

## 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 Finance; Commerce; Women's Interests		
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 Local Government; Youth; Minister Assisting the Minister for Training and Workforce Development	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	1. Deliver Training and Competition Facilities for High Performance Sport 2. Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences
	Western Australian Institute of Sport	n.a.
Premier; 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>					
Program .....	78	-	-	-	-
<b>Out-of-Home Care</b>					
Out-of-Home Care .....	249,699	61,676	55,045	56,062	-

	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 Mowanjum 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)

1. 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)

1. 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.
2. 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.
3. 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>	<b>25</b>	<b>27</b>	<b>25</b>	<b>25</b>	
<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							
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>	<b>31</b>	<b>28</b>	<b>37</b>	<b>38</b>	<b>2</b>
<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>	<b>83</b>	<b>65</b>	<b>85</b>	<b>91</b>	<b>3</b>
<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)

- 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)

- 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.
- 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 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> .....	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

	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	-	-	-
Donybrook 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 <sup>(b)</sup> .....	72,917	67,259	67,268	68,983	71,485	73,274	75,090
Grants and subsidies <sup>(c)</sup> .....	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>