

Part 14

Minister for Local Government; Culture and the Arts

Minister for Sport and Recreation

Minister for Racing and Gaming; Citizenship and Multicultural Interests

Summary of Portfolio Appropriations

Agency	2016-17 Budget \$'000	2016-17 Estimated Actual '000	2017-18 Budget Estimate '000
Local Government, Sport and Cultural Industries			
– Delivery of Services	232,502	239,732	224,377
– Administered Grants, Subsidies and Other Transfer Payments	55,484	48,960	57,086
– Capital Appropriation	93,889	40,605	124,223
Total	381,875	329,297	405,686
GRAND TOTAL			
– Delivery of Services	232,502	239,732	224,377
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Division 22 Local Government, Sport and Cultural Industries

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Appropriations, Expenses and Cash Assets ^(a)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
DELIVERY OF SERVICES							
Item 32 Net amount appropriated to deliver services ^(b)	104,338	106,758	119,405	101,281	94,251	88,878	86,093
Item 33 Art Gallery of Western Australia.....	9,645	9,284	9,199	8,881	8,900	8,910	8,899
Item 34 Contribution to Community Sporting and Recreation Facilities Fund...	20,000	20,000	18,000	15,119	19,000	12,000	12,000
Item 35 Library Board of Western Australia ..	29,121	29,222	29,739	32,460	32,835	32,862	32,731
Item 36 Perth Theatre Trust.....	11,802	9,009	9,090	9,297	9,093	8,944	8,678
Item 37 Western Australian Museum	24,955	22,531	22,531	22,303	22,601	25,186	37,368
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990.....	32,600	33,930	30,000	33,268	34,350	35,220	35,010
- Salaries and Allowances Act 1975	1,990	1,768	1,768	1,768	1,768	1,768	1,768
Total appropriations provided to deliver services.....	234,451	232,502	239,732	224,377	222,798	213,768	222,547
ADMINISTERED TRANSACTIONS							
Item 38 Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	52,689	55,484	48,960	57,086	57,822	62,038	61,984
Amount Authorised by Other Statutes							
- Liquor Control Act 1988	725	-	-	-	-	-	-
CAPITAL							
Item 102 Capital Appropriation.....	28,508	93,596	40,312	113,930	166,658	55,428	4,388
Item 103 Art Gallery of Western Australia ^(c) ..	230	218	218	10,218	218	218	218
Item 104 Library Board of Western Australia ...	-	75	75	75	75	75	75
TOTAL APPROPRIATIONS	316,603	381,875	329,297	405,686	447,571	331,527	289,212
EXPENSES							
Total Cost of Services.....	295,343	282,736	292,837	293,603	276,931	255,673	272,324
Net Cost of Services ^(d)	248,677	250,906	253,285	255,532	243,036	222,223	231,053
CASH ASSETS ^(e)	121,739	62,520	87,434	70,908	69,883	70,117	70,906

(a) The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to amalgamate the Departments of Culture and the Arts, Racing, Gaming and Liquor and Sport and Recreation on 1 July 2017, as well as Local Government and multicultural interests functions transferred from the Department of Local Government and Communities, and the Aboriginal History Research Unit and cultural functions from the Department of Aboriginal Affairs.

(b) The Department's net amount appropriated to deliver services from the 2016-17 Estimated Actual onwards includes the transfer of appropriation for staff reallocated from the Department of Finance to various agencies in response to changes to government procurement policy.

(c) The Art Gallery of Western Australia capital appropriation for the 2017-18 Budget Estimate includes \$10 million for the redevelopment of the Art Gallery of Western Australia rooftop as a regular cultural and commercial venue and a contribution toward the TomorrowFund.

(d) Represents Total Cost of Services (expenses) less retained revenues applied to the agency'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 agency's Income Statement since the publication of the 2016-17 Pre-election Financial Projections Statement on 9 February 2017, are outlined below:

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Election Commitments					
Albany Artificial Surf Reef Business Case	-	-	250	-	-
Broome Multi-purpose Courts.....	-	-	-	1,940	-
Bunbury Artificial Surfing Reef Feasibility Study ^(a)	-	-	200	-	-
Bunbury Bowling Club - Wheelchair Access.....	-	200	-	-	-
Centennial Park Sporting and Event Precinct.....	-	3,000	3,922	-	-
Collie Mineworkers Memorial Pool.....	-	-	-	2,000	-
Entry Statement and Signage Bunbury.....	-	-	200	-	-
Great Southern Motorplex in Albany.....	-	250	-	-	5,500
Local Projects Local Jobs.....	3,557	8,741	1,076	-	-
Motoring South West - Marketing Campaign	-	-	100	-	-
Rapid Response Signs - Metropolitan and Regional.....	-	326	333	341	350
Redevelopment of Morley Sport and Recreation Centre ^(a)	-	2,000	-	-	-
Regional Exhibition Touring Boost.....	-	500	500	1,750	1,750
Regional Museum Grants.....	-	-	250	250	250
Upgrade Netball Courts at Gibson Park - Bicton ^(a)	-	1,800	-	-	-
Upgrade Surf Lifesaving Club - Dalyellup	-	-	300	-	-
Upgrade to Eaton Bowling Club	-	-	2,000	-	-
Upgrade to Robinson Reserve - Osborne Park ^(a)	-	1,500	-	-	-
Upgrade to the Kingsway Netball Facilities ^(a)	-	500	-	-	-
Upgrades to Hay Park - Bunbury.....	-	-	4,000	-	-
Water Playground in Kununurra	-	590	-	-	-
Other					
2017-18 Streamlined Budget Process Incentive Funding.....	-	396	-	-	-
2017-18 Streamlined Budget Process Incentive Funding - Perth Theatre Trust	-	58	-	-	-
2017-18 Streamlined Budget Process Incentive Funding - State Library of Western Australia.....	-	190	-	-	-
Freeze Salaries and Allowances Tribunal Determined Salaries	-	(27)	(53)	(81)	(108)
Leave Liability Cap Adjustment - Perth Theatre Trust.....	494	97	97	97	97
New Museum Operating Costs.....	-	-	-	2,664	23,317
Office Accommodation Funding Reduction - Culture and the Arts (WA)	-	(369)	-	-	-
Removal of Screenwest from Forward Estimates	-	(13,914)	(13,083)	(12,903)	(9,847)
Revised Lotterywest Estimates	(2,754)	-	-	-	-
Revision to Indexation for Non-Salary Expenses.....	-	(252)	(1,122)	(1,495)	(1,903)
Revisions to Own Source Revenue Estimates.....	980	1,118	-	485	-
State Tennis Centre - Court Replacement	-	2,500	-	-	-

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

Significant Issues Impacting the Agency

Working Together with Local Government

- Local governments must take a strategic approach to planning for the future of their communities, whilst meeting high standards of governance, performance and accountability. Training, advice and support are provided across the sector, and a risk-based approach is used to identify those needing targeted intervention and assistance. New legislative amendments will transfer responsibility for local government auditing to the Auditor General, thereby facilitating higher levels of performance reporting and public oversight. A comprehensive review of the *Local Government Act 1995* (the Act) will be progressed to modernise the Act and ensure it meets the needs and expectations of both the sector and the wider community. New measures to suspend individual councillors will be put to Parliament this year. Work is also progressing on the Government's commitment to stop puppy farming.
- A strong partnership between the State Government and local governments is essential for appropriate and sustainable services to be delivered to local communities. A new partnership agreement between the sectors will provide the foundation for greater collaboration and more efficient, joined-up service delivery. Local governments will be supported to work closely with the community services sector in pursuing community development outcomes specific to local needs.

- Western Australia is home to people from more than 19 countries, speaking over 270 languages and identifying with more than 130 religious groups. With almost one-third of its population born overseas, the State faces a range of social and economic opportunities and challenges. The impact of overseas conflicts is increasingly posing risks to social cohesion. There is an ongoing need for strategies that encourage shared values and develop a sense of belonging across different cultural, linguistic and faith-based communities. Support is required for programs that improve access to resources and services, and greater participation in social, civic and political life. Programs are increasingly needed that support economic participation through employment and entrepreneurship, and effort is required to leverage the cultural assets of our diaspora communities to strengthen the position of Western Australia internationally.

Developing the Arts and Cultural Industries

- The State is currently working with the managing contractor of the New Museum Project (NMP), Multiplex, to ensure the final design of the NMP meets functional requirements and the agreed budget. Construction activity will increase in the second half of 2017, with commencement of earthworks, pilings for new buildings and reinforcement of the heritage buildings' foundations. Content for the New Museum will continue to be developed.
- Work has commenced on a Central Energy Plant (CEP) for the Perth Cultural Centre (PCC). The CEP will service the State Library of Western Australia (SLWA), the Art Gallery of Western Australia (AGWA), State Theatre Centre, Perth Institute of Contemporary Art, the New Museum and other cultural institutions in the precinct, and is expected to reduce energy use and carbon dioxide emissions by up to 40% following delivery of the New Museum in 2020.
- Planning for the redevelopment of the AGWA rooftop space will commence in 2018. The 1,800 square metre area will be converted to a cultural and commercial venue with a new sculpture as its centrepiece.
- In 2016, all Crown lots within the PCC precinct were amalgamated into a single reserve under the management of the Department. The Perth Theatre Trust (PTT) will assume responsibility for the management and activation of the PCC from 2018.
- The PTT ticketing contract with Ticketek expired on 31 August 2017. Following an extensive tender process, Tessitura has been engaged as the new provider of ticketing and customer relationship management services to the PTT venues. This has allowed for the creation of a consortium which includes the PTT resident companies.
- The SLWA is increasingly moving to a digital format for new and existing collections. There is a pressing need for a digital preservation and management system to adequately store and preserve digital documents for future generations. SLWA is collaborating with other State libraries in Australia to identify and investigate opportunities to develop a system that meets these requirements.
- On 17 July 2017, Screenwest completed its transition from a Government agency to an independent, not-for-profit entity. The State Government will continue to provide funding to Screenwest, as a grant instead of an appropriation.
- Reforms to the grants programs, including the transition to a digitised application and assessment process, have delivered efficiencies across a number of areas. In the 2016-17 financial year, 50% more applications were processed compared to the previous year. Applications are now open year round and waiting times for applicants have decreased by 40%, with turnaround times from submission to contracting being reduced from 42 to 25 business days.
- The annual event, Revealed - Emerging Aboriginal Artists from Western Australia, is delivered in partnership by the Commonwealth Government, State Government and local government. It is the State's major showcase for Aboriginal art and a significant source of income for Aboriginal art centres and artists across Western Australia, particularly those in remote areas. The 2017 event featured artwork from 75 new and emerging Aboriginal artists and achieved sales of \$438,000, an increase of 18% from the previous year.
- A decline in Lotterywest revenue will impact the funding available to recurrently-funded arts and cultural organisations.

Enhancing the Opportunities for the Hospitality Industry

- The Department will:
 - assist the Minister for Racing and Gaming in progressing amendments to the *Liquor Control Act 1988* through Parliament;
 - continue to expand the suite of applications available online for the liquor and gambling industries, particularly in relation to permanent liquor licensing applications;
 - identify and implement operational policy and process innovation to reduce regulatory burden and application processing times; and
 - assist communities in reducing harm and ill-health due to the use of liquor, through declaring areas of the State as restricted areas and private residences as liquor restricted premises.
- The weighing and balancing of evidence in determining liquor licensing applications continue to be a challenge for the licensing authority.

Promoting Sport and Active Recreation

- Sustained population growth over the previous decade increased the pressures on public open space and sport and recreation facilities, both in outer corridor greenfield development and through urban densification. The Department is working collaboratively with other State Government agencies to ensure public open space is identified early to facilitate planning and access to sport and recreation facilities across the state.
- The Perth Stadium is in its final year of the project delivery phase. Focus in 2017-18 will be on finalising construction and ensuring the venue is operationally ready in early 2018. The Perth Stadium is a critical State asset to drive event based tourism in Western Australia and the Department will work with key industry partners to maximise economic growth and jobs in conjunction with the Department of Jobs, Tourism, Science and Innovation and the Western Australian Sports Centre Trust (VenuesWest).
- Western Australia's landscapes naturally invite us into the outdoors and our trails connect people with these wonderful natural landscapes. Trails have the capacity to build regional jobs and the tourism economy as well as influence community development and wellbeing. Western Australia is lagging behind other states in building trails to attract interstate and international visitors and must continue to invest in projects in key regional areas.
- Volunteers make up the fabric of sport and recreation in Western Australia. Many of these volunteers dedicate hours every week to supporting a wide variety of sporting and recreational endeavours in their local community. The Department has key partnerships with State Sporting Associations and recreation organisations to train and support volunteers. The sport and recreation system in Western Australia will not exist without well trained and committed volunteers, many of whom use the skills learnt in volunteer sport and recreation roles to contribute to the Western Australian community in other areas.
- Sport and recreation provides a positive pathway for children and young people to enhance community safety and build resilience. The Department continues to provide funding to support programs for at-risk youth in order to foster equity and inclusiveness and support the Western Australian community. The KidSport program aims to help overcome the cost barrier of participating in sport, leading to better education, social and health outcomes for children and adolescents.
- Jurisdictions overseas are embracing novel methods to encourage participation in sport and recreation. Western Australia has moved into this space with programs such as 'Your Move' and 'ActiveSmart', which aim to enhance existing lifestyles through being more active. The Department is looking to enable the delivery of services and programs that respond to the changing interests of participants during different stages of their lives.
- The integrity of sport continues to be strongly challenged on multiple fronts including drug use, corruption, sports betting and child safety. The Department is working with stakeholders to respond to these concerns and further develop its Sport Integrity Strategy to protect the positive brand of sport and recreation and develop a thriving sport and recreation sector in Western Australia.
- The State makes significant commitments to elite and talented athlete development. Support to the Western Australian Institute of Sport is complemented by a range of programs for regional based athletes in the talent pathway.
- Community need for active recreation service delivery continues to drive demand for the Department's recreation camps. Compounding this is the attraction and retention of qualified instructors to deliver outdoor programs. Master planning is being undertaken to determine opportunities to better meet demand and ensure facilities continue to be affordable, safe and accessible.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister for Local Government; Culture and the Arts, Minister for Sport and Recreation, Minister for Racing and Gaming; Citizenship and Multicultural Interests, the Accountable Authority and the Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

The relationship of Ministers to services is shown below.

Responsible Minister	Services
Minister for Local Government; Culture and the Arts	1. Regulation and Support of Local Government 3. Arts Industry Support 4. Research, Policy Development, Information and Support 5. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government 6. State Information Management and Archival Services 7. Cultural Heritage Management and Conservation 8. Cultural Heritage Access and Community Engagement and Education 9. Collection Services 10. Public Library Services 11. Library, Literacy and Community Engagement 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 Racing and Gaming; Citizenship and Multicultural Interests	2. Promotion and Support of Multiculturalism 18. Licensing - Evaluation and Determination of Applications 19. Compliance Audits and Inspections
Minister for Sport and Recreation	20. Industry Leadership and Infrastructure Development 21. Building Capacity and Participation 22. Recreation Camps Management

Outcomes, Services and Key Performance Information

The Outcomes, Services and Key Performance Information reflect the amalgamation of the Departments of Culture and the Arts, Racing, Gaming and Liquor and Sport and Recreation due to Machinery of Government changes on 1 July 2017, as well as Local Government and multicultural interests functions transferred from the Department of Local Government and Communities, and the Aboriginal History Research Unit and cultural functions from the Department of Aboriginal Affairs. Where practical, the 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual has been recast for comparative purposes.

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 agency's services and desired outcomes, and the government goal it contributes to. 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
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Local governments were capable and well-governed.	1. Regulation and Support of Local Government
Strong Communities: Safe communities and supported families.	Western Australia was recognised as a vibrant and effective multicultural society.	2. Promotion and Support of Multiculturalism
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	A sustainable arts and cultural sector that enhances social and economic wellbeing.	3. Arts Industry Support 4. Research, Policy Development, Information and Support
	Efficient and effective services to the Culture and Arts Portfolio and Government.	5. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government
	Government records and the State archives are appropriately managed and accessible.	6. State Information Management and Archival Services
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	7. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	8. Cultural Heritage Access and Community Engagement and Education
	Western Australia's cultural and documentary collections are acquired, preserved and accessible.	9. Collection Services
	The Western Australian public library network is supported through access to library materials and services.	10. Public Library Services
	The Western Australian community benefits from engaging with the State Library's services.	11. Library, Literacy and Community Engagement
	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
	To promote, monitor and enforce responsible and lawful gambling and liquor services in accordance with the legislation.	18. Licensing - Evaluation and Determination of Applications 19. Compliance Audits and Inspections
	A strong and diverse sport and recreation system in Western Australia that is accessible, encourages maximum participation and develops talent.	20. Industry Leadership and Infrastructure Development 21. Building Capacity and Participation 22. Recreation Camps Management

Service Summary

Expense	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Regulation and Support of Local Government	12,654	17,928	17,243	16,842	11,427	11,185	11,240
2. Promotion and Support of Multiculturalism	7,035	8,869	9,754	6,965	6,904	6,982	7,012
3. Arts Industry Support	22,146	21,496	19,452	19,749	19,126	17,582	17,457
4. Research, Policy Development, Information and Support	21,246	20,739	21,289	21,606	21,030	19,572	19,475
5. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government	19,215	16,669	15,302	18,044	14,961	15,192	13,556
6. State Information Management and Archival Services	2,394	3,049	2,841	2,204	2,093	2,079	2,087
7. Cultural Heritage Management and Conservation	1,265	1,085	997	1,021	965	1,003	932
8. Cultural Heritage Access and Community Engagement and Education	12,773	11,213	12,428	12,578	11,885	12,348	11,476
9. Collection Services	10,630	9,966	10,693	10,813	10,664	10,659	10,567
10. Public Library Services	14,478	14,158	14,584	14,748	14,544	14,539	14,412
11. Library, Literacy and Community Engagement	8,507	8,274	8,561	8,656	8,537	8,534	8,460
12. Venue Management Services	18,718	15,114	20,390	16,215	16,666	16,126	15,972
13. Collections Management, Research and Conservation Services	13,647	9,913	11,536	10,940	9,880	10,429	17,345
14. Collections Effectively Documented and Digitised	2,409	1,750	2,036	1,931	1,744	1,841	3,062
15. Public Sites, Public Programs and Collections Accessed On-site	12,682	9,919	11,266	12,725	11,491	12,130	20,174
16. Online Access to Collections, Expertise and Programs	427	647	507	627	567	598	995
17. Museum Services to the Regions	5,855	5,079	5,221	6,288	5,678	5,994	9,969
18. Licensing - Evaluation and Determination of Applications	8,354	7,552	8,288	7,332	7,264	7,265	7,357
19. Compliance Audits and Inspections	8,354	7,552	8,288	7,331	7,264	7,265	7,356
20. Industry Leadership and Infrastructure Development	43,949	43,244	42,894	49,978	46,413	25,684	26,079
21. Building Capacity and Participation	40,219	39,567	40,714	38,226	38,658	39,359	38,075
22. Recreation Camps Management	8,386	8,953	8,553	8,784	9,170	9,307	9,266
Total Cost of Services	295,343	282,736	292,837	293,603	276,931	255,673	272,324

Outcomes and Key Effectiveness Indicators ^(a)

	2015-16	2016-17	2016-17	2017-18	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Local governments were capable and well-governed:					
Percentage of local governments that did not have an action taken against them under the Department's compliance framework	54%	65%	51%	55%	1
Percentage of local governments with Integrated Planning and Reporting plans reviewed	100%	75%	96%	100%	2
Outcome: Western Australia was recognised as a vibrant and effective multicultural society:					
Percentage of organisations and individuals who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism	84%	80%	83%	80%	
Percentage of community grants for multicultural organisations that were acquitted against identified outcomes	73%	80%	84%	85%	

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Outcome: A sustainable arts and cultural sector that enhances social and economic wellbeing:					
Number of Department funded works presented and/or developed (annually)	12,513	11,566	11,461	11,461	
Number of paid attendances to funded organisations works	814,552	817,968	782,430	732,695	3
Ratio of Government funding to other income.....	1:5.98	1:5.39	1:4.14	1:3.96	4
Public value of the contribution of arts and culture to the State's identity and community ^(b)	68	66	69	67	
Outcome: Efficient and effective services to the Culture and Arts Portfolio and Government:					
Percentage of annual infrastructure maintenance budget expended on portfolio infrastructure maintenance requirements.....	92%	80%	99%	95%	5
Outcome: Government records and the State archives are appropriately managed and accessible:					
Percentage of compliance with State Records Commission Standards as implemented by government agencies.....	89%	93%	90%	90%	
Percentage of archival resources to which the State Records Office provides an information service	22%	21%	21%	20%	
Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:					
Percentage of collection stored to the required standard	98%	97%	98%	97%	
Outcome: Western Australia's State Art Collection and works of art on loan are accessible:					
Number of people accessing the collection:					
Total number of visitors	284,677	350,000	307,761	325,000	6
Total number of online visitors to website	189,262	175,000	199,694	200,000	7
Percentage of visitors satisfied with visit overall.....	94%	93%	93%	93%	
Outcome: Western Australia's cultural and documentary collections are acquired, preserved and accessible:					
Percentage increase in items added to the collection ^(c)	-26.5%	16%	-10.6%	-19.4%	8
Proportion of heritage collections maintained within set standards.....	94%	98%	95.1%	98%	
Percentage increase in the usage of the collections on-site and online ^(d)	-17.9%	7%	-10.8%	-1.9%	9
Outcome: The Western Australian public library network is supported through access to library materials and services:					
The extent to which Western Australians are provided with access to library materials.....	0.78	0.74	0.86	0.86	10
Outcome: The Western Australian community benefits from engaging with the State Library's services:					
Percentage of clients satisfied with the State Library's collections and services	91%	91%	91%	92%	
Percentage of Western Australians who actively engage with the State Library's services	96%	93%	91%	93%	
Outcome: Effectively managed performing arts venues attracting optimal utilisation:					
Attendance rate across principal performance spaces.....	463,213	455,054	508,216	465,000	11
Average subsidy per attendee for Perth Theatre Trust funded programs	\$4	\$3	\$2	\$2	

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Outcome: Sustainable care and development of the State's Museum collections for the benefit of present and future generations:					
Percentage of collection stored to the required standard	99%	99%	99%	99%	
Percentage of the collection accessible online.....	15%	12%	16%	18%	12
Proportion of the State collection documented and digitised.....	23%	23%	26%	27%	13
Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections:					
Number of people engaging with and accessing Museum content and collections: ...	2,135,965	1,490,384	1,608,084	1,765,823	14
Total number of visitors	1,140,504	549,884	659,566	795,823	14
Total number of online visitors to website	995,461	940,500	948,518	970,000	14
Percentage of visitors to Museum sites satisfied with services.....	93%	96%	98%	98%	
Outcome: To promote, monitor and enforce responsible and lawful gambling and liquor services in accordance with the legislation:					
Licensees/service providers that comply with audit requirements and statutory criteria.....	94%	94%	94%	94%	
Outcome: A strong and diverse sport and recreation system in Western Australia that is accessible, encourages maximum participation and develops talent:					
Satisfaction rating of policy development and leadership provided by the Department	93%	85%	93%	85%	
Satisfaction rating of the Department's consultation advice to clients.....	88%	90%	88%	90%	
Satisfaction rating of the Department's grant's management	88%	85%	89%	85%	
Satisfaction rating of the Department's programs, initiatives and resources ...	93%	90%	92%	90%	
Western Australian participation in organised sport and active recreation ^(a)	56%	n/a	n/a	56%	
Satisfaction rating of recreation camps management and service delivery.....	95%	87%	94%	87%	

- (a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
- (b) There has been a change to the methodology for calculating the index score for this indicator. The methodology change has been adopted to reflect best practice so that the index score has a zero base. As a result, the index score more accurately reflects the range of survey responses from zero to 100. The 2015-16 Actual and the 2016-17 Budget has been recalculated to reflect this new methodology.
- (c) The State Library of Western Australia aims to acquire a significant collection of the State's documentary heritage to tell the social, political, economic and cultural history of Western Australia for current and future generations. Items are acquired through donation, purchase and legal deposit, but the number of items acquired each year is dependent on publishing out-put and the availability of private collections for acquisition. Collections counted in this measure are books, magazines, maps, films, oral histories, sound recordings, microfilms and pictorial images. The negative percentage change represents fewer items being added to heritage collections when compared to the previous year. This measure does not take into account all new items added to heritage collections. For example, private archives are not included as they are measured by metres of material processed rather than individual item counts. In 2016-17, 79 metres of private archives will be processed for heritage collections representing a significant resourcing focus that is not reflected in this key performance indicator. It is expected that a similar amount of private archives will be processed for heritage collections in 2017-18.
- (d) The purpose of collecting Western Australia's documentary heritage is to make it accessible for people to use. While much of the heritage collection is only available in a physical format from within the State Library, increasingly collections are being digitised to make them accessible online through the Library's database. Material that is born digital is also being collected. These figures do not include usage of digitised Western Australian newspapers made available through the National Library of Australia's Trove service as they would overwhelm other usage figures. The online use of images digitised in the Historical Records Rescue Consortium (HRRC) project (2005-08) continues to decrease as user's access newer digital images available. The rise in use of newer images is less than the decrease in use of older HRRC images potentially due to newer images not being available to be found via search engines; currently they must be searched for on the State Library catalogue. Negotiations are underway to have the catalogue opened to search engines that should drive usage of digital items, including images, in the collection.
- (e) Participation data for Western Australian involvement in sport and active recreation for the 2016-17 reporting period will not be available until December 2017. The collection period for the new AusPlay survey is for the 12 month period from October to September annually.

Explanation of Significant Movements

(Notes)

1. The 2016-17 Estimated Actual is less than the 2016-17 Budget mainly due to a higher than expected number of local governments not complying with mandatory reporting requirements.
2. The 2016-17 Estimated Actual is greater than the 2016-17 Budget mainly due to more local governments being reviewed than was anticipated in the 2016-17 Budget as a result of the implementation of a streamlined process for reviewing Integrated Planning and Reporting plans.

3. The decrease in the number of paid attendances to funded organisations works in the 2016-17 Estimated Actual and the 2017-18 Budget Target is a reflection of conservative estimates and budgeting in the current climate from the organisations.
4. The decrease in the ratio between the 2016-17 Budget and the 2016-17 Estimated Actual is a result of a significant decrease in private sector support received by arts organisations funded by the Department.
5. The increase between the 2016-17 Budget and the 2016-17 Estimated Actual is due to an improved focus on utilising the funds from the infrastructure maintenance allocation and works being completed more efficiently.
6. The number of actual visitors is 12% lower than the 2016-17 Budget due to an over-estimate of attendance for a ticketed exhibition. However, attendance in 2016-17 is 8% higher than 2015-16.
7. The number of 2016-17 website visitors is 14% higher than the 2016-17 Budget due to access to online resources for exhibitions, such as the popular 'Rise of the Sneaker Culture' and the 25th anniversary of the 'Year 12 Perspectives'.
8. The decrease in the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to an expected decrease in the number of items added to heritage collections. This is largely a result of the exclusion of digital items, which represent an increasing proportion of the items collected by the State Library.
9. While the number of people accessing new digital content online continues to increase, it is offset by a decrease in the number of people accessing older digital images online. Accordingly, the net impact is a decrease in the 2016-17 Estimated Actual and the 2017-18 Budget Target usage of collections.
10. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to a decrease in the number of materials supplied to public libraries, offset by continued growth in the use of e-resources by public library members.
11. The increase in attendance rate in the 2016-17 Estimated Actual was mainly due to a number of sold out performances at the State Theatre Centre and Albany Entertainment Centre, together with an increase in the number of performances across all of the venues.
12. The increased percentage in the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to the increased priority and significant resources allocated to the program.
13. The increased percentage in the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to the increased priority of the program.
14. An increase in visitation numbers in the 2016-17 Estimated Actual compared to the 2016-17 Budget is attributed to successful offsite activation programs. An increase in visitation is expected in 2017-18 due to planning of some major and popular exhibitions like Pompeii and Dinosaur Discovery.

Services and Key Efficiency Indicators

1. Regulation and Support of Local Government

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	12,654	17,928	17,243	16,842	
Less Income.....	301	259	241	362	1
Net Cost of Service.....	12,353	17,669	17,002	16,480	
Employees (Full Time Equivalents).....	66	64	64	59	
Efficiency Indicator					
Average Cost per Local Government for Regulation and Support.....	\$84,198	\$117,249	\$111,569	\$94,290	2

Explanation of Significant Movements

(Notes)

1. The 2017-18 Budget Target is greater than the 2016-17 Estimated Actual mainly due to additional funding associated with the Rapid Response Signs election commitment.
2. The variations between the 2015-16 Actual, 2016-17 Budget, 2016-17 Estimated Actual and 2017-18 Budget Target relate to changes in expenditure associated with Royalties for Regions Country Local Government Fund initiatives.

2. Promotion and Support of Multiculturalism

Development and implementation of policies, programs and services that achieve the full potential of multiculturalism.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 7,035	\$'000 8,869	\$'000 9,754	\$'000 6,965	1
Less Income.....	15	10	10	11	
Net Cost of Service.....	7,020	8,859	9,744	6,954	
Employees (Full Time Equivalents).....	25	26	27	25	
Efficiency Indicators					
Average Cost per Project to Support and Promote Multiculturalism	\$127,788	\$141,477	\$135,602	\$117,200	2
Number of Grants and Service Agreements per Full Time Equivalent.....	27	29	33	25	3

Explanation of Significant Movements

(Notes)

- The 2017-18 Budget Target is less than the 2016-17 Estimated Actual mainly due to one-off expenditure in 2016-17 resulting from Local Projects Local Jobs and Chinese New Year Programs.
- The 2017-18 Budget Target is less than the 2016-17 Estimated Actual mainly due to one-off expenditure in 2016-17 associated with the Chinese New Year Program, together with implementation of Agency Workforce Renewal Savings Measures.
- The movement between 2016-17 Budget, 2016-17 Estimated Actual and 2017-18 Budget Target is mainly due to variations in the number of grants associated with the Local Projects Local Jobs and Chinese New Year Programs.

3. Arts Industry Support

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service	\$'000 22,146	\$'000 21,496	\$'000 19,452	\$'000 19,749	1
Less Income.....	50	154	351	523	2
Net Cost of Service.....	22,096	21,342	19,101	19,226	
Employees (Full Time Equivalents).....	14	21	11	15	
Efficiency Indicator					
Grants Operations Expense as a Percentage of Direct Grants Approved.....	6.2%	6%	4.1%	5.7%	3

Explanation of Significant Movements

(Notes)

- The reduction in Total Cost of Service in the 2016-17 Estimated Actual compared to the 2016-17 Budget is mainly due to a reduction in Lotterywest funding.
- The increase in income in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to funding received for the Local Projects Local Jobs program and the increase in the 2017-18 Budget Target is related to grant funding for the Connecting to Country program.
- The decrease in the Grants Operations Expense as a Percentage of Direct Grants Approved in the 2016-17 Estimated Actual compared to 2016-17 Budget is due to a reduction in grants administration costs resulting from system improvements through the Online Grants Management System and efficiencies in processing times. The increase in the 2017-18 Budget Target is due to a change in the contract relationships with service providers from grants to supplies and services.

4. Research, Policy Development, Information and Support

Contributing to the development of the State by delivering strong evidence-based culture and the arts policy, research and planning in order to achieve State Government outcomes.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service ^(a)	\$'000 21,246	\$'000 20,739	\$'000 21,289	\$'000 21,606	
Less Income.....	161	251	458	622	1
Net Cost of Service.....	21,085	20,488	20,831	20,984	
Employees (Full Time Equivalents).....	27	30	25	29	
Efficiency Indicator Research, Policy Development, Information and Support Expense as a Percentage of Direct Grants Approved.....	5.3%	5%	3.9%	5.5%	2

Explanation of Significant Movements

(Notes)

- The increase in income in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to funding received for the Local Projects Local Jobs program. The increase in the 2017-18 Budget Target is related to grant funding for the Connecting to Country program.
- The decrease in the Research, Policy Development, Information and Support Expense as a Percentage of Direct Grants Approved in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to a reduction in grants administration costs resulting from system improvements through the Online Grants Management System and efficiencies in processing times. The increase in the 2017-18 Budget Target is due to a change in the contract relationships with service providers from grants to supplies and services.

5. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government

Managing cultural infrastructure on behalf of the Government and the provision of centralised services to the Culture and the Arts Portfolio and other agencies.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 19,215	\$'000 16,669	\$'000 15,302	\$'000 18,044	1
Less Income.....	539	442	381	1,016	2
Net Cost of Service.....	18,676	16,227	14,921	17,028	
Employees (Full Time Equivalents) ^(a)	119	86	95	103	
Efficiency Indicator Average Cost of Service per Full Time Equivalent ^(b)	\$18,629	\$17,841	\$19,138	\$16,985	3

(a) Full Time Equivalent (FTEs) for staff working on the New Museum Project are included in this service. The cost of the New Museum Project capitalised is not included in the Total Cost of Service.

(b) The Average Cost of Service per Full Time Equivalent incorporates the FTEs for the whole Culture and the Arts Portfolio.

Explanation of Significant Movements

(Notes)

- The increase in Total Cost of Service in the 2017-18 Budget Target compared to the 2016-17 Estimated Actual is mainly due to the reallocation of New Museum project expenditure from capital to recurrent and additional funding for maintenance of the State Library and Cultural Centre car parks.
- The increase in income between the 2016-17 Estimated Actual and the 2017-18 Budget Target is mainly due to additional funding for the maintenance of the State Library and Cultural Centre car parks.
- This decrease in Average Cost of Service per Full Time Equivalent in the 2017-18 Budget Target is due to increased Total Cost of Service from the reallocation of New Museum Project expenditure and additional funding for maintenance of the State Library and Cultural Centre car parks.

6. State Information Management and Archival Services

State Information Management and Archival Services consists of a regulatory/advisory component for all Government organisations, as well as management of and access to the State Archives Collection.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 2,394	\$'000 3,049	\$'000 2,841	\$'000 2,204	
Less Income.....	76	292	412	87	1
Net Cost of Service.....	2,318	2,757	2,429	2,117	
Employees (Full Time Equivalents).....	20	25	22	22	
Efficiency Indicator					
Cost per Access Service ^(a)	\$8	\$10	\$8	\$7	

(a) 50% of Cost per Access Service relates to Archival Services (not whole of office).

Explanation of Significant Movements

(Notes)

- The increase in income in the 2016-17 Estimated Actual and decrease in 2017-18 Budget Target is a result of one-off funding received to undertake a digitisation program in 2016-17.

7. Cultural Heritage Management and Conservation

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 1,265	\$'000 1,085	\$'000 997	\$'000 1,021	
Less Income.....	549	283	388	250	1
Net Cost of Service.....	716	802	609	771	
Employees (Full Time Equivalents).....	4	5	4	4	
Efficiency Indicator					
Average Cost of Managing the Collection per Art Gallery Object.....	\$72.53	\$61.65	\$56.25	\$57.68	2

Explanation of Significant Movements

(Notes)

- The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget Target is due to one-off sponsorship received for Art Gallery activities.
- The decrease in the Average Cost of Managing the Collection per Art Gallery Object in the 2016-17 Estimated Actual is due to increased artworks.

8. Cultural Heritage Access and Community Engagement and Education

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 12,773	\$'000 11,213	\$'000 12,428	\$'000 12,578	1
Less Income.....	5,503	2,787	3,737	3,527	2
Net Cost of Service.....	7,270	8,426	8,691	9,051	
Employees (Full Time Equivalents).....	50	50	51	51	
Efficiency Indicator					
Average Cost of Art Gallery Services per Art Gallery Access.....	\$26.95	\$21.36	\$25.16	\$23.96	3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to increased supplies and services for Art Gallery functions and activities.
2. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to one-off sponsorship received for Art Gallery activities.
3. The increase in Average Cost of Art Gallery Services per Art Gallery Access in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to increased supplies and services and a lower level of access.

9. Collection Services

Ensuring Western Australia's documentary collections are acquired, preserved and made accessible for future generations.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 10,630	\$'000 9,966	\$'000 10,693	\$'000 10,813	
Less Income.....	705	683	626	616	
Net Cost of Service.....	9,925	9,283	10,067	10,197	
Employees (Full Time Equivalents).....	76	81	73	81	
Efficiency Indicator					
Cost per New Item Added to the Collection.....	\$328.38	\$242.66	\$369.30	\$463.12	1

Explanation of Significant Movements

(Notes)

1. The increase in Cost per New Item Added to the Collection in the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to fewer new items being added to the collection.

10. Public Library Services

Supporting the public library network through facilitating access to library material and services.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 14,478	\$'000 14,158	\$'000 14,584	\$'000 14,748	
Less Income.....	620	517	551	541	
Net Cost of Service.....	13,858	13,641	14,033	14,207	
Employees (Full Time Equivalents).....	42	45	41	45	
Efficiency Indicator					
Average Cost of Administering Services to Public Libraries	\$62,405	\$61,026	\$63,134	\$63,569	

11. Library, Literacy and Community Engagement

Ensuring that the State Library acts as a community hub in delivering literacy and learning outcomes to the Western Australian community.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,507	\$'000 8,274	\$'000 8,561	\$'000 8,656	
Less Income.....	707	467	628	618	1
Net Cost of Service.....	7,800	7,807	7,933	8,038	
Employees (Full Time Equivalents).....	39	42	38	42	
Efficiency Indicator					
Cost per Engagement with State Library of Western Australia Services.....	\$3.42	\$3.39	\$3.60	\$3.55	

Explanation of Significant Movements

(Notes)

- The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to additional other revenues (subsidies and recoups). Income in 2015-16 is higher due to bookshop sales. The bookshop has not been operated by the State Library since 1 July 2016.

12. Venue Management Services

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

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 18,718	\$'000 15,114	\$'000 20,390	\$'000 16,215	1
Less Income.....	6,836	5,017	7,424	5,768	2
Net Cost of Service.....	11,882	10,097	12,966	10,447	
Employees (Full Time Equivalents).....	96	84	95	97	
Efficiency Indicator					
Average Cost per Attendee.....	\$40.41	\$33.21	\$40.12	\$34.87	3

Explanation of Significant Movements

(Notes)

1. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is mainly attributable to show expenditure linked to the increase in revenue and expenditure resulting from the implementation of a new ticketing system.
2. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is mainly due to an increase in show recoveries across all PTT venues and a significant increase in ticket sales for PTT programmed events resulting from sold out performances at the State Theatre Centre and Albany Entertainment Centre during 2016-17.
3. The increase in the 2016-17 Estimated Actual Average Cost per Attendee is due to an increase in show recoveries across all PTT venues and a significant increase in ticket sales for PTT programmed events resulting from sold out performances at the State Theatre Centre and Albany Entertainment Centre. The Average Cost per Attendee is expected to decrease in 2017-18 due to a lower estimated revenue target.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 13,647	\$'000 9,913	\$'000 11,536	\$'000 10,940	1
Less Income.....	4,393	1,210	2,736	2,111	2
Net Cost of Service.....	9,254	8,703	8,800	8,829	
Employees (Full Time Equivalents).....	69	78	73	74	
Efficiency Indicator					
Average Cost per Object of Managing the Museum Collection.....	\$1.70	\$1.17	\$1.42	\$1.34	

Explanation of Significant Movements

(Notes)

1. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to higher expenditure from externally funded grants projects.
2. The increase in income in the 2016-17 Estimated Actual and the 2017-18 Budget Target compared to the 2016-17 Budget relates to external grant income received for research projects.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 2,409	\$'000 1,750	\$'000 2,036	\$'000 1,931	1
Less Income.....	776	214	483	372	2
Net Cost of Service.....	1,633	1,536	1,553	1,559	
Employees (Full Time Equivalents).....	13	14	13	13	
Efficiency Indicator					
Average Cost Per Object of Documenting and Digitising the State Collection...	\$1.31	\$0.91	\$0.98	\$0.89	

Explanation of Significant Movements

(Notes)

1. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to higher expenditure in externally funded grant projects.
2. The increase in income in the 2016-17 Estimated Actual and the 2017-18 Budget Target compared to the 2016-17 Budget relates to external grant income received for research projects.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	12,682	9,919	11,266	12,725	1
Less Income.....	3,615	1,994	2,164	4,585	2
Net Cost of Service.....	9,067	7,925	9,102	8,140	
Employees (Full Time Equivalents).....	72	69	63	65	
Efficiency Indicator					
Average Cost of Museum Services per Museum Access.....	\$19.95	\$40.37	\$26.10	\$22.92	3

Explanation of Significant Movements

(Notes)

1. The increase in the 2016-17 Estimated Actual compared to the 2016-17 Budget is due to higher expenditure on exhibitions and public programs. The 2017-18 Budget Target is expected to increase due to major exhibitions like Pompeii and Dinosaur Discovery.
2. The increase in the 2017-18 Budget Target relates to the ticketing revenue from major exhibitions planned in 2017-18.
3. The reduction in the Average Cost of Museum Services per Museum Access in the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to the increase in visitations from offsite activation.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	427	647	507	627	1
Less Income.....	59	-	-	-	
Net Cost of Service.....	368	647	507	627	
Employees (Full Time Equivalents).....	4	6	5	6	
Efficiency Indicator					
Average Cost of Museum Services per Museum Access.....	\$0.28	\$0.41	\$0.34	\$0.38	

Explanation of Significant Movements

(Notes)

1. The decrease in the 2016-17 Estimated Actual is due to a vacant position which will be recruited in 2017-18.

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.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 5,855	\$'000 5,079	\$'000 5,221	\$'000 6,288	1
Less Income.....	1,369	850	908	869	
Net Cost of Service.....	4,486	4,229	4,313	5,419	
Employees (Full Time Equivalents).....	33	31	28	29	
Efficiency Indicator					
Average Cost per Access.....	\$11.60	\$16.70	\$14.37	\$19.89	2

Explanation of Significant Movements

(Notes)

- The increase in the 2017-18 Budget Target is due to one-off expenditure related to lift upgrade works in Kalgoorlie.
- The Average Cost per Access is lower in the 2016-17 Estimated Actual compared to the 2016-17 Budget due to the increase in visitations, while the increase in the 2017-18 Budget Target is due to one-off maintenance expenditure funded by the Department's Global Maintenance program.

18. Licensing - Evaluation and Determination of Applications

Receive, process and determine applications in accordance with the legislation.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,354	\$'000 7,552	\$'000 8,288	\$'000 7,332	1
Less Income.....	5,555	4,854	5,529	4,854	2
Net Cost of Service.....	2,799	2,698	2,759	2,478	
Employees (Full Time Equivalents).....	52	51	50	49	
Efficiency Indicator					
Average Cost of Determining Applications.....	\$554	\$472	\$518	\$458	3

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2016-17 Estimated Actual is higher than the 2016-17 Budget due to the once-off cost related to the relocation of the former Department in mid-November 2016, and increased amortisation expenses.
- The increase in the 2016-17 Estimated Actual income compared to the 2016-17 Budget is mainly due to increased revenue from regulatory fees.
- The Average Cost of Determining Applications in the 2016-17 Estimated Actual is higher than the 2016-17 Budget due to the once-off increase in the Total Cost of Service.

19. Compliance Audits and Inspections

Perform audits and inspections to verify that the provision of gambling and liquor is conducted in a responsible and lawful manner.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,354	\$'000 7,552	\$'000 8,288	\$'000 7,331	1
Less Income.....	5,554	4,853	5,528	4,853	2
Net Cost of Service.....	2,800	2,699	2,760	2,478	
Employees (Full Time Equivalents).....	52	51	48	48	
Efficiency Indicator					
Average Cost of Conducting Inspections.....	\$995	\$981	\$1,069	\$952	3

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2016-17 Estimated Actual is higher than the 2016-17 Budget due to the once-off cost related to the relocation of the former Department in mid-November 2016, and increased amortisation expenses.
2. The increase in the 2016-17 Estimated Actual income compared to the 2016-17 Budget is mainly due to increased revenue from regulatory fees.
3. The Average Cost of Conducting Inspections in the 2016-17 Estimated Actual is higher than the 2016-17 Budget due to the once-off increase in the Total Cost of Service.

20. Industry Leadership and Infrastructure Development

Provide strategic leadership for the sport and recreation industry and support for infrastructure development through funding and advice to sport and recreation groups State-wide, including State and local governments.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 43,949	\$'000 43,244	\$'000 42,894	\$'000 49,978	1
Less Income.....	2,486	85	85	85	
Net Cost of Service.....	41,463	43,159	42,809	49,893	
Employees (Full Time Equivalents).....	50	49	48	50	
Efficiency Indicators					
Average Cost of Providing Consultancy (Policy, Advocacy and Infrastructure) to Organisations	\$10,083	\$10,930	\$10,874	\$11,241	
Average Cost of Providing the Contact Services (Policy, Advocacy and Infrastructure).....	\$526	\$732	\$740	\$882	2
Average Cost to Manage Infrastructure Grants.....	\$3,288	\$2,713	\$2,114	\$2,352	

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2016-17 Estimated Actual to the 2017-18 Budget Target relates to operating payments for Perth Stadium that were previously budgeted for as part of the Asset Investment Program.
2. The increase in Average Cost of Providing the Contact Services (Policy, Advocacy and Infrastructure) from the 2016-17 Estimated Actual to the 2017-18 Budget Target is due to a reduced number of contacts.

21. Building Capacity and Participation

Provide support for organisations and personnel delivering sport and recreation State-wide from participation to the elite level through advice and funding support

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 40,219	\$'000 39,567	\$'000 40,714	\$'000 38,226	1
Less Income.....	2,257	1,696	2,400	1,721	
Net Cost of Service.....	37,962	37,871	38,314	36,505	
Employees (Full Time Equivalents).....	75	82	66	72	
Efficiency Indicators					
Average Cost of Providing Consultancy (Organisational Development and Participation) to Organisations.....	\$13,554	\$17,613	\$15,523	\$16,685	
Average Cost of Providing the Contact Services (Organisational Development and Participation).....	\$309	\$468	\$413	\$484	
Average Cost to Manage Sport and Recreation Development Grants.....	\$2,002	\$2,668	\$1,893	\$2,435	

Explanation of Significant Movements

(Notes)

1. The reduction in Total Cost of Service in the 2017-18 Budget Target relative to the 2016-17 Estimated Actual mainly reflects one-off additional payments made to Western Australian Institute of Sport and KidSport grants in 2016-17.

22. Recreation Camps Management

Provide experiential outdoor activities to the community through the management of recreation camps.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,386	\$'000 8,953	\$'000 8,553	\$'000 8,784	
Less Income.....	4,540	4,912	4,512	4,680	
Net Cost of Service.....	3,846	4,041	4,041	4,104	
Employees (Full Time Equivalents).....	53	61	54	58	
Efficiency Indicators					
Average Cost per Bed Night.....	\$57	\$51	\$53	\$54	
Average Cost per Participation.....	\$24	\$27	\$24	\$27	

Asset Investment Program

Construction of the Perth Stadium and surrounding sport precinct will be completed in 2017-18. The focus for 2017-18 is the finalisation of construction and transfer of the asset to VenuesWest.

To support the delivery of the portfolio's services, asset investment in 2017-18 will also include the following:

- \$121.4 million to continue the delivery of the New Museum Project in 2017-18 at an estimated total cost of \$428.3 million;
- \$10.2 million for library materials for the Public and State Reference Library;
- \$1.2 million for the improvement of culture and the arts service delivery through the Fit-for-Purpose Infrastructure Program; and
- \$218,000 for ongoing funding for the Art Gallery Art Acquisition Fund.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
WORKS IN PROGRESS							
Department							
Global Provision - Improvement of Culture and Arts							
Service Delivery Infrastructure - Fit-for-Purpose	3,718	2,548	1,069	1,170	-	-	-
New State Museum	424,146	76,234	41,322	121,438	166,658	55,428	4,388
New Perth Stadium							
Project Management							
Sport and Recreation	6,767	5,484	1,316	1,283	-	-	-
Strategic Projects	9,100	7,290	1,450	1,810	-	-	-
Sports Precinct	50,011	33,393	4,382	16,618	-	-	-
Stadium and Plaza	90,154	47,368	21,068	42,786	-	-	-
COMPLETED WORKS							
Art Gallery - Art Acquisition							
2013-14 Program	230	230	17	-	-	-	-
2014-15 Program	230	230	230	-	-	-	-
2015-16 Program	230	230	230	-	-	-	-
2016-17 Program	218	218	218	-	-	-	-
Camps Plant and Equipment Ongoing Replacement							
2015-16 Program	40	40	12	-	-	-	-
2016-17 Program	65	65	65	-	-	-	-
Computer Hardware and Software - 2016-17 Program	330	330	330	-	-	-	-
Library							
Information and Communications Technology (ICT)							
2016-17 Program	275	275	275	-	-	-	-
Public Library Materials - 2016-17 Program	8,015	8,015	8,015	-	-	-	-
State Reference Library Materials							
2012-13 Program	1,098	1,098	708	-	-	-	-
2015-16 Program	1,091	1,091	317	-	-	-	-
2016-17 Program	904	904	904	-	-	-	-
Office Equipment Replacement - 2016-17 Program	149	149	149	-	-	-	-
Perth Rectangular Stadium Development	94,243	94,243	1,463	-	-	-	-
Program Equipment							
2015-16 Program	10	10	10	-	-	-	-
2016-17 Program	95	95	95	-	-	-	-
State Netball Centre - Construction	24,115	24,115	521	-	-	-	-
Western Australian Institute of Sport - High Performance Service Centre	30,803	30,803	354	-	-	-	-
NEW WORKS							
Art Gallery - Art Acquisition							
2017-18 Program	218	-	-	218	-	-	-
2018-19 Program	218	-	-	-	218	-	-
2019-20 Program	218	-	-	-	-	218	-
2020-21 Program	218	-	-	-	-	-	218
Camps Plant and Equipment Ongoing Replacement							
2017-18 Program	65	-	-	65	-	-	-
2018-19 Program	65	-	-	-	65	-	-
2019-20 Program	65	-	-	-	-	65	-
2020-21 Program	65	-	-	-	-	-	65
Computer Hardware and Software							
2017-18 Program	580	-	-	580	-	-	-
2018-19 Program	480	-	-	-	480	-	-
2019-20 Program	430	-	-	-	-	430	-
2020-21 Program	580	-	-	-	-	-	580
Library							
ICT Program							
2017-18 Program	275	-	-	275	-	-	-
2018-19 Program	275	-	-	-	275	-	-
2019-20 Program	275	-	-	-	-	275	-
2020-21 Program	275	-	-	-	-	-	275
Public Library Materials							
2017-18 Program	9,207	-	-	9,207	-	-	-
2018-19 Program	9,173	-	-	-	9,173	-	-
2019-20 Program	9,173	-	-	-	-	9,173	-
2020-21 Program	8,996	-	-	-	-	-	8,996
State Reference Library Materials							
2017-18 Program	1,031	-	-	1,031	-	-	-
2018-19 Program	1,117	-	-	-	1,117	-	-
2019-20 Program	1,118	-	-	-	-	1,118	-
2020-21 Program	1,225	-	-	-	-	-	1,225
Office Equipment Replacement							
2017-18 Program	149	-	-	149	-	-	-
2018-19 Program	149	-	-	-	149	-	-
2019-20 Program	149	-	-	-	-	149	-
2020-21 Program	149	-	-	-	-	-	149

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Program Equipment							
2017-18 Program	95	-	-	95	-	-	-
2018-19 Program	95	-	-	-	95	-	-
2019-20 Program	95	-	-	-	-	95	-
2020-21 Program	95	-	-	-	-	-	95
Total Cost of Asset Investment Program.....	792,355	334,458	84,520	196,725	178,230	66,951	15,991
FUNDED BY							
Capital Appropriation			40,605	124,223	166,951	55,721	4,681
Drawdowns from the Holding Account.....			10,449	11,327	11,279	11,230	11,310
Internal Funds and Balances.....			8,438	(1,322)	-	-	-
Funding Included in Department of Treasury - New Perth Stadium Account.....			25,028	62,497	-	-	-
Total Funding.....			84,520	196,725	178,230	66,951	15,991

Financial Statements

The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to amalgamate the Departments of Culture and the Arts, Racing, Gaming and Liquor and Sport and Recreation on 1 July 2017, as well as Local Government and multicultural interests functions transferred from the Department of Local Government and Communities, and the Aboriginal History Research Unit and cultural functions from the Department of Aboriginal Affairs.

Income Statement

Expenses

The Department's expenditure in the 2017-18 Budget Estimate maintains a relatively stable profile when compared to the 2016-17 Estimated Actual. In the 2018-19 Forward Estimate there is a significant reduction of approximately \$17 million which includes the completion of operating expenditure aspects associated with the Perth Stadium as well as reduced employee benefits expenditure as the Department continues to implement the Workforce Renewal Policy and Agency Expenditure Review (AER).

In 2019-20 there is a further reduction of \$21 million, which is attributed to finalisation of a number of grant programs and the reversion to base funding of \$12 million for the Community Sporting and Recreation Facilities Fund. The increases in 2020-21 are due to the increased operating costs associated with the New Museum.

Income

The increase in the 2020-21 Forward Estimate for Sale of Goods and Services is mainly due to increased income following the construction of the New Museum.

The decrease in service appropriations in the 2017-18 Budget Estimate compared to the 2016-17 Estimated Actual is mainly due to the reduced funding profile for the Local Projects Local Jobs election commitment.

There is a further reduction in the appropriation revenue in 2018-19 largely reflecting the full-year impact of AER employee benefits savings undertaken in 2017-18.

The Royalties for Regions revenue fluctuates between years depending on project approval and funding associated with those approvals.

The surplus in the 2016-17 Estimated Actual and deficit in the 2017-18 Budget Estimate is mainly due to funding received for the Local Projects Local Jobs election commitment in 2016-17 where a significant proportion of expenditure for these projects will occur in 2017-18.

Statement of Financial Position

The reduction in cash assets from the 2015-16 Actual and the 2016-17 Estimated Actual is mainly due to the expenditure profile associated with the Perth Stadium. The reduction in 2017-18 is also due to the drawdown of cash reserves to complete the Local Projects Local Jobs election commitment.

Restricted cash has increased in the 2017-18 Budget Estimate due to approved funding for the planned redevelopment of the Art Gallery rooftop space to commence in 2018.

The movement in the non-current asset base from the 2016-17 Estimated Actual and across the forward estimates period reflects the finalisation of the Perth Stadium project in 2017-18, which will be transferred to VenuesWest, and approved funding for the construction of the New Museum, which concludes in 2020.

Statement of Cashflows

Over the period to 2017-18, the Purchase of non-current assets includes funding for the Perth Stadium. In addition, the Purchase of non-current assets from the 2017-18 Budget Estimate and across the forward estimates period reflects the approved funding for the construction of the New Museum, which concludes in 2019-20.

The Perth Stadium Design, Build Finance and Maintain contract costs are displayed in the cashflows from Financing Activities. Upon completion, the control of the Perth Stadium is scheduled to be transferred to VenuesWest.

Supplies and services increase in 2017-18 due to operating expenditure for aspects of the Perth Stadium. These items were previously included as part of the Asset Investment Program funding.

Regulatory fees and fines of the 2016-17 Estimated Actual are higher than the 2017-18 Budget Estimate mainly due to the increases in the liquor fee revenue.

The reduction in cash balances from the 2015-16 Actual is mainly due to the utilisation of cash reserves in accordance with the expenditure profile of the Perth Stadium.

INCOME STATEMENT ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	108,728	107,875	108,726	102,822	99,568	102,677	105,696
Grants and subsidies ^(c)	104,639	102,183	101,990	102,417	103,134	79,777	78,637
Supplies and services	29,101	24,443	30,555	36,385	25,321	24,179	25,045
Accommodation	22,711	22,353	23,234	23,403	19,712	19,885	22,702
Depreciation and amortisation	20,465	18,847	19,503	20,062	20,828	20,688	31,450
Other expenses.....	9,699	7,035	8,829	8,514	8,368	8,467	8,794
TOTAL COST OF SERVICES	295,343	282,736	292,837	293,603	276,931	255,673	272,324
Income							
Sale of goods and services.....	20,479	18,691	20,603	22,545	20,446	20,225	28,038
Regulatory fees and fines.....	5,904	4,850	6,200	4,850	4,850	4,850	4,850
Grants and subsidies.....	5,805	2,922	4,552	3,244	1,257	1,036	1,040
Other revenue	14,478	5,367	8,197	7,432	7,342	7,339	7,343
Total Income.....	46,666	31,830	39,552	38,071	33,895	33,450	41,271
NET COST OF SERVICES	248,677	250,906	253,285	255,532	243,036	222,223	231,053
INCOME FROM STATE GOVERNMENT							
Service appropriations.....	234,451	232,502	239,732	224,377	222,798	213,768	222,547
Resources received free of charge	1,541	1,542	1,542	1,558	1,574	1,590	1,590
Royalties for Regions Fund:							
Country Local Government Fund	1,598	5,123	3,673	3,134	-	-	-
Regional Community Services Fund	13,214	13,493	13,807	12,783	17,925	7,479	7,794
New Perth Stadium Account.....	-	-	-	8,275	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	250,804	252,660	258,754	250,127	242,297	222,837	231,931
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	2,127	1,754	5,469	(5,405)	(739)	614	878

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

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 1,051, 994 and 1,037 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Arts Organisations, Projects and Programs	32,519	28,606	26,299	29,564	30,181	30,266	30,062
Chinese New Year Package	-	-	420	-	-	-	-
Commonwealth Grants	555	227	431	-	-	-	-
Community Sporting and Recreation							
Facilities Fund.....	19,463	19,340	17,340	14,459	18,340	11,340	11,340
Companion Animal Shelters.....	200	200	200	200	200	200	200
Country Local Government Fund.....	820	1,546	1,546	1,180	-	-	-
Creative Regions Program.....	4,508	7,330	6,963	4,750	4,185	-	-
Entry Statement and Signage Bunbury.....	-	-	-	-	200	-	-
Hong Kong Exchange	-	-	35	-	-	-	-
Local Government Scholarship Fund.....	15	-	-	-	-	-	-
Local Projects Local Jobs - Culture and the							
Arts (WA)	-	-	345	-	-	-	-
Local Projects Local Jobs Program	-	-	1,057	2,241	-	-	-
Office of Multicultural Interests							
Community Grants	553	1,060	560	560	560	560	560
Community Languages Program	860	1,158	1,113	1,113	1,113	1,113	1,113
Other Cultural Programs	1,326	1,193	1,617	1,349	1,345	1,363	1,363
Performing Arts Regional Tours Boost	438	250	198	-	-	-	-
Rapid Response Signs							
Metropolitan.....	-	-	-	122	125	128	131
Regional.....	-	-	-	204	208	213	219
Regional Exhibition Touring Boost.....	-	-	-	500	500	1,750	1,750
Regional Museum Grants.....	-	-	-	-	250	250	250
Sport and Recreation	5,780	4,244	4,925	5,540	11,572	4,940	5,500
Sports Financial Grants.....	21,954	20,906	24,783	24,843	18,022	10,886	9,486
Sports Lotteries Account	15,648	16,123	14,158	15,792	16,333	16,768	16,663
TOTAL	104,639	102,183	101,990	102,417	103,134	79,777	78,637

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets	83,891	27,133	44,526	22,990	23,206	23,591	23,997
Restricted cash	32,458	29,656	37,195	41,970	40,497	40,100	40,246
Holding account receivables	11,088	11,327	11,327	11,209	11,160	11,310	11,210
Receivables	6,595	6,999	6,584	6,573	6,562	6,551	6,540
Other	3,237	4,066	3,237	3,237	3,237	3,237	3,237
Total current assets	137,269	79,181	102,869	85,979	84,662	84,789	85,230
NON-CURRENT ASSETS							
Holding account receivables	106,697	114,217	114,856	123,709	133,307	142,615	162,855
Property, plant and equipment	572,310	747,412	641,769	654,214	814,854	864,565	856,211
Intangibles	9,054	9,619	7,740	7,331	6,973	6,602	6,368
Restricted cash	-	341	327	558	790	1,036	1,273
Other	1,003,063	1,149,470	1,218,646	808,256	811,776	815,298	818,753
Total non-current assets	1,691,124	2,021,059	1,983,338	1,594,068	1,767,700	1,830,116	1,845,460
TOTAL ASSETS	1,828,393	2,100,240	2,086,207	1,680,047	1,852,362	1,914,905	1,930,690
CURRENT LIABILITIES							
Employee provisions	13,302	13,549	13,543	13,549	13,555	13,561	13,567
Payables	20,255	16,709	20,229	19,960	19,453	18,478	18,003
Other	6,272	7,276	6,681	6,275	6,336	6,816	7,086
Total current liabilities	39,829	37,534	40,453	39,784	39,344	38,855	38,656
NON-CURRENT LIABILITIES							
Employee provisions	6,237	6,431	6,500	6,597	6,694	6,791	6,888
Other	524	768	524	524	524	524	524
Total non-current liabilities	6,761	7,199	7,024	7,121	7,218	7,315	7,412
TOTAL LIABILITIES	46,590	44,733	47,477	46,905	46,562	46,170	46,068
EQUITY							
Contributed equity	736,128	1,066,365	979,314	905,625	1,072,634	1,128,364	1,133,096
Accumulated surplus/(deficit) ^{(b) (c)}	331,003	328,842	335,997	(5,880)	(7,094)	(6,955)	(6,552)
Reserves ^(b)	714,672	660,300	723,419	733,397	740,260	747,326	758,078
Total equity	1,781,803	2,055,507	2,038,730	1,633,142	1,805,800	1,868,735	1,884,622
TOTAL LIABILITIES AND EQUITY	1,828,393	2,100,240	2,086,207	1,680,047	1,852,362	1,914,905	1,930,690

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

(b) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period due to bequests and donated works of art income being transferred to reserves in the Statement of Financial Position (\$475,000) in the years from 2016-17 to 2020-21. The amount transferred to reserves in 2015-16 was \$148,000.

(c) The Accumulated surplus 2016-17 Estimated Actual of \$336 million is recognised as Contributed equity from 2017-18 onwards to acknowledge the transfer of functions to the new Department of Local Government, Sport and Cultural Industries.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	215,005	213,655	220,885	204,315	201,970	193,080	191,097
Capital appropriation.....	28,738	93,889	40,605	124,223	166,951	55,721	4,681
Holding account drawdowns.....	11,640	11,088	10,449	11,327	11,279	11,230	11,310
Royalties for Regions Fund:							
Country Local Government Fund.....	1,598	5,123	3,673	3,134	-	-	-
Regional Community Services Fund.....	13,214	13,493	13,807	12,783	17,925	7,479	7,794
New Perth Stadium Account.....	259,000	240,600	206,472	122,028	-	-	-
Net cash provided by State Government.....	529,195	577,848	495,891	477,810	398,125	267,510	214,882
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(111,937)	(107,953)	(107,797)	(102,543)	(99,286)	(101,976)	(105,205)
Grants and subsidies.....	(100,591)	(101,689)	(101,990)	(102,417)	(103,134)	(79,777)	(78,637)
Supplies and services.....	(27,866)	(23,166)	(27,981)	(36,050)	(23,228)	(22,613)	(22,994)
Accommodation.....	(22,216)	(22,201)	(23,082)	(23,246)	(19,555)	(19,728)	(22,545)
Other payments.....	(51,297)	(30,617)	(32,325)	(31,106)	(35,864)	(28,469)	(29,086)
Receipts ^(b)							
Regulatory fees and fines.....	5,925	4,850	6,200	4,850	4,850	4,850	4,850
Grants and subsidies.....	6,775	2,922	4,720	2,776	1,257	1,036	1,040
Sale of goods and services.....	19,502	18,644	20,565	22,507	20,408	20,187	28,000
GST receipts.....	40,973	22,470	22,470	21,333	26,252	18,788	19,094
Other receipts.....	9,330	4,727	8,169	7,470	7,380	7,377	7,381
Net cash from operating activities.....	(231,402)	(232,013)	(231,051)	(236,426)	(220,920)	(200,325)	(198,102)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(51,819)	(158,082)	(84,520)	(196,725)	(178,230)	(66,951)	(15,991)
Other payments.....	(163)	-	-	-	-	-	-
Other receipts.....	232	-	-	-	-	-	-
Net cash from investing activities.....	(51,750)	(158,082)	(84,520)	(196,725)	(178,230)	(66,951)	(15,991)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments - Perth Stadium.....	(205,890)	(197,100)	(220,800)	(62,985)	-	-	-
Other proceeds - Perth Stadium Transport Infrastructure.....	5,600	6,000	6,175	1,800	-	-	-
Net cash from financing activities.....	(200,290)	(191,100)	(214,625)	(61,185)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD.....	45,753	(3,347)	(34,305)	(16,526)	(1,025)	234	789
Cash assets at the beginning of the reporting period.....	75,986	65,867	121,739	87,434	70,908	69,883	70,117
Cash assets at the end of the reporting period.....	121,739	62,520	87,434	70,908	69,883	70,117	70,906

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

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Regulatory Fees and Fines							
Liquor Fees Revenue	5,925	4,850	6,200	4,850	4,850	4,850	4,850
Grants and Subsidies							
Provision of Services to the Commonwealth ..	375	256	464	256	256	256	256
Direct Grants and Subsidies Receipts.....	6,400	2,666	4,256	2,520	1,001	780	784
Sale of Goods and Services							
Provision of Services to the Racing and Gaming Industries	4,202	4,769	4,769	4,769	4,769	4,769	4,769
Revenue Received for the Provision of Accommodation and Recreation Programs..	4,646	4,912	4,512	4,680	4,930	4,930	4,930
Other.....	10,654	8,963	11,284	13,058	10,709	10,488	18,301
GST Receipts							
GST Input Credits	37,887	20,763	20,765	19,855	24,763	17,246	17,553
GST Receipts on Sales	3,086	1,707	1,705	1,478	1,489	1,542	1,541
Other Receipts							
Rental Income from King Street Art Centre...	267	235	274	221	223	225	227
Other Receipts	7,972	3,238	6,653	5,464	5,250	5,253	5,261
Interest Received.....	832	935	949	783	773	758	744
Other Rental Income	259	319	293	1,002	1,134	1,141	1,149
TOTAL	82,505	53,613	62,124	58,936	60,147	52,238	60,365

(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

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
INCOME							
Taxation							
Casino Tax.....	64,863	68,000	55,444	62,000	71,000	71,000	71,000
Other							
Appropriation.....	52,628	54,670	48,146	56,247	56,974	61,185	61,124
Combat Sports Commission Appropriation...	786	814	814	839	848	853	860
TOTAL ADMINISTERED INCOME	118,277	123,484	104,404	119,086	128,822	133,038	132,984
EXPENSES							
Grants to Charitable and Other Public Bodies							
Grants to Individuals Problem Gambling	493	500	500	500	500	500	500
Statutory Authorities							
Grants to Racing and Wagering Western Australia.....	13,554	13,970	13,882	14,407	15,134	16,072	16,011
Subsidies And Concessions							
Subsidies to Gambling and Betting Agencies and Bookmakers	38,581	40,200	33,784	41,340	41,340	44,613	44,613
Other							
Receipts Paid into the Consolidated Account.....	62,764	68,000	60,739	62,000	71,000	71,000	71,000
Combat Sports Commission Expenditure...	786	814	814	839	848	853	860
TOTAL ADMINISTERED EXPENSES	116,178	123,484	109,719	119,086	128,822	133,038	132,984

Agency Special Purpose Account Details

LOCAL GOVERNMENT SCHOLARSHIP ACCOUNT

Account Purpose: To hold funds for the purpose of awarding scholarships to local government officers for attendance at managerial study courses.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	8	8	18	18
Receipts:				
Appropriations.....	25	-	-	-
	33	8	18	18
Payments	15	-	-	-
CLOSING BALANCE	18	8	18	18

ARTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(d) and 22(5) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies and persons engaged in the conduct of cultural activities in the State.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
Appropriations.....	16,300	16,965	15,000	16,634
Other	-	-	-	-
	16,300	16,965	15,000	16,634
Payments	16,300	16,965	15,000	16,634
CLOSING BALANCE	-	-	-	-

COMMUNITY SPORTING AND RECREATION FACILITIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Account 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.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	385	385	264	81
Receipts:				
Appropriations.....	20,000	20,000	18,000	15,000
Other	2	-	145	-
	20,387	20,385	18,409	15,081
Payments	20,123	20,000	18,328	15,000
CLOSING BALANCE	264	385	81	81

SPORTS LOTTERIES SPECIAL PURPOSE ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(c) and 22(4) 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.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	1,320	1,320	855	103
Receipts:				
Appropriations.....	16,300	16,965	15,000	16,634
Other	13	-	23	-
	17,633	18,285	15,878	16,737
Payments	16,778	16,965	15,775	16,634
CLOSING BALANCE	855	1,320	103	103

LOGUE BROOK RECREATION OFFSET TRUST ACCOUNT

Account Purpose: To fund the identification and re-establishment (and associated administration costs) of recreation amenities, where practical, within the localities of nearby dams and inland bodies, following cessation of recreational access to Logue Brook.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance	56	-	59	59
Receipts:				
Other	3	-	-	-
	59	-	59	59
Payments	-	-	-	-
CLOSING BALANCE	59	-	59	59