



# Statement of Corporate Intent

## 2021 - 2022




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## Agreement:

The Statement of Corporate Intent (SCI) describes the agreement between ChemCentre and the Minister for Science on the intended priorities and performance.

The Statement of Corporate Intent 2021/22 is consistent with the Strategic Development Plan which details ChemCentre’s five-year projections and planning.



**Peter McCafferty**

**Chief Executive Officer, ChemCentre**

## Our Purpose

- We provide valued chemical, emergency response and forensic science services to enable safety, justice and prosperity to occur in Western Australia.
- We apply technical scientific knowledge to solve practical problems to achieve effective outcomes for communities, government and private industry.
- We play, a key role in matters of public and environmental health, justice, food and agriculture, safety and security, and in facilitating state development through the provision of chemistry and related scientific excellence.

## Our Values

<p><b>Integrity</b></p> <p>We perform and behave in a manner that builds respect from outside and inside our organisation.</p>	<p><b>Respect</b></p> <p>Everyone is appreciated, accepted and valued equally.</p>
<p><b>Technical Excellence</b></p> <p>We create enduring value in a dynamic environment.</p>	<p><b>Innovation</b></p> <p>We embrace proactive growth, driving us to a better future.</p>

## Executive Summary

ChemCentre is Western Australia's leading chemical and forensic science service provider. Since its origin in the 1890s as the Western Australian State Government Chemical Laboratory it has continued to play a key role in matters of:

- public and environmental health,
- justice,
- food and agriculture,
- safety and security,
- facilitating state development through the provision of chemistry and related scientific excellence,
- promoting and assisting in the provision of chemistry-based education, and
- conducting collaborative research for the benefit of the State.

ChemCentre's principal activity is to provide specialised chemical and forensic services to enable the state to manage its chemistry-related risks to ensure a safe and prosperous Western Australia (WA). It applies scientific knowledge to solve practical problems to achieve effective outcomes for communities, government and private industry. Within its areas of expertise, ChemCentre contributes to scientific education and knowledge in WA and operates a successful consulting business. The earnings from consulting activities is applied to offset the overall cost of the provision of essential services to government.

ChemCentre operates within the scope of its five-year Strategic Development Plan and its enabling legislation the *Chemistry Centre (WA) Act, 2007 (the Act)*, which outlines ChemCentre's strategic objectives and the operational targets to achieve these objectives. In summary the functions of ChemCentre are to provide chemical information, advice and analytical service, particularly but not limited to:

- Public health and safety;
- Environmental protection;
- Crisis and emergency response and management;
- Forensic science and medicine;
- Undertake research and development that will or is likely to assist with the development of the State and its other functions;
- Promote and provide chemistry-based education and training;
- Develop our people and organisational capability to ensure financial sustainability.

This Statement of Corporate Intent (SCI) outlines and describes:

1. How ChemCentre's Board and Executive will function in the 2021/22 financial year to achieve the operational targets and the metrics by which performance will be measured;
2. ChemCentre's anticipated operating income and expenditure and its capital expenditure for the 2021/22 financial year; and.
3. How ChemCentre will undertake its community service obligations.

## 1. Introduction

The Chemistry Centre WA, trading as 'ChemCentre', provides essential chemical and forensic services to ensure a safe and prosperous Western Australian community. As a Statutory Authority established under the Act, it applies technical knowledge to practical problems to achieve effective outcomes for communities, government and industry. The business model for delivering these services is continually evolving to progress towards financial sustainability and to ensure ChemCentre's continuing role in mitigating chemical-related risks on behalf of the State. ChemCentre also conducts collaborative research and innovation (R&I) and participates in scientific education, training and knowledge transfer in WA.

Under s20 of the Act, an annual Statement of Corporate Intent (SCI) is required for ChemCentre. This SCI forms part of ChemCentre's 5-year Strategic Development Plan (SDP).

## 2. Strategic Direction

ChemCentre exists to provide leading chemical and forensic services to the State, contribute to the development of industry and support job creation in the Western Australian community. Our major clients include the Government of Western Australia (directly and through client Departments), Government Trading Enterprises (GTEs), the public and industry. ChemCentre strives to achieve its mission of ensuring a safe and prosperous Western Australia by providing specialised services to a range of clients.

ChemCentre's legislation does not restrict its activities to WA however, the majority of its work is conducted for clients operating in WA. Linkages exist with many national and international bodies to ensure that ChemCentre's expertise is maintained and grown.

### **OUR VISION:**

Chemistry for the benefit of every Western Australian.

### **OUR MISSION:**

To maximise the value that ChemCentre delivers to the State.

### 3. Operational Targets and Linking to Government Priorities

ChemCentre sets high level operational targets for the objectives that are aligned with Government goals, in particular supporting stronger communities and growth in jobs, capabilities and the development of skills. We are committed to continually striving to deliver key services in a more cost-effective manner. For the 2021/22 financial year ChemCentre will take the following approach:

1. Ensuring it meets targeted productivity gains, required government efficiency dividends and projected sales targets.
2. Aligning its risk assessment and treatment for public good services against the government's risk appetite.
3. Achieving continued improvement in customer satisfaction through efficient and effective delivery of recognised and valued, fit-for-purpose services.
4. Ensuring staffing costs and employment metrics align with whole-of-government policy.
5. Ensuring that ChemCentre's strategic asset plan prioritises and identifies the capital required to meet mandated statutory obligations, considering equipment reliability and maintenance requirements.
6. Leveraging good, applied and collaborative science to pursue research and innovation outcomes that will deliver valuable outcomes for the state.

By taking this approach ChemCentre will pursue revenue opportunities consistent with its mandate and strategic objectives. Of particular interest will be opportunities that complement the skill sets ChemCentre must maintain to address the State's risks. ChemCentre will continue to maintain essential capability for government and partially offset the overall cost of this by carrying out consultancy work for industry.



Growth in commercial opportunities will continue to be pursued with major industries in WA. ChemCentre regularly undertakes internal diagnostics of its services provided to fee for service clients.

Furthermore, in addition to revenue earned from the provision of specific services to government clients, ChemCentre has identified that its targeted research and innovation program will contribute to improved scientific capability that is attractive to both commercial and government fee for service clients. Key focus areas expected to exploit growth opportunities are summarised as follows:

1. Food and compositional analysis to support industry development, regulation, certification and safety.
2. Advanced analytical chemistry in support of the Racing and Wagering industry of Western Australia.
3. Environmental analysis and consultancy services including provenance and low-level analysis.
4. Consultancy and analytical services in support of the State's mining, oil and gas sector.
5. Occupational health and hygiene analysis and community health toxicological analyses.
6. Consultancy and analytical services in support of the State's Justice, Police and Coronial systems.
7. Advanced analytical chemistry and services to support Emergency Response agencies.

With the onset of COVID-19 and travel restrictions, ChemCentre responded rapidly to ensure the wide-suite of services required by clients was not disrupted and was able to be provided locally. This has been attractive to a number of existing and new clients citing ChemCentre's reliability and accredited high-quality service as a primary reason for engaging with ChemCentre. Leveraging our well-regarded brand will form part of the strategy to attract, retain and grow services to the commercial client base in 2021/22.

The ChemCentre Board has also established an Innovation and Growth Committee, providing oversight and advice in ChemCentre's pursuits in progressing innovative research and innovation solutions that are attractive to industry and grow its position in commercial markets.

While pursuing these opportunities ChemCentre will endeavour to:

1. Ensure that it is recognised as the premium service provider, with recognised excellence in delivery timeliness, quality and scientific innovation.
2. Provide highly valued consultancy services including forensic science intelligence for criminal investigations.
3. Be an employer of choice with a commitment to staff development, rewarding working conditions and recognition of individual excellence.
4. Maintain the required, fit-for-purpose equipment and systems.
5. Undertake targeted, applied Research and Innovation to ensure state risks are managed in the most appropriate, cost-effective and contemporary manner.
6. Foster high quality relationships at state, national and international levels.

To achieve this ChemCentre will be striving to ensure it:

1. Maintains the breadth of skills and instrument capability required to rapidly respond to major risk events.
2. Develops and maintains relationships with first responder agencies and other organisations to ensure it can meet its emergency response requirements.
3. Informs where possible, policies, regulations and practices that address the State's emergency, forensic and chemistry-related risks.
4. Partners with its stakeholders and other relevant parties through collaborative agreements and commercial arrangements.
5. Engages in formal and informal partnerships with other stakeholders to leverage the ChemCentre brand in service arrangements.

## 4. Major Initiatives for Achieving Strategic Objectives

Given the strategic objectives outlined above, ChemCentre intends to undertake several major initiatives during 2021-2022, which will make a significant contribution towards these five-year objectives. These are outlined in Table 1.

**Table 1: Major initiatives planned for 2021/22.**

Core responsibility	Implementation	2021/22 Goals
<p>1. Mitigate risks to government associated with public health, public safety and the environment</p>	<ul style="list-style-type: none"> <li>• Identify and assess chemistry-related risks to the health, safety and environment of the State and its citizens</li> <li>• Collaborate with key government agencies to mitigate chemistry-related risks</li> <li>• Deliver quality chemistry-based scientific services to assist in addressing risks to the State</li> <li>• Maintain and expand the suite of memoranda of understanding (MoU) and Heads of Agreement (HoA) underpinning collaboration with key State and Commonwealth government organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to manage a government stakeholder engagement program to determine shared responses to State chemical risks particularly in high risk areas of crisis response, public health and environmental incidents, with particular focus on emerging risks</li> <li>• Continue to monitor ChemCentre’s role in management of the State’s chemistry-related risks, in consultation with the Minister and relevant government agencies</li> <li>• Continue to build on the priority areas of collaborative Research &amp; Innovation based on identified and emerging State risks and opportunities in alignment with the objectives of the <i>Chemistry Centre (WA) Act 2007</i> and published State government science priorities</li> </ul>

Core responsibility	Implementation	2021/22 Goals
<p>2. Keep the State safe during times of emergency and crisis</p>	<ul style="list-style-type: none"> <li>• Deliver emergency response and chemical hazard response services to the State</li> <li>• Collaborate on all relevant State Emergency Management Plans (WestPlans)</li> <li>• Manage national and international relationships with relevant chemical hazard, emergency response and counterterrorism agencies</li> <li>• Ensure that systems and capabilities established to respond to emergencies and crises can mobilise within required timeframe</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to conduct training programs in conjunction with State Hazard and Emergency Management Agencies and collaborating partner agencies</li> <li>• Review and modify (if necessary) the protocols, based on a collaborative approach and agreed best practice, with state, national and international partners to inform decision making in response to chemical hazards, emergencies and terrorism incidents</li> <li>• Review the level of expertise to respond to hazardous incidents, particularly emerging hazards</li> <li>• Report on the schedule of potential chemical risks for key industrial precincts in WA</li> <li>• Trial, through mock scenarios and real incidents, deployment of emergency response in collaboration with DFES (including maintaining an air deployable capability)</li> </ul>
<p>3. Support the State justice and policing systems</p>	<ul style="list-style-type: none"> <li>• Deliver evidentiary forensic science services that meet key agency requirements</li> <li>• Provide new or improved services in forensic science to meet emerging requirements</li> <li>• Expand the range of services to WA Police and justice system to support science-based policing</li> </ul>	<ul style="list-style-type: none"> <li>• Expand forensic intelligence services, based on international trends and targeted laboratory investigations, to improve the efficient and reliable delivery of client outcomes</li> <li>• Investigate and lead Research &amp; Innovation opportunities to harness new technologies and methodologies in forensic science</li> </ul>

Core responsibility	Implementation	2021/22 Goals
<p>4. Support the sustainable economic development of the State</p>	<ul style="list-style-type: none"> <li>• Partner with government and industry to investigate risks to and emerging opportunities for State development</li> <li>• Deliver a comprehensive suite of analytical services support sustainable economic development for the State</li> <li>• Increase nimbleness in responding to identified opportunities to support State development</li> <li>• Develop innovative and commercial products that are attractive to industry to provide new income streams</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate services to assist the State with development of new industries e.g. hemp and medicinal cannabis, food security etc.</li> <li>• Maintain equipment, expertise to facilitate services available to industry in line with risk priorities and private sector business opportunities (current and emerging)</li> <li>• Engage with key CRCs (current and emerging) and other agencies to collaborate and deliver innovative solutions that have financial benefits to the State</li> <li>• Target leading research associated with mining and the environment (including lithium and rare earth elements), food and agriculture, water resource issues and renewable energy.</li> </ul>

Core responsibility	Implementation	2021/22 Goals
5. Support science capability and engagement in the State	<ul style="list-style-type: none"> <li>• Collaborate with key bodies to support State science capability</li> <li>• Identify and respond to R&amp;D opportunities to which ChemCentre can contribute</li> <li>• Deliver a chemistry-based education and outreach program that supports science capability and STEM engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Formalise high level engagement with the State's key science research and development groups</li> <li>• Formalise training programs to address key skills required to deliver a sustainable R&amp;I portfolio.</li> <li>• Expand the proteomics capability to support science requirements collaboratively with partner agencies</li> <li>• Conduct ChemCentre Open Day (biennially), collaboratively with client departments and key scientific agencies in alignment with State STEM priorities and community expectations</li> </ul>

Core responsibility	Implementation	2021/22 Goals
<p>6. Develop our people, enhance organisational capability that also supports financial sustainability.</p>	<ul style="list-style-type: none"> <li>• Plan and support targeted staff development, including leadership capabilities, skills training, mentoring and performance development</li> <li>• Enhance ChemCentre’s culture of client engagement</li> <li>• Maintain and expand business opportunities, utilising the skills developed to service government requirements to service other clients where appropriate</li> <li>• Establish a regime of reviewing practices, systems and standards to maintain a brand based on reliability, high-quality and integrity, enhancing financial sustainability by driving financial accountability in all areas of business</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted Research &amp; Innovation leading to an increased capability across specific areas, attractive to industry and government clients</li> <li>• Implement more meaningful and measurable KPIs (and KVIs) for reporting</li> <li>• Develop staff skills in line with forecast business requirements ensuring staff flexibility through multi-skilling</li> <li>• Review and develop processes for R&amp;D including reporting frameworks and accountability</li> <li>• Continue redevelopment of LIMS to further support laboratory requirements and continue to deliver efficiencies</li> </ul>

## 5. Operations and Accountability

ChemCentre undertakes a range of activities required by government. ChemCentre ensures all activities are undertaken to a high standard in the most efficient manner possible and are fit-for-purpose to meet client expectations.

ChemCentre fee-for-service charges are determined in line with the WA government “Costing and Pricing Government Services 2007” guidelines. This includes the annual review of fees and charges.

For a range of other activities such as Emergency Response and meeting Community Service Obligations (see below) no margin is applied as costs are directly recovered from appropriations or under existing MOUs. The Board oversees the framing of ChemCentre’s annual budgets and monitors performance.

Some ChemCentre services are required where there is no readily identifiable agency or funding body to pay for those services but where there is still a government responsibility to undertake them. Within its remit, ChemCentre funds these services as Community Service Obligations funded through appropriations, as outlined in Table 2.

In aggregate these activities typically represent around 20% of the activities of ChemCentre, although, due to operational imperatives, the specific percentage at both an aggregate and individual level varies from year to year.

A dedicated cost model developed in consultation with the Department of Treasury, determines how costs are calculated against CSO. That has also been documented as part of ChemCentre’s CSO framework and periodic audits are also undertaken to ensure appropriate rigour in costing methodology.

### ***Research and Innovation***

ChemCentre undertakes Research and Innovation (R&I, also referred to as Research and Development, R&D) within the context of its enabling legislation. The R&I plan is approved by the Executive and Board to ensure consistency with the major strategic objectives and therefore with the State’s risk exposure.

R&I objectives are determined as part of and consistent with ChemCentre’s strategic planning and are in line with its strategic objectives. ChemCentre’s efforts centre on applied and collaborative R&I to solve problems for government and the State’s industrial, mining, agricultural, environmental and forensic science sectors. Although the *Act* stipulates that pure research could be undertaken ChemCentre chooses to concentrate on applied, most often collaborative, R&I including advanced method development of scientific techniques and process improvements.



ChemCentre maximises its R&I budget by leveraging funds from external funding organisations and collaboration with other government agencies, the university sector and industry. This provides greater returns for the State than would be the case if ChemCentre only used State funds. The ratio of external funding to appropriation (Public Good) of R&I from year to year is generally more favourable than 1:1. ChemCentre is increasingly being contracted by private industry to solve applied research problems at full cost recovery. This is a beneficial outcome for both industry and government.

Within the context of appropriation expenditure, the relative amounts proposed for 2021/22 are set out in Table 2.

**Table 2: Appropriations by area.**

<b>Appropriation Expenditure by Area</b>	<b>2021/22 (% of total)</b>
Emergency Response	10.8
Public Health and Safety	7.1
Sustainable Industry	37.7
Essential Infrastructure	23.9
Education and Outreach	3.1
Law and Order	11.7
Salaries and Allowances Act 1975	5.7
<b>TOTAL USE OF APPROPRIATIONS</b>	<b>100</b>

### ***Infrastructure***

ChemCentre is located in purpose-built laboratory in Bentley on the Curtin University campus on a lease through to 2029 (with options to extend the term of the lease).

### ***Assets***

As a government-owned organisation, ChemCentre’s scientific infrastructure is underpinned by our Strategic Asset Plan, developed in accordance with Treasury parameters. The ten-year rolling Strategic Asset Plan (SAP) is within the context of government’s Strategic Asset Management Framework. ChemCentre’s assets are managed in accordance with the requirements of Treasurer’s Instruction 406 “Custody of Public Property” s10.c.ii of the Act. Expenditure associated with the Plan is published in the budget papers.

Our Strategic Asset Plan is prioritised by focussing on the management of chemical-related risks for the State in the most cost-effective manner and in conjunction with an assessment of the reliability and maintenance costs of existing assets. Purchases of new assets are only progressed after rigorous assessment and justification.

### ***Fee-for Service Activities***

ChemCentre's enabling legislation permits it to engage in commercial activities where capacity and demand exists. ChemCentre reviews fees and charges annually in accordance with Treasurer's Instruction (TI 810). The Minister for Science, under the *State Trading Concerns Act 1916*, also authorises ChemCentre's Chief Executive Officer to set rates and charges out of cycle in response to, for example, market conditions or specific commercial opportunities.

Charges are set in line with Government's "Costing and Pricing Government Services 2015" guidelines. Typically, ChemCentre will specify a full cost recovery model for its charges to government clients. In some cases a small margin is applied under agreed Memoranda of Understanding (MoU) and Service Level Agreements. The specific service level requirements for the Western Australia Police and the Office of the State Coroner are renegotiated each year.

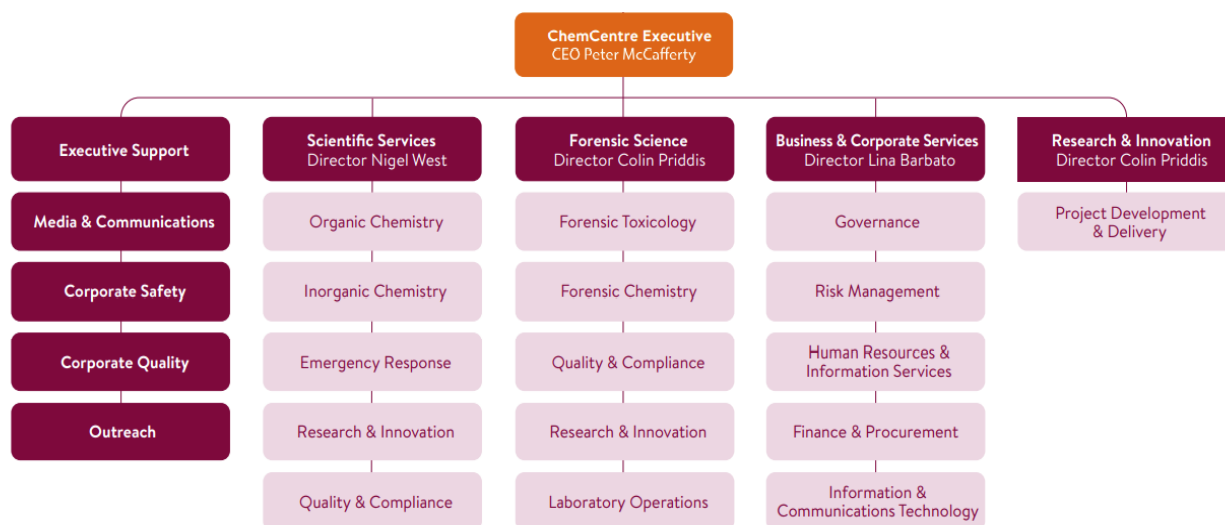
The range of services provided by ChemCentre in each of its functional areas are outlined in Table 3.

ChemCentre also currently provides high-level scientific advice and related policy opinions to government via formal interagency committees and less formally via specific problem-solving committees. These include those for key issues in the justice system, environmental testing, and assisting in the legislative reform process.

The planned operating income and expenditure for ChemCentre over the planning period is outlined in Appendix 2. The planned operating income acknowledges the competitive market that exists in some areas in which ChemCentre operates.

ChemCentre is liable for duties, taxes and other statutory imposts. This includes the Company Tax equivalence regime operated by government. Given current trading conditions it is not expected that ChemCentre will be required to meet either a dividend or a Company Tax equivalent payment in 2021/22.

**Table 3. ChemCentre’s Functional Areas**



## Appendix 1. Financial Forecast

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

	2021-22 Budget Estimate \$'000
<b>COST OF SERVICES</b>	
<b>Expenses</b>	
Employee benefits <sup>(b)</sup> .....	15,743
Supplies and services .....	2,728
Accommodation .....	5,744
Depreciation and amortisation .....	2,065
Finance and interest costs .....	4
Other expenses .....	3,825
<b>TOTAL COST OF SERVICES.....</b>	<b>30,109</b>
<b>Income</b>	
Sale of goods and services.....	5,855
Other revenue.....	73
<b>Total Income .....</b>	<b>5,928</b>
<b>NET COST OF SERVICES .....</b>	<b>24,181</b>
<b>INCOME FROM STATE GOVERNMENT</b>	
Service appropriations .....	7,023
Resource received free of charge.....	10
Other revenues.....	15,775
<b>TOTAL INCOME FROM STATE GOVERNMENT.....</b>	<b>22,808</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD.....</b>	<b>(1,373)</b>

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

(b) The Full-Time Equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 137, 135 and 141 respectively.

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

	2021-22 Budget Estimate \$'000
<b>CURRENT ASSETS</b>	
Cash assets.....	3,868
Restricted cash.....	457
Receivables.....	2,479
Other.....	660
Total current assets.....	<b>7,464</b>
<b>NON-CURRENT ASSETS</b>	
Property, plant and equipment.....	7,321
Intangibles.....	895
Other.....	4,059
Total non-current assets.....	<b>12,275</b>
<b>TOTAL ASSETS.....</b>	<b>19,739</b>
<b>CURRENT LIABILITIES</b>	
Employee provisions.....	2,684
Payables.....	254
Borrowings and leases.....	24
Other.....	1,053
Total current liabilities.....	<b>4,015</b>
<b>NON-CURRENT LIABILITIES</b>	
Employee provisions.....	1,239
Borrowings and leases.....	33
Other.....	36
Total non-current liabilities.....	<b>1,308</b>
<b>TOTAL LIABILITIES.....</b>	<b>5,323</b>
<b>EQUITY</b>	
Contributed equity.....	21,026
Accumulated surplus/(deficit).....	(6,610)
<b>Total equity.....</b>	<b>14,416</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>19,739</b>

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

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

	2021-22 Budget Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>	
Service appropriations .....	7,023
Capital appropriation .....	2,500
Other .....	15,675
<b>Net cash provided by State Government.....</b>	<b>25,198</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>	
<b>Payments</b>	
Employee benefits .....	(15,662)
Supplies and services .....	(2,728)
Accommodation .....	(5,977)
GST payments .....	(1,991)
Finance costs .....	(4)
Other payments .....	(3,867)
<b>Receipts</b>	
Sale of goods and services .....	5,552
GST receipts .....	1,989
Other receipts .....	11
<b>Net cash from operating activities .....</b>	<b>(22,677)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>	
Purchase of non-current assets .....	(2,500)
<b>Net cash from investing activities.....</b>	<b>(2,500)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>	
Repayment of borrowings and leases .....	(59)
<b>Net cash from financing activities.....</b>	<b>(59)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>(38)</b>
Cash assets at the beginning of the reporting period	4,363
<b>Cash assets at the end of the reporting period</b>	<b>4,325</b>

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

## Appendix 2. Key Performance Indicators

Effectiveness Indicators	2021-22 Target
<b><i>Outcome: Quality research and development</i></b>	
Client satisfaction	80%
Contribution to scientific forums	70
<b><i>Outcome: Quality scientific advice</i></b>	
Client satisfaction	85%
Proficiency rating for the accredited services	95%
<b><i>Outcome: Quality emergency response</i></b>	
Average mobilisation time for emergency response incidents	20 min
Availability of emergency response workforce to meet agreed inter-agency requirements	100%

Efficiency Indicators	2021-22 Target
<b><i>Service 1: Research and Development</i></b>	
Publications per R&D FTE	4.2
<b><i>Service 2: Commercial Scientific Information and Advice</i></b>	
Average cost of providing commercial scientific information and advice per applicable FTE	\$243,000
<b><i>Service 3: Emergency Response Management</i></b>	
Average cost to maintain an emergency response capability per Western Australian	\$0.80