GOVERNMENT OF WESTERN AUSTRALIA

Small Business Development Corporation

40 YEARS 1984 - 2024

Annual Report 2023 - 24

The Small Business Development Corporation acknowledges the traditional custodians of the land on which we work and live. We pay our respects to Elders past and present.

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Overview of agency

Statement of compliance for the year ended 30 June 2024

Hon Jackie Jarvis MLC
Minister for Small Business

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the annual report of the Small Business Development Corporation for the reporting period ended 30 June 2024. The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

Grant Cucel
Chair

Operational structure

About the SBDC

Hon Jackie Jarvis MLC
Minister for Small Business

The Small Business Development Corporation (SBDC) is an independent statutory authority of the Government of Western Australia, established in 1984 under the *Small Business Development Corporation Act 1983* (SBDC Act).

What we do

The primary role of the SBDC is to encourage, promote, facilitate and assist the establishment, growth and development of small business in Western Australia. This is achieved by providing practical advice, information, and guidance to small business owners. The agency delivers skills development workshops for existing and aspiring small business operators, offers a dispute resolution service, provides access to free business information and tools, and investigates unfair practices that impact small business. The SBDC undertakes other programs and projects as required, to improve the operating environment for small businesses in Western Australia.

The SBDC works directly with small business owners and liaises with industry and business associations to exchange information and provide support and assistance to their members. The Corporation also provides advice and support to the Minister for Small Business on matters affecting the sector, including the effect of government policy and legislation on small business, and advocates to all levels of government for policies and regulations that support the establishment and growth of small businesses.

Through these and other avenues, the SBDC raises awareness of the importance of small business to the economy, nurtures the growth and diversity of small businesses in Western Australia and works to unleash the enterprising business spirit of Western Australians.

Responsible Minister

As at 30 June 2024, the Hon Jackie Jarvis MLC, Minister for Small Business, has responsibility for the SBDC and appoints representatives from the small business community to the Corporation's Board.

Enabling legislation

The Small Business Development Corporation Act 1983 (SBDC Act) provides for the establishment of the Small Business Development Corporation and a Small Business Commissioner to support the enhancement of a competitive and fair operating environment and to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in Western Australia. The Act also empowers the Corporation to give financial assistance, grants and funding in relation to small businesses.

The Small Business Commissioner is authorised to investigate complaints about any matter that affects the commercial activities of small businesses and to offer a dispute resolution service designed to help small business operators resolve their commercial disputes.

The SBDC delivers services through the following functional groups

- Business Advisory Services
- Business Skills Development
- Corporate Services
- Strategy, Marketing and Communications
- Business Investigations and Dispute Services
- Commissioner's Office
- Policy and Advocacy

Our customer promises

We listen to you

We value your interactions with us and use everything we hear to continuously improve our services and processes to serve you the best we can. We will listen to and learn from you about what we can do better.

It's easy to get our help

We're WA locals and available to assist you across multiple channels, however you prefer to engage with us. Pick up the phone, find us online or meet in person - we're ready to help.

We're here at each stage of your journey

Starting, owning and running a small business is a journey with challenges and opportunities along the way. Whatever stage you're at, we're here to assist you.

We empower you to make the big decisions

Being equipped with the right knowledge to make business decisions helps you feel more in control. We are here to give you, or connect you with, the advice and support you are looking for.

We exist to help your business start well, survive and thrive

Our vision

A strong and enterprising small business sector in WA.

Our mission

To facilitate relevant, practical support to small businesses and advocate on their behalf.

Our values

Enterprise — we value a solution-focused and inventive culture.

Collaboration — we actively work with others to achieve shared goals.

Integrity — we act with courage, honesty and respect.

Our purpose

Unleashing Western Australians' enterprising business spirit.

We know just how critical the small business sector is to our state's economy. Without it, our lives in Western Australia would look very different.

When it comes to small business, we believe in the people who have self-selected for the challenge of running their own business.

At the SBDC, we're working for a reality where the spirit it takes to own and operate a small business is free to flourish – day in, day out, week after week, and for the years ahead.

It takes a steely determination to start. And it takes an enterprising business spirit to succeed. That's us. Unleashing Western Australians' enterprising business spirit.

"We are a people of endeavour. Recognising that it is those we serve that matter most."

Celebrating forty years of the Small Business Development Corporation

In 2024, the Small Business Development Corporation marked 40 years of helping small businesses in Western Australia.

Following the passing of the *Small Business Development Corporation Act 1983* in Parliament, to establish the "Small Business Development Corporation" to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in the state, the Corporation first opened its doors on 3 January 1984. The role of Western Australian Small Business Commissioner and Chief Executive Officer of the SBDC was established in 2011.

Over four decades, the SBDC has continued to deliver on its mission, while evolving to meet the changing needs of small businesses in Western Australia.

Learn about the impact we have had

40 YEARS
1984 - 2024

A selection of the SBDC's milestones

1983

***Small Business Development Corporation Act* 1983**

The *Small Business Development Corporation Act* 1983 was passed in Parliament, establishing the "Small Business Development Corporation" to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in the State.

1999

GST Transition Centre

The SBDC opened a GST Transition Centre for small business, in collaboration with the Australian Taxation Office. It was the only centre of its kind in Australia.

2012

First Small Business Commissioner appointed

David Eaton commenced as inaugural Small Business Commissioner and CEO of the SBDC in January 2012.

2020

COVID-19 impacts small businesses

The SBDC acted as the COVID-19 Business Assistance Centre on behalf of the WA Government - providing critical advice, resources and support for WA business owners in the face of the rapidly evolving COVID-19 situation.

See some more of the SBDC's key milestones

Year in review
2023-2024

98%
satisfied with overall customer service

97%
accessing the service was easy

91%
information and advice was useful

94%
likely to use the service again

94%
information/ guidance contributed to decisions

Telephone surveys were undertaken with a random selection of clients who had directly sought information and guidance during 2023-24. 757 client surveys were completed, giving a maximum standard error ratio of +/- 3.42% at the 95% confidence level.

100,762
SBDC website visits

39,919
Social media engagements

14,797
SBDC regional hours of advice

8,088
Enterprise Skills workshop hours

4,482
grant applications received and assessed

3,664
people reached by SBDC Outreach

9,874
Business Advice Enquiries

$324.9m
injected into the WA economy by business migrants

Key small business numbers[1]

238,907
small businesses in WA
(including non-employing businesses)

154,847
non-employing businesses in WA

2,519,637
small businesses in Australia

96.9%
of all businesses are classified as **small**

2.9%
are medium

0.2%
are large

[1]Australian Bureau of Statistics (Released 18 December 2023) 8165.0 Counts of Australian Businesses, including Entries and Exits, June 2019 to June 2023, (time series spreadsheet).
Statistics include only those businesses actively remitting Goods and Services Tax (GST). As such, small businesses not registered for GST are not captured in this data.

Organisational structure
2023 -2024

Testimonial

"The presenter displayed impressive expertise, which was particularly beneficial given his hands-on involvement in businesses... Additionally, he supplied practical workbooks that left a strong impression on me. These workbooks comprehensively outline the necessary steps and considerations. I found them extremely valuable, and his delivery and explanations were clear and effective.

I've participated in multiple workshops conducted by him through SBDC, and he consistently delivers with excellence. He is friendly, approachable, and stays well-informed about the latest information and trends. This workshop, in particular, stood out because he managed to cover a substantial amount of material within just 4 hours. He even provided insights on setting up and managing ad campaigns, which I believe is especially helpful for newcomers and those unfamiliar with online advertising."

M. Nguyen
Workshop attendee

Executive summary

Chair's report

It is with much pride that I introduce this year's Annual Report in a year that marks both celebration and transformation for the Corporation.

Following its creation under the *Small Business Development Corporation Act* 1983, the SBDC commenced its services to small businesses on 3 January 1984 with a core team, offering support to the 52,000 small businesses in WA. The inaugural meeting of the Board took place the following week on 9 January 1984 and the Corporation wasted no time in helping the small business sector, organising several firsts: a Small Business Week, Small Business Achievement Awards and a major study into small businesses in Western Australia within the year.

As we commemorate our 40th anniversary this year, with the number of small businesses in WA more than quadrupling to over 238,000 I can certainly say that the SBDC has not slowed either its activities or advocacy for small business in our state. In the last year the agency has undertaken a significant program of work, comprising both projects and core operations. July 2023 marked the commencement of a new strategic direction for the Corporation under the 2023-2026 Strategic Plan which guides the strategic objectives and initiatives at the core of the SBDC's operations over this period. A summary of progress is included in a new section of this report.

To support this strategic shift, and build a robust and resilient framework for the future, the Corporation restructured its operations to create two new executive directorates: Strategy, Corporate and State-Wide Services; and Strategic Policy, Investigations and Dispute Services. We welcomed Jeff Healy and Karine Broux to the executive leadership of these key roles, as well as establishing the Commissioner's Office Directorate to support the activities and advocacy of the independent role of the Small Business Commissioner. The new structure is designed to enhance our capacity to deliver on key initiatives, and ensure that we continue to meet the challenges of an ever-changing landscape.

This year, we also welcomed two new Board members, Lisa Smith and Lucy Hall, who bring a fresh perspective built on their entrepreneurial, community and regional experience, and farewelled member Cindy Hurst who completed her term on the Board in August 2023. I sincerely thank Cindy for her contributions and valuable perspectives as a regional business owner, as well as Anthony Masi who completed his term in late June 2023 after ten years of valuable service. Both these members contributed greatly to shaping the strategy of the Corporation and guiding its responses, particularly during the disruption of the pandemic.

In August 2023, our Board held our regional meeting in Albany, providing a unique opportunity to connect with stakeholders and gain valuable insights into the challenges and opportunities for the business community in the Great Southern. This Board meeting held extra significance, as it was the final meeting for Jacky Finlayson, the SBDC's former Executive Director, who retired after more than 20 years of exemplary service to the agency. Jacky's leadership, insights, guidance and integrity personified everything the Corporation strives to uphold, and I wish her all the best in the next chapter.

Finally, I would like to thank the Minister for Small Business, Hon Jackie Jarvis MLC, for her continued support of the agency; and acknowledge another year of exceptional work in service to WA small businesses by the staff of the Corporation, under the guidance of Small Business Commissioner, David Eaton PSM, and the senior leadership team.

Grant Cucel
Chair
Small Business Development Corporation

Executive summary

Chief Executive Officer's report

This is the SBDC's fortieth year delivering relevant, practical advice and support to small businesses as well as advocating on their behalf. We've continued to focus on listening closely to our customers and stakeholders to ensure we are delivering the services and support that small businesses need in a constantly evolving operating environment.

Our new strategic approach, launched in July 2023, has ensured that our agency is delivering new initiatives to help small businesses thrive now and into the future, while maintaining the Corporation's high quality 'business as usual' operations.

Some of the highlights of this year include:

- An independent review of regional business advisory needs, enabling us to enhance our service delivery model to the nearly quarter of small businesses operating in regional Western Australia (see page 21 for details).
- The launch of a revitalised customer experience approach (see our customer promises on page six and project summary page 22).
- The introduction of new customer-focused service pathways, including online advisory appointments (page 23).
- The commencement of the ServiceWA for Business project, working with our colleagues across State Government to improve digital engagement channels between businesses and government (page 24).
- Brand management and promotion of our suite of enterprise skills workshops to support our small business customers with their ongoing learning and development (page 26)
- Demonstrating the economic outcomes of our $2.2 million Small Business Friendly Approvals program to partners, validating that streamlining approval mechanisms isn't just good for small business – it's highly beneficial to regulators and the local economy (page 27).

Acknowledging our 40th anniversary in 2024 was also a major theme. The milestone was an opportunity to not only recognise those that came before us, but to envision what we can do for the small business sector, in the future.

The challenges of recent years have reinforced that just like the SMEs that we serve, the SBDC must continually review our operating model, and ask ourselves - is this service still relevant, are we delivering through the right channels to reach customers efficiently and effectively, and do they know what we offer?

I conclude on a reflective note, in my final annual report as the Small Business Commissioner and CEO of the SBDC, with my term concluding in January 2025. I sincerely thank the Ministers for Small Business that I have worked with, our Board members past and present, collaborators across government and industry, and most of all, colleagues old and new at the Corporation. I am departing confident that the SBDC is poised to increase its impact and assistance to the small business sector, which is vital to the diversification of our Western Australian economy.

David Eaton
Small Business Commissioner
Chief Executive Officer
Small Business Development Corporation

Outcome-based management framework

WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.

Desired outcome	Effectiveness indicator	Services	Efficiency indicators
A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.	• The extent to which the information or guidance provided was useful. • The extent to which the information or guidance provided contributed to a decision to start or buy a business. • Total value of capital inflow to the State from the Business Migration program. • Number of jobs created through the Business Migration program.	Information, guidance, referral and business development services.	• Cost per client serviced directly by the Corporation. • Cost per client serviced through third-party delivery. • Cost of policy development, advice and reform projects as a percentage of the total cost of service.
		Access to justice for small business.	• Cost per client serviced directly in the provision of dispute resolution. • Cost of subcontractor support services as a percentage of the total cost of service.

There were no changes to the Outcome-based management framework during the reporting period.

Agency performance

Shared responsibility with other agencies

The SBDC worked collaboratively with a range of agencies to deliver services and programs that benefited small business, including:

- The Department of Primary Industries and Regional Development (DPIRD) (Agriculture and Food) to deliver the farm debt mediation service and liaise with Local Content Officers.
- The Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) on the statutory review of the *Commercial Tenancy (Retail Shops) Agreements Act 1985*.
- The Department of Fire and Emergency Services (DFES) to deliver the Commonwealth-State funded Disaster Recovery Funding Arrangements WA and recovery efforts in the region.
- METRONET and Water Corporation to deliver support and advice to local businesses preparing for or experiencing disruption from construction works.
- The Department of Treasury on Commonwealth grant payments.
- The Departments of Jobs, Tourism, Science and Innovation and Treasury - on the delivery of the Builders Support Facility.
- Energy Policy WA and Department of Treasury to deliver targeted assistance to small business and charities operating in embedded networks.

Collaboration with strategic partners

To expand the reach and general awareness of the SBDC's services, it is essential to leverage relationships with strategic partners including the following organisations:

- John Curtin Law Clinic at Curtin University, to refer small business owners for pro bono legal advice and services from final year law students.
- The City of Cockburn, National Debt Helpline, Small Business Debt helpline and Rural West to deliver small business financial counselling.
- Department of Premier and Cabinet (Office of Digital Government) and Department of Finance and Treasury on the ServiceWA for Business project.
- The Regional Chambers of Commerce and Industry WA, to ensure regional Chambers of Commerce were provided with updates and information from the SBDC.
- The Council of Regulators.
- The SBDC's Business Local network, providing advisory and business skills development on behalf of the SBDC throughout regional Western Australia.
- Local government authorities who participate in the SBDC's Small Business Friendly Alliance.
- The Department of Justice for delivery of foundation workshops in correctional facilities.
- The Department of Jobs, Tourism, Science and Innovation on the assessment of the Local Capability Fund – Digital Transformation Round.
- The Department of Energy, Mines, Industry Regulation and Safety and Energy Policy WA in relation to landlords on-sold electricity in embedded commercial networks.
- The Department of Primary Industries and Regional Development on the establishment of a Noongar Economic Participation Plan.
- National Small Business Commissioners' Forum.
- Australian Small Business and Family Enterprise Ombudsman.
- A wide range of industry organisations and representatives.

Agency performance

Financial targets

Resource agreements are part of the State's financial management framework, articulating agency level government desired outcomes, services to be delivered, parliamentary appropriations to be provided, and performance targets to be achieved. Resource agreements are required under section 42 of the *Financial Management Act 2006*.

The Corporation's results against the targets recorded in the Corporation's Resource Agreement, agreed between the Minister for Small Business, Treasurer and the Board as the Corporation's Accountable Authority are reflected in the table on this page.

The Corporation has no borrowings and actively monitors its cash balances in consultation with the Department of Treasury. The targets do not reconcile to the estimates recorded in Note 9.1 Explanatory Statement of the Financial Statements, as the Explanatory Statement is required under Treasure's Instruction to reflect the original published WA State Budget. The targets reflect Treasury and ERC approved decisions post the WA State Budget process and correlate to the revised Resource Agreement.

	2024 Target	2024 Actual	Variation
Total cost of services (expense limit)[(a)]	17,908,000	16,964,653	(943,347)
Net cost of services[(b)]	17,796,000	16,605,073	(1,190,927)
Total equity[(c)]	4,536,000	5,544,362	1,008,362
Agreed Salary Expense Level[(d)]	8,312,000	8,071,063	(240,937)
Agreed Executive salary expense[(e)]	761,000	683,955	(77,045)

(a) The 2024 Actual was lower than 2024 Target as a result of underspends in the Corporation's delivery of projects ($483,448) and underspends in operations ($459,899). Underspends in projects principally relate to the Small Business Electricity Credit (Embedded Networks) program which was underspent by $240,163 as a result of the volume of credits provided being less than anticipated in December 2023. Grant payments for Cyclone Ellie and Illsa was underspent by $225,156 as a result of timing variances in assessing recipient eligibility. A total of $175,000 is anticipated to be paid out during early 2024-25 for the Cyclone Ellie and Illsa progam. Underspend in operations principally relates to the postponment of cloud transition as the Corporation reviews its ability to fund a transition ongoing ($306,859).

(b) The 2024 Actual is lower than 2024 Target due to the underspends noted above, in addition to total interest income exceeding target by $199,445 due to prevailing market conditions. Interest rates are subject to change, and are received in the Corporation's bank acount. The use of interest funds requires approval from Treasury.

(c) The 2024 Actual is higher than 2024 Target due to the surplus impacted by the above.

(d) The 2024 Actual is due to an underspend of project salaries ($159,499) and operational salaries ($81,438). The project salary underspend was mainly driven by the Embedded Networks ($103,630) and Builders Support Facility ($87,979) programs as these programs were required to be commenced on short notice, resulting in a reallocation of Corporation resources.

(e) The 2024 Actual is due to the vacant Executive Director position for the first half of the year that was approved during the 2023-24 Mid-Year Review process.

Agency performance

2023-26 Strategic objectives

As the Western Australian Government's key agency delivering services to and advocating for the needs of the small business sector, we recognised the benefit of reviewing and refreshing our strategic plan, to ensure it meets the evolving priorities of our clients, stakeholders and our state.

The SBDC's 2023-2026 strategic plan commenced on 1 July 2023. The following five strategic objectives are a core focus for the agency over this three-year period:

Serve, Evolve, Strengthen, Connect, Grow

In 2023-2024 the theme of the strategic plan was **stabilise**. The SBDC worked to stabilise our organisation post-COVID, focusing on people, systems and processes. Some of the key strategic projects undertaken during the year are outlined on the following pages.

Serve

Offer contemporary and practical services across WA, including ensuring services and programs address small business and State Government priorities, including diversifying the economy and creating jobs.

Evolve

Evolve our business to be agile, future-focused, effective and efficient, including building a skilled, motivated, resilient and diverse workforce and ensuring the agency delivers value for money, accountability and efficiency.

Strengthen

Drive improvements to the operating environment for small business, including addressing activities that adversely impact small businesses, undertaking targeted inquiries and investigations, and proactively working with other government agencies to improve the operating environment for small business.

Connect

Build and leverage strategic alliances and partnerships, including offering expertise across government in the development of policies and programs that impact on and benefit small businesses.

Grow

Contribute to the growth and diversity of the WA economy, including delivering and leveraging business migration to attract economic investment in the state.

Agency performance

Key strategic initiatives 2023-24

In the first full year of the SBDC's Strategic Plan, 47 initiatives were identified and 28 were fully delivered at year end.

Learnings include that the organisation set an ambitious agenda in the first year of the plan, in hindsight a little too ambitious on top of delivery of core services and functions. This included undertaking several unanticipated major bodies of work, such as administering applications for the Builders' Support Facility, and managing applications and assessments for the Small Business and Charities Energy Relief Credit, both initiated as State Government responses to industry and economic challenges.

Apart from strategic initiatives, the SBDC maintained its core business functions and services, as outlined in the activity reports (from page 29) and also delivered on all externally reported commitments within required timeframes.

Agency performance

Serve

Regional business advisory service delivery review

Reviewing and refreshing how the SBDC delivers business advisory services to the 23 per cent of small businesses located outside the Perth metropolitan area was a key strategic focus in 2023-24.

Since 2015, the SBDC has delivered its regional advisory services under the Business Local brand, via contracted providers in designated regions of Western Australia. The emphasis of Business Local has been on the provision of face-to-face advisory sessions to small business operators in these regions, with providers also delivering one-to-many services such as workshops. The aim of the service is to provide support to regional small businesses to help them start well, survive and thrive.

With the contract period concluding on 30 June 2024, in 2023 the SBDC commissioned an independent review of the regional advisory service from EY Consulting (EY). The scope of the review was to consider the current regional service delivery model and identify opportunities for realigning future iterations of the service in light of changes to the business environment. The external review used a range of methodologies to identify customer needs and preferences. Stakeholder consultation was undertaken to inform the review and test the feasibility of proposed options.

In August 2023, EY's final report and recommendations were used as a key input to advise the requirements for the next contract period to:

- Enhance access for small business, social enterprises and commercial not-for-profit entities to professional business information and guidance.
- Provide advice on the key areas of assessing new business ideas, starting a business, and strengthening a business's core capabilities in responding to disruptions or opportunities in the business environment.
- Ensure local economic challenges and opportunities are well understood through the provision of qualified and experienced local business advisers and enhancing the SBDC's stakeholder engagement in each region.
- Increase awareness and use of the SBDC's central advisory team, for areas of expertise not readily available in regional communities.

In January 2024, an open and competitive tender process overseen by the Department of Finance was undertaken to secure providers for the SBDC's business advisory services across 10 regions: East Kimberley, West Kimberley, Pilbara, Mid West/ Gascoyne, Wheatbelt, Goldfields, Peel, South West, Great Southern, Esperance.

From 1 July 2024, the regional business advisory service will be delivered under the new brand ***SBDC Regional***, leveraging the SBDC's 40-year history and reputation for helping small businesses in Western Australia to start well, survive and thrive.

Agency performance

Serve

Refreshed customer experience approach

The SBDC's customer service standards were reviewed under an overarching approach to bring together the agency's vision, mission, values and its newly declared purpose: *To unleash Western Australians' enterprising business spirit.*

Drawing on market research undertaken by Painted Dog Research in 2022, a series of 'customer promises' aligned to service aspects important to the SBDC's current and prospective customers were developed. The promises were built on the core elements identified in focus groups as contributing to trust – a crucial factor for customers when deciding where to seek advice. These were: accuracy, relevant knowledge, easy to understand, ability to refer clients to other trusted parties, honesty and breadth of information available.

In a staff workshop in October 2023, all SBDC staff had the opportunity to input into how we could achieve and measure our delivery on four promise statements designed to contribute to the trustworthiness of the SBDC brand:

- **We empower you to make the big decisions:** Being equipped with the right knowledge to make business decisions helps you feel more in control. We are here to give you, or connect you with, the advice and support you are looking for.
- **We're here at every stage of your journey:** Starting, owning and running a small business is a journey with challenges and opportunities along the way. Whatever stage you're at, we're here to assist you.
- **We listen to you:** We value your interactions with us and use everything we hear to continuously improve our services and processes to serve you the best we can. We will listen to and learn from you about what we can do better.
- **It's easy to get our help:** We're WA locals and available to assist you across multiple channels, however you prefer to engage with us. Pick up the phone, find us online or meet in person - we're ready to help.

Supporting this initiative, an internal and external communications strategy helped embed the new customer experience approach within the agency and introduce it to our customers. A new peer voted monthly staff award – the 'Enterprising Spirit' award – commenced in January 2024 to recognise staff who embody the SBDC's values of Integrity, Collaboration and Enterprise and contribute to the Corporation's purpose of unleashing Western Australians' enterprising business spirt through their work.

Customer surveys were updated to include questions tracking how well our customers feel the agency is delivering on its promises.

Agency performance

Evolve

Customer-focused service pathways

Aiming to deliver a more agile, contemporary and customer-centric service, the SBDC piloted several improvements to customer pathways in 2023-24 including the introduction of online bookings for advisory appointments.

Previously, customers had only been able to request a call from an adviser at a preferred time via a web form, which needed to be confirmed by a customer service officer, or clients needed to book an in-person appointment at the SBDC office by requesting a booking time via telephone or Live Chat. This was identified as a barrier to entry for some clients.

To address this, the agency investigated a range of technology solutions to pilot 30 minute online advisory bookings. A third-party platform, Calendly, was selected as the preferred appointment tool due to its ease of use, integration with existing software and cost effectiveness.

Online advisory bookings via the SBDC website commenced in January 2024 and delivered the following benefits:

- Clients were able to book appointments at a time that suited them.
- The online appointment modality attracted clients who were seeking more strategic advice on their businesses.
- Increased ability to match the skill and expertise of advisers with the needs of the client.
- Greater operational efficiencies with fewer missed calls or appointments.

The results of this pilot were positive. The new option attracted immediate interest from customers, including during its 'soft launch' phase and was used to book more than 100 appointments in its first month, most of which were for new SBDC customers. Advisers reported that the additional ability for customers to prepare material ahead of an appointment resulted in more effective advisory sessions and better outcomes for customers.

Agency performance

Strengthen

ServiceWA for Business

ServiceWA for Business is a project to propose a pathway to better digital engagement between business and government. The proposal will acknowledge the fact that better digital engagement must be supported by measures to reduce both the regulatory burden for business and the cost of doing business for government, through system and process improvements. Making it easier for small businesses to navigate their digital government interactions will support them to start, survive and grow, contributing to the WA Government's goals of creating jobs and diversifying the economy.

The SBDC was funded through the WA Government's Digital Capability Fund to undertake this project, which will align with several government priorities, including enhancing service provision through the overarching ServiceWA Strategy; digitally connecting the citizen (business and individual) through the Digital Strategy 2021-25 and streamlining application and approval processes through StreamlineWA.

To inform the proposal, in 2023-24 extensive consultation was undertaken with a range of State Government agencies to:

- understand previous, current and future ServiceWA and digital transformation activities in WA
- gain senior stakeholder support for the project
- increase understanding of the WA operating environment and different agencies' perspectives, and
- build awareness of current government initiatives in the digital services space.

As a part of this consultation, the SBDC hosted 11 State Government departments for a two-day workshop, creating an opportunity to share information and ideas between agencies. The workshop included:

- presentations from the Department of Finance on the overarching ServiceWA Strategy
- a panel discussion with representatives from the SBDC, and the Cities of Wanneroo and Canning to provide insight into the business experience when engaging with government
- A facilitated discussion with the Office of Digital Government's Chief Digital Officer, sharing a case study of how the Kingdom of Denmark improved their digital interaction with citizens and businesses.

The SBDC also commissioned market research through Painted Dog Research to understand the needs of small to medium businesses when they engage with government. This research provided rich insights into how businesses currently engage with government, how they want to engage and how open and capable they are to new digital technologies and tools.

The SBDC will present the ServiceWA for Business proposal to Government in 2024-2025. The aim will be to inform the State Government's considerations when prioritising and funding reform activities aimed at improving the operating environment for the small business sector in WA.

Agency performance

Strengthen

Whole of Government Grants Management Solution

Following the COVID-19 pandemic and a series of natural disasters requiring government financial support to aid recovery, the Department of Premier and Cabinet identified that the increase in public sector-managed grant programs posed a range of real and perceived risks to the State Government, including lack of adequate governance and probity; inconsistent and complex application processes; and unreasonable delays in disbursing funds – particularly where the grant program is to provide emergency support or assistance to businesses or the broader community.

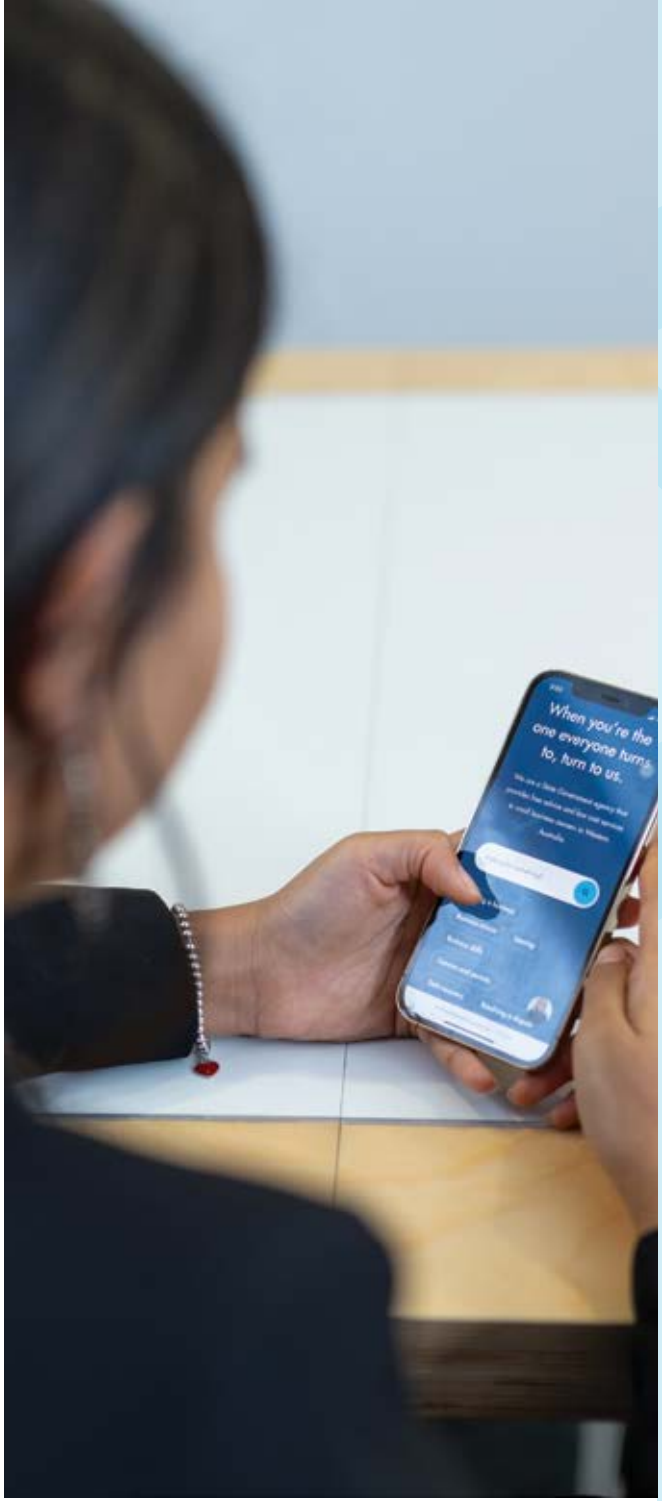
Following the SBDC's successful management of more than $350M in COVID relief and related grant programs in recent years, the agency was requested by the State Government to scope the viability of a whole-of-government grants management solution to:

- enhance the governance of grants, and
- streamline the process of applying for, assessing and managing grants in Western Australia.

The project undertaken and completed in 2023-24 involved liaising with the Office of Digital Government, Treasury, other State Government departments that administer grants, and other jurisdictions to:

- identify national best practice in grants management
- assess if aspects are transferable to the WA environment
- design a whole-of-government grants management solution
- develop a submission for consideration as part of the 2024-25 State Budget on the viability of establishing the recommended solution
- recommended a solution aligned with the StreamlineWA regulatory reform initiative.

The report is currently being considered by Government.



Agency performance

Connect

Brand management of enterprise skills panel workshops

On 1 July 2023, the contract commenced for a new Enterprise Skills panel which aims to improve the skills, capabilities and resilience of small business operators by delivering skills development through a variety of channels such as workshops, seminars, forums and webinars, to small businesses located in the Perth metropolitan area, on behalf of the SBDC.

The panel of 22 providers delivers workshops on specialised topics in their field of expertise, including:

- Digital literacy and capability skills (for example using social media to promote a business, creating and managing a business website, search engine optimisation and cybersecurity).
- Financial literacy and capability skills (for example cash flow management and costing and pricing goods and/or services).
- Contracting and procurement skills (for example contract management, understanding how to write a tender submission, creating capability statements, and sub-contracting).
- Strategic planning skill (for example recognising opportunities for growth, and risk management).
- Innovation skills (for example creative thinking and problem solving).
- Business management skills (for example developing business systems, workforce development, project management and negotiation).

The commencement of the new panel created the opportunity for a renewed brand management approach to increase recognition of the SBDC as a provider of small business skills development. To support this, marketing and promotion requirements were embedded in contractual obligations. All panel providers were welcomed to the program at an introductory function at which the brand guidelines and approval process were introduced.

A comprehensive suite of brand and marketing items including guidelines and templates was created for providers to assist them in delivering and promoting their workshops. Ongoing support from the SBDC includes regular liaison with staff and providers on workshop descriptions and assets, and the commencement of a fortnightly "What's On" newsletter distributed to 18,734 subscribers promoting upcoming workshops.

Connect

Demonstrating the benefits of the Small Business Friendly Approvals Program

The SBDC's Small Business Friendly Approvals Program was undertaken between 2021 and 2023 with $2.2 million funding from Streamline WA, a whole-of-government initiative developed to make it easier to do business in WA through improved regulation and regulatory practice.

Twenty Local Government Authorities (LGAs) partnered with the SBDC to design reforms that would improve their small business customers' experience in the application and approvals process, when starting, growing or relocating their business in the local government areas.

With delivery completed in early 2023, nine of the participating LGAs were invited to contribute to an independent economic evaluation of the program by consultants ACIL Allen, which undertook to measure the value and return on the $2.2 million Streamline WA investment. Some of the findings of the review were that:

- The program learnings and roll-out of individual Action Plans for participating local government authorities will collectively deliver a net benefit of $73.8 million over the next ten years in the contributing LGAs.
- Nearly nine dollars ($8.94) of benefits were projected to be delivered from every dollar invested.
- The program delivered qualitative as well as economic benefits, such as creating culture change among LGA teams, improving the reputation of participating areas as good places to establish a business and increasing efficiencies for both the LGAs and the business applicants.

A strategic initiative in 2023-24 was to communicate the results of the economic review to the 20 program alumni, to encourage ongoing effort and investment in regulatory reform among the partners and demonstrate return on investment to the State Government. In November 2023, a report summarising the economic review was prepared, and the key findings shared with local government CEOs, elected members and staff in a webinar chaired by the Small Business Commissioner.

In November 2023, the SBDC's Small Business Friendly Approvals Program received a silver achievement award from the Institute of Public Administration Australia (IPAA) WA in the category of Best Practice in Collaboration Across Government Agencies. This acknowledgement also reinforced the value of the program.

Testimonial

"Anyone starting a business in Western Australia should know about the support and assistance you guys give it is amazing. I am so glad there is support for entrepreneurs and business growth in our state!"

A. De Alwis
Google review

Agency Performance

Activity Reports

Agency performance

Activity reports

Business Advisory Services

Free and confidential business advice from experienced business advisers is provided by phone on the SBDC's 133 140 helpline, online through live chat, via email, in person and via video appointments. Experienced business advisers provide individualised, confidential advice to existing small business owners or those who are planning to start a business. Topics include start up strategies, product and service questions, planning and research, financial management and other subjects. Advisers also provide specialised guidance and advice on commercial tenancy.

Accurate information allows small businesses to make informed decisions. The Business Advisory Services team also facilitates access to business information, including an online Business Licence Finder, market research and financial benchmarking reports to help small business clients plan and evolve their businesses.

Commercial Tenancy Advice

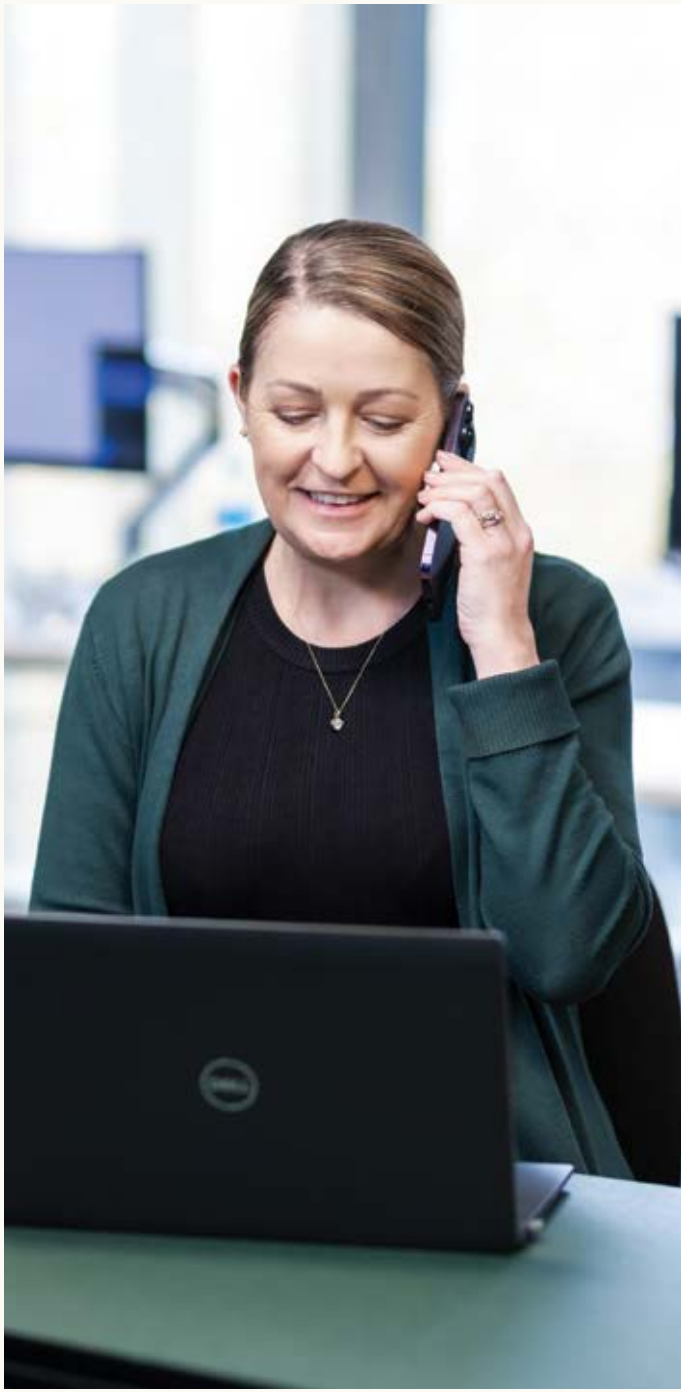
The leasing of a business premise is vital to many small businesses and is also an important financial decision.

The SBDC provides information and guidance to tenants and landlords on the *Commercial Tenancy (Retail Shops) Agreement Act* 1985 and other aspects of commercial leasing, with the assistance of experienced commercial tenancy advisers.

Specialised advice and support on Commercial Tenancy issues and disputes is also provided by the agency.

"It is such a fantastic service for small businesses, especially in this time where finances are so tight for so many businesses."

A. Smith
Google Review



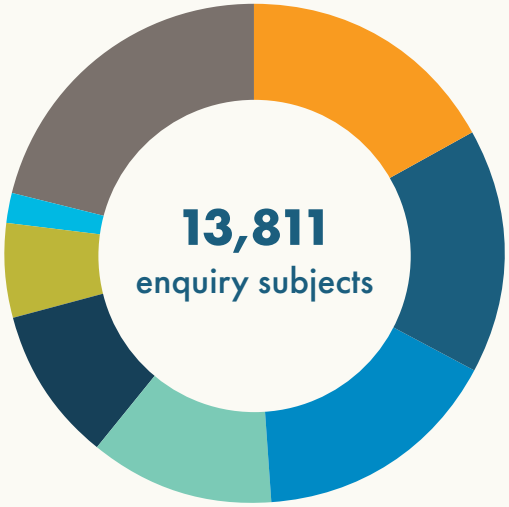
Agency performance

Activity reports

2023-24 Advisory enquiries

9,874 Total business advice enquiries (including **1,130** Dispute Resolution Service enquiries)

What clients sought information about



17% Planning and research

16% Start up

16% Financial Management

12% Commercial tenancy

10% Product/service

6% Licencing and regulation

2% Grants

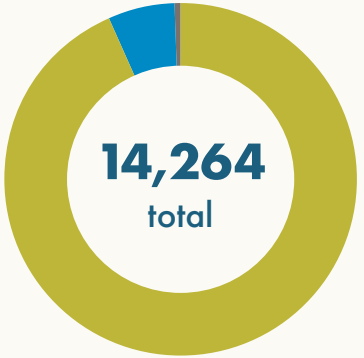
21% Other topics

Business and Market Information

Accurate information helps small businesses make informed decisions by building detailed insights to help them understand their performance, learn more about their industry, customers and competitors, and uncover new opportunities.

The SBDC facilitates access to a range of useful business information, including:

- an online Business Licence Finder
- IBISWorld market research
- Australian financial industry benchmarking reports



12,006 (84%) Business Licence Finder website visits

2088 (14%) IBISWorld reports accessed

170 (1%) Australian benchmark reports delivered

Case study: French Resistance patisserie

Gaelle Morivall's foray into the business world began with her love for French pastries and a desire to bring a slice of France to Perth. In October 2023, she purchased an existing café, French Resistance, which had already been operating for five years.

Having first learned about the Small Business Development Corporation (SBDC) and its free Business Advisory Services while searching online for assistance, Gaelle was looking for guidance on several aspects of running her new business, particularly in the areas of tax, Business Activity Statements (BAS), and payroll.

Gaelle got in touch with the SBDC and spoke with a Business Adviser, who shared their knowledge, built on a background in running hospitality businesses.

Gaelle explained, "their past professional experience was very similar to my new business. They could relate and understand my situation."

This connection made the advice not only practical but also very reassuring for Gaelle as she navigated the complexities of her new venture. It also led to Gaelle enrolling in an SBDC workshop about using her payroll software, which she found extremely useful for managing her business.

The guidance Gaelle received from the SBDC has had a significant impact on her confidence and approach to managing French Resistance.

The reassurance provided empowered her to make informed decisions and plan the path forward with a sense of security.

"Knowing I have a reliable source of information and guidance has been important, with all the challenges of running a small business – paying staff and suppliers, ordering enough stock – all of it," said Gaelle.

Looking ahead, Gaelle is planning for sustainable and solid growth for French Resistance based on a solid foundation, with the aim of opening another patisserie in the future. She also has some sage words of advice for other entrepreneurs.

"If there's one thing I would tell other business owners, it would be to reach out to the SBDC. They provide invaluable advice and support... it calms you and helps you approach whatever situation you're facing with confidence."

Business Skills Development

Business Advisory

Business Investigations and Dispute Services

The Business Investigation and Dispute Services team plays an active role in supporting the Small Business Commissioner in exercising his authority under the *Small Business Development Corporation Act 1983*. The team is responsible for two key functions:

- providing investigation and inquiry services to improve business conduct and address unfair practices impacting small businesses; and
- offering dispute resolution services between small businesses and other entities, including government departments.

Business Investigations

The investigation and inquiry function undertakes inquiries on behalf of the Small Business Commissioner into conduct potentially detrimental to small businesses in WA, encompassing the activities of businesses and government entities. The team works closely with State and Commonwealth agencies to improve the operating environment for small businesses and to provide evidence-based support to inform the advocacy efforts of the SBDC.

The team does this by conducting:

- Complaints assessment
- Intelligence assessments to understand the current state of specific industries or areas of interest.
- Preliminary inquiries in response to complaints or intelligence assessments, with a defined scope and actionable recommendations.
- Investigations authorised by the Commissioner under the SBDC Act when serious adverse conduct is identified, requiring the utilisation of formal powers and likely publication of a report.

Reporting pathways

During 2023-24, the team continued to partner with Crime Stoppers WA for the reporting of suspected grant fraud and using their Safe2Say anonymous report tool, allowing individuals concerned about retribution to report issues safely. Both platforms give small businesses the flexibility to make complaints at their convenience, share information, and communicate with the team while remaining anonymous.

Complaints

In the 2023-24 financial year:

- The team actively worked on 82 complaints made up as follows:
  - 58 reports received through Safe2Say
  - 1 report through Crime Stoppers WA
  - 23 direct complaints
- A further 121 reports were received and actioned through Crime Stoppers WA. These were referred to different State and Commonwealth agencies for action as the complaints raised were outside the SBDC's jurisdiction.
- 17 per cent of complaints were construction-related compared to 60 per cent the previous year. Of these, 9 per cent related to non-payment of invoices for works completed.
- 60 per cent of all complaints concerned unfair business practices

Agency performance

Activity reports

Dispute Resolution Service (DRS)

The DRS fulfils a statutory function under both the *Small Business Development Corporation Act 1983* (SBDC Act) and the *Commercial Tenancy (Retail Shops) Agreements Act 1985* (CT Act), ensuring effective and fair resolution of disputes for small businesses and commercial tenants.

The DRS is a voluntary service and provides a cost-effective and non-litigious approach to resolving disputes between businesses and other businesses or government bodies. This alternative to formal court proceedings allows parties to achieve quicker, and possibly cheaper, resolutions that are mutually agreeable at a free or subsidised (in the case of mediation) cost. The DRS case managers provide independent and objective guidance to both parties in dispute to achieve amicable resolution and preserve good working relationships.

Commercial tenancy disputes involving landlords or tenants seeking to enforce rights or obligations under the CT Act may first attempt resolution of their dispute through the DRS. If a commercial tenancy dispute cannot be resolved through case management or mediation, the Small Business Commissioner may provide a certificate to enable a party to apply to the State Administrative Tribunal (SAT) to have the dispute formally determined.

Mediation

The SBDC provides access to a subsidised mediation service through which parties benefit from the assistance of a professionally accredited mediator for $125 per party per session. Case managers work with the parties to ensure they are fully prepared for mediation and to maximise the potential for settlement.

Farm Debt Mediation

The SBDC facilitates farm debt mediations in partnership with the Rural Business Development Corporation, funded by the Department of Primary Industries and Regional Development.

2023-24 Disputes and Mediation

DRS related enquiries	1,130
Total number of cases finalised*	535
Estimated value of disputes#	$ 26.8 million
Mediations held	12
Value of agreement at mediation	$2.4 million
SAT certificates issues	30
Farm debt mediations held	2
Value of agreement at farm debt mediation#	$1.3 million

*Cases are referred to as 'finalised' when they have been closed. They may be finalised for a number of reasons, including the dispute being resolved, one or more parties no longer wanting to proceed, or the matter being taken to court.

#based on client estimations

Dispute resolution case

A landlord and a tenant* in a large shopping centre had a long-standing relationship of 16 years. The tenant had a well-established business, and always paid rent on time.

The tenant had issues with the airconditioning for a substantial period. Although their business did not suffer any noticeable financial losses, it caused significant inconvenience, requiring the rescheduling of appointments, meetings, and presentations. When the system ultimately broke down, the landlord quickly provided a temporary solution until the installed airconditioning could be replaced (which took just over a month). However, the temporary solution ended up taking up space and rendered a significant portion of their office space unusable. It also looked untidy. Despite this, the landlord still expected full rent.

The tenant asked the landlord to provide compensation, reducing the rent for one month due to the inconvenience. The landlord responded that because they had replaced the faulty airconditioner within a reasonable period of time, they did not have to offer any further compensation and refused the tenant's request.

The tenant then approached the SBDC for help to resolve the situation. They wanted to be compensated for at least half a month for the inconvenience and indicated that if the landlord did not appreciate them enough as a good tenant, they would look to relocate at the end of the lease term as the business did not need to be in the shopping centre anymore, given that it was well established.

Despite several emails and phone calls, the landlord's managing agent took a long time to refer the dispute to the landlord's legal team. When they finally did, and the SBDC's case manager explained the issue to their in-house lawyer, the dispute was resolved relatively quickly. The tenant requested a two-week rent credit: the landlord offered one week which the tenant accepted. This gesture restored the tenant's goodwill.

*The SBDC's Dispute Resolution Service is confidential, therefore clients are not identified in this case study.

Dispute Resolution Service

Agency performance

Activity reports

Grants administration

The SBDC was instrumental in administering several financial assistance programs including grants and loans for small businesses, on behalf of the State and Commonwealth Governments.

Commonweath Top Up Grants

Payments under the Commonwealth Top-up Payments program concluded on 31 August 2023. The purpose of the Commonwealth Top-up Payments was to provide eligible Covid-19 Grant recipients with 25 per cent additional funding, in lieu of the WA Government's COVID-19 business grants being assigned non-taxable status by the Commonwealth Government.

The Grants Administration team directly contacted eligible recipients of the following four grant programs undertaken in response to the Covid-19 pandemic to facilitate direct payments of 25 per cent of the value of each approved grant:

- Small Business Assistance Grant – December 2021
- Tenant Rent Relief Scheme
- Landlord Rent Relief Incentive
- Small Business Hardship Grant Program

A total of 29,481 Commonwealth Top Up Grant claims were administered by SBDC with 3,240 claims finalised in the 2023-24 year.

Disaster Recovery Funding Arrangements

The SBDC administered Small Business Recovery Grants as part of joint Commonwealth-State Disaster Funding Arrangements to address the impacts of Tropical Cyclone Seroja (April 2021), Ex-Tropical Cyclone Ellie (January 2023) and Severe Tropical Cyclone Ilsa (April 2023). Funding was provided to reimburse eligible small and medium businesses for costs incurred to clean-up and reinstate businesses following the impacts of these cyclones and associated flooding.

Six grant applications were received and assessed for Tropical Cyclone Seroja and 20 for Cyclones Ellie and Ilsa in the 2023-24 year.

Small Business and Charities Energy Bill Relief Program (Embedded Networks)

The Small Business Development Corporation administered and delivered the Small Business and Charities Energy Bill Relief program to eligible small businesses and charitable organisations that operated in embedded electricity networks in WA, and consumed less than 50 megawatt hours (or $15,000) of electricity each year. The credit was part of the Energy Price Relief Rebates, co-funded by the Commonwealth and State Government to reduce the cost of electricity bills for eligible small businesses.

Embedded networks include examples such as shopping centres, businesses operating from airports, ports and industrial parks, businesses that have a sub-meter linked to a master meter controlled by the landlord, and circumstances where landlords purchase electricity from energy providers and on-sell the electricity to their small business tenants. Eligible small businesses and charities that were billed by alternate private retailers such as Alinta and Perth Energy were also able to apply for the program via the SBDC.

Eligible applicants that applied by 31 March 2024 received a direct payment of $650 (GST free) to their business bank accounts.

During the financial year, 1,174 applications were received and assessed under the Small Business and Charities Energy Bill Relief Program (Embedded networks).

Builders' Support Facility

The State Govenment's $10 million Builders' Support Facility was designed to provide financial assistance to residential building businesses to complete homes that had been under construction for more than two years, via an interest free loan to eligible Western Australian builders. The intent of the facility, which provides a loan of up to $60,000 per unfinished home to a total of $300,000 per applicant, is to promote the completion of long-standing residential builds.

The Small Business Development Corporation received 105 Registrations of interest by the closing date of 31 January 2024, and received 46 applications by the closing date of 30 April 2024. The Department of Jobs, Tourism, Science and Innovation administered the loan approval stage and will oversee the loan agreements until 31 December 2029.

Agency performance

Activity reports

Commissioner's Office

The Commissioner's Office provides strategic oversight and leadership to ensure that the Small Business Commissioner can optimise the role's advocacy, investigative, and reporting powers, and leverage alliances to improve the operating environment for small businesses. The office coordinates advice to the Board, Commissioner and Minister on SBDC activities and projects ensuring alignment with the Commissioner's agenda for the small business sector.

Improving the small business operating environment

The Commissioner's Office manages the Small Business Friendly Local Governments Alliance program which recognises and supports local government authorities in Western Australia that are committed to attracting small businesses to their community and helping them start, grow and thrive.

The Office continues to seek opportunities and identify projects that align with key government priorities and strategic objectives across the agency.

Advocacy and advice

Considering and providing advice on the findings of investigations and policy reviews in the context of the role of the Commissioner, assists the Commissioner to influence and intervene on issues where appropriate.

The Commissioner's Office provides knowledge and subject matter expertise to assist in driving more effective regulation and improve small businesses' interaction with government, and supports the Commissioner to leverage strategic partnerships and alliances that produce benefits for small businesses in line with the role's advocacy agenda.

Ministerial liaison and Board support

The office manages Ministerial and Parliamentary liaison processes and relationships for the Corporation by coordinating advice to the Board, Commissioner and Minister on Commissioner and SBDC activities.

Operational oversight

The Commissioner's Office coordinates and guides risk management of the operational plan and associated SBDC activities and provides expertise across the organisation to plan and monitor operational planning and activity progress.

The office also gathers, collates and analyses metrics to ensure decisions and actions are evidence-based to deliver maximum benefits to the small business sector.

Case study: Ami Marine

For Ami Hackett, turning her 'holiday job' helping a friend clean boats into a business launched her into the unknown, but keeping her skills current helped her steer it through rough waters.

Ami opened her self-named boat detailing and management business, Ami Marine, in 2004 after an early career on the land in the wool industry. Despite having been in business for 20 years, Ami still finds time to learn new skills and refresh existing ones, including attending a series of SBDC online business skills workshops.

"I was actually blown away at the level of content and honestly didn't expect to learn as much as I did after being in the game for so long," Ami said.

Specific learnings that Ami took away from the SBDC workshops, that have now been put into practice, was getting to know the numbers again and learning how to track them through Key Performance Indicators (KPIs) that she understood.

"This has been a major shift in the direction of my day to day now," she said.

"Another great take away was learning about all the free resources SBDC has within their system - for example, collecting market research data on industry competition.

"This has been super helpful to make sure our price points are, and remain, competitive."

Ami said that each webinar was packed with information and skills to help boost her business. With the marine business employing a team of five, Ami said that not only is her team open to new ideas, but they fully encourage them.

"I think that culture within Ami Marine makes us pretty good at adapting," Ami said.

Her advice to other businesses:

"Don't get stuck in the same old same old."

Business Skills Development

Agency performance

Activity reports

Business Skills Development

In the rapidly evolving environment in which small businesses operate, it's essential that business owners have access to practical, affordable business skills workshops and learning opportunities. The SBDC delivers a range of one-to-many workshops and information sessions services to different audiences, as well as ensuring regional small businesses have access to quality small business support.

Workshops

SBDC workshops deliver practical information via Foundation workshops to businesses in the early stages of development, including the free 'Starting a Business' workshop, and more specialised or advanced topics for established business operators. All workshops excluding the free 'Starting a Business' workshops are offered at the subsidised cost of $20 per participant.

Workshops focus on the development of skills in areas such as business skills, financial management, interpersonal skills, sales and marketing, strategic planning and risk management, tendering and contracts.

The SBDC contracts a diverse panel of 22 specialist providers to deliver enterprise skills workshops on a variety of topics throughout the Perth metropolitan area. More than 80 per cent of the providers are small businesses.

2,184
Foundation skills workshop attendees

8,088
Enterprise Skills workshop hours

Business Local

The Business Local service provides a network of local business advisers to deliver business advice and workshops in regional WA on behalf of the SBDC. These services are delivered to suit the needs of local small business communities across 10 regions.

A review of regional advisory delivery was completed for the SBDC in 2023-24 and used to advise the future format of the service. Contracts for Business Local delivery concluded on 30 June 2024.

14,797
Hours of Business Local advice delivered

Outreach Services

Outreach extends the SBDC's services by collaborating with other organisations such as industry associations, educational institutions and across all tiers of government.

The program aims to engage with stakeholders who may not typically access the services of the SBDC directly and provides participants with quality business information and advice by delivering workshops and other one-to-many services.

The Commissioner's Office also undertakes Outreach by participating in speaking engagements, panels and similar opportunities by the Small Business Commissioner and senior staff.

In 2023-24, 3,664 partipants were reached through Outreach and Commissioner's Office engagement activities.

Outreach	Total
Outreach participants (including Commissioner's Office)	3,664
Organisations collaborated with through Outreach	49

Agency performance

Activity reports

Business Migration

The WA Business Migration Program is designed to attract investment into WA through new capital investment activities, including business ownership and job creation.

The SBDC has strategic alliances with the Department of Jobs, Tourism, Science and Innovation, the Migration Institute of Australia, Migration Alliance and the Department of Home Affairs (DHA) to generate maximum exposure for the WA Business Migration Program and support new migrants as they establish and develop their businesses.

The DHA decision to limit State nominations has again impacted this program in 2023-24. The Business Innovation and Investment Program (BIIP) closed permanently to new applicants on 30 June 2024. The following State nomination applications remain open:

- Business Innovation and Investment (permanent) visa subclass 888, business innovation, investor and significant investor streams
- Business Innovation and Investment (provisional) visa subclass 188 business innovation and significant investor extension streams
- 405 Investment Retirement Visa Renewal

2,580
Visits to the SBDC's Business Migration website

Measure	2021-22	2022-23	2023-24
New State nominated business migrants	116	40*	0*
Existing business migrants finalising net assets in WA	78	63	86
Total net assets into WA economy	$231.6M	$191.8M	$324.9M
New jobs created	129.5	80.5	92

*State nomination places allocated to Western Australia by the DHA were capped in 2022-23 and 2023-24.

Testimonial

"SBDC has helped me immensely. As a solo, new business owner with a lot of to-do's, stress and uncertainty, SBDC were kind and caring and listened to my situation. They got back to me on the same day with someone who could help, who gave me a wealth of resources to use and tap into. The next day, I joined one of their regular online workshops and will be signing up to another one! **It's helped me not feel alone or overwhelmed in my business ventures.** Thank you!"

E. Barrett
Google review

Case study: Baythe Linen and Laundry

Baythe Linen and Laundry in Vasse, South West WA, is setting benchmarks for sustainability and environmental responsibility by continually seeking out and investing in innovative new equipment and practices. They also sought trusted advice on running a business from the SBDC's regional Business Local service.

Ezekial 'Mash' Amudala was inspired to start his business after immigrating to South West WA in 2012, and struggling to find a local dry-cleaning service for his suit.

"This gap in the market piqued my interest and through initial research into the dry-cleaning industry, I quickly realised that the linen service sector was more vibrant and had a larger market potential, especially given that the South West region is a tourist hub," Mash explained.

Tapping into research skills gained when he was studying for his MBA, Mash identified the need and desire for a local linen service provider, and opened his business in 2013, targeting the accommodation and event industry. This idea proved fruitful, with the business increasing its linen processing more than ten-fold since starting, from four to forty five tonnes per week.

Mash said the local tourism boom trigged by WA residents holidaying at home during the COVID-induced border closure stimulated substantial growth in demand for linen services from local accommodation providers.

Despite the success of the business, it was not without struggles, with Mash regularly working 12–18-hour shifts to keep things going. This led him to contact the SBDC's Business Local advisers in the South West, seeking some guidance.

"The resources and advice provided by them have been crucial during critical periods as their guidance has enabled us to make informed decisions, enhancing our operational efficiency and strategic planning," Mash said.

"Knowing that expert support is just a phone call away has given me peace of mind and confidence in managing the business's growth and development."

Following business advice, Mash was able to recruit an on-site operational manager to ease the demand on his own time and now works mainly from home managing the business. This has given him back quality time with his family and, preserved his own energy levels and health.

Not only is the business a success in traditional metrics, but it is making great positive impact in environmentally-friendly initiatives. Mash said that being surrounded by the South West region's stunning natural beauty inspired his deep commitment to environmental sustainability, which has influenced the business operations. The business has invested in a wide range of energy-efficient and environmentally friendly practices.

"By minimising our carbon footprint, we contribute to preserving this unique environment," Mash said.

While focusing on strong sustainability processes, Baythe Linen and Laundry is also contributing to the local economy by creating local jobs. While the business started in 2013 with less than 10 employees, Baythe now boasts a team of more than 50.

"By focusing on hiring locally, we've been able to build a strong, community-oriented workforce that shares our commitment to quality and service," he said.

Mash noted that the culture of mutual support in regional areas is very beneficial to the success of startups.

"Specifically, the supportive business culture in the South West, which emphasises local collaboration, made it a little easier when we were sourcing additional staff for our growth."

Read more about Baythe Linen here:

Business Skills Development

Agency performance

Activity reports

Strategy, Marketing and Communications

The SBDC's Strategy, Marketing and Communications team sets the direction of the Corporation's strategy and leads the annual business planning processes. The team also leads stakeholder engagement and promotes the SBDC brand to ensure information about the agency's services and resources for small business is readily available to the public through digital channels, advertising and events.

Digital campaigns

Four tactical digital marketing campaigns were undertaken in 2023-24, to drive demand for specific SBDC services.

- In December the Kickstart your Business campaign targeted new business operators with a tailored workshop package. The campaign sold all tickets in its first week.
- The Propel your Business campaign, targeted existing business owners commenced in January and also sold all available tickets.
- A digital campaign to promote the SBDC's free Business Licence Finder tool ran between April and 4 July 2024 and generated 2,306 report downloads.
- An SBDC general awareness campaign commenced in May and concluded in June 2024. The campaign generated 19,344 views from Meta and Google advertising, with conversions including workshop bookings and resource downloads.

Website

The SBDC website continued to be a strong source of current, relevant information for intending and existing small businesses. The website attracted 100,762 visits over the year, with 87 blogs published or updated focused on current and relevant topics for small businesses.

Social content

Organic social channels continued to drive engagement with 39,919 social media engagements on SBDC owned channels including Facebook, Instagram and LinkedIn pages, and the private Facebook group "I'm a Small Business Owner in Western Australia".

Email marketing

The Corporation has increased its focus on email marketing in recent years, as a personalised and cost effective way of reaching our target audiences.

- **67,569** emails were sent to new Australian Business Number registrants in Western Australia, introducing the services of the SBDC, with an average click through rate of 5.4 per cent
- **269,492** emails (22 campaigns) were sent to clients who subscribe to the SBDC's Small Business news, summarising news, opporutnities and information of interest to small businesses, with an average click through rate of 3.28 per cent
- **185,021** emails (24 campaigns) were sent to clients who subscribe to the SBDC's What's On email, promoting upcoming workshops, with an average click through rate of 2.92 per cent.
- **806** emails (10 campaigns) were sent to Small Business Friendly local government contacts in monthly emails, with an average click through rate of 13.32 per cent.

Agency performance

Activity reports

Customer surveys

4,579 surveys were sent to a customers to follow up on their experience with the SBDC, with 326 responses received. Respondents rated their experience on a 1-10 scale to arrive at a net promoter score (NPS) between -100 and +100. The average NPS score returned in 2023-24 was 80 out of 100, with the most frequent comments received mentioning "outstanding service" and "responsive and helpful."

Marketing

The SBDC's 40th anniversary was a significant milestone during the 2023-24 year, and was recognised though a range of branding, digital content and stakeholder events.

The SBDC continued to monitor and manage the representation of our brand among contracted providers throughout the year. Preparations were also undertaken for the launch of the new SBDC Regional service on 1 July 2024, including planning a new brand and advertising campaign for the 2024-25 financial year.

Strategic communications

Strategic communications plans were created to support several central government initiatives with SBDC involvement, including the Small Business and Charities Energy Bill Relief Program (Embedded Networks) credits and the Builders' Support Facility expression of interest and application stages.

Strategic and Operational Planning

The 2023-24 Operational Plan included Corporation-wide initiatives, activities and projects that align to the delivery of the SBDC's Strategic Plan 2023-26. The Operational Plan included 47 items to be delivered. Key achievements were highlighted, and performance against the set outcomes and identified learnings were reported to the Board at the July 2024 meeting.

100,762
Smallbusiness.wa.gov.au website visits

12,006
Business Licence Finder website visits

2,580
Business migration website visits

39,919
Social Media engagements

15,000
Facebook group membership

522,888
Marketing emails sent

4,579
NPS customer surveys sent

Policy and Advocacy

The SBDC leads and contributes to the development and implementation of policies and initiatives which support a fair and productive operating environment for small businesses in WA and the growth and diversity of the state's economy.

This involves engaging in a range of initiatives and activities such as:

- Consultation with the business community.
- Representation of small business interests on Government committees and working groups.
- Development and review of small business-related policies and initiatives across all levels of government including liaison with Commonwealth, State and local governments and other stakeholders to ensure that the impacts of policy and regulatory decisions are understood and addressed through evidence-based advocacy.
- Collaboration with State Government agencies and stakeholders to ensure that the impacts of policy and regulatory decisions are understood, considered and addressed, including contributing to the development of new legislation which impacts small businesses.
- Submissions to policy and regulatory reviews and monitoring and reviewing reforms including proposed amendments to legislation which will affect small business.
- Providing advice to the Minister for Small Business on matters impacting the small business sector, economic diversification and growth.

Examples of these activities across the 2023-24 financial year include:

Legislation, policy and advocacy

- Collaborated with the Department of Finance and Department of Energy, Mines, Industry Regulation and Safety on the policy framework for a statutory construction trusts model on WA Government-led construction projects.
- Represented small business interests to the statutory review of the *Commercial Tenancy (Retail Shops) Agreements Act 1985* by the Department of Energy, Mines, Industry Regulation and Safety.
- Provided advice to the Department of Jobs, Tourism, Science and Innovation on the development of the Climate Mitigation and Adaptation Strategy for Small and Medium Enterprises.

Partnerships and collaboration

Worked closely with:

- The Department of Jobs, Tourism, Science and Innovation on the assessment of the Local Capability Fund – Digital Transformation Round.
- The Department of Energy, Mines, Industry Regulation and Safety and Energy Policy WA in relation to landlords (including shopping centre owners) adding margins for on-sold electricity in embedded commercial networks.
- The Department of Primary Industries and Regional Development on the establishment of a Noongar Economic Participation Plan.

Government reviews and regulatory proposals

Prepared submissions to the Commonwealth Government on the:

- Treasury's independent Review of the Franchising Code of Conduct
- Treasury's Consultation Regulation Impact Statement on Protecting Consumers from Unfair Trading Practices
- Treasury's consultation on legislation to establish a designated complaints function within the Australian Competition and Consumer Commission (ACCC)

- Treasury's exposure draft of the Payment Times Reporting Amendment Bill 2024
- Australian Securities and Investments Commission consultation on proposed changes to the Banking Code of Practice
- Treasury's independent Review of the Food and Grocery Code of Conduct
- ACCC's Supermarkets Inquiry
- Department of Industry, Science and Resources' Country of Origin Labelling for Seafood in Hospitality Settings Consultation Regulation Impact Statement
- Australian Financial Complaints Authority's new draft Appropriate Lending to Small Business Approach
- ACCC's application for authorisation: Australasian Performing Right Association
- Department of Finance's Consultation on Guidance on the Consideration of Broader Economic Benefits in Procurement.

Made submissions to Commonwealth Parliamentary inquiries into:

- The Competition and Consumer Amendment (Fair Go for Consumers and Small Business) Bill 2024 (to establish a designated complaints function within the ACCC).
- The Shutdown of the 3G Mobile Network.
- The Impact of Climate Risk on Insurance Premiums and Availability.

Prepared submissions to the State Government on:

- The Parliamentary Inquiry into Innovation in WA.
- The Parliamentary Inquiry into Regional Telecommunications in WA.
- The Consultation Regulation Impact Statement: the sale and supply of electricity in embedded networks.
- The Consultation Regulation Impact Statement: *Owner-Drivers (Contracts and Disputes) Act 2007.*

Provided advice to government stakeholders on a range of matters including:

- The WA Government's nitrous oxide ban.
- Development of the WA Digital Industries Acceleration Strategy.
- Small business priorities under the National Competition Policy Reforms.
- The ATO's small business debt collection practices, lodgement practices and changes to client-to-agent linking.
- Unfair contract terms and other business practices in WA.

Corporate Governance

Our people

Staffing summary – as at 30 June 2024

Employee profile	2023-24
Permanent full-time	47
Permanent part-time	17
Fixed term contract	11
Total	75

Occupational safety, health and injury management

The SBDC is committed to ensuring all activities are carried out with full regard for the health, safety and welfare of employees, contractors and the public. The Corporation's management team supports this by participating in training programs and by communicating Work Health and Safety (WHS) matters via the intranet and at team meetings.

The SBDC takes a consultative approach and WHS is a standard agenda item at Executive and whole of Corporation meetings with staff encouraged to raise any issues. The Corporation recognises that consultation, communication and cooperation between managers and employees is essential to maintaining a safe and healthy workforce.

The Agency's WHS Committee meets quarterly to review any WHS matters, discuss proactive steps to promote physical and psychosocial health and complete an office walk-around to ensure that potential hazards are identified and addressed.

Workforce Inclusivity

The Corporation is committed to a diverse and inclusive workplace. Research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes, and improved decision making and performance. The workforce is more connected, motivated and productive.

As part of the most recent WA Public Sector Census, our staff were asked about their diversity, whether they had shared this with us and, if not, the reason for not sharing. Our results indicated that our staff openly shared their diversity information. This demonstrated the confidence of staff to give voice to their identities, workplace experiences and concerns indicating the level of workplace trust, psychological safety and inclusion at the Corporation.

The Corporation supported workforce inclusivity through the acknowledgment and celebration of a number of events and significant dates throughout the year including International Women's Day, NAIDOC Week, Reconciliation week, participation in Fairday 2023 and International Day of People with Disability.

Corporate Governance

Our people

WA Multicultural Policy Framework

The SBDC Multicultural Plan 2021-2024 was developed with the support of the Office of Multicultural Interests. The Plan aims to ensure that the SBDC takes a planned approach to identifying and creating opportunities for continuous improvement across all our services to ensure inclusivity of all people.

The plan identifies a number of priorities the SBDC strives to support, including:

- harmonious and inclusive communities
- culturally responsive policies, programs and services
- economic, social, cultural, civic and political participation.

To achieve these goals, the Corporation undertook the following during 2023-24:

- Providing cultural awareness training
- Inclusion champions appointed across the SBDC
- The Corporation participated in awareness raising and celebrations for Lunar New Year, Harmony Week, Orthodox Easter, Ramadan Mubarak and St Patricks Day to acknowledge and celebrate our multiculturalism.

Disability Access and Inclusion Plan outcomes (DAIP)

The SBDC was proud to launch a new 2024-2028 Disability Access and Inclusion Plan (DAIP) in April 2024. The plan is our roadmap for ensuring we provide equal access to all our products, services and events for people with disability. As part of the development of our new Plan, public consultation and feedback from SBDC staff was sought in February 2024 to ensure people with disability and their advocates had the opportunity to provide feedback to this important document.

We were proud to acknowledge International Day of People with Disability in December 2023 by publishing a blog article to our clients via social media platforms and our website explaining the benefits of employing people with disability and provide the details of organisations that provide support services to business owners looking to employ people with diverse abilities.

Some strategies included in our 2024-2028 DAIP include:

- Incorporating DAIP strategies into the SBDC's business and strategic planning.
- Continue to ensure that SBDC events are considerate of and accessible to people with disability.
- Ensuring the SBDC's facilities are located to maximise ease of access and to promote inclusion within the community.
- Conducting regular disability awareness training for staff across the SBDC and specialist training for key frontline staff such as those in the Business Skills Development, Business Advisory Services and Dispute Resolution teams.
- Continuing to develop strategies to improve the attraction, recruitment and retention of employees with disability.

The SBDC remains committed to creating a community that is accessible and inclusive to help minimise the impacts of disability. The agency's endorsed DAIP includes initiatives focused on seven outcome areas as defined within the *Disability Services Regulations 2004*.

Corporate Governance

Our people

Employee engagement

In 2024 we introduced our first pulse survey. Pulse surveys are a short, non-mandatory survey sent to all employees to support and complement larger bi-annual employee perception surveys, and the broader Public Sector Census. The surveys are designed to track engagement levels amongst staff, understand the workplace experience of staff, identify possible areas for improvement and demonstrate that employee feedback is important to help shape future decisions.

The first Pulse survey was conducted in April 2024 and included nine questions covering a variety of topics. The survey received a strong 79 per cent response rate from staff. A purpose driven organisation, the Corporation noted that 91 per cent of respondents reported that their personal values aligned with the Corporations values, vision and mission.

This strong result was consistent with the findings of the 2023 WA Public Sector Census. The Census also identified that 97.3 per cent of respondents have or would recommend the Corporation as a place to work.

Compliance with public sector standards and ethical codes

The SBDC has complied with Section 31 of the *Public Sector Management Act 1994* in the administration of the agency's human resource management practices relating to public sector standards and codes of ethics and conduct.

During 2023-24, the SBDC received no substantiated claims against public sector standards and no substantiated reports of non-compliance with the WA Code of Ethics or the agency's own code of conduct.

Measures	2021-22	2022-23	2023-24	Targets	Comments about targets
Number of fatalities	0	0	0	0	No injured workers
Lost time injury and disease incidence rate	0	0	0	0 or 10% reduction in incidence rate	No injured workers
Lost time injury and severity rate	0	0	0	0 or 10% reduction in severity rate	No injured workers
Percentage of injured workers returned to work (i) within 13 weeks	No injured workers	No injured workers	No injured workers	Greater than or equal to 80%	Target met
Percentage of injured workers returned to work (ii) within 26 weeks	No injured workers	No injured workers	No injured workers	Greater than or equal to 80%	Target met
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	100%	100%	82%	Greater than or equal to 80%	Target met

Testimonial

I wanted to talk to fresh ears about my current situation in my business and possible next steps. I had not even realised there was a business advisory service available and highly recommend.

Sometimes you just need an emotional and unbiased set of ears to assist with some decision making. Thank you... What a wonderful service they are providing to give small businesses support.

J. Dale
Business Advisory client

Corporate Governance

Governance disclosure

Enabling legislation

The SBDC Act makes provision for the establishment of the SBDC and Small Business Commissioner to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in the state and provide dispute resolution services, and for incidental and other purposes.

Functions of the Board

As the SBDC's governing body, the Board has responsibility for performing the functions set out in the SBDC Act. The SBDC Board has four strategic roles:

- setting the direction of the agency
- determination of standards
- coordination of planning, policies, and decision-making framework
- acting in an advisory capacity to the Minister, the government and other agencies.

Operational roles of the Board include:

- setting strategies
- focusing on client service and customer needs
- striving for organisational best practice and compliance with standards
- delegation of operational decision making to officers within the SBDC.

SBDC Board

Grant Cucel - Chair

Grant Cucel is self-employed and Pilbara born and raised. He initially joined the Board in October 2017 and was appointed Chair in May 2022. Mr Cucel has an extensive business background having run his own recruitment business for 10 years and was the 2012 inductee into the Western Australian Regional Small Business Hall of Fame and recognised as the 2013 City of Karratha Citizen of the Year.

For nine years, Mr Cucel held the role of chair of the Small Business Centre West Pilbara and strongly advocated for small and medium enterprises in regional Western Australia. He is a former Deputy Mayor for the City of Karratha where he promoted economic development and diversification.

Having sold his recruitment business to a publicly listed company, Mr Cucel now has a strong focus on assisting a cross section of organisations in a voluntary capacity, including as Chair of the Waja Guma Aboriginal Early Learning Program Working Group.

Mr Cucel has a Bachelor of Business Degree (First Class Honours) from Curtin University, a Diploma of Local Government (Elected Member) and is a Graduate of the Australian Institute of Company Directors.

Eliza Carbines

Eliza Carbines was appointed to the Board in October 2021. Ms Carbines is Karratha-based and is the founder and CEO of Tender Relief which offers tailored support, training and consulting services to businesses, primarily in regional Western Australia.

Prior to commencing her own business, Ms Carbines worked in various roles across both the State Government and private sectors. She is a strong advocate for entrepreneurism and economic diversity throughout regional Western Australia and has served on a number of not for profit boards.

Ms Carbines holds Association of Proposal Management Professionals (APMP) Foundation and Practitioner Certification.

Corporate Governance

Governance disclosure

Danelle Cross

Danelle Cross was appointed to the Board in July 2019. Ms Cross is co-owner/director of a small business, Gourmet and More, a food wholesaler and distributor.

An experienced and respected leader in the areas of innovation, entrepreneurship and learning and development, Ms Cross is currently the Director of Entrepreneurship at Curtin University, where she leads the strategy, programs, pathways and community for local and global entrepreneurs. Prior to this, Ms Cross was the Director of Discovery at St Hilda's Anglican School, leading a whole-of-school approach to in-curriculum entrepreneurship.

Ms Cross holds a Bachelor of Commerce, double major in marketing and PR from Curtin University. She is a mentor and connector for a number of WA business founders.

Lucy Hall

Lucy Hall was appointed to the Board in September 2023. Ms Hall has extensive experience in financial services, business development, marketing and the not-for-profit sector.

Ms Hall owns and operates a farming business with her partner and is involved in all aspects of this broadacre enterprise based in the Wheatbelt region.

Ms Hall is a recent past Chair of Rural Edge Australia, a not for profit organisation that designs and delivers custom training opportunities to support farming businesses become more innovative, competitive and profitable. She is a strong advocate for women in the agriculture sector.

Ms Hall is also a director of her own consulting business where she provides consulting services to a broad range of clients.

Gillian Nathan

Gillian Nathan was appointed to the Board in October 2021. Ms Nathan is the founder and owner of a tax and accounting practice, Simple Solutions Accounting Services.

Ms Nathan has extensive experience in taxation, financial and management reporting and works daily with small business owners. Prior to starting her own business, she gained experience in the public and private sector working across a range of accounting and tax practices.

Ms Nathan is a Fellow Chartered Accountant, with a Masters in Taxation and International Tax. She is a Tax Agent, a South African tax practitioner and a qualified secondary school teacher, registered to teach in Western Australia. Ms Nathan is a member of the Audit and Risk Committee for Your Toolkit/Financial Toolbox, a not for profit organisation which aims to build the financial knowledge and skills of Western Australian women exposed to domestic violence and financial abuse. She also volunteers on several school and sporting committees.

Corporate Governance

Governance disclosure

Michael Schaper

Michael Schaper was appointed to the Board in June 2022. Dr Schaper is an experienced company director, educator, researcher and consultant on small business issues, both in Australia and internationally.

Dr Schaper served as the inaugural Deputy Chair (small business) of the Australian Competition and Consumer Commission, where he also founded the national Small Business Commissioners Forum, and was the Small Business Commissioner for the ACT. Michael was also the foundation Professor of Small Business and Entrepreneurship at the University of Newcastle NSW, and prior to this he was responsible for the small business program at Curtin University.

A former president of the Small Enterprise Association of Australia and New Zealand, Dr Schaper also served as a Director of the International Council for Small Business. His current and recent work includes advising international bodies such as the UN and Asian Development Bank on SME policy issues.

He is currently Chair of the Energy and Water Ombudsman WA, Chair of the ATO's shadow economy advisory forum, a member of the Salaries and Allowances Tribunal and a member of the national board of the Australian Institute of Company Directors.

Dr Schaper holds a Doctor of Philosophy in small business management and a Master of Commerce degree from Curtin University, as well as a Bachelor of Arts from the University of Western Australia.

Lisa Smith

Lisa Smith was appointed to the Board in July 2023. Ms Smith has extensive experience in business development across the public, private and not-for-profit sectors and has run her own consultancy business with a primary focus on small business owners.

Ms Smith's immediate past position was as interim Chief Executive Officer of the Wagyl Kaip Southern Noongar Aboriginal Corporation. Prior to this she was the CEO of the Albany Chamber of Commerce and Industry.

Ms Smith holds a Graduate Certificate in Business and is a Graduate of the Australian Institute of Company Directors. She is a strong advocate for regional WA and is a member of several not-for-profit boards.

Corporate Governance

Governance disclosure

David Eaton PSM (ex officio)

David Eaton was appointed WA's first Small Business Commissioner in December 2011. In his dual role as Commissioner and Chief Executive Officer of the SBDC, he is responsible for the day-to-day operations of the agency, including its dispute resolution service. The Commissioner also provides advice on policy and regulatory matters affecting the small business sector, to all tiers of government and in particular to the Minister for Small Business.

Mr Eaton has extensive business management experience, both as a small business owner and in senior executive positions in WA and Victoria. He holds a Master in Business Administration from The University of Western Australia, is a Graduate Member of the Australian Institute of Company Directors and a member of the Curtin Law School Advisory Board.

Mr Eaton was awarded a Public Service Medal in the 2023 Australia Day Honours list for outstanding service to small business development, particularly during the COVID-19 pandemic.

Members current as at 30 June 2024

Name	Initially appointed	Term expires	2023-24 meetings attended[1]
Mr Grant Cucel	02/10/2017	31/05/2025	10/10
Ms Eliza Carbines	01/10/2021	30/09/2026	9/10
Ms Danelle Cross	17/06/2019	30/06/2025	10/10
Ms Lucy Hall	01/09 2023	31/03/2026	5/9
Ms Gillian Nathan	01/10/2021	30/09/2026	9/10
Dr Michael Schaper	01/06/2022	31/05/2025	9/10
Ms Lisa Smith	17/07/2023	31/12/2025	9/10
Mr David Eaton (ex officio)			10/10

[1]A total of 10 meetings were held during the reporting period

Corporate Governance

Governance disclosure

Board remuneration 2023-24

Position	Name	Type of remuneration	Period of membership	Gross actual remuneration
Chair	Mr Grant Cucel	Per annum	Full year	$25,210.58
Member	Ms Eliza Carbines	Per annum	Full year	$10,107.24
Member	Ms Danelle Cross	Per annum	Full year	$10,107.24
Member	Ms Lucy Hall	Per annum	Part year[2]	$8,163.55
Member	Ms Cindy Hurst	Per annum	Part year[3]	$1,943.70
Member	Ms Gillian Nathan	Per annum	Full year	$10,107.24
Member	Dr Michael Schaper	Per annum	Full year	$10,107.24
Member	Ms Lisa Smith	Per annum	Part year[4]	$9,485.27
Member- Ex-Officio	Mr David Eaton		Full year	Nil

[2] Term commenced 1 September 2023

[3] Term completed 31 August 2023

[4] Term commenced 17 July 2023

Corporate Governance

Other financial disclosures

Unauthorised use of credit cards

During the 2023-24 period, there was a single instance of personal use of a Corporation Credit Card. The transaction amount was $8 and the Corporation was fully reimbursed the following business day. Given the nature of the transaction, the fact the personal use was promptly identified and corrected by the cardholder, it is considered a genuine mistake. No referral for disciplinary action was considered necessary.

Ministerial directions

No Ministerial directives were received during the year.

Pricing policies of services provided

The Corporation charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by Treasury.

The Corporation charged the following fees during the reporting period, all of which represent a partial cost recovery basis and therefore subsidised by the WA Government. These are reviewed annually consistent with the requirements of Treasurer's Instruction 810.

- $125 per party session for Dispute Resolution Service (DRS) mediation fees.
- $750 application fees for Business Migration State nominations for both provisional and permanent business visas.
- $20 per participant for business workshops, with the exception of the free 'Starting a business' workshop.

Capital works

The Corporation is reviewing tender responses to replace its Service Delivery Platform. It is anticipated contract award and implementation will occur during the 2024-25 reporting period. The finalised contract and Platform will be reviewed against Australian Accounting Standards and Department of Treasury's Accounting Policy Guideline 2: Intangible Assets to determine whether the Platform will result in a capitalised asset of the Corporation.

Act of grace payments

There were no act of grace payments made during the reporting period.

Other legal requirements

Recordkeeping plan

The Corporation's Recordkeeping Plan was last approved by the State Records Office in 2019 (RKP 2014012). Since the approval of RKP 2014012, the State Government released the Information Management Framework which established a whole of public sector view of the regulatory landscape for information management. During the reporting period, the Corporation developed a revised Recordkeeping Plan, consistent with better practice guidance as released by the State Records Office. The review also identified minor changes in the use of existing business systems and the need for additional information management policies, many of which have now been developed. The revised Recordkeeping Plan will be submitted to the State Records Office in 2024-25.

The Corporation has maintained an effective training program during the period, undertaking induction training with all staff providing details on expected appropriate management of information assets in line with current procedures and policies. Information management policies and procedures are maintained on the intranet, which is easily accessible to all staff. Additional information sessions were provided during the reporting period to all staff through team meeting covering several topics including general information management, updates on the implementation of the Information Classification Policy and its impact on information management procedures and briefings relating to the Privacy and Responsible Information Sharing Bill introduced to Parliament on 16 May 2024. Training will be expanded during 2024-25 to enable compliance with the additional information policies of the Corporation using the Corporation's electronic learning management system.

Advertising, market research, polling and direct mail

In accordance with Section 175ZE of the Electoral Act 1907, set out below are details of expenditure incurred during 2023-24 in relation to:

Advertising agencies:		**$219,930.56**
Google Advertising	$67,567.44	
Bang Digital	$65,433.39	
Known Associates	$32,242.00	
Quayle Family Trust	$22,000.00	
Branch Creative	$17,400.00	
Wunderman Thompson	$7,350.00	
Facebook	$5,291.16	
The Fabric Printer	$2,515.36	
Telstra	$131.21	
Market research organisations:		**$103,355.00**
Painted Dog Research	$35,750.00	
The Demographics Group	$33,000.00	
Advantage Communications and Marketing	$19,320.00	
Aha Consulting	$15,285.00	
Media advertising organisations		**Nil**
Polling organisations		**Nil**
Direct mail organisations		**Nil**
Total expenditure for 2023-24		**$323,285.56**

Other legal requirements

Legislation impacting on activity

In the performance of its functions, the SBDC complies with the following legislation:

A New Tax System (Goods and Services Tax) Act 1999 (Cth)

Auditor General Act 2006

Building and Construction Industry (Security of Payment) Act 2021

Business Names Act 1962

Business Names (Commonwealth Powers) Act 2012

Business Names Registration Act 2011 (Cth)

Copyright Act 1968 (Cth)

Commercial Tenancy (Retail Shops) Agreements Act 1985

Corporations (Western Australia) Act 1990

Corruption and Crime Commission Act 2003

Criminal Code Act Compilation Act 1913

Disability Services Act 1993

Electoral Act 1907

Electronic Transaction Act 2011

Equal Opportunity Act 1984

Evidence Act 1906

Evidence Act 1995 (Cth)

Financial Management Act 2006

Freedom of Information Act 1992

Fringe Benefits Tax Act 1986 (Cth)

Income Tax Assessment Act 1936 ((Cth)

Income Tax Assessment Act 1997 (Cth)

Industrial Relations Act 1979

Legal Deposit Act 2012

Minimum Conditions of Employment Act 1993

Occupational Safety and Health Act 1984

Pay-roll Tax Act 2002

Pay-roll Tax Assessment Act 2002

Privacy Act 1988 (Cth)

Procurement Act 2020

Public and Bank Holidays Act 1972

Public Interest Disclosure Act 2003

Public Sector Management Act 1994

Small Business Development Corporation Act 1983

Spam Act 2003 (Cth)

State Records Act 2000

State Superannuation Act 2000

State Trading Concerns Act 1916

Superannuation Guarantee (Administration) Act 1992 ((Cth)

Taxation Administration Act 2003

Work Health and Safety Act 2020

Workers' Compensation and Injury Management Act 2023

Cth = Commonwealth Acts

National Strategic Plan for Asbestos Awareness and Management 2019-2023

The National Strategic Plan for Asbestos Awareness and Management 2019-2023 is consistent with the Government policy on occupational safety and health. On 9 November 2020, the Government endorsed targets one to seven (targets eight and nine are Federal targets) of the Plan which aims to eliminate asbestos-related diseases in Australia by preventing exposure to asbestos fibres. The Corporation's reporting requirements are limited to targets one to four, as lead agencies have been assigned for targets five to seven. The Corporation has reviewed targets one to four and does not have any asbestos containing materials or risks to manage.

Disclosures and legal compliance

Independent auditor's report 2024

Small Business Development Corporation

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Small Business Development Corporation (Corporation) which comprise:

- the statement of financial position as at 30 June 2024, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Small Business Development Corporation for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Corporation.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This

Independent auditor's report 2024

description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Small Business Development Corporation. The controls exercised by the Small Business Development Corporation are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Small Business Development Corporation are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Small Business Development Corporation for the year ended 30 June 2024 reported in accordance with *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

Disclosures and legal compliance

Independent auditor's report 2024

In my opinion, in all material respects, the key performance indicators report of the Small Business Development Corporation for the year ended 30 June 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Corporation's performance and fairly represent indicated performance for the year ended 30 June 2024.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators

Disclosures and legal compliance

Independent auditor's report 2024

my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Small Business Development Corporation for the year ended 30 June 2024 included in the annual report on the Corporation's website. The Corporation's management is responsible for the integrity of the Corporation's website. This audit does not provide assurance on the integrity of the Corporation's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

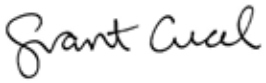
Jordan Langford-Smith
Senior Director Financial Audit
Delegate of the Auditor General
for Western Australia

Perth, Western Australia
23 August 2024

Key performance indicators

Certification of key performance indicators

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Corporation's performance, and fairly represent the performance of the Corporation for the financial year ended 30 June 2024.



Grant Cucel

Chair

David Eaton

Small Business Commissioner

21 August 2024

Key performance indicators

The Small Business Development Corporation (Corporation) supports the Government's goal of 'Diversifying the WA economy, creating local jobs for the future'. To meet this goal, the Corporation's mission is 'to facilitate relevant, practical support to small businesses and advocate on their behalf'.

The desired outcome and services that support the Government's goals are reflected in the table below.

Government goal	Desired outcome	Services
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment	1. Information, Guidance, Referral and Business Development Services. 2. Access to Justice for Small Business.

Key Effectiveness Indicators

Key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes.

Client Survey

The Corporation provides a range of small business services to those in business, as well as those planning on starting or buying a business. The effectiveness of our information, guidance, referral, and business development service is measured by surveying clients who have utilised the Corporation's advisory service or attended a skills development workshop who provide feedback on:

- The extent to which the information or guidance provided was useful.
- The extent to which the information or guidance provided contributed to a decision to start or buy a business.

The surveys were conducted by an independent market research company and consistent with prior years, two surveys were conducted during the 2023-24 reporting period. The aggregated results of the survey in comparison to target and prior years are reflected in the table below.

Survey Results	2023-24 Target	2023-24 Actual	2022-23 Actual	2021-22 Actual
The extent to which the information or guidance provided was useful.	95%	92%	92%	91%
The extent to which the information or guidance provided contributed to a decision to start or buy a business	82%	72%	74%	76%

757 client surveys were completed in two survey waves to give a maximum standard error ratio of +/- 3.42% at the 95% confidence level.

Key performance indicators

Western Australian Business Migration Program

The Corporation is responsible for managing the WA Business Migration program on behalf of the State Government. This program is a key investment attraction initiative for WA, as business migrants make a significant contribution to the state's economy through investment, establishing businesses and generating export income and employment.

Confirmed and finalised economic contribution and job creation to WA by existing business migrants for 2023-24 in comparison to target and the previous two years is as follows:

Business Migration Program	2023-24 Target	2023-24 Actual	2022-23 Actual	2021-22 Actual
Total value of net assets to the State from the Business Migration program	$180M	$324.8M	$191.8M	$231.6M
Number of jobs created through the Business Migration program	65	92	80.5	129.5

The result for 2023-24 compared to the target and 2022-23 actual is due to higher than expected business performance, predominately driven by investors in the property development sector. In addition, improvements made by the Department of Home Affairs to visa processing times has resulted in additional business migrants finalising their investment throughout the financial year than originally forecast.

Key Efficiency Indicators

Key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Service 1 - Information, guidance, referral and business development services

The Corporation provides specialised information, guidance, referral and business development services for the effective development of enterprises in Western Australia. Three efficiency indicators are measured. The results for each indicator together with the target for 2023-24 and comparatives from the previous two years are set out below:

	2023-24 Target	2023-24 Actual	2022-23 Actual	2021-22 Actual
Cost per client serviced directly	$26.26	$42.76	$46.43	$21.25
Cost per client serviced through third party delivery	$159.20	$206.67	$190.48	$208.36
Cost of policy development, advice and reform projects as a percentage of total cost of service	10.17%	12.46%	11.95%	15.00%

Key performance indicators

Cost per client serviced directly is below target as a result of lower than anticipated website traffic. The 2023-24 target included overly ambitious volumes, however the result is consistent with the 2022-23 financial year. The 2021-22 actual was positively impacted by high traffic to the Corporation's website in support of several grant programs supporting small business through the COVID-19 pandemic.

Cost per client serviced through a third party reflects both workshops and advisory services provided through third parties. The 2023-24 result is greater than target as a result of a slightly lower volume of advisory sessions occurring than anticipated, driven by user demand. In comparison to 2022-23, the 2023-24 result is higher due to the revised operating model launched in 2022-23, that was implemented in 2023-24 resulting in a greater allocation of overhead to this indicator.

Service 2 - Access to justice for small business

The Corporation provides access to justice through the dispute resolution service and support for subcontractors. Two efficiency indicators are measured. The results for each indicator together with the target for 2023-24 and comparatives from the previous two years are set out below:

	2023-24 Target	2023-24 Actual	2022-23 Actual	2021-22 Actual
Cost per client serviced directly in the provision of Dispute Resolution	$1,502.87	$1,692.20	$1,394.86	$1,453.72
[1]Cost of subcontractor support services as a percentage of the total cost of service	36.54%	37.03%	41.55%	40.85%

The Dispute Resolution Service offers low cost and practical assistance to small businesses in dispute with another business or Government agency. The 2023-24 cost per client service is above target as a result of a revised operating model launched in 2022-23. This model was implemented during 2023-24 and better positions the Corporation to have capability and capacity to deliver into the future the expectations of State Government, stakeholders and clients, to support the small business sector. The operating model has impacted the Corporation's overheads resulting in a transfer of overheads from Service 1 to the Dispute Resolution service.

[1]The 'subcontractor support services', now relate to Small Business Commissioner Inquiry and support services provided to a broader cohort than only subcontractors operating within the construction industry.

Financial statements

Certification of financial statements for the reporting period ended 30 June 2024

"The accompanying financial statements of the Small Business Development Corporation have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

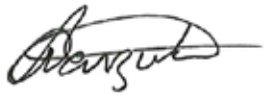
At the date of signing we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.

Grant Cucel
Chair

21 August 2024

David Eaton PSM
Small Business Commissioner

21 August 2024



Aaron Panzich CPA
Chief Finance Officer

21 August 2024

Financial statements

Statement of Comprehensive Income

for the year ended 30 June 2024

	Note	2024 $	2023 $
Cost of services			
Expenses			
Employee benefits expenses	2.1(a)	9,069,540	9,207,871
Supplies and services	2.2	5,196,183	6,521,513
Depreciation and amortisation expenses	4.1, 4.2 & 4.3	81,313	90,252
Accommodation expenses	2.3	1,441,032	1,565,038
Finance costs	6.2	2,775	2,074
Grants and subsidies	2.4	669,444	-
Other expenses	2.5	504,366	531,664
Loss on disposal of non-current assets	2.6	-	468
Total cost of services		**16,964,653**	**17,918,880**
Income			
User charges and fees	3.2	120,688	135,612
Interest income		229,445	95,745
Other income	3.3	9,447	11,340
Total income		**359,580**	**242,697**
Net cost of services		**16,605,073**	**17,676,183**
Income from State Government			
Service appropriation	3.1	17,268,000	15,521,000
Income from other public sector entities	3.1	282,735	24,000
Resources received	3.1	135,630	116,567
Total income from State Government		**17,686,365**	**15,661,567**
Surplus/(deficit) for the period		**1,081,292**	**(2,014,616)**
Total comprehensive income for the period		**1,081,292**	**(2,014,616)**

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Financial statements

Statement of Financial Position

as at 30 June 2024

	Note	2024 $	2023 $
Assets			
Current Assets			
Cash and cash equivalents	6.3	5,219,391	3,996,947
Restricted cash and cash equivalents	6.3	306,851	-
Receivables	5.1	380,181	343,951
Amounts receivable for services	5.2	75,000	60,000
Other current assets	5.3	589,808	408,064
Total Current Assets		**6,571,231**	**4,808,962**
Non-Current Assets			
Restricted cash and cash equivalents	6.3	225,148	190,908
Amounts receivable for services	5.2	1,248,000	1,153,000
Property, plant and equipment	4.1	81,123	144,316
Intangible assets	4.2	53,400	47,768
Right-of-use assets	4.3	31,259	46,045
Other non-current assets	5.3	111,683	143,513
Total Non-Current Assets		**1,750,613**	**1,725,550**
Total Assets		**8,321,844**	**6,534,512**
Liabilities			
Current Liabilities			
Payables	5.4	401,720	572,337
Lease liabilities	6.1	14,323	14,941
Contract liabilities	5.5	19,546	1,500
Employee benefits provision	2.1(b)	1,995,961	1,857,555
Total Current Liabilities		**2,431,550**	**2,446,333**
Non-Current Liabilities			
Lease liabilities	6.1	18,879	33,201
Employee benefits provision	2.1(b)	327,053	188,908
Total Non-Current Liabilities		**345,932**	**222,109**
Total liabilities		**2,777,482**	**2,668,442**
Net assets		**5,544,362**	**3,866,070**
Equity			
Contributed equity		2,366,885	1,769,885
Accumulated surplus		3,177,477	2,096,185
Total Equity		**5,544,362**	**3,866,070**

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Financial statements

Statement of Changes in Equity

for the year ended 30 June 2024

	Contributed equity $	Accumulated surplus (deficit) $	Total equity $
Balance at 1 July 2022	1,696,885	4,110,801	5,807,686
Deficit	-	(2,014,616)	(2,014,616)
Total comprehensive income for the period	**1,696,885**	**2,096,185**	**3,793,070**
Transactions with owners in their capacity as owners:			
Capital appropriation	73,000	-	73,000
	-	-	-
Total	**73,000**	**-**	**73,000**
Balance at 30 June 2023	**1,769,885**	**2,096,185**	**3,866,070**
Balance at 1 July 2023	1,769,885	2,096,185	3,866,070
Surplus	-	1,081,292	1,081,292
Total comprehensive income for the period	**1,769,885**	**3,177,477**	**4,947,362**
Transactions with owners in their capacity as owners:			
Capital appropriation	74,000	-	74,000
Treasurer's Special Purpose Account - Digital Capability Fund	523,000	-	523,000
Total	**597,000**	**-**	**597,000**
Balance at 30 June 2024	**2,366,885**	**3,177,477**	**5,544,362**

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Financial statements

Statement of Cash Flows

for the year ended 30 June 2024

	Note	2024 $	2023 $
Cash Flows from State Government			
Service appropriation		17,098,000	15,353,000
Capital appropriation		74,000	73,000
Holding account drawdown		60,000	60,000
Funds from other public sector entities		300,031	-
Digital Capability Fund		523,000	-
Net cash provided by State Government		**18,055,031**	**15,486,000**
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(8,773,231)	(9,041,409)
Supplies and services		(5,449,872)	(6,714,953)
Finance costs		(2,775)	(2,074)
Accomodation		(1,338,458)	(1,429,342)
Grants and subsidies		(669,444)	-
Other payments		(559,035)	(507,881)
GST payments on purchases		(729,822)	(854,313)
		(17,522,637)	**(18,549,972)**
Receipts			
User charges and fees		116,693	115,362
Interest received		201,825	71,884
GST receipts on sales		13,590	8,189
GST receipts from taxation authority		713,086	878,260
Other receipts		9,287	8,784
		1,054,481	**1,082,479**
Net cash provided by/(used in) operating activities		**(16,468,156)**	**(17,467,493)**
Cash Flows from Investing Activities			
Payments			
Purchase of non-current assets		(8,400)	(45,000)
Net cash used in investing activities		**(8,400)**	**(45,000)**
Cash Flows from Financing Activities			
Payments			
Principal elements of lease payments		(14,940)	(16,960)
Net cash used in financing activities		**(14,940)**	**(16,960)**
Net Increase/(Decrease) in Cash and Cash Equivalents		**1,563,535**	**(2,043,453)**
Cash and cash equivalents at the beginning of period		4,187,855	6,231,308
Cash and Cash Equivalents at the End of Period	**6.3**	**5,751,390**	**4,187,855**

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Financial statements

Notes to the financial statements

for the year ended 30 June 2024

1. Basis of preparation

The Small Business Development Corporation is referred to as the Corporation throughout these financial statements.

The Corporation is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of our operations and principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Board of the Corporation on 21 August 2024.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* ('the Act') and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note.

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

(a) amount of GST incurred by the Corporation as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and

(b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Comparative figures

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right-of-Use Asset reconciliations.

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

1. Basis of preparation *(continued)*

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Significant judgements and estimates have been made to meet the requirements of standards AASB 16, AASB 15 and AASB 1058.

AASB 16: Leases

Key judgements include identifying leases within contracts, determination of whether there is reasonable certainty around exercising extension and termination options, identifying whether payments are variable or fixed in substance and determining the stand-alone selling prices for lease and non-lease components.

Estimation uncertainty that may arise is the estimation of the lease term, determination of the appropriate discount rate to discount the lease payments and assessing whether the right-to-use asset needs to be impaired.

AASB 15: Revenue from Contracts with Customers

Key judgements include determining the timing of revenue from contracts with customers in terms of the timing of satisfaction of performance obligations and determining the transaction price and the amounts allocated to performance obligations.

AASB 1058: Income of Not-for-Profit Entities

Key judgements include determining the timing of the satisfaction of obligations and judgements used in determining whether funds are restricted.

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Corporation's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Corporation in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Supplies and services	2.2
Accommodation expenses	2.3
Grant and subsidies	2.4
Other expenses	2.5
Loss on disposal of non-current assets	2.6

2.1(a) Employee benefits expenses

	2024 $	2023 $
Employee benefits	8,113,063	8,311,985
Superannuation - defined contribution plans	956,477	895,886
Employee benefits expenses	**9,069,540**	**9,207,871**
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	17,715	19,535
Less: Employee contributions (per Note 3.3 Other income)	(9,287)	(8,784)
Total employee benefits provided	**9,077,968**	**9,218,622**

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, fringe benefits tax and non-monetary benefits recognised under accounting standards other than AASB 16 (such as cars and free or subsidised goods or services) for employees.

Superannuation is the amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

AASB 16 non-monetary benefits are non-monetary employee benefits relating to the provision of vehicle benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions are contributions made to the Corporation by employees towards employee benefits that have been provided by the Corporation. This includes both AASB 16 and non-AASB 16 employee contributions.

2.1(b) Employee related provisions

	2024 $	2023 $
Current		
Employee benefits provisions		
Annual leave	931,928	799,930
Long service leave	1,054,155	1,044,827
Purchased leave	829	2,584
	1,986,912	**1,847,341**
Other provisions		
Employment on-costs	9,049	10,214
Total current employee related provisions	**1,995,961**	**1,857,555**
Non-current		
Employee benefits provisions		
Long service leave	325,595	187,855
Other provisions		
Employment on-costs	1,457	1,053
Total non-current employee related provisions	**327,053**	**188,908**
Total employee related provisions	**2,323,014**	**2,046,463**

Provision is made for benefits accruing to employees in respect of annual leave, long service leave and other leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the Corporation does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Corporation has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Corporation does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

2.1(b) Employee related provisions *(continued)*

Purchase leave liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, note 2.5 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Corporation's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

(b) Employment on-cost provision:

The settlement of leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance and claims handling expenses. The provision is the present value of expected future payments.

	2024 $
Employment on-cost provision	
Carrying amount at start of period	11,267
Additional/(reversals of) provision recognised	(760)
Payments/other sacrifices of economic benefits	-
Unwinding of the discount	-
Carrying amount at end of period	**10,507**

Key sources of estimation uncertainty - long service leave

The key estimates and assumptions made concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Corporation's long service leave provisions. These include:

- Expected future salary rates
- Discount rates
- Employee retention rates
- Expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provisions. Any gain or loss following revaluation of the long service leave is recognised as employee benefits expense.

	2024 $	2023 $
2.2 Supplies and services		
Consultants and contractors	4,083,749	5,333,251
Software licences and hosting	787,200	901,743
Consumables	161,583	127,024
Communications	117,896	96,261
Travel	44,949	50,092
Other	806	13,142
Total supplies and services expenses	**5,196,183**	**6,521,513**

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred.

2.3 Accommodation expenses		
Office rental	1,346,253	1,486,362
Electricity and water	36,187	32,798
Repairs and maintenance	32,803	16,997
Cleaning	25,789	28,881
Total accommodation expenses	**1,441,032**	**1,565,038**

Office rental is expensed as incurred as the Memorandum of Understanding Agreement between the Corporation and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

Repairs, maintenance, electricity, water and cleaning costs are recognised as expenses as incurred.

2.4 Grants and subsidies		
Recurrent		
Small Business Electricity Credits	483,600	-
Small and Medium Business Recovery Grants - Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa	185,844	-
Total grants and subsidies	**669,444**	**-**

Transactions in which the Corporation provides goods, services and or assets without receiving approximately equal value in return are categorised as 'Grant or subsidy expenses'. Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants are recognised as an expense in the reporting period in which they are paid or payable. They principally include payments to small and medium businesses.

	2024 $	2023 $
2.5 Other expenses		
Advertising and promotion	154,831	123,491
Other staffing costs	91,279	99,259
Board fees	76,828	77,277
Employment on-costs	40,746	45,590
Insurance	24,951	21,956
Audit fees	22,910	48,000
Motor vehicle expenses	7,981	8,091
Equipment repairs and maintenance	2,959	4,800
Other	81,881	103,200
Total other expenses	**504,366**	**531,664**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Employment on-costs includes workers' compensation insurance and other employment on costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

2.6 Loss on disposal of non-current assets		
Net proceeds from disposal of non-current assets		
Property, plant and equipment	-	-
Carrying amount of non-current assets disposed		
Property, plant and equipment	-	468
Net loss on disposal of non-current assets	**-**	**468**

3. Our funding sources

How we obtain our funding

This section provides additional information about how the Corporation obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Corporation and the relevant notes are:

	Notes
Income from State Government	3.1
User charges and fees	3.2
Other income	3.3

3.1 Income from State Government

	2024 $	2023 $
Appropriations received during the year:		
Service appropriation	17,268,000	15,521,000
Total service appropriation	**17,268,000**	**15,521,000**
Income received from other public sector entities during the period:		
Department of Fire and Emergency Services [(a)]	282,735	-
Department of Primary Industries and Regional Development [(b)]	-	24,000
Total income from other public sector entities	**282,735**	**24,000**
Resources received from other public sector entities during the period:		
Lease management services provided by the Department of Finance	105,682	108,261
Legal services provided by the State Solicitor's Office	29,948	8,306
Total resources received	**135,630**	**116,567**
Total Income from State Government	**17,686,365**	**15,661,567**

Service Appropriations are recognised as income at the fair value of consideration received in the period in which the Corporation gains control of the appropriated funds. The Corporation gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

Income from other public sector entities is recognised as income when the Corporation has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Corporation receives the funds.

(a) Relates to income received for the Disaster Recovery Funding Arrangements for Small and Medium Business Recovery Grants in respect of Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa and Tropical Cyclone Seroja Small Business Recovery Grants.

(b) Relates to intensive case management services provided for farm debt mediation.

3.1 Income from State Government *(continued)*

Resources received from other public sector entities is recognised as income equivalent to the fair value of assets received, or the fair value of services received that can be reliably determined and which would have been purchased if not donated.

Summary of consolidated account appropriations
For the year ended 30 June 2024

	2024 Budget	2024 Supplementary funding	2024 Revised budget	2024 Actual	2024 Variance
	$	$	$	$	$
Delivery of Services					
Item 47 Net amount appropriated to deliver services	15,459,000	1,525,000	16,984,000	16,984,000	-
Amount Authorised by Other Statutes - *Salaries and Allowances Act 1975*	284,000	-	284,000	284,000	-
Total appropriations provided to deliver services	**15,743,000**	**1,525,000**	**17,268,000**	**17,268,000**	**-**
Capital					
Item 128 Capital appropriations	74,000	-	74,000	74,000	-
Grand Total	**15,817,000**	**1,525,000**	**17,342,000**	**17,342,000**	**-**

Supplementary funding was authorised under section 27(2) of the *Financial Management Act 2006* to support the Small Business Electricity Credit Scheme and Builder's Support Facility that occurred after the finalisation of the 2023-24 WA State Budget.

3.2 User charges and fees

	2024	2023
	$	$
Workshop income	77,222	58,566
Business migration visa application fees	40,500	75,000
Fees for mediation services	2,966	2,046
Total user charges and fees	**120,688**	**135,612**

Revenue from workshops and mediation fees are recognised once the service has been delivered. For business migration visa application fees, revenue is recognised when the application process is finalised.

	2024 $	2023 $
3.3 Other income		
Employee contributions	9,287	8,784
Other	160	2,556
Total other income	**9,447**	**11,340**

Other income principally relates to employee contributions toward the Government Officer Vehicle Scheme (GVS) or Senior Officer Vehicle Scheme (SOVS). Income is recognised when the employee contribution is received.

4. Key assets

Assets the Corporation utilises for economic benefit or service potential

This section includes information regarding key assets the Corporation utilises to gain economic benefits or provide service potential. This section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Property, plant and equipment	4.1
Intangible assets	4.2
Right-of-use assets	4.3

4.1 Property, plant and equipment

	Computing equipment $	Furniture, fittings and equipment $	Total $
Year ended 30 June 2024			
1 July 2023			
Gross carrying amount	739,164	268,564	1,007,728
Accumulated depreciation	(718,045)	(145,367)	(863,412)
Accumulated impairment loss	-	-	-
Carrying amount at start of period	**21,119**	**123,197**	**144,316**
Depreciation	(10,019)	(53,174)	(63,193)
Carrying amount at end of period	**11,100**	**70,023**	**81,123**
Gross carrying amount	161,929	268,564	430,493
Accumulated depreciation	(150,829)	(198,541)	(349,370)
Accumulated impairment loss	-	-	-

4.1 Property, plant and equipment *(continued)*

Initial recognition

Items of property, plant and equipment, costing $5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than $5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Subsequent measurement

Subsequent to initial recognition of an asset, the historical cost model is used for the measurement of all items of furniture, plant and equipment where they are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale.

Depreciation is calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below.

Class of Asset	Useful life
Computing equipment	3 to 4 years
Furniture, fittings and equipment	5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Impairment

Non-financial assets, including items of furniture plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost and is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

4.2 Intangible assets

	Computer software $	Website development $	Work in progress $	Total $
Year ended 30 June 2024				
1 July 2023				
Gross carrying amount	702,292	6,750	45,000	754,042
Accumulated depreciation	(699,845)	(6,429)	-	(706,274)
Carrying amount at start of period	**2,447**	**321**	**45,000**	**47,768**
Additions	-	-	8,400	8,400
Amortisation	(2,447)	(321)	-	(2,768)
Carrying amount at end of period	**-**	**-**	**53,400**	**53,400**

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition. Acquired and internally generated intangible assets costing $5,000 or more that comply with the recognition criteria of AASB 138 Intangible Assets (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of comprehensive income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;

(b) an intention to complete the intangible asset, and use or sell it;

(c) the ability to use or sell the intangible asset;

(d) the intangible asset will generate probable future economic benefit;

(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

4.2 Intangible assets *(continued)*

Useful lives

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Corporation have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Class of Asset	Useful life
Computing software	3 to 4 years
Website development costs[a]	5 years

(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2024 there were no indications of impairment to intangible assets. The policy in connection with testing for impairment is outlined in note 4.1.

4.3 Right-of-use assets

	Motor vehicles	Total
	$	$
Year ended 30 June 2024		
Carry amount at beginning of period	**46,045**	**46,045**
Additions	566	566
Depreciation	(15,352)	(15,352)
Net carrying amount at end of period	**31,259**	**31,259**

The Corporation has leases for vehicles. The lease contracts are typically made for fixed periods of 4-6 years. The Corporation has also entered into a Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. The accommodation lease is not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

Initial recognition

At the commencement date of the lease, the Corporation recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received, and
- any initial direct costs.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.1

4.2 Intangible assets *(continued)*

The Corporation has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of $5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Corporation at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Corporation's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Other assets	5.3
Payables	5.4
Contract liabilities	5.5

5.1 Receivables

	2024 $	2023 $
Current		
Trade receivables	53,260	43,150
Allowance for impairment of receivables	-	-
GST receivable	246,721	263,484
Other debtors	75,494	37,317
Accrued income	4,706	-
Total current receivables	**380,181**	**343,951**

5.1 Receivables *(continued)*

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component, at fair value. The Corporation holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

The Corporation recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when the Corporation has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, the Corporation recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Corporation has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. In 2023-24 (2022-23 $0) there was no amount of ECLs expensed in this reporting period.

	2024 $	2023 $
5.2 Amounts receivable for services (Holding Account)		
Current	75,000	60,000
Non-current	1,248,000	1,153,000
Total amounts receivable for services	**1,323,000**	**1,213,000**

Amounts receivable for services represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

The amounts receivable for services are financial assets at amortised cost, and are not considered impaired (i.e.: there is no expected credit loss of the holding accounts).

5.3 Other assets

Current		
Prepayments	589,808	408,064
Total current	**589,808**	**408,064**
Non-current		
Prepayments	111,683	143,513
Total non-current	**111,683**	**143,513**
Total other assets at end of period	**701,491**	**551,577**

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

	2024 $	2023 $
5.4 Payables		
Current		
Accrued expenses	149,713	385,906
Accrued salaries	211,600	185,973
Other payables	40,407	458
Total payables at end of period	**401,720**	**572,337**

Payables are recognised at the amounts payable when the Corporation becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement for the Corporation is generally within 20 days.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Corporation considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.5 Contract liabilities		
Current		
DFES Advanced Funding - Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa	17,296	-
Business migration visa application fees	2,250	1,500
Total contract liabilities at end of period	**19,546**	**1,500**

6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Corporation.

	Notes
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1 Lease liabilities		
Not later than one year	14,323	14,941
Later than one year and not later than five years	18,879	33,201
Later than five years	-	-
	33,202	**48,142**
Current	14,323	14,941
Non Current	18,879	33,201
	33,202	**48,142**

6.1 Lease liabilities *(continued)*

At the commencement date of the lease, the Corporation recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Corporation uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Corporation as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Corporation exercising an option to terminate the lease; and
- periods covered by extension or termination options are only included in the lease term by the Corporation if the lease is reasonably certain to be extended (or not terminated).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, an index or a rate are recognised by the Corporation in profit or loss in the period in which the condition that triggers those payment occurs.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with note 4.3.

	2024 $	2023 $
Lease expenses recognised in the Statement of Comprehensive Income		
Lease interest expense	2,775	2,074
Short-term leases	512	1,184

	2024 $	2023 $
6.2 Finance costs		
Interest expense		
Interest expense on lease liabilities	2,775	2,074
Total finance costs expensed	**2,775**	**2,074**

Finance costs reflect the interest component of lease liability repayments.

6.3 Cash and cash equivalents		
Cash and cash equivalents	5,219,391	3,996,947
Restricted cash and cash equivalents	531,999	190,908
Balance at end of period	**5,751,390**	**4,187,855**
Restricted cash and cash equivalents		
Current		
Digital Capability Fund - Service WA for Business[a]	289,555	-
DFES Advanced Funding - Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa[b]	17,296	-
Non-Current		
27th Pay - internally restricted balance[c]	225,148	190,908

(a) Unspent monies in relation to Service WA for business project. This project is funded through the Digital Capability Fund, the purpose of the Fund is to support digital transformation across the WA Government and provide capacity to upgrade legacy ICT systems that present significant risk to service delivery.

(b) Funds received in advance from the Department of Fire and Emergency Services (DFES) to provide cashflow support to the Corporation to deliver the Small and Medium Business Recovery Grants. The funds remaining at the end of the year will either be used to fund future eligible costs under the program or returned to DFES.

(c) Funds internally restricted for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11th year. This account is classified as non-current except for the year before the 27th pay year.

For the purpose of the Statement of cash flows, cash and cash equivalent assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.4 Capital commitments

The Corporation has no capital commitments at 30 June 2024. (2022-23 $0)

7. Financial instruments

This section sets out the material balances and disclosures associated with the financing and cashflows of the Corporation.

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

	2024 $	2023 $
Financial assets		
Cash and cash equivalents	5,219,391	4,187,855
Restricted Cash and cash equivalents	531,999	-
Financial assets at amortised cost[(a)]	1,456,460	1,293,467
Total financial assets	**7,207,850**	**5,481,322**
Financial liabilities		
Financial liabilities at amortised cost[(b)]	434,922	620,479
Total financial liability	**434,922**	**620,479**

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

No contingent assets and contingent liabilities exist as at 30 June 2024 (2023 - nil).

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Remuneration of auditors	8.4
Supplementary financial information	8.5

8.1 Events occurring after the end of the reporting period

The Corporation is not aware of any events occurring after the reporting date that have a material financial effect on the financial statements prior to the date they are authorised to be issued.

8.2 Key management personnel

The Corporation has determined key management personnel to include cabinet ministers, members of the accountable authority and senior officers of the Corporation. Senior officers of the Corporation comprise the Senior Leadership Team and Executive Leadership Team. The Corporation does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

Total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Corporation for the reporting period are presented in the following bands:

	2024 $	2023 $
Members of the accountable authority		
Compensation bands $		
0 - 10,000	3	1
10,001 - 20,000	4	5
20,001 - 30,000	-	1
30,001 - 40,000	1	-
Total number of members of the accountable authority	**8**	**7**

8.2 Key management personnel *(continued)*

	2024	2023
Senior officers		
Compensation bands $		
0 - 50,000	3	-
50,001 - 100,000	3	2
100,001 - 150,000	1	2
150,001 - 200,000	6	4
200,001 - 250,000	1	1
250,001 - 300,000	-	-
300,001 - 350,000	-	1
350,001 - 400,000	1	-
Total number of senior officers	**15**	**10**
Total compensation of key management personnel	**2,220,860**	**1,765,633**

(a) No key management personnel are members of the Pension Scheme.

(b) Total compensation includes the superannuation expense incurred by the Corporation in respect of senior officers.

8.3 Related party transactions

The Corporation is a wholly-owned public sector entity that is controlled by the State of Western Australia. Related parties of the Corporation include:

- all Ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures of an entity that are included in the whole of government consolidated financial statements; and
- the Government Employees Superannuation Board (GESB).

Material transactions with other related parties

Outside of normal citizen type transactions with the Corporation, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.4 Remuneration of auditors

Remuneration paid or payable to the Auditor General for the financial year is as follows:

	2024 $	2023 $
- Auditing the accounts, controls, financial statements and key performance indicators	27,000	24,750
	27,000	**24,750**

8.5 Supplementary financial information

(a) Write Offs

During the reporting period, nil (2023: $0) was written off the Corporation's books.

(b) Losses through theft, defaults and other causes

Losses of public money and public and other property through theft or default	-	-

(c) Forgiveness of debts

Forgiveness (or waiver) of debts by the Corporation	-	-

(d) Gifts of Public Property

Gifts of public property provided by the Corporation	-	-

9. Explanatory statements

This section explains variations in the financial performance of the Corporation

	Notes
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Corporation undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the following (as appropriate):

(1) Estimate and actual results for the current year:
- Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e.1% of $16,764,000), and
- Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of $6,977,000).

(2) Actual results between the current year and the previous year:
- Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (i.e. 1% of $17,918,880); and
- Total Assets of the previous year for the Statement of financial position (i.e. 1% of $6,534,512).

Notes to the financial statements

for the year ended 30 June 2024

9.1.1 Statement of Comprehensive Income Variances

	Variance note	Estimate 2024 $	Actual 2024 $	Actual 2023 $	Variance between actual and estimate $	Variance between actual results for 2024 and 2023 $
Expenses						
Employee benefits expenses		8,758,000	9,069,540	9,207,871	311,540	(138,331)
Supplies and services	A	5,773,500	5,196,183	6,521,513	(577,317)	(1,325,330)
Depreciation and amortisation expenses		155,000	81,313	90,252	(73,687)	(8,939)
Accommodation expenses		1,509,000	1,441,032	1,565,038	(67,968)	(124,006)
Finance costs		3,000	2,775	2,074	(225)	701
Grants and subsidies	1, B	-	669,444	-	669,444	669,444
Other expenses		565,500	504,366	531,664	(61,134)	(27,298)
Loss on disposal of non-current assets		-	-	468	-	(468)
Total cost of services		**16,764,000**	**16,964,653**	**17,918,880**	**200,653**	**(954,227)**
Income						
User charges and fees	2	292,000	120,688	135,612	(171,312)	(14,924)
Interest income	3, C	30,000	229,445	95,745	199,445	133,700
Other income		-	9,447	11,340	9,447	(1,893)
Total income		**322,000**	**359,580**	**242,697**	**37,580**	**116,883**
Net Cost of Services		**16,442,000**	**16,605,073**	**17,676,183**	**163,073**	**(1,071,110)**
Income from State Government						
Service appropriation	D	15,743,000	17,268,000	15,521,000	1,525,000	1,747,000
Income from other public sector entities	4, E	-	282,735	24,000	282,735	258,735
Resources received		190,000	135,630	116,567	(54,370)	19,063
Total Income from State Government		**15,933,000**	**17,686,365**	**15,661,567**	**1,753,365**	**2,024,798**
Surplus/(deficit) for the period		**(509,000)**	**1,081,292**	**(2,014,616)**	**1,590,292**	**3,095,908**
Total Comprehensive Income for the Period		**(509,000)**	**1,081,292**	**(2,014,616)**	**1,590,292**	**3,095,908**

9.1.2 Statement of Financial Position Variances

	Variance Note	Estimate 2024 $	Actual 2024 $	Actual 2023 $	Variance between actual and estimate $	Variance between actual results for 2024 and 2023 $
Assets						
Current Assets						
Cash and cash equivalents		4,784,000	5,219,391	3,996,947	435,391	1,222,444
Restricted cash and cash equivalents		-	306,851	-	306,851	306,851
Receivables		349,000	380,181	343,951	31,181	36,230
Amounts receivable for services		60,000	75,000	60,000	15,000	15,000
Other current assets	5, F	320,000	589,808	408,064	269,808	181,744
Total Current Assets		**5,513,000**	**6,571,231**	**4,808,962**	**1,058,231**	**1,762,269**
Non-Current Assets						
Restricted cash and cash equivalents		-	225,148	190,908	225,148	34,240
Amounts receivable for services		1,266,000	1,248,000	1,153,000	(18,000)	95,000
Property, plant and equipment	6	169,000	81,123	144,316	(87,877)	(63,193)
Intangible assets		-	53,400	47,768	53,400	5,632
Right-of-use assets		29,000	31,259	46,045	2,259	(14,786)
Other non-current assets	5	-	111,683	143,513	111,683	(31,830)
Total Non-Current Assets		**1,464,000**	**1,750,613**	**1,725,550**	**286,613**	**25,063**
Total Assets		**6,977,000**	**8,321,844**	**6,534,512**	**1,344,844**	**1,787,332**
Liabilities						
Current Liabilities						
Payables		428,000	401,720	572,337	(26,280)	(170,617)
Lease liabilities		15,000	14,323	14,941	(677)	(618)
Contract liabilities		22,000	19,546	1,500	(2,454)	18,046
Employee benefits provision	7	1,814,000	1,995,961	1,857,555	181,961	138,406
Total Current Liabilities		**2,279,000**	**2,431,550**	**2,446,333**	**152,550**	**(14,783)**

9.1.2 Statement of Financial Position Variances *(continued)*

	Variance Note	Estimate 2024 $	Actual 2024 $	Actual 2023 $	Variance between actual and estimate $	Variance between actual results for 2024 and 2023 $
Non-Current Liabilities						
Lease liabilities		16,000	18,879	33,201	2,879	(14,322)
Employee benefits provision	G	272,000	327,053	188,908	55,053	138,145
Total Non-Current Liabilities		**288,000**	**345,932**	**222,109**	**57,932**	**123,823**
Total Liabilities		**2,567,000**	**2,777,482**	**2,668,442**	**210,482**	**109,040**
Net Assets		**4,410,000**	**5,544,362**	**3,866,070**	**1,134,362**	**1,678,292**
Equity						
Contributed equity		2,370,000	2,366,885	1,769,885	(3,115)	597,000
Accumulated surplus		2,040,000	3,177,477	2,096,185	1,137,477	1,081,292
Total Equity		**4,410,000**	**5,544,362**	**3,866,070**	**1,134,362**	**1,678,292**

Notes to the financial statements

for the year ended 30 June 2024

9.1.3 Statement of Cash Flow Variances

	Variance Note	Estimate 2024 $	Actual 2024 $	Actual 2023 $	Variance between actual and estimate $	Variance between actual results for 2024 and 2023 $
Cash Flows from State Government						
Service appropriation	D	15,573,000	17,098,000	15,353,000	1,525,000	1,745,000
Capital appropriation		74,000	74,000	73,000	-	1,000
Holding account drawdowns		60,000	60,000	60,000	-	-
Funds from other public sector agencies	4, E	-	300,031	-	300,031	300,031
Digital Capability Fund	I	523,000	523,000	-	-	523,000
Net cash provided by State Government		**16,230,000**	**18,055,031**	**15,486,000**	**1,825,031**	**2,569,031**
Utilised as follows:						
Cash flows from operating activities						
Payments						
Employee payments		(8,805,000)	(8,773,231)	(9,041,409)	31,769	268,178
Supplies and services	A	(5,646,500)	(5,449,872)	(6,714,953)	196,628	1,265,081
Finance costs		(3,000)	(2,775)	(2,074)	225	(701)
Accommodation payments		(1,379,000)	(1,338,458)	(1,429,342)	40,542	90,884
Grant payments	1, B	-	(669,444)	-	(669,444)	(669,444)
Other payments		(565,500)	(559,035)	(507,881)	6,465	(51,154)
GST payments on purchases	H	(690,000)	(729,822)	(854,313)	(39,822)	124,491
		(17,089,000)	**(17,522,637)**	**(18,549,972)**	**(433,637)**	**1,027,335**
Receipts						
User charges and fees	2	292,000	116,693	115,362	(175,307)	1,331
Interest received	3, C	30,000	201,825	71,884	171,825	129,941
GST receipts on sales		-	13,590	8,189	13,590	5,401
GST receipts from taxation authority	H	690,000	713,086	878,260	23,086	(165,174)
Other receipts		-	9,287	8,784	9,287	503
		1,012,000	**1,054,481**	**1,082,479**	**42,481**	**(27,998)**
Net cash provided by/(used in) operating activities		**(16,077,000)**	**(16,468,156)**	**(17,467,493)**	**(391,156)**	**999,337**

Notes to the financial statements

for the year ended 30 June 2024

9.1.3 Statement of Cash Flow Variances *(continued)*

	Variance note	Estimate 2024 $	Actual 2024 $	Actual 2023 $	Variance between actual and estimate $	Variance between actual results for 2024 and 2023 $
Cash flows from investing activities						
Payments						
Purchase of non-current assets	6	(120,000)	(8,400)	(45,000)	111,600	36,600
Net cash used in investing activities		**(120,000)**	**(8,400)**	**(45,000)**	**111,600**	**36,600**
Cash Flows from financing activities						
Payments						
Principal lease payments		(14,000)	(14,940)	(16,960)	(940)	2,020
Net cash provided by used in investing activities		**(14,000)**	**(14,940)**	**(16,960)**	**(940)**	**2,020**
Net increase/(decrease) in cash and cash equivalents		19,000	1,563,535	(2,043,453)	1,544,535	3,606,988
Cash and cash equivalents at the beginning of period		4,765,000	4,187,855	6,231,308	(577,145)	(2,043,453)
Cash and cash equivalents at the end of period		**4,784,000**	**5,751,390**	**4,187,855**	**967,390**	**1,563,535**

9.1 Explanatory statement *(continued)*

Explanation of Major Variances

Variance between actual and estimate

1 The Small Business Electricity Credit (Embedded Networks) and the Small and Medium Business Recovery Grants to support small business were announced by Government after the finalisation of the 2023-24 WA State Budget process. As such, these amounts were not included in the original budget, however subsequently these programs have been approved by Government and funded through the mid-year review process.

2 User fees and charges is lower than estimated for accommodation 2023-24 principally due to the reduction in the Business Migration Visa allocations made by the Commonwealth Government for the 2023-24 period, announced in May 2023, post the preparation of the 2023-24 WA State Budget. The 2024-25 Budget and forward estimates period have been adjusted accordingly.

3 Interest income is higher than estimated due to prevailing market conditions.

4 Income from other public sector entities is greater than the estimate due to income received from the Department of Fire and Emergency Services for the delivery of the Small and Medium Business Recovery Grants to small business affected by Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa announced after the 2023-24 WA State Budget process.

5 Other current and non-current assets are higher than estimate as a result of extended licencing periods of software and application products utilised by the Corporation, paid on commencement.

6 Property, plant and equipment is lower than estimate principally due to the Corporation reassessing it's asset requirements during 2023-24, culminating in an approved 2024-25 Strategic Asset Plan detailing future acquisitions. Consequently, asset acquisitions during 2023-24 were limited to development works on the Corporation's Service Delivery Platform.

7 Employee benefits provisions is higher than estimated due to the appointment of existing public officers who transferred leave from their Departments in accordance with Treasurer's Instruction 520. The Corporation continues to actively monitor its leave management strategy to reduce leave balance. Measures to reduce leave balances include encouraging staff to take leave or consider accessing leave cash outs available under the Government Officers Salaries, Allowances and Conditions Award 1989.

9.1 Explanatory statement *(continued)*

Variance between actual results for 2024 and 2023

A Supplies and service in 2024 is less than 2023 principally due to significantly reduced spends on temporary staff. Temporary staff were engaged to deliver the grant programs the Corporation administered in response to the COVID-19 pandemic ($1,009,168).

B The increase in the current year is due to the Corporation being the responsible agency for assessing and payment of grants for the Small Business Electricity Credit (Embedded Networks) and Small and Medium Business Recovery Grants related to Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa. In previous years the Corporation has assessed grant applications and these have been paid by other State Government agencies. The Corporation was provided the legal authority to provide financial assistance under changes made to the Corporation's enabling legislation on 22 March 2022.

C Interest income is higher than prior year due to prevailing market conditions.

D The increase in actual service appropriation in 2023-24 compared to the prior year is principally the result of supplementary funding received in 2023-24 to provide the Small Business Electricity Credit (Embedded Networks) and administer the Builder's Support Facility.

E The increase in the actual amount for 2023-24 compared to the prior year is a result of income earned from the Department of Fire and Emergency Services for the delivery of the Small and Medium Business Recovery Grants to small business affected by Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa. In the prior year, there was no such similar income.

F Other current assets are higher than 2023 as a result of the prepayment of the Business Licence Finder application, that was not a prepayment in the prior year.

G The increased non-current employee related provisions in the current year is a result of the appointment of existing public officers who transferred leave from their Departments in accordance with Treasurer's Instruction 520.

H GST payments on purchases and GST receipts from taxation authority is less than the prior year due to the reduction in Supplies and services expenditure noted above resulting in less payments of GST, and correspondingly a reduced return from the Australian Tax Office.

I The 2023-24 actual is a result of the Corporation securing $1,054,000 ($523,000 in 2023-24 and $531,000 in 2024-25) of funding from the Digital Capability Fund (DCF) for the ServiceWA for Business project which commenced in the current financial year.

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