.a.	Yes	2
<b>Outcome: Environmentally sustainable operations:</b>					
Environmental sustainability index <sup>(f)</sup> .....	0.9	1	1	1	

- (a) For goods and services available in the region.
- (b) This indicator targets an increase in full-time jobs by decreasing contracted work without negatively impacting on operating expenses.
- (c) Comprised of a range of indicators focused on delivering a safe working environment and strong safety culture, including reported hazards/near-misses, completion of workplace inspections and safety improvement action lists and attendance and presentation of relevant topics at safety meetings.
- (d) A combination of indices relating to an employee wellbeing index and an employee diversity index. The employee wellbeing index includes results of a staff satisfaction survey, availability of employee assistance and wellbeing programs and support for staff affected by family and domestic violence. The employee diversity index includes provisions for Aboriginal employment opportunities, disability access and inclusion, and ensuring gender equity across staff.
- (e) The strong communities index demonstrates Aqwest's contribution to the local community by measuring the availability and success of a number of programs and initiatives Aqwest is committed to, including customer hardship and leak assist, family and domestic violence support, customer engagement and reconciliation action.
- (f) The environmental sustainability index is designed to ensure Aqwest delivers on its responsibility to conserve and protect our natural resources and environment, including implementing strategies that address climate change mitigation and adaptation. Metrics include climate change, integrated water management, sustainable energy management, waste management, real water losses, customer water usage, procurement activities and environmental management.

### Explanation of Significant Movements

(Notes)

1. The Bunbury Water Resource Recovery Scheme (BWRRS) is now expected to be completed in 2028-29, and therefore no recycled water will be produced in the 2024-25 year.
2. The BWRRS was placed on hold in 2022-23 due to high construction market costs. The project's focus moved towards the use of recycled water via Managed Aquifer Recharge (MAR). A proof-of-concept study was completed in 2023-24. The MAR trial is proposed to be carried out once the BWRRS Stage 1 is complete and a source for the trial is established.

### Asset Investment Program

1. Aqwest's Asset Investment Program totals \$34.5 million across the forward estimates period and is a continuance of Aqwest's long-term plan to deliver quality community services by developing and maintaining infrastructure to meet the water supply needs of the City of Bunbury.
2. The total investment over the forward estimates period includes:
  - 2.1. \$21.4 million for the Bunbury Water Resource Recovery Scheme. The Scheme will provide recycled water for the irrigation of public open spaces, reducing the impact on groundwater sources;
  - 2.2. \$6.9 million to refurbish and maintain existing water storage and treatment infrastructure; and
  - 2.3. \$4.3 million to replace ageing water mains.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Water Resource Recovery Scheme .....	30,397	8,967	750	15,490	5,940	-	-
<b>COMPLETED WORKS</b>							
Fleet, ICT and Other - 2023-24 Program.....	899	899	899	-	-	-	-
Mains - 2023-24 Program.....	1,380	1,380	1,380	-	-	-	-
Reservoirs - 2023-24 Program .....	1,343	1,343	1,343	-	-	-	-
Services - 2023-24 Program.....	64	64	64	-	-	-	-
Treatment Plants							
2023-24 Program.....	1,686	1,686	1,686	-	-	-	-
Fluoridation.....	10,847	10,847	9,926	-	-	-	-
<b>NEW WORKS</b>							
Fleet, ICT and Other							
2024-25 Program.....	530	-	-	530	-	-	-
2025-26 Program.....	415	-	-	-	415	-	-
2026-27 Program.....	340	-	-	-	-	340	-
2027-28 Program.....	340	-	-	-	-	-	340
Mains							
2024-25 Program.....	999	-	-	999	-	-	-
2025-26 Program.....	1,022	-	-	-	1,022	-	-
2026-27 Program.....	1,144	-	-	-	-	1,144	-
2027-28 Program.....	1,144	-	-	-	-	-	1,144
Reservoirs							
2024-25 Program.....	650	-	-	650	-	-	-
2025-26 Program.....	2,285	-	-	-	2,285	-	-
2026-27 Program.....	1,004	-	-	-	-	1,004	-
2027-28 Program.....	182	-	-	-	-	-	182
Services							
2024-25 Program.....	65	-	-	65	-	-	-
2025-26 Program.....	67	-	-	-	67	-	-
2026-27 Program.....	69	-	-	-	-	69	-
2027-28 Program.....	69	-	-	-	-	-	69
Treatment Plants							
2024-25 Program.....	979	-	-	979	-	-	-
2025-26 Program.....	626	-	-	-	626	-	-
2026-27 Program.....	182	-	-	-	-	182	-
2027-28 Program.....	1,004	-	-	-	-	-	1,004
<b>Total Cost of Asset Investment Program .....</b>	<b>59,732</b>	<b>25,186</b>	<b>16,048</b>	<b>18,713</b>	<b>10,355</b>	<b>2,739</b>	<b>2,739</b>
<b>FUNDED BY</b>							
Borrowings .....			-	1,350	5,120	-	-
Internal Funds and Balances.....			16,048	17,363	5,235	2,739	2,739
<b>Total Funding.....</b>			<b>16,048</b>	<b>18,713</b>	<b>10,355</b>	<b>2,739</b>	<b>2,739</b>

## Financial Statements

### Income Statement

#### Revenue

1. Revenue is forecast to increase over the forward estimates period as a result of higher operating subsidies relating to residential and commercial water supply and usage. Increasing cost pressures are driving the need for tariff increases, which are subsidised for both residential and commercial customers.

#### Expenses

2. Expenditure forecasts are driven by cyclical operational requirements, and market and compliance cost pressures.

### Statement of Financial Position

3. Aqwest's financial position remains stable over the forward estimates period, with no material changes in assets or liabilities.

### Statement of Cashflows

4. Aqwest's cash position is forecast to remain positive over the forward estimates period, with minimal new borrowings required to fund the current Asset Investment Program (AIP). The reduction in cash assets at the end of the reporting period in the 2024-25 Budget is due mainly to funding of the AIP.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	16,020	16,651	16,535	17,147	17,787	18,263	18,763
Other revenue.....	1,821	1,892	2,326	1,610	1,422	1,453	1,486
<b>Revenue from Government</b>							
Operating subsidies.....	1,586	2,342	4,737	5,981	8,257	8,475	8,696
<b>TOTAL REVENUE</b> .....	<b>19,427</b>	<b>20,885</b>	<b>23,598</b>	<b>24,738</b>	<b>27,466</b>	<b>28,191</b>	<b>28,945</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	6,552	6,502	6,497	6,770	7,018	7,277	7,543
Supplies and services.....	2,925	4,841	6,044	4,478	4,776	4,714	5,011
Accommodation.....	1,481	1,149	1,377	1,356	1,395	1,438	1,376
Depreciation and amortisation .....	4,028	4,073	4,214	4,868	5,025	5,102	4,870
Finance and interest costs.....	128	271	130	105	132	290	245
Other expenses .....	2,531	1,788	2,147	2,122	2,197	2,277	2,328
<b>TOTAL EXPENSES</b> .....	<b>17,645</b>	<b>18,624</b>	<b>20,409</b>	<b>19,699</b>	<b>20,543</b>	<b>21,098</b>	<b>21,373</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>1,782</b>	<b>2,261</b>	<b>3,189</b>	<b>5,039</b>	<b>6,923</b>	<b>7,093</b>	<b>7,572</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	927	995	1,657	2,621	3,599	3,688	3,938
Deferred tax equivalent expense .....	(469)	(430)	(860)	(1,361)	(1,868)	(1,915)	(2,045)
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>1,324</b>	<b>1,696</b>	<b>2,392</b>	<b>3,779</b>	<b>5,192</b>	<b>5,320</b>	<b>5,679</b>
<b>Dividends</b> .....	<b>-</b>	<b>903</b>	<b>-</b>	<b>1,190</b>	<b>1,974</b>	<b>2,738</b>	<b>2,807</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 51, 59 and 60 respectively.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	26,539	15,189	14,120	2,414	2,414	3,829	5,384
Cash assets - Retained dividends .....	-	-	586	586	586	586	586
Receivables .....	2,920	2,825	3,612	3,165	3,266	3,363	3,463
Other.....	1,099	1,013	1,133	1,166	1,197	1,234	1,271
<b>Total current assets.....</b>	<b>30,558</b>	<b>19,027</b>	<b>19,451</b>	<b>7,331</b>	<b>7,463</b>	<b>9,012</b>	<b>10,704</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	136,698	143,256	157,779	171,520	176,751	174,290	172,052
Other.....	9,317	7,686	-	-	-	-	-
<b>Total non-current assets.....</b>	<b>146,015</b>	<b>150,942</b>	<b>157,779</b>	<b>171,520</b>	<b>176,751</b>	<b>174,290</b>	<b>172,052</b>
<b>TOTAL ASSETS .....</b>	<b>176,573</b>	<b>169,969</b>	<b>177,230</b>	<b>178,851</b>	<b>184,214</b>	<b>183,302</b>	<b>182,756</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	1,179	853	1,215	1,252	1,285	1,325	1,366
Payables.....	1,838	2,437	1,947	2,004	2,068	2,128	2,191
Borrowings and leases .....	1,016	1,047	1,054	1,206	1,682	1,480	1,386
Other.....	7	-	-	-	-	-	-
<b>Total current liabilities.....</b>	<b>4,040</b>	<b>4,337</b>	<b>4,216</b>	<b>4,462</b>	<b>5,035</b>	<b>4,933</b>	<b>4,943</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	70	23	86	89	92	95	98
Borrowings and leases .....	5,397	7,630	4,343	4,488	7,925	6,445	5,059
Other.....	13,705	10,900	12,832	11,470	9,602	7,687	5,642
<b>Total non-current liabilities.....</b>	<b>19,172</b>	<b>18,553</b>	<b>17,261</b>	<b>16,047</b>	<b>17,619</b>	<b>14,227</b>	<b>10,799</b>
<b>TOTAL LIABILITIES .....</b>	<b>23,212</b>	<b>22,890</b>	<b>21,477</b>	<b>20,509</b>	<b>22,654</b>	<b>19,160</b>	<b>15,742</b>
<b>NET ASSETS .....</b>	<b>153,361</b>	<b>147,079</b>	<b>155,753</b>	<b>158,342</b>	<b>161,560</b>	<b>164,142</b>	<b>167,014</b>
<b>EQUITY</b>							
Contributed equity.....	33,120	33,120	33,120	33,120	33,120	33,120	33,120
Accumulated surplus/(deficit).....	49,598	50,624	51,990	54,579	57,797	60,379	63,251
Reserves .....	70,643	63,335	70,643	70,643	70,643	70,643	70,643
<b>TOTAL EQUITY .....</b>	<b>153,361</b>	<b>147,079</b>	<b>155,753</b>	<b>158,342</b>	<b>161,560</b>	<b>164,142</b>	<b>167,014</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	15,396	16,558	17,393	18,079	18,753	19,250	19,770
GST receipts.....	1,286	2,171	2,171	3,115	1,211	1,057	1,057
Other receipts.....	1,052	1,798	781	1,116	348	353	359
<b>Payments</b>							
Employee benefits.....	(5,821)	(6,451)	(6,456)	(6,728)	(6,975)	(7,232)	(7,497)
Supplies and services.....	(864)	(2,644)	(3,068)	(2,283)	(2,347)	(2,348)	(2,488)
Accommodation (b).....	(1,181)	(1,075)	(1,307)	(1,284)	(1,321)	(1,362)	(1,297)
GST payments.....	(1,348)	(2,171)	(2,171)	(3,115)	(1,211)	(1,057)	(1,057)
Finance and interest costs.....	(128)	(225)	(75)	(63)	(103)	(276)	(244)
Other payments.....	(4,188)	(3,952)	(5,010)	(4,213)	(4,541)	(4,568)	(4,722)
<b>Net cash from operating activities.....</b>	<b>4,204</b>	<b>4,009</b>	<b>2,258</b>	<b>4,624</b>	<b>3,814</b>	<b>3,817</b>	<b>3,881</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	95	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(5,954)	(13,497)	(16,048)	(18,713)	(10,355)	(2,739)	(2,739)
Other payments.....	(23,000)	-	-	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(28,859)</b>	<b>(13,497)</b>	<b>(16,048)</b>	<b>(18,713)</b>	<b>(10,355)</b>	<b>(2,739)</b>	<b>(2,739)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	-	-	1,350	5,120	-	-
<b>Payments</b>							
Repayment of borrowings and leases.....	(1,008)	(1,366)	(1,053)	(1,065)	(1,189)	(1,636)	(1,459)
<b>Net cash from financing activities.....</b>	<b>(1,008)</b>	<b>(1,366)</b>	<b>(1,053)</b>	<b>285</b>	<b>3,931</b>	<b>(1,636)</b>	<b>(1,459)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	1,586	2,342	4,737	5,981	8,257	8,475	8,696
Equity contributions.....	11,050	-	-	-	-	-	-
<b>Payments</b>							
Dividends to Government.....	-	(903)	-	(1,190)	(1,974)	(2,738)	(2,807)
National Tax Equivalent Regime - Income Tax....	(1,067)	(996)	(1,657)	(2,621)	(3,599)	(3,688)	(3,938)
Local Government Rates Equivalent.....	(89)	(74)	(70)	(72)	(74)	(76)	(79)
<b>Net cash provided to Government.....</b>	<b>(11,480)</b>	<b>(369)</b>	<b>(3,010)</b>	<b>(2,098)</b>	<b>(2,610)</b>	<b>(1,973)</b>	<b>(1,872)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(14,183)</b>	<b>(10,485)</b>	<b>(11,833)</b>	<b>(11,706)</b>	<b>-</b>	<b>1,415</b>	<b>1,555</b>
Cash assets at the beginning of the reporting period.....	40,722	25,674	26,539	14,706	3,000	3,000	4,415
<b>Cash assets at the end of the reporting period.....</b>	<b>26,539</b>	<b>15,189</b>	<b>14,706</b>	<b>3,000</b>	<b>3,000</b>	<b>4,415</b>	<b>5,970</b>

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

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

# Busselton Water Corporation

## Part 12 Utilities

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	1,175	924	899	1,592	1,514	1,552	1,431
Local Government Rates Equivalent .....	65	69	69	70	72	75	77
Dividends <sup>(a)(b)</sup> .....	-	230	-	1,770	4,057	3,860	3,958
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies .....	700	700	752	4,253	4,330	4,735	5,387
<b>RATIOS</b>							
Dividend Payout Ratio (%) .....	85	85	85	85	85	85	85
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations .....	14,631	13,644	13,644	15,091	14,747	14,799	14,915
Revenue from Government .....	700	700	752	4,253	4,330	4,735	5,387
Total Expenses <sup>(c)</sup> .....	13,921	11,668	11,820	13,197	13,320	13,598	14,935
Total Borrowings .....	-	-	-	-	1,325	1,602	15,709
<b>NET PROFIT AFTER TAX</b> .....	235	1,752	1,677	4,555	4,243	4,384	3,936
<b>CASH ASSETS</b> <sup>(d)</sup> .....	17,616	10,009	15,743	11,146	9,033	8,299	10,195

(a) The Corporation will retain 2023-24 dividend payments to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

### Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Corporation's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Caves Road Mains Upgrade .....	-	(422)	(1,040)	132	136
Concessions Rebates Operating Subsidy Increase .....	(26)	(41)	(43)	(43)	(63)
Non-Residential Water Tariff Increase .....	-	47	122	10	35
Residential and Non-Residential Water Tariff Operating Subsidy .....	-	(2,620)	(436)	(690)	(918)
<b>Other</b>					
2023-24 Retained Dividend .....	(2,867)	-	-	-	-
Board Member Remuneration Update .....	-	(31)	(79)	-	-
Miscellaneous Fees and Charges .....	-	26	88	86	88
Operating Revenue and Expenditure Update .....	-	(439)	(684)	(811)	(1,267)

## **Significant Issues Impacting the Government Trading Enterprise**

### **Climate Change**

1. The Corporation forecasts that climate change and increasing demand for water will have the following impacts:
  - 1.1. salinity in several of the Corporation's coastal bores are likely to exceed Australian Drinking Water Guidelines between 2030 and 2035; and
  - 1.2. current abstraction entitlements under the high-water-use scenario are likely to be exceeded by 2033.
2. The Corporation is therefore targeting the following climate risk mitigation objectives:
  - 2.1. climate adaption, which aims to address climate-driven salinity risks to the State's water resources by moving to a new inland borefield; and
  - 2.2. climate mitigation - includes increased efficiency in water and energy use and on-site electricity generation.
3. Included within the 2024-25 Budget are initiatives to ensure that these objectives are addressed, including reviews into groundwater aquifers, water source sustainability, network water loss management, a water literacy campaign and increased installation of solar panels and battery supplies.

### **Financial Modelling**

4. Financial modelling has identified continuing population growth, resulting in additional service connections and higher consumption. The Corporation continues to increase its capital investment program in response to increasing service demand and climate change. The Corporation will closely monitor long-term sustainability and work together with stakeholders to ensure its ongoing financial sustainability.

### **Cyber Security**

5. The Corporation applies a comprehensive and systematic approach to cyber security. This is achieved through strategic planning with a key focus on governance, maturity and continuous improvement. The Corporation has aligned its management of cyber security with the WA Government Cyber Security Policy and the Essential Eight controls that are contained within this policy.

### **2023-24 Retained Dividend**

6. The Corporation will retain its 2023-24 dividend payments totalling \$2.9 million to fund future infrastructure investment. The funds will be quarantined pending approval of business cases for strategic infrastructure requirements. The Corporation will use \$3.5 million of its combined retained dividends of \$7.4 million to fund a new storage tank at Plant 4.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### Objectives, Outcomes and Key Performance Information

#### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	Process management, improvement and innovation.	1. Committed to supply value to stakeholders through our processes and to encourage innovation and improvement to our processes and therefore improve the quality of outputs
	Results and sustainable performance.	2. Committed to achieving excellent results and using effective methods to monitor and demonstrate performance and review and improve performance
	Information and knowledge.	3. Effective application of the information and knowledge required to achieve business objectives together with efficient and effective processes to acquire, analyse and manage this process
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	People.	4. Valuing our people and creating a great place to work. This will be achieved through initial attraction, then continued engagement and development which will lead to retention of these staff members
	Growth.	5. Committed to growing our business by expanding and diversifying our existing water services
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Customers and other stakeholders.	6. Committed to analysing customer and other stakeholder requirements, then using this knowledge while managing relationships to deliver increasing value to customers and other stakeholders
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Leadership.	7. Committed to developing and using leadership concepts, processes and management systems to develop an organisational culture consistent with identified values and supporting community and environment
	Strategy and planning.	8. Commitment to establishing systems to set strategic direction, where we have come from, where we are going and how we will get there. Deploying plans to achieve our strategies

## Outcomes and Key Performance Indicators

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: Committed to supply value to stakeholders through our processes and to encourage innovation and improvement to our processes and therefore improve the quality of outputs:</b>					
Business Excellence Index <sup>(a)</sup> .....	5.25	5.5	5.5	5.75	
<b>Outcome: Committed to achieving excellent results and using effective methods to monitor and demonstrate performance and review and improve performance:</b>					
Drinking water quality compliance with health standards .....	100%	100%	100%	100%	
<b>Outcome: Effective application of the information and knowledge required to achieve business objectives together with efficient and effective processes to acquire, analyse and manage this process:</b>					
The Office of Digital Government's cyber security controls - Minimum requirement achieved for all controls <sup>(b)</sup> .....	1	1	1	1	
<b>Outcome: Valuing our people and creating a great place to work. This will be achieved through initial attraction, then continued engagement and development which will lead to retention of these staff members:</b>					
WorkSafe assessments .....	Platinum	Gold	Platinum	Gold	
<b>Outcome: Committed to growing our business by expanding and diversifying our existing water services:</b>					
Timely provision of new infrastructure required for land development and growth opportunities .....	100%	100%	100%	100%	
<b>Outcome: Committed to analysing customer and other stakeholder requirements, then using this knowledge while managing relationships to deliver increasing value to customers and other stakeholders:</b>					
Number of complaints per 1,000 customers (rolling average) .....	1.35	<5	1	<5	
<b>Outcome: Committed to developing and using leadership concepts, processes and management systems to develop an organisational culture consistent with identified values and supporting community and environment:</b>					
Energy efficiency monthly production (rolling year) (kWh/kL).....	0.49	≤0.6	0.6	≤0.6	
Residential water efficiency (kL/per person/year).....	104.9	107	107	106	
<b>Outcome: Commitment to establishing systems to set strategic direction, where we have come from, where we are going and how we will get there. Deploying plans to achieve our strategies:</b>					
Strategic documents submitted to Minister <sup>(c)</sup> .....	April 2022	April 2023	April 2023	April 2024	

(a) The Business Excellence Index measures (scale 1-7) progress towards best practice across 7 elements of the Business Excellence Framework.

(b) The Office of Digital Government requires a score of 1 or above in all 8 of the essential cyber security controls.

(c) These strategic documents previously comprised the Strategic Development Plan and Statement of Corporate Intent. From 2024-25, they have been replaced with the Statement of Expectations and Annual Performance Statement.

## Asset Investment Program

1. The Corporation's Asset Investment Program (AIP) reflects its capital investment requirements for the forward estimates period. A total of \$37.6 million is required over this period to enable the Corporation to continue to support a strong regional economy.
2. Key projects over the forward estimates period include:
  - 2.1. \$6.8 million for the replacement and maintenance of tanks and delivery pumps used to store treated water, and to ensure greater efficiency of energy consumption;
  - 2.2. \$4.1 million for preliminary works including design and detail relating to the development of a new Inland Borefield and Water Treatment Plant (Plant 8) adjacent to the Busselton Regional Airport. Construction works will commence in 2027-28 with \$14.1 million to be invested in the first year of construction;
  - 2.3. \$3.5 million for an additional storage tank at Plant 4. This is required to meet the increasing demand in West Busselton and to ensure continuity of supply to Water Corporation's Dunsborough operations;
  - 2.4. \$2.6 million for the installation of new connections, new meters, and ongoing meter replacement;
  - 2.5. \$2.2 million to upgrade reticulation mains and services within the network;
  - 2.6. \$1.6 million for an upgrade to the trunk water main on Caves Road, which supplies Water Corporation's Dunsborough operations;
  - 2.7. \$1.4 million for the ongoing upgrade and renewal of mobile plant and vehicles;
  - 2.8. \$702,000 for ICT including upgrades to the Supervisory Control and Data Acquisition monitoring system; and
  - 2.9. \$443,000 for upgrades to buildings and associated infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Treatment Plants - Inland Borefield Transition - New							
Water Treatment Plant (Plant 8) .....	18,453	252	252	2,492	1,325	277	14,107
<b>COMPLETED WORKS</b>							
Building, Land and Land Improvements -							
2023-24 Program .....	103	103	103	-	-	-	-
ICT - 2023-24 Program .....	423	423	423	-	-	-	-
New Connections and Meters - 2023-24 Program .....	767	767	767	-	-	-	-
New Mains and Services - 2023-24 Program .....	584	584	584	-	-	-	-
Plant, Mobile and Other Purchases - 2023-24 Program .....	668	668	668	-	-	-	-
Treatment Plants - 2023-24 Program .....	3,261	3,261	3,261	-	-	-	-
<b>NEW WORKS</b>							
Building, Land and Land Improvements							
2024-25 Program .....	150	-	-	150	-	-	-
2025-26 Program .....	159	-	-	-	159	-	-
2026-27 Program .....	134	-	-	-	-	134	-
ICT							
2024-25 Program .....	200	-	-	200	-	-	-
2025-26 Program .....	302	-	-	-	302	-	-
2026-27 Program .....	100	-	-	-	-	100	-
2027-28 Program .....	100	-	-	-	-	-	100
New Connections and Meters							
2024-25 Program .....	879	-	-	879	-	-	-
2025-26 Program .....	812	-	-	-	812	-	-
2026-27 Program .....	532	-	-	-	-	532	-
2027-28 Program .....	411	-	-	-	-	-	411

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Mains and Services</b>							
2024-25 Program.....	363	-	-	363	-	-	-
2025-26 Program.....	1,439	-	-	-	1,439	-	-
2026-27 Program.....	267	-	-	-	-	267	-
2027-28 Program.....	175	-	-	-	-	-	175
Caves Road Mains Upgrade.....	1,589	-	-	1,589	-	-	-
<b>Plant, Mobile and Other Purchases</b>							
2024-25 Program.....	235	-	-	235	-	-	-
2025-26 Program.....	371	-	-	-	371	-	-
2026-27 Program.....	300	-	-	-	-	300	-
2027-28 Program.....	528	-	-	-	-	-	528
<b>Treatment Plants</b>							
2024-25 Program.....	395	-	-	395	-	-	-
2025-26 Program.....	1,776	-	-	-	1,776	-	-
2026-27 Program.....	3,648	-	-	-	-	3,648	-
2027-28 Program.....	984	-	-	-	-	-	984
New Storage Tank at Plant 4.....	3,500	-	-	3,500	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>43,608</b>	<b>6,058</b>	<b>6,058</b>	<b>9,803</b>	<b>6,184</b>	<b>5,258</b>	<b>16,305</b>
<b>FUNDED BY</b>							
Asset Sales .....			85	99	178	150	232
Borrowings .....			-	-	1,325	277	14,107
Internal Funds and Balances.....			5,973	9,704	4,681	4,831	1,966
<b>Total Funding.....</b>			<b>6,058</b>	<b>9,803</b>	<b>6,184</b>	<b>5,258</b>	<b>16,305</b>

## Financial Statements

### Income Statement

#### Revenue

1. The increase in total revenue across the forward estimates period is driven by a new operating subsidy relating to residential and non-residential water tariffs, the water tariff price increase path, operating subsidy requirements and sustained population growth in the region, resulting in additional service connections and higher consumption.

#### Expenses

2. Growth in expenditure over the forward estimates period is reflective of the additional cost of producing and distributing higher volumes of water.
3. Current market conditions are resulting in higher costs for materials and labour and delays in sourcing materials and contractors.
4. Employment costs will increase due to wages growth reflective of enterprise negotiations and an increase in full-time equivalents.

### Statement of Financial Position

5. The Statement of Financial Position shows a stable equity position over the forward estimates period. Compared to the 2022-23 Actual, total net assets will increase due mainly to an ongoing investment in property, plant and equipment.

### Statement of Cashflows

6. Net cash from operating activities remains positive due to anticipated growth in water sales because of sustained population and, consequently, demand growth in the region. Expenditure increases are limited to the cost of producing and distributing higher volumes of water.
7. An AIP of \$37.6 million is proposed over the forward estimates period.
8. The Corporation's net cash position is forecast to remain positive over the forward estimates period.



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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	11,717	11,502	11,502	12,190	12,431	12,864	12,983
Other revenue.....	2,914	2,142	2,142	2,901	2,316	1,935	1,932
<b>Revenue from Government</b>							
Operating subsidies.....	700	700	752	4,253	4,330	4,735	5,387
<b>TOTAL REVENUE</b> .....	<b>15,331</b>	<b>14,344</b>	<b>14,396</b>	<b>19,344</b>	<b>19,077</b>	<b>19,534</b>	<b>20,302</b>
<b>Expenses</b>							
Employee benefits (b) .....	4,260	4,204	4,328	5,492	5,675	5,836	5,994
Supplies and services.....	2,527	3,340	3,340	3,426	3,197	3,253	3,223
Accommodation.....	672	663	663	725	744	763	782
Depreciation and amortisation .....	2,128	2,500	2,500	2,374	2,432	2,490	2,549
Finance and interest costs.....	2	6	6	3	3	3	1,094
Other expenses .....	4,332	955	983	1,177	1,269	1,253	1,293
<b>TOTAL EXPENSES</b> .....	<b>13,921</b>	<b>11,668</b>	<b>11,820</b>	<b>13,197</b>	<b>13,320</b>	<b>13,598</b>	<b>14,935</b>
<b>NET PROFIT/(LOSS) BEFORE TAX</b> .....	<b>1,410</b>	<b>2,676</b>	<b>2,576</b>	<b>6,147</b>	<b>5,757</b>	<b>5,936</b>	<b>5,367</b>
National Tax Equivalent Regime - Current tax equivalent expense .....	1,175	924	899	1,592	1,514	1,552	1,431
<b>NET PROFIT/(LOSS) AFTER TAX</b> .....	<b>235</b>	<b>1,752</b>	<b>1,677</b>	<b>4,555</b>	<b>4,243</b>	<b>4,384</b>	<b>3,936</b>
<b>Dividends</b> .....	<b>-</b>	<b>230</b>	<b>-</b>	<b>1,770</b>	<b>4,057</b>	<b>3,860</b>	<b>3,958</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 32, 34.5 and 38.5 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	13,066	7,421	8,326	7,229	5,116	4,382	6,278
Cash assets - Retained dividends .....	4,550	2,588	7,417	3,917	3,917	3,917	3,917
Receivables .....	3,687	4,312	3,687	3,687	3,687	2,587	1,287
Other.....	1,446	717	1,446	1,446	1,446	1,446	1,446
<b>Total current assets.....</b>	<b>22,749</b>	<b>15,038</b>	<b>20,876</b>	<b>16,279</b>	<b>14,166</b>	<b>12,332</b>	<b>12,928</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	109,430	107,453	113,051	120,500	124,296	127,107	140,635
Intangibles .....	171	310	193	243	191	138	134
Other.....	1,053	917	1,053	1,053	1,053	1,053	1,053
<b>Total non-current assets.....</b>	<b>110,654</b>	<b>108,680</b>	<b>114,297</b>	<b>121,796</b>	<b>125,540</b>	<b>128,298</b>	<b>141,822</b>
<b>TOTAL ASSETS .....</b>	<b>133,403</b>	<b>123,718</b>	<b>135,173</b>	<b>138,075</b>	<b>139,706</b>	<b>140,630</b>	<b>154,750</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	914	796	936	986	1,106	1,229	1,264
Payables.....	1,113	996	1,117	1,117	1,117	1,117	1,117
Borrowings and leases .....	41	88	41	41	41	41	41
<b>Total current liabilities.....</b>	<b>2,068</b>	<b>1,880</b>	<b>2,094</b>	<b>2,144</b>	<b>2,264</b>	<b>2,387</b>	<b>2,422</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	54	150	119	186	186	186	186
Borrowings and leases .....	41	46	41	41	1,366	1,643	15,750
Other.....	18,671	16,720	18,671	18,671	18,671	18,671	18,671
<b>Total non-current liabilities.....</b>	<b>18,766</b>	<b>16,916</b>	<b>18,831</b>	<b>18,898</b>	<b>20,223</b>	<b>20,500</b>	<b>34,607</b>
<b>TOTAL LIABILITIES .....</b>	<b>20,834</b>	<b>18,796</b>	<b>20,925</b>	<b>21,042</b>	<b>22,487</b>	<b>22,887</b>	<b>37,029</b>
<b>NET ASSETS.....</b>	<b>112,569</b>	<b>104,922</b>	<b>114,248</b>	<b>117,033</b>	<b>117,219</b>	<b>117,743</b>	<b>117,721</b>
<b>EQUITY</b>							
Accumulated surplus/(deficit).....	34,899	36,640	36,576	39,361	39,547	40,071	40,049
Reserves .....	77,670	68,282	77,672	77,672	77,672	77,672	77,672
<b>TOTAL EQUITY .....</b>	<b>112,569</b>	<b>104,922</b>	<b>114,248</b>	<b>117,033</b>	<b>117,219</b>	<b>117,743</b>	<b>117,721</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	11,842	11,503	11,503	12,190	12,431	13,964	14,283
GST receipts.....	654	482	482	482	482	527	-
Other receipts.....	2,560	2,142	2,142	2,900	2,316	1,935	1,932
<b>Payments</b>							
Employee benefits.....	(4,052)	(4,117)	(4,241)	(5,375)	(5,555)	(5,713)	(5,959)
Supplies and services.....	(1,016)	(1,784)	(1,784)	(2,107)	(1,881)	(1,915)	(1,863)
Accommodation <sup>(b)</sup> .....	(612)	(594)	(594)	(655)	(672)	(688)	(705)
GST payments.....	(667)	(482)	(482)	(482)	(482)	(527)	-
Finance and interest costs.....	(2)	(6)	(6)	(3)	(3)	(3)	(1,094)
Other payments.....	(2,464)	(2,508)	(2,534)	(2,494)	(2,585)	(2,591)	(2,653)
<b>Net cash from operating activities.....</b>	<b>6,243</b>	<b>4,636</b>	<b>4,486</b>	<b>4,456</b>	<b>4,051</b>	<b>4,989</b>	<b>3,941</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	174	85	85	99	178	150	232
<b>Payments</b>							
Purchase of non-current assets.....	(3,286)	(8,610)	(6,058)	(9,803)	(6,184)	(5,258)	(16,305)
<b>Net cash from investing activities.....</b>	<b>(3,112)</b>	<b>(8,525)</b>	<b>(5,973)</b>	<b>(9,704)</b>	<b>(6,006)</b>	<b>(5,108)</b>	<b>(16,073)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	-	-	-	1,325	277	14,107
<b>Payments</b>							
Repayment of borrowings and leases.....	(90)	(170)	(170)	(170)	(170)	(140)	-
<b>Net cash from financing activities.....</b>	<b>(90)</b>	<b>(170)</b>	<b>(170)</b>	<b>(170)</b>	<b>1,155</b>	<b>137</b>	<b>14,107</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Operating subsidies.....	700	700	752	4,253	4,330	4,735	5,387
<b>Payments</b>							
Dividends to Government.....	-	(230)	-	(1,770)	(4,057)	(3,860)	(3,958)
National Tax Equivalent Regime - Income Tax.....	(1,071)	(924)	(899)	(1,592)	(1,514)	(1,552)	(1,431)
Local Government Rates Equivalent.....	(65)	(69)	(69)	(70)	(72)	(75)	(77)
<b>Net cash provided to Government.....</b>	<b>436</b>	<b>523</b>	<b>216</b>	<b>(821)</b>	<b>1,313</b>	<b>752</b>	<b>79</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>2,605</b>	<b>(4,582)</b>	<b>(1,873)</b>	<b>(4,597)</b>	<b>(2,113)</b>	<b>(734)</b>	<b>1,896</b>
Cash assets at the beginning of the reporting period.....	15,011	14,591	17,616	15,743	11,146	9,033	8,299
<b>Cash assets at the end of the reporting period.....</b>	<b>17,616</b>	<b>10,009</b>	<b>15,743</b>	<b>11,146</b>	<b>9,033</b>	<b>8,299</b>	<b>10,195</b>

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

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

	<b>Vol</b>	<b>Page</b>		<b>Vol</b>	<b>Page</b>
Biodiversity, Conservation and Attractions ...	2	695	Office of the Information Commissioner .....	1	110
Building and Construction Industry			Office of the Inspector of Custodial		
Training Board.....	1	396	Services.....	2	488
Bunbury Water Corporation.....	2	817	Parliamentary Commissioner for		
Burswood Park Board.....	1	301	Administrative Investigations .....	1	47
Busselton Water Corporation .....	2	825	Parliamentary Inspector of the Corruption		
Chemistry Centre (WA) .....	2	479	and Crime Commission .....	2	494
Commissioner for Children and Young			Parliamentary Services Department .....	1	39
People .....	1	104	Pilbara Ports Authority .....	2	651
Commissioner of Main Roads .....	2	593	Planning, Lands and Heritage.....	2	717
Communities .....	2	503	Premier and Cabinet.....	1	59
Corruption and Crime Commission .....	2	471	Primary Industries and Regional		
DevelopmentWA .....	2	754	Development .....	1	212
Economic Regulation Authority .....	1	277	Public Sector Commission .....	1	73
Education .....	1	353	Public Transport Authority of		
Energy, Mines, Industry Regulation and			Western Australia .....	2	610
Safety .....	1	233	Racing and Wagering Western Australia .....	1	299
Finance.....	1	161	Registrar, Western Australian Industrial		
Fire and Emergency Services .....	2	449	Relations Commission .....	1	118
Forest Products Commission .....	1	290	Rural Business Development Corporation ....	1	270
Fremantle Port Authority.....	2	625	Salaries and Allowances Tribunal.....	1	98
Gold Corporation .....	1	252	Small Business Development Corporation....	1	261
Governor's Establishment .....	1	82	Southern Ports Authority.....	2	660
Health and Disability Services Complaints			State Solicitor's Office.....	2	441
Office.....	1	345	Synergy.....	2	777
Heritage Council of Western Australia.....	2	763	TAFE Colleges.....	1	394
Horizon Power.....	2	796	Training and Workforce Development.....	1	376
Infrastructure WA .....	1	284	Transport .....	2	575
Insurance Commission of			Treasury.....	1	127
Western Australia.....	1	175	WA Health.....	1	305
Jobs, Tourism, Science and Innovation.....	1	193	Water and Environmental Regulation .....	2	673
Justice .....	2	420	Water Corporation.....	2	807
Keystart Housing Scheme Trust.....	2	530	Western Australia Police Force.....	2	405
Kimberley Ports Authority .....	2	634	Western Australian Electoral Commission....	1	89
Legal Aid Commission of			Western Australian Greyhound Racing		
Western Australia.....	2	448	Association .....	1	300
Legislative Assembly .....	1	34	Western Australian Institute of Sport.....	2	567
Legislative Council .....	1	29	Western Australian Land Information		
Local Government, Sport and Cultural			Authority (Landgate) .....	2	743
Industries.....	2	531	Western Australian Meat Industry		
Lotteries Commission .....	2	568	Authority .....	1	260
Mental Health Commission.....	1	331	Western Australian Planning Commission ....	2	734
METRONET Projects Under Development...	2	624	Western Australian Sports Centre Trust .....	2	558
Metropolitan Cemeteries Board.....	2	569	Western Australian Treasury Corporation....	1	145
Mid West Ports Authority .....	2	642	Western Power .....	2	785
National Trust of Australia (WA).....	2	768	WorkCover WA Authority .....	1	117
Office of the Auditor General .....	1	152			
Office of the Director of Public					
Prosecutions .....	2	462			

