



Department of  
the Premier and Cabinet



# Annual Report

## 2020-2021

Coming together

**dpc.wa.gov.au**

Produced and published by

**The Department of the  
Premier and Cabinet**

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## **Acknowledgement of Country**

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

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Department of the Premier and Cabinet

# Statement of Compliance

for the year ended 30 June 2021

## Hon Mark McGowan BA LLB MLA

Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations.

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to the Parliament, the Report of the Department of the Premier and Cabinet for the financial year ended 30 June 2021.

The Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



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## Emily Roper

Director General

This annual report has been prepared in accordance with the Public Sector Commission's Public sector Annual Reporting Framework for 2020-21 and has been structured accordingly.

# Director General's foreword



From assisting response and recovery efforts across the State, to navigating the administrative complexities of an election year and the first Royal Commission in nearly twenty years, the Department's strengths in providing expert advice, leading whole-of-government initiatives, and supporting Government in the delivery of its priorities has been on full display this year.

We hit the ground running in July on efforts to consolidate and strengthen the State's response to COVID-19, and support businesses and the community in taking the first steps towards recovery.

A key driver was the delivery of the \$5.8 billion WA Recovery Plan, consisting of more than 500 recovery initiatives across Government. In supporting the State Recovery Controller in this important work, the Department established a centralised reporting mechanism and mobilised an integrated implementation program for the sector. After 12 months, more than 130 recovery projects valued at over \$2.6 billion have been delivered.

Keeping Western Australians safe in the context of the evolving pandemic remained a clear focus over the last year. The Department played a central role in delivering the infrastructure behind WA.gov.au and the 13 COVID call centre, enabling essential information to be delivered to the community. Our efforts supported critical safety measures on the ground including getting masks to essential frontline workers and vulnerable people and enhancing the effectiveness of the contact registration system by assisting the Department of Health in the development of the SafeWA app. Our support has also extended regionally, with the Department leading a cross-Government approach to keeping remote Aboriginal communities safe from outbreaks and supported through restrictions.

As the year unfolded, this focus on safety expanded to include the rollout and promotion of the COVID-19 vaccination program in collaboration with the Department of Health and the Australian Government. The COVID-19 Communications team's delivery of the Roll Up for WA campaign aided community

confidence in vaccine opportunities even as advice shifted at the national level.

National Cabinet continued to drive Australia's response to COVID-19 and the nation's economic recovery. The Department's Inter-governmental Relations team coordinated with agencies and other jurisdictions to develop policy advice and briefing material to support the Premier's attendance at 21 National Cabinet meetings during 2020-21.

The Wooroloo Bushfire and Tropical Cyclone Seroja disasters devastated a number of communities and caused significant impacts, with on-going effects to be experienced for a long time. The Department worked closely with other public sector agencies, local Governments, and industry partners to support the response and recovery efforts for those impacted, as well as supporting each of the appointed State Recovery Controllers in their role. The Department also led the support of the Premier's Relief Grants, aiding those who experienced significant loss or destruction of property.

The State's commitments under the National Agreement on Closing the Gap were reaffirmed this year with the Premier signing a new National Agreement on Closing the Gap in July 2020. The Department has made significant progress in leading the development of the WA Closing the Gap Implementation Plan 2021 which is due for release early in the new financial year.

Throughout the year the ongoing resolution of native title claims remained a key focus for the Department, as well as the implementation of landmark native title agreements including the Yamatji Nation Indigenous Land Use Agreement and South West Native Title Settlement. These historic agreements will deliver significant benefits to traditional owners to generate improved social and economic outcomes for Aboriginal people and communities. The first contributions of \$60 million dollars from the State to the Noongar Boodja Trust under the South West Native Title Settlement were made in April 2021 and benefits from the Yamatji Nation Settlement are also flowing.

From landmark agreements to actual landmarks, they don't come much bigger than the new mural on the Wellington Dam in Collie. The 8,000 square metre dam mega-mural is the crowning feature of the \$1.5 million Collie Mural Trail which was completed earlier this year. The Trail is just one component of a series of transformative projects that are supporting the region's transition away from a dependence on coal and coal-fired energy production.

The Perth City Deal is also set to transform the face and function of our city. Announced in September 2020, the \$1.5 billion, ten-year Deal, that will drive Perth's long-term prosperity by bringing Government and private investment to the CBD. The flow-on impacts will come in the form of almost 10,000 jobs, increased visitation and the added vibrancy of new CBD-based university campuses.

The Office of Digital Government (DGOV) delivered the foundational Digital Strategy for the Western Australian Government 2021-2025. Developed in consultation with the sector and industry, the Digital Strategy sets out a

coordinated digital-first approach to improving the way people, businesses and communities interact with Government services by working to deliver more integrated, digitally inclusive and secure customer-focused services and systems.

Through all of these achievements and more, our ability to administer and establish executive Government functions through periods of lockdown and restrictions has been equally as important. In March, our State Services team pivoted smoothly from administering the State election caretaker period, to supporting the timely establishment of the new Ministry and the resumption of the administration of Government. High quality and efficient support for new Government priorities was also highlighted by the timely commencement and progress of the Perth Casino Royal Commission.

Our relationships with our stakeholders are integral to everything we do. In this I acknowledge the productive working relationship our Department enjoys with the Premier, Hon Mark McGowan MLA, the Minister for Aboriginal Affairs, Hon Stephen

Dawson MLC, and the Minister for Innovation and ICT, Hon Don Punch MLA, as well as the broader Cabinet and their offices.

We could also not work effectively without the support and collaboration of our colleagues from across the public sector, most notably our central agency partners in the Departments of Treasury and Finance, and the Public Sector Commission.

The ability to adapt to the priorities of the day has long been a defining attribute of the Department. But our versatility has certainly never been stronger than it is now. In this, I give great thanks to my predecessor Rebecca Brown who stepped into the fold when the pandemic first reached Western Australia before returning to the helm at the Department of Jobs, Tourism, Science and Innovation at the end of May 2021.

We have since undergone a business realignment that will ensure we are fit for purpose for all the challenges ahead. I'm confident in our ability to meet those challenges, and to continue to contribute to better outcomes for the State.

I reserve my greatest thanks for our staff and their incredible efforts in continuing to deliver exceptional results regardless of the circumstances. As you will see in this report, the breadth and depth of our work is far-reaching, and our staff continually demonstrate their professionalism and uphold our values in the way we work to lead the public sector and support the Government in its service to the Western Australian community.



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**Emily Roper**, Director General

# About the Department



The Department of the Premier and Cabinet was established in 2001 under the Public Sector Management Act 1994.

### Responsible Ministers

Prior to the State Election in March 2021, the Department reported to the Premier, the Hon Mark McGowan BA LLB MLA, Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations. The Department also supported the Hon Ben Wyatt LLB MSc MLA in his role as Minister for Aboriginal Affairs and the Hon Dave Kelly BA MLA in his role as Minister for Innovation and ICT.

Following the State Election, the Department reported to the Premier, the Hon Mark McGowan BA LLB MLA, Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations, and supported the Hon Stephen Dawson MLC in his role as Minister for Aboriginal Affairs; and the Hon Don Punch BPsych BSocwk MBA MLA in his role as Minister for Innovation and ICT.

### Chief Executive Officer

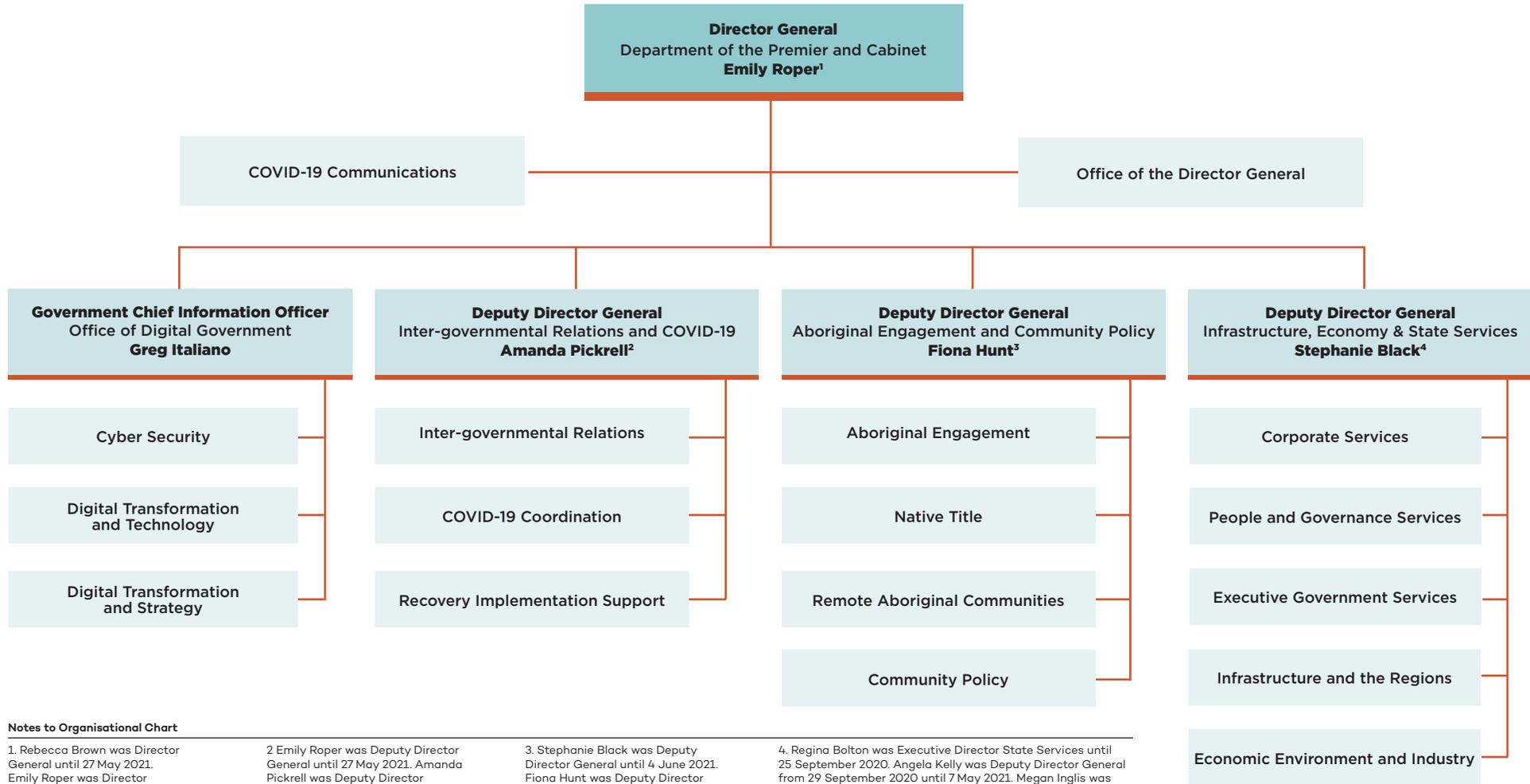
Ms Emily Roper is the Chief Executive Officer of the Department, engaged under section 51 of the Public Sector Management Act 1994, and is also the Accountable Authority, as prescribed in section 52 of the Financial Management Act 2006.



Department of the Premier and Cabinet

# Organisational Structure 2020-2021

for the year ended 30 June 2021



**Notes to Organisational Chart**

1. Rebecca Brown was Director General until 27 May 2021. Emily Roper was Director General from 28 May 2021.

2. Emily Roper was Deputy Director General until 27 May 2021. Amanda Pickrell was Deputy Director General from 31 May 2021.

3. Stephanie Black was Deputy Director General until 4 June 2021. Fiona Hunt was Deputy Director General from 8 June 2021.

4. Regina Bolton was Executive Director State Services until 25 September 2020. Angela Kelly was Deputy Director General from 29 September 2020 until 7 May 2021. Megan Inglis was Deputy Director General from 10 May 2021 to 4 June 2021. Stephanie Black was Deputy Director General from 8 June 2021.

# Organisational Structure

The Department is comprised of four divisions:

## Office of Digital Government

The Office of Digital Government (DGov) leads and coordinates digital transformation across government to improve service delivery and reduce regulatory burden for Western Australian people and businesses.

DGov contains the following business units:

- » Cyber Security
- » Digital Transformation and Technology
- » Digital Transformation and Strategy.

## Cyber Security

The Cyber Security Unit leads, coordinates and supports whole-of-government cyber security efforts to protect the WA Government's information, assets and service delivery from cyber threats. The unit is responsible for providing cyber security advice to Government, leading the State's Inter-jurisdictional cyber security engagement, and improving visibility of cyber security threats, vulnerabilities and controls across the sector.

## Digital Transformation and Technology

The Digital Transformation and Technology (DTT) Unit is responsible for delivering digital and data analytics services and advice across the public sector. Using a co-design and human centred approach, the DTT develop and build whole of Government digital platforms, architectures and frameworks. DTT works across government to provide guidance and direction to agencies on how to accelerate their digital transformation and understand the value of the data they hold and the insights it provides.

## Digital Transformation and Strategy

The Digital Transformation and Strategy Unit (DTS) coordinates and oversees whole of government digital transformation. DTS developed the Digital Strategy for the WA Government 2021-2025: Convenient, smart and secure services for all Western Australians, and will report on digital projects and initiatives that are delivered under the Digital Strategy, as part of the WA Government's Digital Strategy Roadmaps. DTS supports key governance bodies and oversees the data and digital policy

framework, including digital services policies, digital security policies and information classification policies. DTS is also responsible for progressing prioritised initiatives, such as the WA Government's commitment to introducing Privacy and Responsible Information Sharing legislation for WA and investigating strategies to reduce the digital divide.

DGov focuses on:

- » supporting the response and recovery effort in relation to COVID-19;
- » improving delivery of online services to the Western Australian community;
- » implementing higher cyber security standards across Government;
- » developing policy and strategy to support a culture of data protection and sharing;
- » building data analytics capabilities within the public sector to underpin good policy development and better targeted service delivery;
- » supporting the implementation of information technology procurement reforms across the sector; and
- » investigating strategies to reduce the digital divide and digital disadvantage.

## Intergovernmental Relations and COVID-19

The Intergovernmental Relations and COVID-19 Division leads engagement with the Australian Government and other State and Territory Governments, supporting WA's COVID-19 pandemic response and ensuring an inclusive State recovery.

The Division contains the following directorates:

- » Intergovernmental Relations
- » COVID-19 Coordination
- » Recovery Implementation and Support

### Intergovernmental Relations

The Intergovernmental Relations (IGR) Directorate leads the development of advice to support the Premier's participation in National Cabinet meetings and coordinating action on outcomes. The Directorate also coordinates and manages collaboration within the State and liaison with other jurisdictions on a range of policy, funding and reporting matters.

The IGR Directorate manages arrangements with the Australian Government for Western Australia to provide services to the Indian Ocean Territories. This involves coordinating the negotiation, development and monitoring of agreements.

The IGR Directorate provides advice to the Premier, Ministers and Senior Officials on matters associated with State security and emergency management policy in Western Australia. The Directorate works with agencies in Western Australia and other jurisdictions and industry to support nationally coordinated approaches to national security and emergency management issues.

### COVID-19 Coordination

The COVID-19 Coordination Directorate supports the Premier, Cabinet and State Recovery Controller in Western Australia's pandemic response to contain the spread of COVID-19 and ensure a safe environment for economic and social activity. The Directorate plays a central role in Western Australia's management of the pandemic, providing policy leadership and coordination in the following areas:

- » negotiating and liaising with the Commonwealth on national planning around COVID responses and reopening, including supporting the Premier through meetings of National Cabinet;
- » development of a range of business restrictions and COVID safety measures at various stages of the pandemic, and easing of restrictions, effectively balancing risk with economic and social impact;

- » leading discussions with the Australian Government on the capacity of the State's quarantine system, including options to establish alternative quarantine arrangements; and
- » developing policy in the management of Western Australia's border, including the controlled border with other Australian jurisdictions and engagement with the Commonwealth on the prioritisation and management of international arrivals (such as returning Australians and key economic cohorts).

### Recovery Implementation Support

The Recovery Implementation Support Directorate coordinates the delivery of the WA Recovery Plan across the public sector and provides support to the Public Sector Leadership Council (PSLC), the State Recovery Controller, the Premier and Cabinet regarding the State's economic and social recovery from the COVID-19 pandemic. Together with PSLC and its nominated representatives, this work includes:

- » providing regular reporting and advice to the Government on the overall status of implementation of the WA Recovery Plan, and the State's recovery from the pandemic including coordination of the WA Impact Statement;

- » coordinating and investigating solutions on outcomes, issues and risks in implementation of the WA Recovery Plan; and
- » coordination to ensure Government enablers to project delivery, and cross-cutting policy issues and opportunities arising during recovery implementation are progressed through the public sector, in line with Government policy and priorities.

### Aboriginal Engagement and Community Policy

The Aboriginal Engagement and Community Policy Division provides support to the Premier, the Minister for Aboriginal Affairs and other Cabinet Ministers to support social and wellbeing objectives. The Directorates work closely to draw on synergies and maximise outcomes for the community of Western Australia.

The Division comprises of the following Directorates:

- » Aboriginal Engagement;
- » Remote Aboriginal Communities; and
- » Community Policy.

#### Aboriginal Engagement

The Aboriginal Engagement Directorate provides timely and relevant policy advice on Aboriginal affairs and works to embed strategic frameworks that facilitate a whole-of-Government approach to engaging with Aboriginal people and communities.

The Directorate focuses on:

- » facilitating a whole-of-Government approach to Aboriginal Affairs to achieve increased alignment and investment of Government resources and improved outcome accountability;
- » driving systemic change across Government to improve the economic, health, social and cultural wellbeing of Aboriginal people and communities in Western Australia;
- » leading native title and land based negotiations and coordination across relevant public sector agencies to resolve claims and leverage community defined opportunities;
- » implementing Native Title Agreements and Settlements to build community capacity and sustainable social, economic and cultural benefits for future generations;
- » providing leadership, direction and management of strategic policy and program development in relation to Aboriginal affairs within Western Australia and nationally; and
- » leading engagement with Aboriginal community leaders to build effective relationships, delivering co-designed policy and program outcomes.



### Remote Aboriginal Communities: Mobilisation Unit

The Remote Aboriginal Communities: Mobilisation Unit (RACMU) was established to protect remote Aboriginal communities from the spread of COVID-19, and respond to issues affecting remote communities through the pandemic.

As the State transitions into the next stage of recovery from COVID-19, RACMU will ensure social resilience and economic reconstructions in remote communities are not forgotten.

The Unit focuses on:

- » coordinating the planning for health, welfare and logistical responses to an outbreak or changing risk profile;
- » maintaining relationships with community and regional leaders for the response and recovery needs of remote Aboriginal communities;
- » monitoring and advising on the implications and impacts of proposed changes to emergency management arrangements;

- » assisting community organisations to manage their activities and visits consistent with Government directions and health advice;
- » providing relevant and accessible communication materials for remote Aboriginal communities to communicate Government advice and directions; and
- » maintaining and sharing reliable data to respond to COVID-19 in remote Aboriginal communities.

### Community Policy

The Community Policy Directorate supports the Department to achieve its social and wellbeing objectives by leading and coordinating cross-Government policy development and advice on social policy matters, with a particular focus on tackling long-term social challenges and supporting Western Australia's recovery from COVID-19.

The Directorate focuses on:

- » providing policy advice to the Premier and Cabinet in key areas of social policy to support the delivery of integrated, evidence-based cross-Government approaches that deliver better outcomes for Western Australians;
- » leading, coordinating and supporting the implementation of specific election commitments and Government priorities that require cross-agency or whole-of-Government action; and
- » providing policy advice, guidance and support to public sector agencies to ensure initiatives are effective in improving the economic and social well-being of Western Australians.

## Infrastructure, Economy and State Services

The Infrastructure, Economy and State Services Division comprises three main areas to support the State and the Department achieve their various objectives.

The Division comprises of the following Directorates:

- » State Services;
- » Infrastructure and the Regions; and
- » Economic, Environment and Industry.

### State Services

The Corporate Services, People and Governance Services and Executive Government Services Directorates collectively form State Services and through their functions focus on:

- » providing strategic support and advice on the management and operation of State Parliament;
- » supporting the Executive Council, Executive Government and Cabinet;
- » delivering executive services to the Premier, Ministers and Ministerial Office staff, Members of Parliament and Parliamentary Electorate Office staff;

- » supporting the Department's broader role, through services including corporate governance, audit and risk, finance, human resource management, organisational development, payroll, information and communication technology, information management, communications, media and State law publishing. The State Law Publisher ceased operating on 30 June 2021; and
- » hosting the Premier's Community Comment Line and Government email service, thereby providing responses and general advice to callers and correspondents.

### Infrastructure and the Regions

The Directorate focuses on:

- » providing oversight and supporting infrastructure delivery including a more integrated delivery program;
- » implementing the Perth City Deal with direct responsibility for developing a Pre-feasibility Report and Infrastructure Australia submission for the Aboriginal Cultural Centre and leading the development of a vision and plan for the Perth Cultural Centre;

- » supporting the Collie community's economic and social adjustment arising from a continued decline in demand for coal fired electricity generation;
- » leading the delivery of Government commitments in Collie including implementing tourism programs and developing the Just Transition Plan;
- » supporting the implementation of the Government's Market-led Proposals Policy;
- » providing strategic advice to support key infrastructure initiatives such as the East Perth Power Station redevelopment, the Sunset Heritage Precinct, the Parliamentary Precinct, METRONET and Westport.

## **Economic, Environment and Industry**

The Directorate focuses on:

- » per- and polyfluoroalkyl substances (PFAS) matters, including engagement with the Australian Government;
- » Collie coal matters and the implementation of related commercial matters;
- » providing advice and support on free trade agreement and trade related matters;
- » monitoring and advising on labour market trends, workforce constraints and industry impacts; and
- » supporting other public sector agencies in their responses to the COVID-19 pandemic through priority and targeted projects.

The Economic, Environment and Industry, and the Infrastructure and the Regions Directorates work with agencies and the Australian Government to capitalise on synergies and ensure enhanced and complementary outcomes are achieved for the Government by:

- » providing high-level strategic advice to the Premier or relevant lead Minister on policy initiatives aligned with the Government's strategic priorities;
- » leading public sector agencies through facilitation, collaboration and engagement with industry to ensure the achievement of strong economic, social and cultural outcomes for the State;
- » influencing national policy to achieve better outcomes for the State; and supporting public sector agencies in the delivery of significant Government projects and policies.

## Senior Officers

### **Ms Emily Roper** **Director General**

Emily Roper commenced in the role of Director General in May 2021, bringing over 21 years of experience from a range of leadership positions across the Western Australian and Australian Public Sectors.

Prior to this role, Emily was the Deputy Director General of the Inter-Governmental Relations and COVID-19 at the Department, responsible for leading engagement with the Australian and other State and Territory Governments and supporting WA's COVID-19 pandemic response. Emily has also held the Deputy Director General, Policy and Reform position, overseeing Aboriginal, social, economic and environment policy, as well as the Director, Public Sector Reform, overseeing the Government's public sector reform program.

Emily has previously worked across national security, intelligence and reform, including as Deputy Commissioner, Regulation and Operational Services at the Department of Justice.

Emily holds a Bachelor of Arts (Honours), majoring in Psychology.





**Mr Greg Italiano**  
**Government Chief Information Officer**

Greg Italiano was appointed Government Chief Information Officer (GCIO) in December 2018, and is responsible for leading the Office of Digital Government and their delivery of services across the Western Australian community.

Greg brings more than 17 years of experience to the position, and has previously held Senior Executive Roles for Western Australian Police, Department of Health, Department of Justice and Treasury.

Greg has a Bachelor of Business and a Bachelor of Arts (Honours) in Politics and Government and is an alumnus of both the Australian and New Zealand School of Government Executive Fellows Program and the Massachusetts Institute of Technology Executive Program Digital Business Strategy: Harnessing Our Digital Future



**Ms Amanda Pickrell**  
**Deputy Director General**  
**Inter-Governmental Relations and COVID-19**

Amanda Pickrell was appointed to the role of Deputy Director in May 2021, bringing a wealth of experience from the Victorian and Australian Public sectors.

Before joining the Department, Amanda worked for the Victorian Government primarily on the review and reset of Victoria's hotel quarantine operations.

Prior to this, Amanda had executive responsibility for environment, resources and energy matters in the Victorian Department of Premier and Cabinet and led the International Education Division in the Victorian Department of Jobs, Precincts and Regions for three years. Amanda has also worked in Canberra for the Department of the Prime Minister and Cabinet in national security and cyber policy, and for the Departments of Regional Development and Defence.

Amanda holds a Bachelor of Arts (Political Science/ Asian Studies) and a Master of International Affairs.



**Ms Fiona Hunt**  
**Deputy Director General**  
**Aboriginal Engagement and Community Policy**

Fiona joined the Department in June 2021 to lead the newly established Aboriginal Engagement and Community Policy Division.

Prior to this role, Fiona held senior leadership positions in the Department of Justice, Department of Health and the Department of Education. Fiona has overseen system wide governance and integrity reforms at the Departments of Justice and Education, and been responsible for delivering organisational governance, professional standards, and assurance and risk services.

Fiona holds a Bachelor of Health Science (Honours), majoring in Population Health from the University of Western Australia and has authored a number of peer-reviewed Health Services Research papers on health care utilisation and outcomes using population-based linked health data.



**Ms Stephanie Black**  
**Deputy Director General**  
**Infrastructure, Economy and State Services**

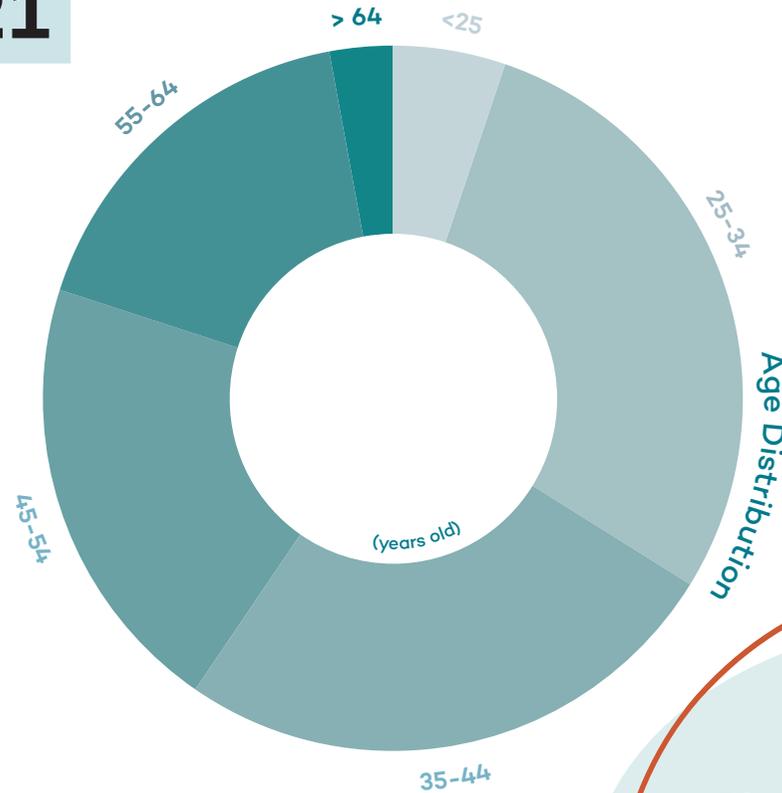
Stephanie was appointed to the role in June 2021 having held significant leadership positions in both the public and private sectors over the past two decades. Stephanie has led several priority Government initiatives including the Special Inquiry into Government Programs and Projects (Langoulant Inquiry), the completion of the ICT Commissioning at Fiona Stanley Hospital and the decommissioning of Shared Services. She has held leadership positions in the Departments of the Premier and Cabinet, Finance and Health.

Prior to joining public service, Stephanie worked in the financial sector and held the role of Chief Executive Officer at United Credit Union until its merger in 2009, and between 2008 and 2018 was a member of the Board of Activ Foundation, a not-for-profit organisation providing services to adults with intellectual disability.

Stephanie is an alumnus of the Australian and New Zealand School of Government Executive Fellows Program, a graduate of the Australian Institute of Company Directors and has post-graduate qualifications in corporate governance and finance.

# Departmental Composition

## 2020 - 2021



### Age Distribution

Age group	Number of Employees	% of all DPC Employees
< 25 years old	36	5.3%
25-34	194	28.6%
35-44	174	25.6%
45-54	139	20.5%
55-64	116	17.1%
> 64 years old	20	2.9%

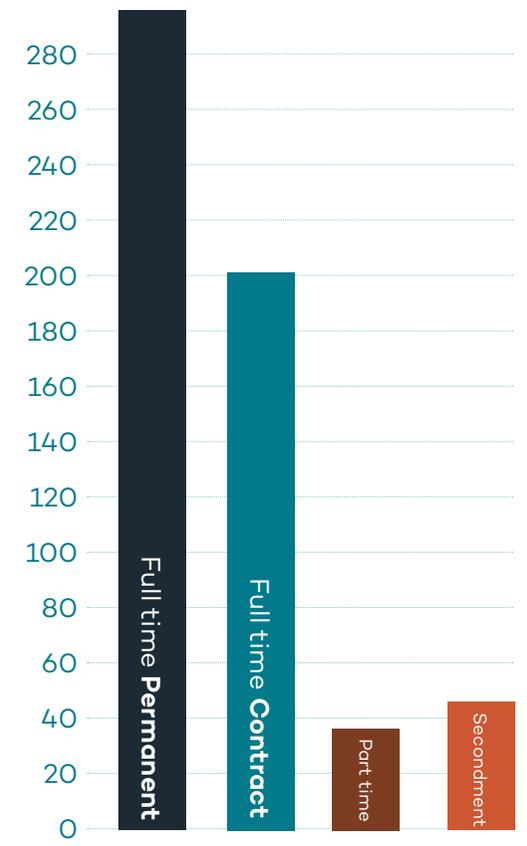
### Diversity in the Department

Diversity group	Representation
Female	61.9%
Youth (<25 years old)	5.3%
Culturally & Linguistically Diverse (CALD)	11.8%
People with disability	2.9%
Aboriginal & Torres Strait Islander (ATSI)	2.8%

Information on employees who identify as Culturally and Linguistically Diverse, People with Disability and Aboriginal & Torres Strait Islanders is collected through a survey to staff – disclosure is voluntary.



\* People with disabilities



Employee and Industrial Relations

Employee Profile	2021	2020
Full-time permanent	290	-
Full-time contract	202	-
Part-time (FTE basis)	35.63	-
On secondment	45.89	-
<b>Total</b>	<b>573.52</b>	<b>530</b>

Source: Department of the Premier and Cabinet.

# Strategic Plan 2020-21

## Our Vision

To be well informed, collaborative and innovative in our leadership of the public sector.

## Our Purpose

To lead the public sector in providing whole-of-Government advice and support to the Premier and Cabinet, in their service of the Western Australian community.

## Our Values

Every day we value:

### People

- » We respect and recognise the contribution of all colleagues.
- » We work collaboratively and professionally.
- » We are open to and draw on a diversity of ideas and views.

### Leadership

- » We empower and enable others to do their best.
- » We commit to personal development and on-going learning.
- » We take ownership of our tasks and decisions.

### Clarity

- » We strive to provide clear advice and support, even where there is ambiguity.
- » We communicate effectively with others and consider their feedback.
- » We bring a consistent approach to our work.

### Openness

- » We act in a transparent and ethical manner.
- » We make objective decisions and are fully accountable for our actions.
- » We make ourselves accessible.





## Our Goals

### Supporting the Premier and Cabinet

Deliver high quality, rigorous and timely services to support the administration of Government.

- » Support the Premier and Cabinet in Western Australia's pandemic response to contain the spread of COVID-19 and ensure a safe environment for economic and social activity.
- » Provide impartial and timely advice on Cabinet submissions and work with other Departments and Ministerial offices to ensure Cabinet is clearly briefed and its time is effectively used on strategic priorities.
- » Support the delivery of Government priorities.
- » Implement an innovative, agile and collaborative Cabinet Service to develop stronger engagement between public sector agencies in the Cabinet process.

### Supporting a highly capable and responsive workforce

Foster an effective and responsive workforce, with the right practices and skills to lead the public sector.

- » Identify opportunities through innovation and cost management to manage resources responsibly.
  - » Implement robust, effective and reliable governance mechanisms for the Department, aligned with best practice.
  - » Refine and implement improvements to the Department's Risk Management Framework to ensure ongoing effective management and responsiveness to risks.
  - » Develop workforce planning and management strategies that ensure the Department has a high level of strong, diverse and capable staff now and into the future.
- » Increase capability and responsiveness through improved business models, processes and systems.
  - » Establish and implement communication and stakeholder engagement strategies with a focus on building relationships and collaborating with external and internal stakeholders.
  - » Implement improvements to existing service provision to Executive Government and Members of Parliament, including the Air Charter and Transport Program.



### Driving Digital Transformation

Support the Minister for Innovation and ICT through delivery of the Digital Government agenda.

- » Improve delivery of online services to the Western Australian community.
- » Implement higher cyber security standards across Government.
- » Develop policy and strategy to support a culture of data sharing.
- » Build data analytics capabilities within the public sector to underpin good policy development and better targeted service delivery.
- » Support the implementation of information technology procurement reforms across the sector.
- » Investigate strategies to reduce the digital divide and any digital disadvantages.

### Supporting Aboriginal Economic and Social Development

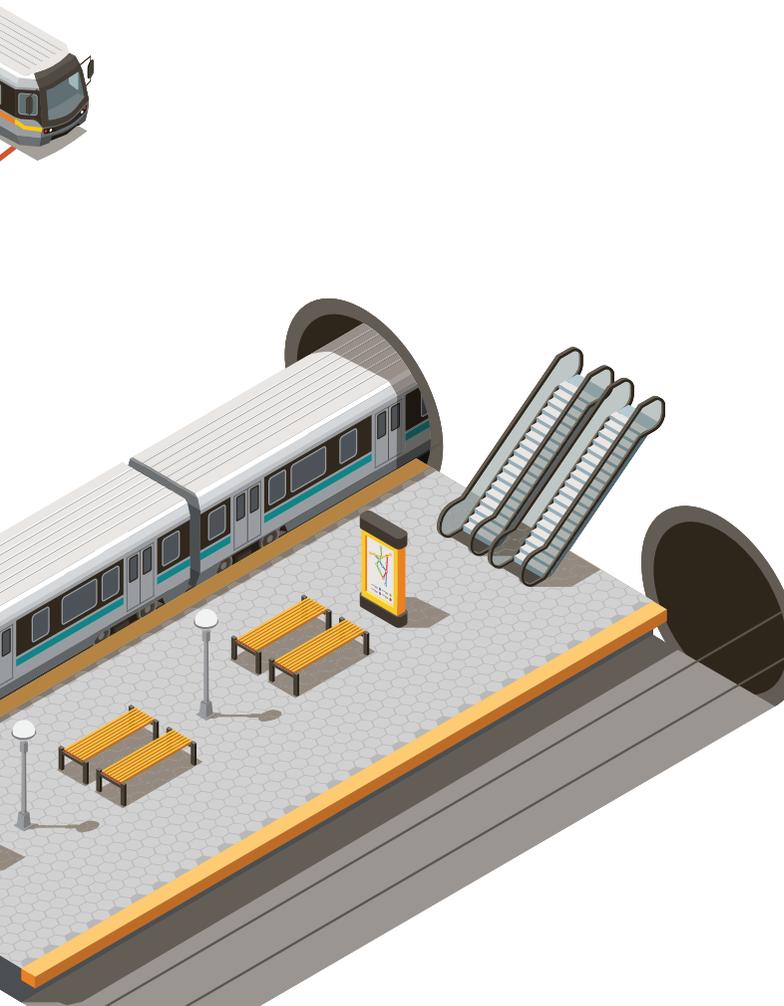
Support the Minister for Aboriginal Affairs by providing leadership and advice on Aboriginal policy and delivering native title and other recognition outcomes.

- » Provide timely and relevant policy advice and embed strategic frameworks that facilitate a whole-of-Government approach in engaging with Aboriginal people and communities.
- » Support the Western Australian Aboriginal Advisory Council and Chair the Aboriginal Affairs Coordinating Committee.
- » Model inclusive, innovative and culturally responsive public sector practices to work with Aboriginal people and communities to improve social and economic outcomes.
- » Position the Department as an integral partner in the successful delivery of significant whole-of-Government projects that promote economic and social outcomes for Aboriginal people and communities.

### Delivering Key Infrastructure and Major Projects

Achieve better outcomes for Western Australia in relation to the State's infrastructure investment program, including attracting Commonwealth investment.

- » Provide coordination, oversight and drive collaboration across Government on Western Australia's infrastructure and development priorities, including METRONET.
- » Facilitate the establishment of a more strategic, long term approach to infrastructure planning and prioritisation to ensure investment in the right projects, at the right time.



### Influencing Economic and Social Development

Provide policy advice, support and leadership on strategic, complex and whole-of-Government matters and deliver on Government's economic and social priorities.

- » Support the development of sustainable industries and jobs State wide, while also ensuring high quality services are available in our regional population.
- » Lead and support the delivery of the Government's social policy election commitments and strategic priorities.
- » Establish practical working relationships with peak bodies and non-Government organisations.

### Working with the Australian Government

Strategically engage with State agencies, non-Government stakeholders and other jurisdictions to advocate for the State's interests and advise the Premier, Cabinet and Senior Officials on Federal-State relations.

- » Lead State Government advocacy to maximise the outcomes for Western Australia from our relationship with the Australian Government.
- » Drive sector collaboration on Council of Australian Governments National reforms and National Partnership Agreements.
- » Work cooperatively with the Australian Government on counter-terrorism and security to enhance State prevention of, preparedness for, and recovery from terrorism and significant emergencies.

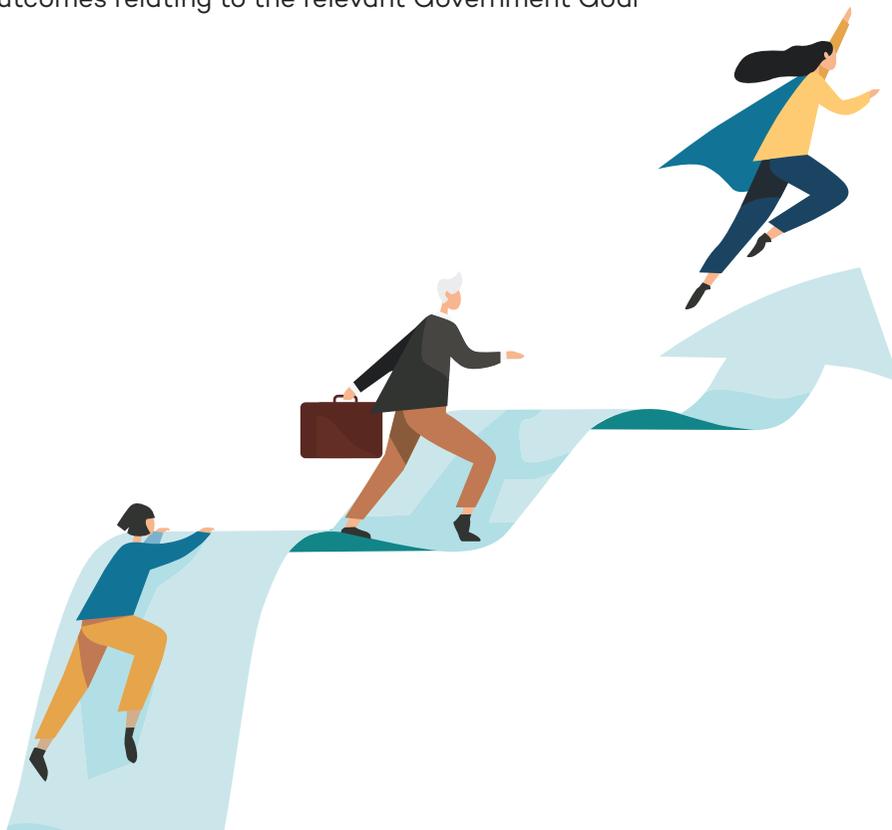
# Performance Management Framework



The public service works to deliver on a set of core high level government goals, one of which is relevant to the services provided by the Department – the Government Goal of ‘Sustainable finances: Responsible financial management and better service delivery’.

The Department operates under the guidance of its strategic vision, purpose and goals that set the direction for the achievement of that Government Goal.

Key Performance Indicators (KPIs) allow the Department to assess and monitor performance in areas critical to our business. These KPIs are used to measure performance on a quarterly and annual basis, ensuring the delivery and achievement of services and outcomes relating to the relevant Government Goal



### Outcome Based Management Structure Relationship to Government Goal

The following table demonstrates the relationship between the Department’s services and desired outcomes, and the high-level Government Goal of Sustainable Finances.

Government Goal	Desired Outcomes	Services
<b>Sustainable Finances:</b> Responsible financial management and better service delivery	Executive Government and Members of Parliament receive appropriate support	Administration of Executive Government Services
		Administration of Parliamentary Support
	The Premier and Ministers receive high quality, rigorous and timely policy advice	Government Policy Management – Whole-of-Government
		Government Policy Management – Aboriginal Affairs
		Government Policy Management – ICT
		Crown Casino Perth Royal Commission

Further detail relating to the audited KPI information is located from page 112. Results show a comparison of key efficiency and key effectiveness targets and outcomes, forming part of the Department’s Outcome Based Management Structure.

## Key Service Areas



### Administration of Executive Government Services

- » Administrative support to the Premier.
- » Administrative policy advice and support to Ministerial offices and the Leaders of the Opposition.
- » Support for the functions of Cabinet and Parliament.
- » Communication of Government policies and activities.
- » Support for the Executive Council.
- » A secure, confidential and time-critical printing and publishing service for Parliament and Government.
- » Management of the State occasions and official visits program.
- » Management of exhibitions and programs at the Constitutional Centre.

### Administration of Parliamentary Support

- » Administrative support to Members of Parliament and their staff.
- » Administrative policy advice in conjunction to Parliamentary obligations.
- » Administration of the *Parliamentary and Electorate Staff (Employment) Act 1992*.
- » Administration of entitlements for Members and former Members of Parliament.
- » Respond to the changing needs of Parliament.
- » Encourage Parliament's engagement with the community.

### Government Policy Management – Whole-of-Government

- » Strategic policy advice and coordination to the Premier and Cabinet.
- » Leadership and coordination of cross-agency solutions to complex issues.
- » Management and coordination of Government of Western Australia input into intergovernmental negotiations and advice on Government positions on federal reform, treaties, defence and other matters raised through National Cabinet.
- » Emergency management policy advice to the Premier, Ministers and public sector agencies, and whole-of-Government management and coordination of significant security incidents and emergencies.



#### **Government Policy Management – Aboriginal Affairs**

- » Strategic policy advice and coordination to the Minister for Aboriginal Affairs.
- » Leadership and coordination of cross-agency solutions to complex issues.
- » Management and coordination of Aboriginal Policy input into intergovernmental negotiations and advice on Government positions on federal reform, treaties and other matters raised through National Cabinet.
- » Strategic, cross-portfolio advice on land, State and Commonwealth approvals and Aboriginal issues.

#### **Government Policy Management – ICT**

- » Strategic policy advice and coordination to the Minister for Innovation and ICT.
- » Leadership and coordination of cross-agency solutions to complex issues.
- » Management and coordination of ICT input into intergovernmental negotiations and advice on Government positions on federal reform, treaties, defence and other matters raised through the Council of Australian Governments and the Council for the Australian Federation.

#### **Crown Casino Perth Royal Commission**

- » Report on the results of the inquiry of the Crown Casino Perth Royal Commission.

# Governance



95

The image features a large, stylized number '95' in the bottom-left corner. The digits are filled with a pattern of diagonal stripes in teal and orange. The number is set against a light blue background that has a curved, organic shape. A thin, dark orange line curves across the top and right side of the page, framing the content.

The Department's Corporate Governance Framework draws together fundamental mechanisms for the management and operation of the Department in achieving organisational goals and objectives. It details key aspects of governance practice, and the measures in place for staff to meet their governance responsibilities. The Framework is critical in maintaining high standards of corporate governance and fostering a culture that values ethical behaviour, integrity and respect to protect internal and external stakeholders' interests at all times.

The Department continued to strengthen its corporate governance systems during the year including the implementation of a Fraud and Corruption Control Plan to assist staff and managers to better understand and respond to fraud and corruption risks.

## Governance Committees

There are two internal corporate governance committees to support decision making and governance arrangements within the Department.

### Corporate Executive Committee

The Corporate Executive Committee (CorpEx) is responsible for organisational performance and accountability in accordance with legislative requirements.

CorpEx supports the Director General in decision-making, advising on matters of strategic importance and providing leadership across the Department.

CorpEx met and maintained oversight of the Department's budget and operations throughout the reporting period.

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides the Director General with independent assurance and advice on the risk, control and compliance frameworks for the Department. This applies to both financial and non-financial operations. The ARMC is responsible and accountable to the Director General for the exercise of its responsibilities, and has no decision-making powers except those delegated to it by the Director General.

Oversight and monitoring of the risk and control environments continued to occur via the ARMC during the reporting period.

# Freedom of Information

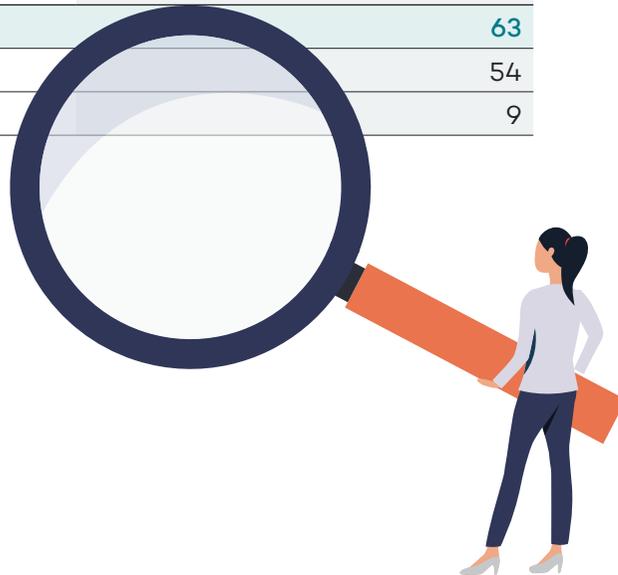


The Department assisted the public to access available documents it holds at the lowest possible cost. In 2020-21, 53 new valid Freedom of Information (FOI) applications were received. Of these, one application was withdrawn by the applicant. A further 10 applications were carried over from the previous year.

The table below provides a breakdown of the FOI applications that were finalised during this period. A more comprehensive breakdown of the Department’s statistics is provided in the Information Commissioner of Western Australia’s Annual Report - [www.foi.wa.gov.au](http://www.foi.wa.gov.au).

### Freedom of Information Applications Summary 2020-21

Applications	Total
Carried Over	10
Received	53
<b>Total</b>	<b>63</b>
- Total Finalised	54
- Carried Forward	9



In 2020-21 the Department continued to assist Ministerial offices in processing their FOI applications.

### Freedom of Information Applications Decided 2020-21

		Personal Information	Non-Personal Information
Full Access	12	5	7
Edited Access	17	1	16
Deferred Access	0	0	0
Section 26 Refused Access	16	1	15
Access Refused	8	0	8
Withdrawn	1	1	0
<b>Total</b>	<b>54</b>	<b>8</b>	<b>46</b>

\* Freedom of Information Act 1992, s26 – applicants are advised if documents cannot be found or do not exist.

# Administered Legislation



05

The following is a list of the Acts of Parliament that are the responsibility of the Premier and are administered by the Department

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*Alteration of Statutory Designations Act 1974*

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*Armorial Bearings Protection Act 1979*

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*Constitution Act 1889*

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*Constitution Acts Amendment Act 1899*

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*Daylight Saving Act 2006*

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*Deputy Governor's Powers Act 1911*

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*Discharged Servicemen's Badges Act 1967*

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*Election of Senators Act 1903*

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*Indian Ocean Territories (Administration of Laws) Act 1992*

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*Machinery of Government (Miscellaneous Amendments) Act 2006*

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*Members of Parliament (Financial Interests) Act 1992*

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*Ministers' Titles Act 1925*

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*Mutual Recognition (Western Australia) Act 2010*

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*Noongar (Koorah, Nitja, Boordahwan) (Past, Present, Future) Recognition Act 2016*

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*Parliamentary and Electorate Staff (Employment) Act 1992*

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*Parliamentary Papers Act 1891*

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*Public Sector Management Act 1994 (Part 4 only; remainder of Act administered by the Premier principally assisted by the Public Sector Commission)*

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*Returned Servicemen's Badges Act 1953*

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*Royal Commission (Custody of Records) Act 1992*

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*Royal Commission into Commercial Activities of Government Act 1992*

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*Royal Commissions Act 1968*

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*Royal Powers Act 1953*

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*Royal Style and Titles Act 1947*

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*Standard Time Act 2005*

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*State Flag Act 2006*

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*Succession to the Crown Act 2015*

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*Taxation (Staff Arrangements) Act 1969*

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*Terrorism (Commonwealth Powers) Act 2002*

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*Trans-Tasman Mutual Recognition (Western Australia) Act 2007*

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*Western Australia Day (Renaming) Act 2012*

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### Other key legislation impacting on the Department's activities

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*Corruption, Crime and Misconduct Act 2003*

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*Disability Services Act 1993*

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*Equal Opportunity Act 1984*

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*Electoral Act 1907*

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*Financial Management Act 2006*

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*Freedom of Information Act 1992*

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*Industrial Relations Act 1979*

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*Minimum Conditions of Employment Act 1993*

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*Occupational Safety and Health Act 1984*

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*Parliamentary Commissioner Act 1971*

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*Public and Bank Holidays Act 1972*

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*Public Interest Disclosure Act 2003*

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*Public Sector Management Act 1994*

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*Salaries and Allowances Act 1975*

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*State Records Act 2000*

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*State Supply Commission Act 1991*

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*Workers Compensation and Injury Management Act 1981*

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The following Act of Parliament is the responsibility of the Minister for Aboriginal Affairs and is administered by the Department

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*Aboriginal Affairs Planning Authority Act 1972*

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# Agency Performance



## Supporting the Premier and Cabinet

### Supporting the Government's response to COVID-19

- » **Outbreak preparedness and response:** The Department undertook planning for the whole-of-Government response to COVID-19 outbreaks, coordinated the development and rollout of key safety measures such as the contact registration system supported by SafeWA and the acquisition and distribution planning for masks for essential frontline workers and vulnerable cohorts.
- » **Assurance and governance:** The Department reviewed outbreak management plans in various high-risk settings and oversaw an independent review into Western Australia's hotel quarantine system.
- » **Border management:** The Department supported the development of the Controlled Border Framework and led negotiations with the Commonwealth around the management of international arrivals into Western Australia.
- » **Vaccine rollout and reopening planning:** The Department supported the Department of Health in planning, engagement with stakeholders and negotiations with the Australian Government that underpinned Western Australia's rollout of COVID-19 vaccines. The Department continues to lead the planning activities for reopening as the vaccine rollout progresses.
- » **Inter-jurisdictional matters:** The Department supported the attendance of the Premier at National Cabinet and with negotiations in relation to the National COVID-19 response.
- » **Remote Aboriginal Communities:** The Department led a cross government approach to ensure that remote Aboriginal communities are safe through the COVID-19 pandemic.



## Supporting the Incoming Government

Following the State Election in March 2021, the Department provided quality and timely support to enable the establishment of the new Ministry and the resumption of the administration of Government.

The Department provided specialist strategic advice and support to the Premier and Cabinet through the management of its 17 Ministerial offices.

- » Coordinating the smooth transition of Ministers and staff to new Ministerial offices after the State Election.
- » Coordinating queries received from public sector agencies during the Caretaker period.
- » Assessing 153 Ministerial Merit Panel submissions.
- » Delivering Accountable and Ethical Decision Making training to Ministerial offices.
- » Facilitated 216 flights through the Ministerial Air Charter Service, allowing Ministers to access regional and remote areas across the State to fulfil their portfolio responsibilities.

The Department also supported Parliamentary Electorate Offices through:

- » The development of communication and training on anti-bullying and

anti-harassment, fixated threat assessment, staffing and management and various documentation.

- » Meeting with all Members of Parliament to assist in the establishment of their electorate offices.

## Coordination of Cabinet and Government Business

Cabinet and Sub-Committee meetings arranged by the Department enabled the Premier and Ministers to deliberate and determine the legislative and executive policy of the Government, deliver on Government priorities and administer the State budget.

In 2020-21, the Department:

- » Coordinated 134 Cabinet and Sub-Committee meetings.
- » Continued to support adaptive measures for these meetings during COVID-19 to ensure that Ministers could attend remotely and access papers electronically.

In addition to assisting the Cabinet and Sub-Committees, the Department also:

- » Provided support to the Governor and Ministers when sitting as Executive Council, with 34 meetings of Executive Council (25 scheduled and 9 special).
- » Supported Parliament by facilitating

the Royal Assent process for 30 Bills.

- » Continued to promote collaboration and information sharing across the public sector by hosting seven Cabinet Liaison Officers Network meetings providing key agencies with training and advice relating to Cabinet, Parliament and Executive Council processes.

## Collaboration through Western Australian Recovery Projects

Launched in July 2020, the WA Recovery Plan consolidated projects from across Government to assist the recovery of business and industry, and drive Western Australians to return to work and participate in community life.

The Department played a lead role in the delivery of the WA Recovery Plan by supporting the State Recovery Controller and coordinating an approach for the implementation of the Plan for public sector agencies.

This approach helped to address early procurement, approval, regulatory, legislative and capability requirements for recovery projects. It also provided opportunities to align with other whole-of-Government policies and frameworks, including Aboriginal leadership and engagement, economic diversification and environmentally sustainable practices.

From these opportunities, it was recognised that maximisation of Aboriginal employment and economic development should be explored further. The Department, with support from the Aboriginal Advisory Council of WA, and the Aboriginal Affairs Coordinating Committee, organised a series of workshops with agencies responsible for delivering projects in the WA Recovery Plan to identify projects located in the regions.

The approach brought Government and Aboriginal organisations together to achieve outcomes, and aligned recovery focuses with objectives for other Government initiatives, such as Closing the Gap, and the South West Settlement.

### Providing essential Public Information

The COVID-19 pandemic continues to underline the importance of the media services the Department provides to Ministerial offices for the accurate and timely provision of public information. In the last financial year, the Department organised 77 media events within the grounds of Dumas House, issued 442 media alerts for ministerial media conferences, and published 1,734 Ministerial media statements.

### Upgraded media monitoring service to support the Premier, Ministers and Public Sector

The Department upgraded its media monitoring services in 2020 to a cloud-based system called GovNews which was commissioned through an open tender process.

Rolled out to clients in November 2020, the GovNews media monitoring service offers access from any network, on any device. From January to June 2021, the GovNews team worked with agencies to trial the system, with a number of improvements made before the introduction of a paid service in the new financial year. The implementation cost of system will be offset by agencies that choose to join the service in coming years.



### Provision of essential COVID-19 information including COVID-19 Vaccine Community Information Sessions

In May 2021, the Department worked in partnership with the Department of Health, the Office of Multicultural Interests and the Telethon Kids Institute to deliver the first COVID-19 vaccine community information session to culturally and linguistically diverse leaders in Western Australia.

The session was held at the Office of Multicultural Interests in Leederville with 18 cultural leaders representing Somali, Indian, Afghan, Malay, Muslim, South Sudanese, Korean and Ethiopian communities. The session included a question and answer segment with Associate Professor Chris Blyth, a researcher from the Telethon Kids Institute.

The sessions aimed to:

- » Educate cultural community leaders on COVID-19 vaccines.
- » Provide leaders with communication skills to have meaningful, respectful and constructive conversations about COVID-19 vaccines in their communities.
- » Encourage and empower community leaders to be the voice that instils confidence of the COVID-19 vaccine in their communities. Provide leaders with the resources to run their own sessions in their communities.
- » In addition to the face-to-face session, a webinar information session was held.

The sessions resulted in:

- » A 28% increase in confidence of participants to explain the COVID-19 vaccines to their communities;
- » 93% of participants indicating their intention to run a session in their communities; and
- » 26 presentation packs downloaded following the first session.





### Official Visits and Events

Despite the challenges presented by COVID-19, the Department coordinated a number of diplomatic visits to Western Australia and delivered key events on behalf of the Premier in 2020-21. These included:

- » Community events associated with Cabinet visits to the electorates of Bickton, Jandakot, Southern River, Darling Range, Wanneroo, Burns Beach, Joondalup and Kimberley.
- » The first official 'virtual' visit to WA by the Ambassador of the United Arab Emirates in the second half of 2020.
- » Once interstate borders reopened, in-person programs were facilitated for the Ambassadors of Japan, Sweden, Slovenia, South Korea, Spain, Russia, Italy and Denmark.
- » Government hospitality for visits by the Ambassadors of Sweden, South Korea, Spain, Russia and Italy.
- » The ceremonial arrival of the Governor of Western Australia to the 41st Parliament of Western Australia.

# Supporting a Highly Capable and Responsive Workforce

## Building Equity and Diversity

Arising from its 2020 Organisational Health Survey, the Department established a Building Equity and Diversity working group that generated a plan for actions across the following diversity groups:

- » first nations people
- » women
- » youth
- » culturally and linguistically diverse people
- » people with a disability
- » people of diverse sexualities and gender identities.

The actions are being reviewed and refined for inclusion in the Department's new Diversity Plan, aligning with the Public Sector Commission's Workforce Diversification and Inclusion Strategy for Public sector Employment 2020–2025.

In May 2021, the Department established an Ally Network to support a diverse workforce free from all forms of discrimination, harassment and victimisation, where all employees are treated equitably and fairly.

Led by a leadership team, and Amanda Pickrell, Deputy Director General Intergovernmental Relations and COVID-19, as Executive Sponsor, the Ally Network continues to grow in membership with a total of 20 staff as of 30 June 2021.

In addition to a support network for colleagues and staff, the Ally Network will continue to deliver education and training to raise awareness of the LGBTQIA+ community, issues they face in the workplace, and what it means to be an Ally.

## Supporting People with Disabilities

The Department continues to provide employment opportunities for people with a disability. The Supported Work Team Program established in 2007 provides part-time employment for five employees with various disabilities.

Through the program, employees work on a variety of administrative duties based on their skills and capability and learn to work in a team with others. Past employees have gained full-time employment in other areas in the public and private sectors.

## Graduate Program

In 2021, the Department established a Graduate Development Program, appointing 11 Graduate Officers after a comprehensive recruitment process.

The program aims to develop the graduate's personal and professional skills and build knowledge and experience through three four-monthly rotations, followed by a six month appointment in one of the Directorates.

To help graduates build professional networks across the public sector, the Department established a formal graduate support network, as well as providing the opportunity for graduates to participate in the Public Sector Commission's Graduate Launch Program.



## Driving Digital Transformation

### Aboriginal Traineeship Program

The Aboriginal Traineeship Program run annually by the Public Sector Commission, offers participants a full time, 12-month traineeship with a Certificate 3 in Government on completion.

In 2020-21, the Department obtained one Trainee who will complete 4 rotations across the Department. Our Trainee is also included in Graduate Officer Meetings and provided with development opportunities to help establish a professional network.

### Cyber Security Internships

In 2020-21, the Department continued its successful cyber security internship program, with 23 students from four tertiary institutions completing placements with the Cyber Security Unit. Students had the opportunity to apply their skills in real life situations, giving them valuable work ready experience.

### Digital Strategy for the Western Australian Government 2021-2025

Published in December 2020, the Digital Strategy for the Western Australian Government 2021-2025 (the Digital Strategy) aims to change the way our community interacts with government. It puts Western Australian people, businesses and communities at its centre and will work to provide convenient and secure online Government services that are informed by quality data insights.

The Digital Strategy will also strengthen the State Government's capability to detect, prevent and respond to cyber incidents.

The Digital Strategy will deliver the Government's vision for digital reform, and progress Western Australia towards a secure, sustainable and inclusive digital future through a 'digital first' rather than a 'digital only' approach to provision of services.



### Cyber Security Unit Expands Activities to Meet the Growing Cyber Threat

The Department continued to develop its strategic objective of protecting the public sector from cyber threats by establishing the Western Australian Government Cyber Security Operations Centre (SOC). The SOC provides capability to monitor participating agencies' IT infrastructure for malicious activity and provide incident response and coordination support to remediate active threats. On 12 May 2021, VenuesWest became the first agency to formally accept a SOC service offering.

The SOC supported the Western Australian Electoral Commission (WAEC) by monitoring WAEC infrastructure throughout the 2021 State Election.

The Department also established the Cyber Incident Response Working Group to promote and operationalise the State's Cyber Incident Coordination Framework. The group consists of representatives from State agencies, including WA Police, Western Power, Water Corporation, the Insurance Commission of WA, the Department of Fire and Emergency Services, Department of Water and Environmental Regulation and the Australian Cyber Security Centre.

## Digital Inclusion

From July to October 2020, the Office of Digital Government (DGov) undertook a community consultation process on a draft Digital Inclusion Blueprint. The consultation sought to understand the challenges faced by Western Australians in accessing and using digital technologies, related to connectivity, affordability, digital skills and design of online services.

The consultation process engaged groups across the State including community service organisations, industry stakeholders, businesses, libraries, community resource centres and local Governments. The team also collaborated with the Western Australian Council of Social Services.

A total of 624 Western Australians shared their experiences with voices heard from Albany to Kununurra, the Cocos (Keeling) Islands, South Hedland, Warburton and Leonora. The Feedback will inform a proposed Digital Inclusion Blueprint and Initiatives Program.

## Improving Delivery of Online Services to the Western Australian Community

During 2020-21, WA.gov.au provided a convenient entry to Government online services and information. The whole-of-Government platform improves access to Government services and information through advanced search and navigation functions, and a user-focussed interface.

The platform reduces the service and infrastructure costs to agencies delivering multiple and separate web services. DGov operates, maintains and supports the platform and assists agencies to migrate onto the platform.

In the year ending 30 June 2021, 52 Government agency and initiative websites transitioned to the platform. DGov also coordinated the training of 130 new content editors across eight agencies, taking the total to 290 trained staff with over 182 current active members on the platform.

COVID-19 content continues to dominate the most visited pages on WA.gov.au:

- » There were over 60 million page views of WA.gov.au since the declaration of the State of Emergency.
- » The WA.gov.au platform consistently demonstrated the ability to handle the increased capacity without any loss of service.

- » DGov continued its support of COVID-19 related content on WA.gov.au when required.

## Supporting WA COVID-19 Recovery

The Department supported COVID-19 recovery through collaboration and the development of innovative ICT solutions.

This year the Department advanced the capabilities of the 13 COVID call centre, increasing the platform to manage up to 2,000 concurrent users.

More recently, call centre operations expanded to allow for COVID-19 vaccination bookings, giving Western Australians the choice to book over the phone in addition to the online portal.

The Department also supported the Department of Health in the development and implementation of the SafeWA app.



### Leveraging National Opportunities to Drive Digital Transformation in WA

Data and technology is changing how Australians live, work and prosper. In recognition of the growing importance of digital technology, the Data and Digital Ministers' Meeting (DDMM) was established to drive cross-Government collaboration on data and digital transformation to create smarter service delivery and improved policy outcomes.

Western Australia benefited through participation in initiatives led by the DDMM including collaboration and information sharing with other jurisdictions.

The DDMM expedited Western Australia's access to data to assist with its COVID-19 response and recovery. More recently, the State participated in projects to improve service delivery and customer experience through a national approach to digital identity, e-invoicing and automated mutual recognition of occupational licences.

### Data Hub Pilot

Better use of data can drive better decisions and policies, and lead to improvements in services to Western Australians.

The public sector collects and uses data for a multitude of topics. In August 2020, the Department commenced a project – the Data Hub Pilot – to begin integrating data in areas that could yield the biggest gains for the sector and for Western Australians.

By working with analysts and policy makers, the Department examined ways to better position Government to respond to COVID-19.

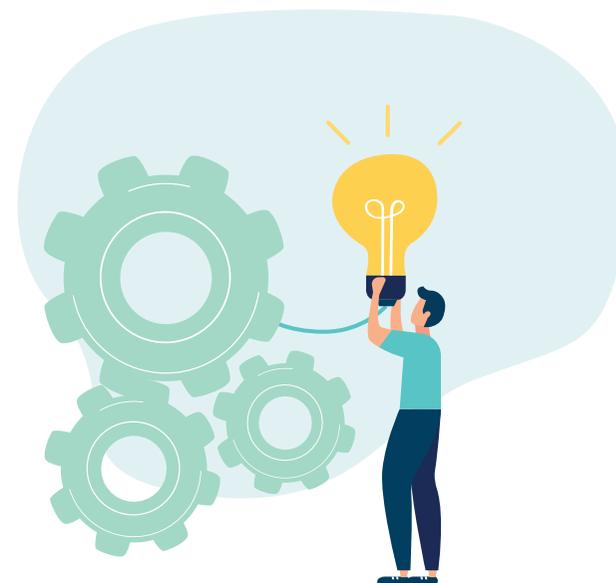
### Making Government Digital Services Easier to Use

The Department is developing a whole-of-Government digital identity exchange in collaboration with agencies across the public sector. The exchange will allow Western Australians to reuse identification information that they already have with public sector agencies and the private sector to access specific Government services. The initiative aims to remove the current requirement that citizens must identify themselves each time they make a transaction.

### Information Classification

In August 2020, the Government approved the Western Australian Information Classification Policy. The policy provides a framework for agencies to identify risks and apply labels and controls to protect, store and share their information assets.

A working group consisting of 30 agencies came together to identify barriers and share experiences during policy implementation, with the Department also developing a supplementary guide.



# Supporting Aboriginal Economic and Social Development

## Celebrating Western Australia's rich Aboriginal Cultures and History

In August 2020, the Government committed \$2 million to undertake pre-feasibility work related to the development of an Aboriginal Cultural Centre that will recognise and celebrate Western Australian Aboriginal art and culture. The Australian Government also committed the same amount as part of the \$1.5 billion Perth City Deal.

The Department commissioned Aboriginal consultant firm Tarruru Pty Ltd to conduct in-depth research to inform the scope of the proposed centre and in February 2021, the Government announced it would invest a further \$50 million towards planning, design works and seed-capital for the centre on the Derbarl Yerrigan (Swan River).

The Department led the development of the report in collaboration with other agencies, with oversight provided by the Aboriginal Cultural Centre Planning Project Steering Committee, chaired by the Department and two representatives of the Whadjuk Cultural Authority.

The next stage of the project will involve consultation and engagement with the Whadjuk Noongar People, as the host nation, and subsequent dialogues with Aboriginal communities across the State to ensure the support and involvement of Traditional Owners in the process for concept, design and site selection.

## Gibson Desert Nature Reserve Native Title Settlement Agreement

On 29 October 2020, a historic agreement was made with the Traditional Owners of the Gibson Desert Nature Reserve, to provide economic, social and cultural benefits for Aboriginal communities in the area.

The Gibson Desert Nature Reserve Compensation and Lurrtjurrulu Palakitjalu Settlement Agreement covers an area of approximately 18,900 square kilometres, and commits to:

- » renaming the Reserve to a traditional Aboriginal name - the Pila Nature Reserve;
- » jointly vesting and managing the Pila Reserve for conservation and cultural values;
- » funding to improve infrastructure in the Patjarr Community to support joint management;

- » funding for the establishment of the Warnpurru Aboriginal Corporation and the creation of the Ngurrarritjaku Kutju Fund for social and cultural advancement; and
- » recognising native title rights over the Pila Nature Reserve.

Lurrtjurrulu Palakitjalu translated means 'we will do it together', reflecting the Western Australian Government and Traditional Owners commitment to implement the Agreement.

Principal Policy Officer David Raftery led the negotiations, with support from Advisor, Legal and Policy Simon Moore, and solicitor Alex Rorrison from the State Solicitor's Office. The negotiation team joined the former Minister for Aboriginal Affairs, the Hon Ben Wyatt MLA and Minister for the Environment, the Hon Stephen Dawson MLC at an on-country celebration in Patjarr.

## Implementation of the South West Native Title Settlement

The South West Native Title Settlement, comprising six Indigenous Land Use Agreements, formally commenced in February 2021.

In March 2021, the parties came together for a ceremony at Government House to sign the Noongar Boodja Trust Deed, commemorate the establishment of the Noongar Boodja





Trust (NBT) and the appointment of Perpetual Ltd as the initial Noongar Boodja Trustee.

The first payment to the NBT was released on 22 April 2021. The Settlement also includes annual funding instalments of \$50 million per year for 12 years into the Noongar Future Fund and \$10 million for 12 years for the operation of the seven Noongar Corporations. The delivery of other benefits, such as land and housing transfers, will occur alongside the establishment of the Noongar Regional Corporations.

The Noongar Land Estate (NLE) to be held by the Noongar Boodja Trust will receive, from the WA Government, up to 320,000ha of land of both cultural and economic value to be managed in line with Noongar aspirations. Noongar access to and ownership of land forms a cornerstone of the Settlement and Noongar people's ability to connect with their Boodja is of fundamental importance.

The Department is collaborating with public sector agencies and the South West Aboriginal Land and Sea Council to implement the settlement with a goal of ensuring that it delivers long-term social, cultural and economic opportunities for all Noongar people.

### Yamatji Nation Indigenous Land Use Agreement

In October 2020, the historic Yamatji Nation Indigenous Land Use Agreement (ILUA) took effect to deliver almost half a billion dollars to the Yamatji Nation community over the next 15 years.

To mark the occasion, former Minister for Aboriginal Affairs, the Hon Ben Wyatt MLA joined the Yamatji Nation Traditional Owner Negotiation Team and the newly appointed board of the Yamatji Southern Regional Corporation for an event at Parliament House.

The Agreement includes a sustainable benefits package to facilitate self-determination and long-term economic independence for the Yamatji people.

Key implementation priorities were established and commitments under the ILUA commenced, including the first tranche of funding of \$10 million to the Yamatji Southern Regional Corporation (YSRC).

A key objective of the Government and the YSRC is to establish a strong and enduring partnership. A Government Partnership Committee was established, comprising representatives from public sector agencies and the Board of the YSRC, to foster collaboration between the parties in implementing the ILUA and capitalise on emerging opportunities in the Mid-West region.

### Signing a new National Agreement on Closing the Gap

The National Agreement on Closing the Gap aims to enable Aboriginal and Torres Strait Islander people and Governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians.

The Department led the effort that culminated in the Premier signing a new National Agreement on Closing the Gap in July 2020. This was the first National Agreement developed in equal partnership with Aboriginal and Torres Strait Islander people through their representatives on the national Coalition of Aboriginal and Torres Strait Islander Peak Organisations (Coalition of Peaks).



The Department continues to lead the implementation of many obligations under the National Agreement, through participation in the intergovernmental governance structure and coordination of other WA Government agencies through a Senior Officer Group.

The Department, in partnership with the Aboriginal Advisory Council of WA and the Aboriginal Health Council of WA, also led the development of the Government's initial Implementation Plan for Closing the Gap that sets out the approach to meeting its obligations under the National Agreement.

### Emergency Support for Remote Aboriginal Communities

The Remote Aboriginal Communities: Mobilisation Unit (RACMU) was established to keep remote Aboriginal communities safe during the COVID-19 pandemic. RACMU collaborated with communities and other organisations to overcome issues associated with the pandemic and emergency management directions.

Programs overseen by RACMU have helped residents in at least 21 communities live safely under restrictions and prepare for a potential COVID-19 outbreak and allowed for works such as:

- » sewerage and housing repairs;
- » access road grading;
- » food and water storage facilities; and
- » translating COVID-19 messaging into Aboriginal languages.

### Commitment to Aboriginal Youth Well-Being

The Commitment to Aboriginal Youth Well-Being (the Commitment) is the Government's response to the State Coroner's 2019 Inquest into the deaths of thirteen children and young persons in the Kimberley Region and the 2016 Parliamentary Inquiry Learnings from the Message Stick: the report of the Inquiry into Aboriginal youth suicide in remote areas.

The Department coordinated the development of the Commitment released in March 2020, outlining a long-term approach to reducing the rate of suicide and enhancing the well-being of Aboriginal young people.

The Department and the Mental Health Commission worked closely together to produce the first Progress Report released in August 2020. During the first half of 2021, the Mental Health Commission took up the responsibility for the implementation of the Commitment, with the Department to provide ongoing support, particularly in relation to obligations under the National Agreement on Closing the Gap.

To support the Commitment in the Kimberley, the Department and other public sector agencies established the Strengthening Partnerships Group. The group includes equal representation from Government and Aboriginal Community organisations in the Kimberley, and will meet monthly to develop a community engagement plan, agree on priorities to support Aboriginal Youth Well-being in the Kimberley and agree on an approach to co-designing responses.



### National Sorry Day and National Reconciliation Week

The Department coordinated a number of events and initiatives during this year's National Reconciliation Week (NRW), held from 27 May to 3 June. Throughout the week, staff showed their support through attending and volunteering at external events such as the NRW Breakfast, the Reconciliation in Action Forum, Yarning Circles at the WA Museum Boola Bardip, a video screening of the Department of Health's 'A Journey of Health and Wellbeing', and the Walk for Reconciliation. Staff also had the opportunity to buy NRW T-shirts, with 71 purchased in total.

NRW was preceded by National Sorry Day on 26 May 2021 with a building-wide statement by Aboriginal Affairs Minister the Hon Stephen Dawson MLC.



# Delivering Key Infrastructure and Major Projects

## Perth City Deal Delivering for the Community

City Deals are genuine partnerships between Governments and the community to work towards a shared vision for productive and liveable cities.

The Perth City Deal will capitalise on WA's natural, historical and cultural strengths, through a City Deal, which positions the Perth CBD for the future.

In September 2020, the Government announced the finalisation of the \$1.5 billion Perth City Deal. The ten year City Deal is a plan for the CBD's future, providing the vision and certainty to encourage broader investment in Perth.

The City Deal will support Perth's long-term prosperity aiming to re-energise Perth, bring

Government and private investment into the CBD, create almost 10,000 jobs and encourage more people back into the city creating flow-on economic benefits for small businesses.

The centrepiece of the deal is the \$695 million investment to create a new cultural and creative industries CBD campus. The City Campus will offer a world-class creative industries, business and technology university campus adjacent to Yagan Square and will attract students and staff to live, study and work in the city boosting vibrancy. The new CBD campus will attract over 9,000 students and staff when it opens in 2025, growing to over 11,000 in 2034.

The Minister for Lands, the Minister for State Development and Edith Cowan University jointly executed the agreement in May 2021.

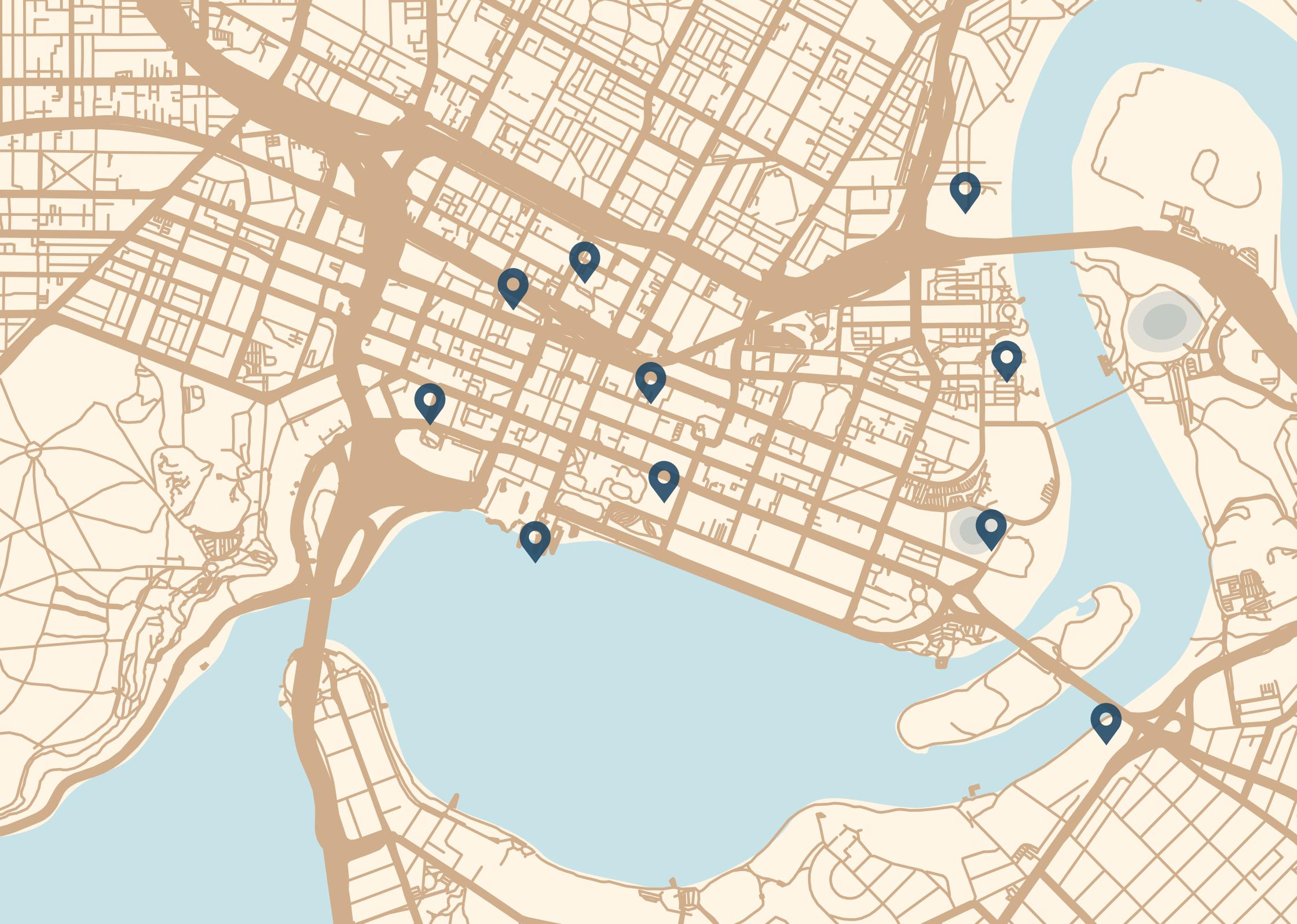
Other projects through the Perth City Deal include:

- » expand or establish new presences in the Perth CBD for Murdoch University and Curtin University;

- » the Australian Space Automation AI and Robotics Control Complex;
- » Building a 21st Century Digital Environmental Approvals Regime for Major Projects;
- » Western Australian Cricket Association Redevelopment;
- » Perth Cultural Centre Rejuvenation;
- » Perth Concert Hall Redevelopment;
- » Aboriginal Cultural Centre Pre-feasibility Study;
- » Unlocking East Perth Power Station Redevelopment;
- » Homelessness and Housing Projects;
- » WA Indigenous Business and Employment Hub;
- » Recycling Infrastructure; City of Perth Strategic Plan; and
- » Causeway pedestrian and cyclist bridge.

The Department has an integral and ongoing role working closely with all parties, including the City Deal Implementation Board, key stakeholders and each of the delivery partners.







# Influencing Economic and Social Development

## Tourism Painting a Bright Future as Collie Works to Diversify

The Department's Collie Delivery Unit continued its work to support Collie through its transition from a dependence on coal and coal fired energy to a sustainable future, including oversight of Government investment in tourism. In line with that shift, the Department commissioned an 8,000 square metre mural on the Wellington Dam wall, developed by artist Guido van Helten after community consultation that involved looking through locals' personal photograph albums and listening to their memories of Collie and its river. The mural was created from real photographs that encapsulate the diverse community of Collie, both past and present, and is now part of the \$1.5 million Collie Mural Trail.

The Department also oversaw the completion of several other significant tourism projects over the last year, supported by the \$4.4 million Collie Readiness project to help local businesses become part of the tourism economy. The \$5.2 million redevelopment of Lake Kepwari, a water-based tourism hub created from a former open-cut mine pit was opened and progress continued on the \$10 million Collie Adventure Trails, with mountain bike trails through the scenic bushland of Wellington and Arklow forests under construction.

Importantly, the Department chaired the Just Transition Working Group, and was instrumental in engaging with key stakeholders across the coal industry, community and Government.

A key deliverable of this group was the Just Transition Plan, released by the Premier in December 2020. The Plan will work to secure the long-term future of Collie by attracting a variety of industries and investment to the region that will diversify the town's economy and create employment opportunities for the town's skilled workforce as it transitions from a reliance on coal.





## Energy Strategy and Governance

The Director, Economic, Environment and Industry, was a member of the Energy Transformation Taskforce, established by the Minister for Energy, the Hon Bill Johnston MLA. The Taskforce operated until May 2021 and was responsible for overseeing the delivery of the Energy Transformation Strategy, which included the development of the first whole-of-system plan for the South West Interconnected System, modernising the regulatory frameworks for the electricity system and the development of the Distributed Energy Resources Roadmap.

The Department also led whole-of-Government work in relation to the coal sector, including convening a working group comprised of Energy Policy WA, the Departments of Treasury and Jobs, Tourism, Science and Innovation, the State Solicitor's Office and Synergy.

## Supporting the Whole-of-Government Response to COVID-19

In 2020-21, the Department contributed to various whole-of-Government economic, infrastructure and social projects to respond to the impacts of COVID-19.

The Department provided resources, strategic advice and direction to assist the Department of Jobs, Tourism, Science and Innovation (JTSI) in finalising the review into COVID-19-related supply chain opportunities for Western Australian businesses.

From July to September 2020, the Department participated in the Infrastructure Industry and Skills Review that resulted in a report making 47 recommendations for the WA Recovery Plan, Asset Investment Program and the public sector.

The Department also participated in the Cross-Government Economic Coordination Meeting, provided data input for the Oversight Group – Women in Recovery and the development of a range of economic stimulus initiatives.

The Department also collaborated with public sector agencies, Government Trading Enterprises and regional development commissions to monitor and report on market conditions in Western Australia to understand

economic impacts of COVID-19 and the delivery of infrastructure projects.

This work supported decisions for 335 infrastructure projects under the WA Recovery Plan and the State's Asset Investment Program through the Infrastructure Delivery Steering Committee.

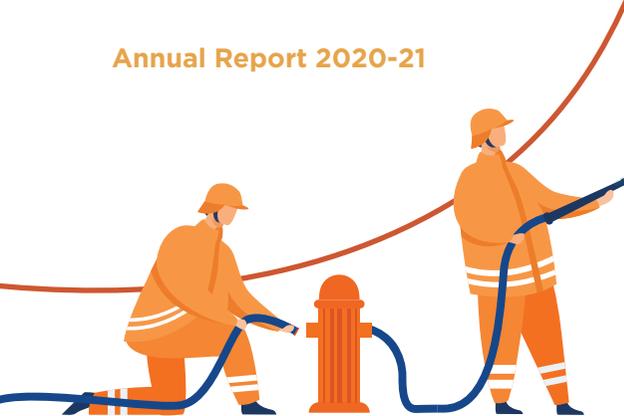
## Building a Whole-of-Government COVID-19 Social Impact Dashboard

The social impacts of COVID-19 continue to effect the Western Australian community in areas such as social housing, mental health and family violence. To support a holistic and shared understanding of these impacts across the public sector, the Department in collaboration with ten other agencies built a COVID-19 Social Impact Dashboard.

The dashboard collates monthly data on housing, mental health, labour market, health system, criminal justice and family violence and presents it in a single easy to use repository.

The dashboard will provide ongoing monitoring and reporting on the social impacts from the pandemic, with plans to expand its use across the public sector as appropriate.

*Above: 'Karda' - Jack Brombell, Collie Mural Trail.*



## Supporting Communities Forum

The Supporting Communities Forum (the Forum) is a Government commitment to work with the community services sector to bring about positive reform that makes a real difference to vulnerable Western Australians.

The Department provides support to ensure the Forum is responsive to current and critical issues for the community services sector and aligns with State Government's priorities.

The Forum is co-chaired by Michelle Scott, Director McCusker Centre for Citizenship, University of Western Australia and Jodi Cant, Acting Director General, Department of Planning, Lands and Heritage. The Deputy Chair is respected Aboriginal leader, Kate George. Membership includes 10 Directors General and Commissioners from public sector agencies and 16 senior leaders from the community services sector.

The Forum provided input to the WA Recovery Plan and COVID-19 Impact Statement, advising Government on social and economic recovery, and sharing lessons learnt from COVID-19, including on outbreak planning and preparedness, and shaping policy for digital inclusion, social housing and homelessness, outcomes measurement and young people.

In the first half of 2021, the Forum has considered a variety of issues critical to the progression of recovery initiatives for the community services sector and broader WA community. This included the roll-out of the COVID-19 Vaccination Program, the Closing the Gap Implementation Plan and a State Commissioning Strategy.

## Providing Support for the Response and Recovery from Natural Disasters

The Wooroloo Bushfire and Tropical Cyclone Seroja disasters devastated a number of communities and caused significant physical, health, social and environmental impacts, with on-going effects to be experienced for a long time.

The Department worked closely with other public sector agencies, local Governments, and industry partners to support the response and recovery efforts for those impacted, as well as supporting each of the appointed State Recovery Controllers in their role.

The Department also led the support of the Premier's Relief Grants, providing assistance to those who had experienced significant loss or destruction of property from the events.

A coordinated effort ensures that impacted communities receive the

ongoing assistance and support they require on the road to recovery.

## Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Institutional Responses to Child Sexual Abuse recommended that organisations providing services to children and young people do more to prevent and respond to child sexual abuse within their organisations.

In 2020-21, the Department undertook a public consultation process to inform the development of an independent oversight system that improves child-safe cultures and practices in Western Australian organisations.

Between 27 November 2020 and 26 February 2021, community members were able to have their say through an online survey, and face-to-face consultations were held with key stakeholders, including two youth advisory committees.

The Department received 150 responses and three written submissions, with the majority from organisations who provide child-related services and activities. The comments are contributing to advice to government on the development of an independent oversight system.

# Working with the Australian Government

## Effective Commonwealth-State Relations

National Cabinet continued to drive Australia's response to COVID-19 and the nation's economic recovery. The Department coordinated with agencies and other jurisdictions to develop policy advice and briefing material to support the Premier's attendance at 21 National Cabinet meetings during 2020-21. The Department coordinated the implementation of outcomes including:

- » the execution of the Heads of Agreement for Skills Reform;
- » the Intergovernmental Agreement on Automatic Mutual Recognition of Occupational Registrations;
- » the support of and bringing effect to decisions for vaccine rollout activities;
- » the development of international arrivals caps for Western Australia;
- » the easing of restrictions; and
- » the development of protocols, such as those relating to freight and agriculture.

The Department supported the Premier's attendance at the inaugural meeting of the National Federation Reform Council (NFRC) in December 2020. The NFRC comprised of First Ministers and the President of the Australian Local Government Association.

The Department worked with agencies to advocate for Government priorities within a number of national reform areas. Examples included the determination of the scope of the National Skills Agreement, the National Agreement on Mental Health and Suicide Prevention and the Intergovernmental Agreement on Data Sharing.

The Department supported public sector agencies in understanding the implications of the review of the Council of Australian Governments and ministerial forums. The review recommended reducing the number of forums and resetting the structure and work programs for those that remained. The Department worked to ensure the Government's views were considered as part of the review, including the secondment of an employee to the Commonwealth taskforce.

To support ongoing collaboration across the Government on Commonwealth-State matters, the Department established the Commonwealth-State Relations Forum in September 2020. Co-chaired by the Department's Director General and the Under Treasurer, the Forum met six times focusing on key outcomes of National Cabinet and the Council of Federal Financial Relations.

The Department convened three meetings of the Intergovernmental Relations Officers' Network to discuss national federation reform, guiding principles for Australian Government engagement, the Australian Government's 2021-22 Budget and GST reform.

The Department provided advice and supported the Government's participation in the Royal Commission into National Natural Disaster Arrangements. This included supporting the Department of Fire and Emergency Services and other agencies to coordinate whole-of-Government responses, assisting in the preparation of Government witnesses appearing before the Royal Commission and informing the Government's consideration of the Royal Commission's Final Report.

The Department also supported agencies in their engagement and response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with a Disability, the Royal Commission into Aged Care Quality and Safety and the Royal Commission into Defence and Veteran Suicide.

## Finalisation of the Perth City Deal

In 2020 the Department finalised the Perth City Deal, following negotiations with the Australian Government and the City of Perth Head Commissioner. The Perth City Deal will contribute to the State's recovery to the pandemic, with an aim to create an energised and vibrant CBD.

The Department's ongoing role, in close collaboration with the Australian Government and in consultation with each of the project proponents, is oversight of the implementation of all of the elements within the Perth City Deal.

For more details on the Perth City Deal, refer to the entry on page 50 under 'Delivering Key Infrastructure and Major Projects'.



### Continuation of services in the Indian Ocean Territories

Through the COVID-19 pandemic, the Department worked with the Commonwealth to ensure the continuation of services to the Indian Ocean Territories – Christmas Island and the Cocos (Keeling) Islands – with the aim of providing comparable services to those in Western Australia. An estimated \$41.7 million in services was delivered by public sector agencies in the territories in 2020-21. This amount was recovered from the Australian Government.

When domestic travel to and from Western Australia was restricted, the Department worked with other agencies to create a travel zone between the State and the territories to allow free movement.

### National Security and Emergency Management Policy

The Department worked closely with Australian public sector agencies on national security policy issues including countering foreign interference and counter-terrorism, and supported national counter-terrorism and emergency management policy coordination forums.

The Department led a whole-of-Government approach to engaging with the Australian Government on proposed reforms to the security and resilience of critical infrastructure. The reforms will have significant implications for the Government as the State has ownership and management responsibilities for critical infrastructure entities in a number of sectors, including energy, water, transport, health, education, research and innovation.

The Department coordinated a submission to the Parliamentary Joint Committee on Intelligence and Security's review into the Security Legislation Amendment (Critical Infrastructure) Bill 2020 and chaired an inter-agency working group to support the Government's engagement in the Australian Government's regulatory framework co-design consultations.

# Issues Impacting the Department



## COVID-19 Response and Recovery

Throughout 2020-21 the Department played a leading role in strengthening the public sector's COVID-19 response. The Department helped keep Western Australians safe through the development and implementation of critical safety measures such as the contact registration system supported by SafeWA and the provision of masks for essential frontline workers and vulnerable cohorts. Additionally, the Department led a cross government approach to ensure that remote Aboriginal communities stay safe through the COVID-19 pandemic.

From early 2021, the Department has had a central role along with the Department of Health and the Australian Government in rolling out COVID-19 vaccines in Western Australia and leading planning activities for reopening as the vaccine rollout progresses.

The ongoing management of COVID-19 continued to be a focus of Commonwealth-State relations throughout 2020-21. This saw the Department support the Premier's participation in National Cabinet by providing leadership and coordination across the public sector on nationally significant policy matters, including outbreak preparedness and the management of Western Australia's border.

Following the launch of the \$5.8 billion WA Recovery Plan in July 2020, the Department undertook rapid mobilisation of an integrated implementation program to ensure the successful deliver of the more than 500 initiatives within the plan. This involved establishing a centralised reporting mechanism across the sector to support real-time monitoring and the proactive resolution of cross-Government implementation issues.

One year since the launch of the WA Recovery Plan, more than 130 recovery projects have been delivered and over \$2.6 billion expended. Significant benefits have been realised with the State seeing strong growth across a range of economic and social indicators which have returned to, or are exceeding, pre-pandemic levels.

## Aboriginal Affairs Reform

The WA Government reaffirmed its commitment to eliminating the gap in life outcomes between Aboriginal and non-Aboriginal Australians through a new National Agreement on Closing the Gap. The Department has made significant progress planning for the implementation of the National Agreement, leading the development of the WA Closing the Gap Implementation Plan 2021, which identifies current and future actions for Government to work towards achieving the Priority Reforms and socio-economic targets set forth in the National Agreement.

Throughout the year the ongoing resolution of native title claims remained a key focus for the Department, as well as the implementation of landmark native title agreements such as the Yamatji Nation Indigenous Land Use Agreement and South West Native Title Settlement. These historic agreements will deliver significant benefits to traditional owners to generate improved social and economic outcomes for Aboriginal people and communities. The first contributions of \$60 million dollars from the State to the Noongar Boodja Trust under the South West Native Title Settlement were made in April 2021 and benefits from the Yamatji Nation Settlement are also flowing.





## Collie Revitalisation

During 2020-21, the Department coordinated the delivery of transformative projects in Collie to support the region's transition away from a dependence on coal and coal fired energy for employment into a sustainable future.

A major achievement was the delivery of an 8,000 square metre mega-mural painted by Australian artist Guido van Helten. The world-class artwork was developed through extensive community consultation and inspired by local stories and photographs.

The Wellington Dam Mural is part of the \$1.5 million Collie Mural Trail, which is already attracting art-lovers to Collie in record numbers. Additional attractions delivered in the region include the \$5.2 million redevelopment of Lake Kepwari, a former open-cut coal mine which has been transformed into a water-based tourism hub. The flow-on effects of the tourism boost from these landmark attractions are being felt throughout the local economy. Since the first major attraction was launched in December 2020, local businesses have seen an almost 70 percent increase in patronage.

In collaboration with industry, community, union and government stakeholders, the Department led the development of Collie's Just Transition Plan which was released in December 2020. The Plan sets out a pathway to work with energy and coal workers and other stakeholders as the town transitions away from coal related employment.

The Department continues to chair the Just Transition Working Group and in June 2021 spearheaded the signing of a Memorandum of Understanding between key stakeholders to work collaboratively on Collie's transition.

*Facing page: (top) 'Gnaala Karla Booja' - Kambarni and (bottom) 'Hit the trails' - Sioux Tempestt. Photos@Taj Kempe.*



## Digital Transformation

Today digital capabilities are critical enablers of value creation and efficiency of all organisations in both the public and private sector. This year the Department made significant progress on Digital Transformation, culminating with the launch of the Digital Strategy for the Western Australian Government 2021-2025 by the Minister for Innovation and ICT.

The Office of Digital Government led the development of the Digital Strategy, which sets out a more coordinated, integrated and customer-focused approach to digital transformation to make it easier for people, businesses and communities to interact with the State Government.

The Digital Strategy sets a vision for decision making and service provision informed by quality data. The Digital Strategy aims to further the growth of whole-of-government data and analytics capabilities to provide new insights into a variety of complex social, health, environmental and economic issues. It also makes digital inclusion a priority since the ability to access and use digital technology is critical for everyone in our increasingly connected world.

The Digital Strategy will also strengthen the State Government's capability to detect, prevent and respond to cyber incidents. This year, the Department further enhanced the State Government's ability to protect the public sector from cyber threats through the establishment of the Western Australian Government Cyber Security Operations Centre, which provides greater visibility of cyber threats against participating agencies' networks.



## National Reforms

The Department worked with State Government agencies and Ministerial Offices to embed the outcomes of the Commonwealth Governments review of former Council of Australian Government Councils and Ministerial Forums, while continuing to support the Premier's participation at National Cabinet.

The Department worked in close collaboration with Treasury and State Government agencies to ensure the State interests were well represented in engagement on Commonwealth Government key reforms in areas including mental health and suicide prevention, early childhood education, disability, women's interests and economic security, security of critical infrastructure and vocational education and training.

In addition, the Department supported the State's consideration of key Intergovernmental Agreements entered into across the year, including the Automatic Mutual Recognition and Data Sharing agreements, as well as assisting with a coordinated approach to Royal Commissions in the areas of disability, aged care and natural disasters.

The Department has also supported a whole of government approach to the prevention of, preparedness for, and recovery from terrorism and other significant emergencies.

# Disclosures and Legal compliance





## Auditor General

INDEPENDENT AUDITOR'S OPINION  
2021  
Department of the Premier and Cabinet

To the Parliament of Western Australia

### Report on the audit of the financial statements

#### Opinion

I have audited the financial statements of the Department of the Premier and Cabinet (Department) which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Summary of Consolidated Account Appropriations for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information, including administered transactions and balances.

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 Department of the Premier and Cabinet for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, 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 am independent of the Department in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

### Responsibilities of the Director General for the financial statements

The Director General is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, 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 Director General 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 Department.

### 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 description forms part of my auditor's report and can be found at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](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 Department of the Premier and Cabinet. The controls exercised by the Department are those policies and procedures established by the Director General 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 legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Department of the Premier and Cabinet are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.

### The Director General's responsibilities

The Director General 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 Department of the Premier and Cabinet for the year ended 30 June 2021. 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.

In my opinion, in all material respects, the key performance indicators of the Department of the Premier and Cabinet are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2021.

### Matter of significance

The Department received an exemption from the Under Treasurer from reporting the following key performance indicator for the year ended 30 June 2021:

- Average cost to support the Royal Commission to report into Crown Perth's suitability to operate its Burswood Casino per applicable Full Time Equivalent

The exemption was approved in recognition of the short-term nature and discrete scope of work associated with the Royal Commission which made it not feasible to periodically report this performance indicator. Consequently, this indicator has not been reported. My opinion is not modified in respect of this matter.

### The Director General's responsibilities for the key performance indicators

The Director General 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 control as the Director General 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 Director General 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 control relating to the reports on 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 ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and

procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

This auditor's report relates to the financial statements, controls and key performance indicators of the Department of the Premier and Cabinet for the year ended 30 June 2021 included on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department'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 these financial statements, controls or key performance indicators. If users of the financial statements, controls 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 of the financial statements, controls and key performance indicators.



Caroline Spencer  
Auditor General for Western Australia  
Perth, Western Australia  
3 September 2021

## Department of the Premier and Cabinet Certification of Financial Statements

for the reporting period ended 30 June 2021

The accompanying financial statements of the Department of the Premier and Cabinet 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 reporting period ending 30 June 2021 and the financial position as at 30 June 2021.

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



**André Brender-A-Brandis**  
Acting Chief Finance Officer  
1 September 2021



**Emily Roper**  
Accountable Authority  
1 September 2021

Department of the Premier and Cabinet

# Statement of Comprehensive Income

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1 (a)	101,979	92,867
Supplies and services	2.3	37,863	28,714
Depreciation and amortisation expense	4.1.1; 4.2; 4.3.1	2,309	2,353
Finance costs	6.3	22	17
Accommodation expenses	2.3	20,431	19,694
Grants and subsidies	2.2	20,262	13,693
Loss on disposal of non-current assets	2.4	2	3
Perth Casino Royal Commission expenditure	2.3	3,756	-
Other expenses	2.3	2,327	2,097
<b>Total cost of services</b>		<b>188,951</b>	<b>159,438</b>
<b>Income</b>			
Sales	3.2	799	897
Other income	3.4	886	176
Commonwealth Government grants and contributions	3.3	601	537
<b>Total income</b>		<b>2,286</b>	<b>1,610</b>
<b>NET COST OF SERVICES</b>		<b>186,665</b>	<b>157,828</b>

	Notes	2021 \$'000	2020 \$'000
<b>Income from State Government</b>			
Service appropriation	3.1	173,039	145,719
Perth Casino Royal Commission appropriation	3.1	3,688	-
Income from other public sector entities	3.1	2,453	587
Services received free of charge	3.1	7,552	6,922
Royalties for Regions Fund	3.1	4,461	2,207
<b>Total income from State Government</b>		<b>191,193</b>	<b>155,435</b>
<b>SURPLUS (DEFICIT) FOR THE PERIOD</b>		<b>4,528</b>	<b>(2,393)</b>
<b>TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD</b>		<b>4,528</b>	<b>(2,393)</b>

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

Department of the Premier and Cabinet

# Statement of Financial Position

as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.1	28,035	24,308
Restricted cash and cash equivalents	6.1	15,596	15,597
Receivables	5.1	3,452	3,752
Amounts receivable for services	5.2	11,117	8,786
Other current assets	5.3	3,225	1,829
<b>Total Current Assets</b>		<b>61,425</b>	<b>54,272</b>
<b>Non-Current Assets</b>			
Restricted cash and cash equivalents	6.1	1,785	1,299
Amounts receivable for services	5.2	24,342	24,342
Property, plant and equipment	4.1	5,789	6,604
Right-of-use assets	4.2	547	447
Intangible assets	4.3	505	1,063
<b>Total Non-Current Assets</b>		<b>32,968</b>	<b>33,755</b>
<b>TOTAL ASSETS</b>		<b>94,393</b>	<b>88,027</b>

	Notes	2021 \$'000	2020 \$'000
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.4	8,582	5,221
Provisions	2.1 (b)	17,532	17,613
Lease Liabilities	6.2	224	251
Grant Liabilities	5.5	1,725	908
<b>Total Current Liabilities</b>		<b>28,063</b>	<b>23,993</b>
<b>Non-Current Liabilities</b>			
Lease Liabilities	6.2	332	218
Provisions	2.1(b)	4,571	4,490
<b>Total Non-Current Liabilities</b>		<b>4,903</b>	<b>4,708</b>
<b>TOTAL LIABILITIES</b>		<b>32,966</b>	<b>28,701</b>
<b>Net Assets</b>		<b>61,427</b>	<b>59,326</b>
<b>EQUITY</b>			
Contributed equity	8.7	38,161	40,588
Accumulated surplus		23,266	18,738
<b>TOTAL EQUITY</b>		<b>61,427</b>	<b>59,326</b>

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

Department of the Premier and Cabinet

# Statement of Changes in Equity

for the year ended 30 June 2021

	Notes	Contributed equity \$'000	Accumulated surplus/(deficit) \$'000	Total equity \$'000
<b>Balance at 1 July 2019</b>		<b>41,351</b>	<b>21,131</b>	<b>62,482</b>
Surplus/(deficit)		-	(2,393)	(2,393)
Transactions with owners in their capacity as owners:				
Capital Appropriation		382	-	382
Transferred to Other Agency <sup>(a)</sup>		(1,145)	-	(1,145)
Total movements		(763)	(2,393)	(3,156)
<b>Balance at 30 June 2020</b>		<b>40,588</b>	<b>18,738</b>	<b>59,326</b>
<b>Balance at 1 July 2020</b>		<b>40,588</b>	<b>18,738</b>	<b>59,326</b>
Surplus/(deficit)		-	4,528	4,528
Transactions with owners in their capacity as owners:				
Capital Appropriation		373	-	373
Distribution to Owner <sup>(b)</sup>		(2,800)	-	(2,800)
Total movements		(2,427)	4,528	2,101
<b>Balance at 30 June 2021</b>		<b>38,161</b>	<b>23,266</b>	<b>61,427</b>

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

(a) Represents unspent Royalties for Regions cash received for the Great Kimberley Marine Park (\$0.4 million) and appropriation relating to Infrastructure WA (\$0.8 million) during 2018/19.

(b) Appropriation relating to the Noongar Land Fund (\$2.8 million) transferred to the Department of Treasury to establish the Noongar Land Fund Special Purpose Account.

Department of the Premier and Cabinet

# Statement of Cash Flows

for the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>		
Service appropriation	170,627	143,179
Perth Casino Royal Commission appropriation	3,688	-
Funds from other public sector entities	3,223	1,495
Capital appropriation	373	382
Holding account drawdowns	81	357
Royalties for Regions Fund	4,461	2,207
<b>Net cash provided by State Government</b>	<b>182,453</b>	<b>147,620</b>
<b>Utilised as follows:</b>		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Payments</b>		
Employee benefits	(100,315)	(90,772)
Supplies and services	(29,417)	(23,556)
Finance Costs	(22)	(17)
Accommodation	(21,599)	(18,727)
Grants and subsidies	(20,426)	(13,420)
GST payments on purchases	(6,364)	(5,590)
Perth Casino Royal Commission expenditure	(2,744)	-
Other payments	(2,412)	(770)
<b>Receipts</b>		
Other income	886	171
Sales	857	946

	2021 \$'000	2020 \$'000
Commonwealth Government grants and contributions	596	537
GST receipts on sales	230	113
GST receipts from taxation authority	6,356	4,595
Other receipts	172	249
<b>Net cash used in operating activities</b>	<b>(174,202)</b>	<b>(146,241)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Payments</b>		
Purchase of non-current physical assets	(900)	(651)
<b>Net cash used in investing activities</b>	<b>(900)</b>	<b>(651)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Payments</b>		
Principal elements of lease payments	(339)	(345)
Distribution to Owner <sup>(a)</sup>	(2,800)	(1,145)
<b>Net cash used in financing activities</b>	<b>(3,139)</b>	<b>(1,490)</b>
Net increase / (decrease) in cash and cash equivalents	4,212	(762)
Cash and cash equivalents at the beginning of period	41,204	41,966
<b>Cash and Cash Equivalents at the End of Period</b>	<b>45,416</b>	<b>41,204</b>

(a) Appropriation relating to the Noongar Land Fund (\$2.8 million) transferred to the Department of Treasury to establish the Noongar Land Fund Special Purpose Account in 2020/21. \$1.1 million in 2019/20 represents unspent Royalties for Regions cash received for the Great Kimberley Marine Park (\$0.3 million) and appropriation relating to Infrastructure WA (\$0.8 million) during 2018/19.

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

Department of the Premier and Cabinet

## Summary of Consolidated Account Appropriations

for the year ended 30 June 2021

	2021 Budget Estimate \$'000	2021 Supplementary Funding \$'000	2021 Revised Budget \$'000	2021 Actual \$'000	2021 Variance \$'000
<b>Delivery of Services</b>					
Item 5 Net amount appropriated to deliver services	148,365	26,798	175,163	175,163	-
Section 25 Transfer of service appropriation	-	-	-	-	-
Amount Authorised by Other Statutes:					
- <i>Salaries and Allowances Act 1975</i>	1,565	-	1,565	1,565	-
<b>Total appropriations provided to deliver services</b>	<b>149,930</b>	<b>26,798</b>	<b>176,728</b>	<b>176,728</b>	<b>-</b>
<b>Capital</b>					
Item 93 Capital Appropriation	373	-	373	373	-
Item 116 Capital Appropriation	-	-	-	-	-
<b>Administered Transactions</b>					
Item 6 Administered grants, subsidies and other transfer payments	12,900	60,000	72,900	70,900	2,000
<b>Total Administered transactions</b>	<b>12,900</b>	<b>60,000</b>	<b>72,900</b>	<b>70,900</b>	<b>2,000</b>
<b>Grand Total</b>	<b>163,203</b>	<b>86,798</b>	<b>250,001</b>	<b>248,001</b>	<b>2,000</b>

Note 8.9 'Explanatory Statement' provides details of significant variations between estimates and actual results for 30 June 2021.

Department of the Premier and Cabinet

# Notes to the Financial Statements

for the year ended 30 June 2021

## 1. Basis of preparation

The Department is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Department is a not-for-profit entity (as profit is not its principal objective). A description of the nature of its operations and its 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 Accountable Authority of the Department on 1 September 2021.

### Statement of compliance

These general purpose financial statements are prepared in accordance with:

- 1) The *Financial Management Act 2006* (FMA);
- 2) The Treasurer's Instructions (TIs);
- 3) Australian Accounting Standards (AASs) – Reduced Disclosure Requirements; and
- 4) Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied.

The FMA and TIs take precedence over AASs. Several AASs are modified by the TIs to vary application, disclosure format and wording. Where modification is required and it has 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. All values are rounded to the nearest thousand dollars (\$'000).

### Judgments 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 believed to be reasonable under the circumstances.

### Contributed equity

AASB 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, to be as contributions by owners (at the time of, or prior to, transfer) before such transfers can 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.

## 2. Use of our funding

### Expense incurred in the delivery of services

This section provides additional information about how the Department'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 Department in achieving its objectives and the relevant notes are:

	Notes	2021 \$'000	2020 \$'000
Employee benefits expenses	2.1 (a)	101,979	92,867
Employee related provisions	2.1 (b)	22,103	22,103
Grants and subsidies	2.2	20,262	13,693
Other expenditure	2.3	64,377	50,505
Losses on disposal of assets	2.4	2	3

### 2.1 (a) Employee benefits expenses

	2021 \$'000	2020 \$'000
Employee benefits <sup>(i)</sup>	89,334	83,979
Termination benefits <sup>(ii)</sup>	4,368	529
Superannuation - defined contribution plans <sup>(iii)</sup>	8,277	8,359
<b>Total employee benefits expenses</b>	<b>101,979</b>	<b>92,867</b>
Add: AASB 16 Non-monetary benefits <sup>(iv)</sup>	346	381
Less: Employee contributions <sup>(v)</sup> (per the statement of comprehensive income)	(177)	(163)
<b>Net employee benefits</b>	<b>102,148</b>	<b>93,085</b>

#### (i) Employee Benefits:

Include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, profit-sharing and bonuses; and non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for employees.

#### (ii) Termination benefits:

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without

possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

#### (iii) Superannuation:

The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super (WSS), the Government Employees Superannuation Board (GESB), or other superannuation funds. The employer contribution paid to the GESB in respect of the Gold State Super is paid back into the Consolidated Account by the GESB.

#### (iv) AASB 16 Non-monetary benefits:

Non-monetary employee benefits are employee benefits expenses, predominantly relate to the provision of vehicle benefits measured at the cost incurred by the Agency.

#### (v) Employee contributions

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

### 2.1 (b) Employee related provisions

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

	2021 \$'000	2020 \$'000
<b>CURRENT</b>		
<b>Employee benefits provisions:</b>		
Annual leave <sup>(i)</sup>	9,764	9,498
Long service leave <sup>(ii)</sup>	7,712	8,059
	<b>17,476</b>	<b>17,557</b>
<b>Other provisions:</b>		
Employment on-costs <sup>(iii)</sup>	56	56
<b>Total current employee related provisions</b>	<b>17,532</b>	<b>17,613</b>
<b>NON-CURRENT</b>		
<b>Employee benefits provisions:</b>		
Long service leave <sup>(ii)</sup>	4,557	4,476
<b>Other provisions:</b>		
Employment on-costs <sup>(iii)</sup>	14	14
<b>Total non-current employee related provisions</b>	<b>4,571</b>	<b>4,490</b>
<b>Total employee related provisions</b>	<b>22,103</b>	<b>22,103</b>

**(i) Annual leave liabilities:**

These are classified as current as there is no unconditional right to defer settlement for at least 12 months after the reporting period.

The provision for annual leave is calculated as the present value of expected payments in relation to services provided by employees up to the end of the reporting date.

**(ii) Long service leave liabilities:**

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

Pre-conditional and conditional long service leave provisions are classified as **non-current liabilities** because the Department has an unconditional 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 Department 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.

**(iii) Employment on costs:**

The settlement of annual and long service leave liabilities 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, 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 expenditure, note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Department's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2021 \$'000	2020 \$'000
<b>Employment on-cost provision:</b>		
Carrying amount at start of the period	70	45
Additional/ (reversals of) provisions recognised	-	58
Payments/other sacrifices of economic benefits	-	(33)
<b>Carrying amount at end of the period</b>	<b>70</b>	<b>70</b>

### Key sources of estimation uncertainty – long service leave

Key estimates and assumptions 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 Department's long service leave provision. These include:

- » Expected future salary rates;
- » Discount rates;
- » Employee retention rates; and
- » Expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

### 2.2 Grants and subsidies

	2021 \$'000	2020 \$'000
<b>Recurrent</b>		
Subsidies and community grants	5,622	5,386
Government agency grants	4,732	2,916
External grants	9,908	5,391
<b>Total grants and subsidies</b>	<b>20,262</b>	<b>13,693</b>

Transactions in which the Department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

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 and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

### 2.3 Other Expenditure

	2021 \$'000	2020 \$'000
<b>Supplies and services</b>		
Professional services	20,110	14,119
Aircraft operating costs	5,474	4,139
Travel	1,292	1,850
Communications	1,885	1,480
Consumables	2,328	2,423
Lease of motor vehicles	265	249
Security	249	225
Advertising	5,720	2,601
Systems development and maintenance	2,820	785
Other administration costs	1,302	843
<b>Sub-total supplies and services</b>	<b>41,445</b>	<b>28,714</b>
Less Perth Casino Royal Commission supplies and services <sup>(c)</sup>	(3,582)	-
<b>Total supplies and services</b>	<b>37,863</b>	<b>28,714</b>
<b>Accommodation Expenses</b>		
Lease rentals and outgoings		
Department of Finance	5,692	5,467
Other <sup>(a)</sup>	13,798	13,500
Repairs and maintenance	664	241
Contract - cleaning services	450	486
<b>Sub-total accommodation expenses</b>	<b>20,604</b>	<b>19,694</b>
Less Perth Casino Royal Commission accommodation expenses <sup>(c)</sup>	(173)	-
<b>Total accommodation expenses</b>	<b>20,431</b>	<b>19,694</b>

	2021 \$'000	2020 \$'000
<b>Other expenses</b>		
Other staff costs	351	285
Computer software licenses	1,550	1,088
Expected credit loss expense	-	-
Employment on-cost <sup>(b)</sup>	217	245
Audit Fees - Internal/External	210	479
<b>Sub-total other expenses</b>	<b>2,328</b>	<b>2,097</b>
Less Perth Casino Royal Commission other expenses <sup>(c)</sup>	(1)	-
<b>Total other expenses</b>	<b>2,327</b>	<b>2,097</b>
<b>Sub-total Other Expenditure</b>	<b>60,621</b>	<b>50,505</b>
<b>Sub-total Perth Casino Royal Commission</b>	<b>3,756</b>	<b>-</b>
<b>Total Other Expenditure</b>	<b>64,377</b>	<b>50,505</b>

(a) Contracts for Dumas House and Parliamentary Electorate Offices are with the Department of Finance Building Management and Works through Jones Lang Lasalle (WA) Pty Ltd as agents.

(b) Includes workers' compensation insurance.

(c) Total expenditure for the year ending 30 June 2021 for Perth Casino Royal Commission was \$3.8 million. The expenditure is separately disclosed as its administrative functions are governed under the *Royal Commissions Act 1968*. The Department is only providing services to support the Perth Casino Royal Commission.

### Supplies and services

Supplies and services are recognised as an expense in the reporting period incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

#### Rental expenses include:

- i) Short-term leases with a lease term of 12 months or less;
- ii) Low-value leases with an underlying value of \$5,000 or less; and
- iii) Variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs.

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

### Other expenses

Other expenses generally represent the day-to-day running costs incurred in normal operations. Other staff costs include training and staff development.

### Employee on-cost

Employee on-cost 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.

### Expected credit loss expense

Expected credit losses is an allowance of trade receivables, measured at the lifetime expected credit losses at each reporting date. The Department 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. Please refer to note 5.1. Movement in the allowance for impairment of trade receivables.

### 2.4 Losses on disposal of non-current assets

	2021 \$'000	2020 \$'000
<b>Carrying amount of non-current assets disposed</b>		
Right-of-use assets	2	-
Office establishment	-	3
<b>Net losses on disposal</b>	<b>2</b>	<b>3</b>

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets. Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the 'Statement of Comprehensive Income' (from the proceeds of sale).

### 3 Our funding sources

#### How we obtain our funding

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

	Notes	2021 \$'000	2020 \$'000
Income from State Government	3.1	191,193	155,435
Sales	3.2	799	897
Commonwealth Government grants and contributions	3.3	601	537
Other revenue	3.4	886	176

### 3.1 Income from State Government

	2021 \$'000	2020 \$'000
<b>Appropriation received during the period:</b>		
Service appropriation <sup>(a)</sup>	173,039	145,719
Appropriation for the Perth Casino Royal Commission	3,688	-
<b>Total Appropriation received</b>	<b>176,727</b>	<b>145,719</b>
<b>Income received from other public sector entities during the period:</b>		
Sale of goods from the State Law Publisher	277	-
Other Revenue (Expenditure Recoup)	382	587
Grants and subsidies <sup>(b)</sup>	1,794	-
<b>Total Income received from other public sector entities</b>	<b>2,453</b>	<b>587</b>

	2021 \$'000	2020 \$'000
<b>Services received free of charge from other State Government agencies during the period:</b>		
Department of Finance - lease administration services and depreciation on fit-outs	3,144	3,221
Department of Justice - legal services	4,117	3,649
Public Sector Commission - Accommodation and electricity charges for Dumas House	170	-
Department of Education - communication representatives for COVID-19 pandemic unit	70	31
Department of Primary Industries and Regional Development - support the Department in its obligations under applicable legislation	35	17
Department of Planning - Provision of SAPPR public map viewer and Inquiry Access	15	-
Department of Water and Environmental Regulation - Provision of SAPPR public map viewer	1	-
Landgate - spatial and valuation services	-	4
<b>Total services received <sup>(c)</sup></b>	<b>7,552</b>	<b>6,922</b>
<b>Royalties for Regions Fund:</b>		
- Regional Community Services Account <sup>(d)</sup>	4,461	2,207
<b>Total Royalties for Regions Fund</b>	<b>4,461</b>	<b>2,207</b>
<b>Total income from State Government</b>	<b>191,193</b>	<b>155,435</b>

**(a) Service Appropriations** are recognised as income at fair value in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

**(b) Revenues received from other agencies for the ServiceWA Phase 2 in 2021.** Grants are recognised as income when the Department achieves milestones specified in the grant agreement.

**(c) Resources Received Free of Charge:**

Where services have been received free of charge, the Department recognises income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.

**(d) Regional Community Services Account:**

This is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as revenue when the Department receives the funds. The Department has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.

### 3.2 Sale of Goods

	2021 \$'000	2020 \$'000
Sale of goods from the State Law Publisher	799	897

Revenue is recognised at a point-in-time for the sale of goods from the State Law Publisher. The performance obligations are satisfied when the goods are delivered to the customers.

### 3.3 Commonwealth grants and contributions

	2021 \$'000	2020 \$'000
Indian Ocean Territories	601	537

The funding received from the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications

is to fund the salaries and on-costs for a State Coordinator and an Administrative Officer. The arrangement between the Department and the Commonwealth Government requires the Department to:

- » protect the State's legal, financial and political interests;
- » provide a first point of contact in Indian Ocean Territories (IOT) matters for State Agencies; and to
- » facilitate the Commonwealth Government's objective of comparability of rights, standards and services in the IOT consistent with those of Western Australia.

Recurrent grants are recognised as income when the grants are receivable. Capital grants are recognised as income when the Department achieves milestones specified in the grant agreement.

### 3.4 Other income

	2021 \$'000	2020 \$'000
Contributions by eligible officers to the Government's Vehicle Schemes	177	163
Services provided to other agencies	4	7
Recoups <sup>(a)</sup>	703	-
Miscellaneous funding	2	6
<b>Total other revenue</b>	<b>886</b>	<b>176</b>

(a) Includes recoups for Information Technology services provided to other agencies.

Other income is recognised as income at fair value when the services have been provided and the Department gains control over the resulting economic benefit.

## 4 Key Assets

### Assets the Department utilises for economic benefit or service potential

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

	Notes	2021 \$'000	2020 \$'000
Property, plant and equipment	4.1	5,789	6,604
Right-of-use assets	4.2	547	447
Intangible assets	4.3	505	1,063

#### 4.1 Property, plant and equipment

Year ended 30 June 2021	Computer Hardware \$'000	Furniture and Fittings \$'000	Aircraft \$'000	Office Equipment \$'000	Office Establishment \$'000	Total \$'000
<b>1 July 2020</b>						
Gross carrying amount	2,277	120	5,609	1,682	10,150	19,838
Accumulated Depreciation	(2,266)	(101)	(1,104)	(1,382)	(8,381)	(13,234)
<b>Carrying amount at start of the period</b>	<b>11</b>	<b>19</b>	<b>4,505</b>	<b>300</b>	<b>1,769</b>	<b>6,604</b>
Additions	-	-	181	222	491	894
Depreciation	(7)	(3)	(701)	(125)	(873)	(1,709)
<b>Carrying amount at 30 June 2021</b>	<b>4</b>	<b>16</b>	<b>3,985</b>	<b>397</b>	<b>1,387</b>	<b>5,789</b>
Gross carrying amount	2,325	120	5,790	1,560	10,630	20,425
Accumulated Depreciation	(2,321)	(104)	(1,805)	(1,163)	(9,243)	(14,636)

##### Initial recognition and measurement

Items of property, plant and equipment and infrastructure, 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 and infrastructure 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).

Assets transferred as part of a machinery of government change are transferred at their fair value.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

##### Subsequent measurement

The Department does not hold land, buildings or infrastructure assets. As such, items of property, plant and equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses.

##### Significant assumptions and judgements

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life.

### 4.1.1 Depreciation and impairment

#### Charge for the period

	2021 \$'000	2020 \$'000
<b>Depreciation</b>		
Computer hardware	7	29
Furniture and fittings	3	3
Aircraft	701	698
Office equipment	125	151
Office establishment	873	764
<b>Total depreciation for the period</b>	<b>1,709</b>	<b>1,645</b>

As at 30 June 2021 there were no indications of impairment to property, plant and equipment.

#### Finite useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner reflecting the consumption of their future economic benefits.

Depreciation is generally calculated on a straight line basis, at rates allocating 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:

Asset	Useful life
Furniture and fittings	5 years
Office equipment	5 - 10 years
Computer hardware	3 years
Aircraft	8 years
Office establishment	4 - 10 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 plant and equipment, are tested for impairment whenever there is an indication 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 is written-down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written-down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Department is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. 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.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

#### 4.2 Right-of-use assets

	2021 \$'000	2020 \$'000
<b>Right-of-use assets</b>		
Vehicles at cost	1,049	753
Accumulated Depreciation	(502)	(306)
<b>Net Carrying Amount at 30 June 2021</b>	<b>547</b>	<b>447</b>

Additions to right-of-use assets during the 2021 financial year were \$394,652 (2020: \$282,454).

##### Initial recognition

Right-of-use assets are measured at cost including the following:

- » the amount of the initial measurement of lease liability;
- » any lease payments made at or before the commencement date less any lease incentives received;
- » any initial direct costs; and
- » restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property ROU assets, which are measured in accordance with AASB 140 'Investment Property'.

The Department 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 Department 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 4.1.1.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2021 \$'000	2020 \$'000
<b>Right-of-use assets</b>		
Vehicles	325	364
<b>Total Right-of-use asset depreciation</b>	<b>325</b>	<b>364</b>
Lease interest expense	22	17
Loss on disposal	2	-

The total cash outflow for leases in 2021 was \$341,655 (2020: \$343,989).

*The Department's leasing activities and how these are accounted for:*

The Department has leases for vehicles, office and residential accommodations.

The Department has entered into a Memorandum of Understanding Agreement (MOU) with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The Agency recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.2.

### 4.3 Intangible assets

	Computer Software \$'000	Work in Progress \$'000	Total \$'000
<b>Year ended 30 June 2021</b>			
1 July 2020			
Gross carrying amount	4,087	289	4,376
Accumulated amortisation	(3,313)	-	(3,313)
<b>Carrying amount at start of the period</b>	<b>744</b>	<b>289</b>	<b>1,063</b>
Additions	6	-	6
Disposal	-	(289)	(289)
Amortisation expense	(275)	-	(275)
<b>Carrying amount at 30 June 2021</b>	<b>505</b>	<b>-</b>	<b>505</b>

#### 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.

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:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset, and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefit;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria as per AASB 138.57 (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

#### Website costs

Website costs are expensed when incurred unless they directly relate to the acquisition or development of an intangible asset. In this instance they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a website, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a website that can be reliably measured, are capitalised to the extent that they represent probable future economic benefits.

### Computer software

Software that is an integral part of the related hardware is recognised as part of the tangible asset. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

### 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.

#### 4.3.1 Amortisation and impairment

	2021 \$'000	2020 \$'000
<b>Charge for the period</b>		
Computer software amortisation	275	344
<b>Total amortisation for the period</b>	<b>275</b>	<b>344</b>

As at 30 June 2021 there were no indications of impairment to intangible assets.

The Department held no goodwill or intangible assets with an indefinite useful life during the reporting period and at reporting date there were no intangible assets not yet available for use.

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 Department have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful life for software is 3-5 years.

### Impairment

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in note 4.1.1.

There were no indications of impairment of property, plant and equipment, and intangible assets at 30 June 2021.

## 5. Other assets and liabilities

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

	Notes	2021 \$'000	2020 \$'000
Receivables	5.1	3,452	3,752
Amounts receivable for services	5.2	35,459	33,128
Other current assets	5.3	3,225	1,829
Payables	5.4	8,582	5,221
Grant Liabilities	5.5	1,725	908

### 5.1 Receivables

	2021 \$'000	2020 \$'000
<b>Current</b>		
Trade receivables	2,455	2,516
Allowance for impairment of receivables	(13)	(7)
GST receivable	1,010	1,243
<b>Total current receivables</b>	<b>3,452</b>	<b>3,752</b>

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

### 5.2 Amounts receivable for services (Holding Account)

	2021 \$'000	2020 \$'000
Current	11,117	8,786
Non-current	24,342	24,342
<b>Balance at end of the period</b>	<b>35,459</b>	<b>33,128</b>

**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.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

### 5.3 Other current assets

	2021 \$'000	2020 \$'000
Prepayments	3,225	1,816
Inventory	-	13
<b>Total other current assets</b>	<b>3,225</b>	<b>1,829</b>

Other current assets include prepayments which 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.

The inventory of publications held for resale is measured on a first in first out basis at the lower of cost and net realisable value.

## 5.4 Payables

	2021 \$'000	2020 \$'000
<b>Current</b>		
Trade payables	4,412	2,863
Revenue in Advance	-	39
Accrued salaries	1,843	1,028
Accrued expenses	2,150	1,083
FBT Liabilities	177	208
<b>Total payables</b>	<b>8,582</b>	<b>5,221</b>

**Payables** are recognised at the amounts payable when the Department 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 is generally within 30 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 Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account (see Note 6.1 'Cash and Cash Equivalents') consists of amounts paid annually, from Department appropriations for salaries expense, into a Treasury suspense account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

## 5.5 Grant Liabilities

	2021 \$'000	2020 \$'000
Opening balance at the beginning of the period	908	-
Additions	1,725	908
Income recognised in the reporting period	(908)	-
<b>Closing balance at the end of the period</b>	<b>1,725</b>	<b>908</b>

Grant liabilities are payments from other agencies for the construction of the Whole of Government Citizen Digital Identity Solution. Income is recognised as expenses are incurred.

## 6. Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Department.

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

### 6.1 Cash and cash equivalents

	2021 \$'000	2020 \$'000
Cash and cash equivalents	28,035	24,308
Restricted cash and cash equivalents	17,381	16,896
<b>Balance at end of period</b>	<b>45,416</b>	<b>41,204</b>
<b>Restricted Cash and Cash Equivalents</b>		
<b>Current</b>		
Land and Equity Fund	6,193	7,242
Mineral Incentive Special Purpose Account (Note 8.5)	7,434	7,437
Royalties for Regions	1,969	918
<b>Non-current</b>		
Accrued salaries suspense account <sup>(a)</sup>	1,785	1,299

(a) Funds held in the suspense account for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year. This account is classified as non-current for 10 out of 11 years.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted 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.

### 6.2 Lease Liabilities

	2021 \$'000	2020 \$'000
Current	224	251
Non-current	332	218
	<b>556</b>	<b>469</b>

#### Initial measurement

The Department measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Department 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); and
- » Payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease.

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.

Periods covered by extension or termination options are only included in the lease term by the Department if the lease is reasonably certain to be extended (or not terminated).

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

This section should be read in conjunction with note 4.2.

### 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.

Periods covered by extension or termination options are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

### 6.3 Finance costs

	2021 \$'000	2020 \$'000
Lease interest expense	22	17
<b>Finance costs expensed</b>	<b>22</b>	<b>17</b>

'Finance cost' includes the interest component of lease liability repayments.

## 7 Financial instruments and contingencies

This note sets out the key risk management policies and measurement techniques of the Department.

	Notes
Financial Instruments	7.1
Contingent liabilities and assets	7.2
Commitments	7.3

### 7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting date are:

	2021 \$'000	2020 \$'000
<b>Financial Assets</b>		
Cash and cash equivalents	45,416	41,204
Financial assets at amortised cost <sup>(a)</sup>	37,901	35,637
<b>Total financial assets</b>	<b>83,317</b>	<b>76,841</b>
<b>Financial Liabilities</b>		
Financial liabilities at amortised cost	6,562	3,946
<b>Total financial liabilities</b>	<b>6,562</b>	<b>3,946</b>

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

### 7.2 Contingent liabilities and contingent assets

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.

#### 7.2.1 Contingent liabilities

During the reporting period, a claim has been made against the Department with an estimated liability of \$0.35 million. No provision has been made in the Financial Statements.

#### 7.2.2 Contingent assets

There were no contingent assets at 30 June 2021 or 30 June 2020.

### 7.3 Commitments

There were no capital commitments at 30 June 2021 or 30 June 2020.

## 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
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Special purpose accounts	8.5
Remuneration of auditors	8.6
Equity	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

### 8.1 Events occurring after the end of the reporting period

There were no significant events affecting the operations of the Department of the Premier and Cabinet after the reporting period.

### 8.2 Initial application of Australian Accounting Standards

#### AASB 1059 Service Concession Arrangements: Grantors

This standard is effective for the annual periods beginning on or after 1 January 2020. This standard addresses the accounting for a service concession arrangement (a type of public private partnership) by a grantor that is a public sector agency by prescribing the accounting for the arrangement from the grantor's perspective. Management has assessed the provisions of this Standard and determined that the provisions of the new Standard do not apply.

### 8.3 Key management personnel

The Department has determined key management personnel to include the responsible Cabinet Ministers and senior officers of the Department. However, the Department is not obliged to compensate the responsible Cabinet Ministers and therefore disclosures in relation to Cabinet Ministers' compensation may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the reporting period are presented within the following bands:

	2021	2020
<b>Compensation Band (\$)</b>		
50,001 – 60,000 <sup>(a)</sup>	1	-
60,001 – 70,000	1	-
80,001 – 90,000 <sup>(b)</sup>	1	-
90,001 – 100,000 <sup>(c)</sup>	2	-
100,001 – 110,000	1	2
110,001 – 120,000	-	2
120,001 – 130,000 <sup>(d)</sup>	1	-
130,001 – 140,000	-	1
150,001 – 160,000	-	2
160,001 – 170,000	-	1
170,001 – 180,000	1	-
180,001 – 190,000	2	-
190,001 – 200,000 <sup>(e)</sup>	3	2
200,001 – 210,000	-	2
210,001 – 220,000	3	1
220,001 – 230,000	1	3
230,001 – 240,000	1	-
250,001 – 260,000 <sup>(f)</sup>	2	1
260,001 – 270,000	-	1
360,001 – 370,000	2	1
430,001 – 440,000 <sup>(g)</sup>	1	-
490,001 – 500,000	-	1

	2021 \$'000	2020 \$'000
Short-term employee benefits	4,128	3,809
Post-employment benefits	467	368
Other long-term benefits	(70)	(67)
Termination benefits	-	-
<b>Total Compensation of Senior Officers</b>	<b>4,525</b>	<b>4,110</b>

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

(a) Includes a Director who departed on 29/12/20

(b) Includes a Director who departed on 20/11/20

(c) Includes a Director who departed on 7/12/20 and a Director who commenced on 15/9/20

(d) Includes a Director who commenced on 30/11/20

(e) Includes a Director who commenced on 1/10/20

(f) Includes a Director who departed on 7/5/21

(g) Includes a Director who departed on 28/5/21

No Senior Officers are members of the Pension Scheme.

#### 8.4 Related party transactions

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

- » all Cabinet 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 agencies 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 a wholly-owned public sector entity; and
- » the Government Employees Superannuation Board (GESB).

#### Material transactions with related parties

During the year the Department procured legal services from a service provider totalling approximately \$1.8 million. The Key Management Personnel of the service provider is related to a Minister.

### 8.5 Special purpose accounts

#### Browse LNG Precinct Project Agreement Native Title Beneficiaries' Interest Bearing Trust Account

The purpose of this account is to hold \$30 million, being the State's contribution of \$10 million to the Economic Development Fund and \$20 million to the Indigenous Housing Fund pursuant to the Browse LNG Precinct Project Agreement. This account is an interest bearing account.

	2021 \$'000	2020 \$'000
Balance at the start of the year	35,300	34,862
Receipts	131	438
Payments	-	-
<b>Balance at the end of the year</b>	<b>35,431</b>	<b>35,300</b>

The account was set up in December 2013.

#### Beverley Land Agreement - Ballardong People Claim Group

The purpose of this account is to hold funds received pursuant to the Beverley Land Agreement for the Ballardong native title claimants until such time that the South West Settlement Indigenous Land Use Agreement becomes operational.

	2021 \$'000	2020 \$'000
Balance at the start of the year	9	8
Receipts	-	1
Payments	-	-
<b>Balance at the end of the year</b>	<b>9</b>	<b>9</b>

The account was set up in January 2018.

#### Native Title Holder Incentive for Mineral Exploration and Land Access Account

The purpose of this account is to hold funds for the provision of a financial incentive to Native Title holders who are prepared to endorse a Government Indigenous Land Use Agreement for the purpose of expediting procedure for the grant of exploration and prospecting licences and low impact activities in areas where native title rights are recognised.

	2021 \$'000	2020 \$'000
Balance at the start of the year	7,437	7,434
Receipts: Appropriations	25	25
Payments	(28)	(22)
<b>Balance at the end of the year</b>	<b>7,434</b>	<b>7,437</b>

The account was set up in September 2012.

## 8.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2021 \$'000	2020 \$'000
Auditing the accounts, financial statements, controls and performance indicators	164	160

## 8.7 Equity

Equity represents the residual interest in the net assets of the Department. The Government holds the equity interest in the Department on behalf of the community.

	2021 \$'000	2020 \$'000
<b>Contributed equity</b>		
Balance at the start of the year	40,588	41,351
Contributions by owners:		
Capital appropriation	373	382
<b>Total contribution by owners</b>	<b>373</b>	<b>382</b>
Distribution to owner <sup>(a)</sup>	(2,800)	(1,145)
<b>Balance at end of period</b>	<b>38,161</b>	<b>40,588</b>

(a) During 2020/21 the Transfers to Other agency relates to the Noongar Land Fund (\$2.8 million) to the Department of Treasury to establish the Noongar Land Fund Special Purpose Account.

The 2019/20 Transfers represents unspent Royalties for Regions funds (Department of Primary Industries and Regional Development) and Infrastructure WA appropriations (Department of Treasury).

## 8.8 Supplementary financial information

### (a) Write-offs

During the financial year Nil was written-off under the authority of section 48 of the FMA (2020: \$92).

### (b) Gifts of public property

	2021 \$'000	2020 \$'000
Gifts of public property provided by the Department	37	5
	<b>37</b>	<b>5</b>

## 8.9 Explanatory statement (Controlled Operations)

All variances between annual estimates (original budget) and actual results for 2021, and between the actual results for 2021 and 2020 are shown below. Narratives are provided for key major variances which are greater than 10% and 1% of prior year Total Cost of Services for the statements of Comprehensive Income, Cash Flows, and are greater than 10% and 1% of budgeted Total Assets for the Statement of Financial Position.

## 8.9.1 Statement of Comprehensive Income Variances

Income Variances	Note	Estimate 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2021 and 2020 \$'000
<i>(Controlled Operations)</i>						
<b>Expenses</b>						
Employee benefits expense	A	94,859	101,979	92,867	7,120	9,112
Supplies and services	1, B	34,449	37,863	28,714	3,414	9,149
Depreciation and amortisation expense		2,412	2,309	2,353	(103)	(44)
Finance costs		34	22	17	(12)	5
Accommodation expenses		19,612	20,431	19,694	819	737
Grants and subsidies	2, C	12,075	20,262	13,693	8,187	6,569
Loss on disposal of non-current assets		-	2	3	2	(1)
Perth Casino Royal Commission expenditure	3, D	-	3,756	-	3,756	3,756
Other expenses		2,094	2,327	2,097	233	230
<b>Total Cost of Services</b>		<b>165,535</b>	<b>188,951</b>	<b>159,438</b>	<b>23,416</b>	<b>29,513</b>
<b>Income</b>						
Sales		650	799	897	149	(98)
Other income		323	886	176	563	710
Grants and subsidies		300	-	-	(300)	-
Commonwealth Government grants and contributions		510	601	537	91	64
<b>Total income other than income from State Government</b>		<b>1,783</b>	<b>2,286</b>	<b>1,610</b>	<b>503</b>	<b>676</b>
<b>Net Cost of Services</b>		<b>163,752</b>	<b>186,665</b>	<b>157,828</b>	<b>22,913</b>	<b>28,837</b>

### 8.9.1 Statement of Comprehensive Income Variances (contd)

Income Variances	Note	Estimate 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2021 and 2020 \$'000
<b>Income from State Government</b>						
Service appropriation	4, E	149,930	173,039	145,719	23,109	27,320
Perth Casino Royal Commission appropriation	5, F	-	3,688	-	3,688	3,688
Income from other public sector entities	6, G	-	2,453	587	2,453	1,866
Services received free of charge		6,400	7,552	6,922	1,152	630
Royalties for Regions Fund	H	4,941	4,461	2,207	(480)	2,254
<b>Total income from State Government</b>		<b>161,271</b>	<b>191,193</b>	<b>155,435</b>	<b>29,922</b>	<b>35,758</b>
<b>(Deficit)/Surplus for the Period</b>		<b>(2,481)</b>	<b>4,528</b>	<b>(2,393)</b>	<b>7,009</b>	<b>6,921</b>
<b>Total Comprehensive (Loss) / Income for the Period</b>		<b>(2,481)</b>	<b>4,528</b>	<b>(2,393)</b>	<b>7,009</b>	<b>6,921</b>

#### Major Estimate and Actual (2021) Variance Narratives

- The \$3.4 million (10%) increase in Supplies and Services mainly reflects COVID-19 Emergency Relief for Remote Aboriginal Communities (\$2.1 million) and the Wellington Dam Mural and Collie Art Trail project (\$1.5 million).
- The increase in Grants and Subsidies of \$8.2 million (68%) mainly reflects significant grants made in the year to Telethon (\$2.5 million), the Lord Mayor's Distressed Relief Fund (\$4.0 million), Wooroloo Bushfire Relief Grants (\$0.5 million), and the WA Indian Community Centre (\$1.5 million).
- During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Expenditure incurred of \$3.8 million is directly related to the cost of services supporting the Royal Commission.
- Increase in Service Appropriation of \$23.1 million (15%) reflects additional appropriation received including; COVID-19 campaigns (\$6.4 million), Telethon Donation (\$2.5 million), payments to the Lord

Mayor's Distress Relief Fund (Wooroloo Bushfire - \$2.0 million and Cyclone Seroja - \$2.0 million), Wooroloo Bushfire Relief Grants (\$0.5 million), WA Indian Community Centre (\$1.5 million), costs relating to the 2020/21 State election (\$5.8 million), various Aboriginal Engagement initiatives (\$1.2 million) and Celebrate WA (\$0.5 million).

5. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Appropriation of \$3.7 million was approved during the 2021/22 Budget Process to support the Royal Commission.
6. Income from Other Public Sector Entities (\$2.5 million) represents contributions from other agencies for ServiceWA.

#### Major Actual (2021) and Comparative (2020) Variance Narratives

- A. Increase in Employee Benefits Expense of \$9.1 million (10%) mainly reflects termination payments made to Ministerial and Parliamentary Offices staff following the 2020/21 State Election (\$5.8 million) and to Departmental staff (\$1.9 million), and additional employees for COVID-19 Support (\$1.9 million) and Cyber Security Testing Capability (\$0.2 million).
- B. The \$9.1 million (32%) increase in Supplies and Services reflects advertising expenses relating to COVID-19 recovery and response (\$2.5 million), ServiceWA Digital Identity Project (\$2.5 million), Wellington Dam Mural and Collie Art Trail Project (\$1.5 million), COVID-19 Emergency Relief for Remote Aboriginal Communities (\$2.1 million) and Cyber Security Operations Centre (\$0.5 million).

- C. Grants and Subsidies increase of \$6.6 million (48%) mainly reflects grant payments made to Telethon (\$2.5 million), the Lord Mayor's Distressed Relief Fund (\$4.0 million) and the Wooroloo Bush Fire Relief (\$0.5 million).
- D. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. The inquiry was established in March 2021 and total expenditure incurred of \$3.8 million is directly related to the cost of services supporting the Royal Commission.
- E. Increase in Service Appropriation of \$27.3 million (19%) reflects termination payments for Ministerial and Parliamentary Officers following the 2021 State Election (\$5.8 million) and additional appropriations for COVID-19 Campaigns (\$9.6 million), Telethon Donation (\$2.5 million), the Lord Mayor's Distress Relief Fund (Wooroloo Bush Fire and Tropical Cyclone Seroja \$4.0 million) and Wooroloo Bushfire Relief Grants (\$0.5 million), WA Indian Community Centre (\$1.5 million), implementation of the South West Native Title Settlement (\$0.6 million) and Yamatji Nation Indigenous Land Use Agreement (\$0.8 million), Inaugural Yajilarra Dialogues (\$0.8 million) and Cyber Security Operations Centre (\$0.8 million).
- F. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Appropriation of \$3.7 million was approved during the 2021/22 Budget Process to support the Royal Commission.
- G. Income from Other Public Sector Entities of \$1.9 million comprised of contributions from other agencies for ServiceWA.
- H. The increase in Royalties for Regions funding of \$2.3 million (102%) represents funding for the Remote Aboriginal Communities COVID-19 Emergency Relief Fund.

## 8.9.2 Statement of Financial Position Variances

<b>Variances</b>	<b>Note</b>	<b>Estimate 2021 \$'000</b>	<b>Actual 2021 \$'000</b>	<b>Actual 2020 \$'000</b>	<b>Variance between estimate and actual \$'000</b>	<b>Variance between actual results for 2021 and 2020 \$'000</b>
<b>Assets</b>						
<b>Current Assets</b>						
Cash and cash equivalents		22,003	27,850	24,308	5,847	3,542
Restricted cash and cash equivalents		15,147	15,781	15,597	634	184
Receivables		2,276	3,452	3,752	1,176	(300)
Amounts receivable for services	7, I	8,705	11,117	8,786	2,412	2,331
Other current assets	J	3,305	3,225	1,829	(80)	1,396
<b>Total Current Assets</b>		<b>51,436</b>	<b>61,425</b>	<b>54,272</b>	<b>9,989</b>	<b>7,153</b>
<b>Non-Current Assets</b>						
Restricted cash and cash equivalents		1,573	1,785	1,299	212	486
Amounts receivable for services		26,753	24,342	24,342	(2,411)	-
Property, plant and equipment		4,955	5,789	6,604	834	(815)
Right-of-use assets		494	547	447	53	100
Intangible assets		763	505	1,063	(258)	(558)
<b>Total Non-Current Assets</b>		<b>34,538</b>	<b>32,968</b>	<b>33,755</b>	<b>(1,570)</b>	<b>(787)</b>
<b>TOTAL ASSETS</b>		<b>85,974</b>	<b>94,393</b>	<b>88,027</b>	<b>8,419</b>	<b>6,366</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Payables		5,095	8,582	5,221	3,487	3,361
Provisions	8	18,647	17,532	17,613	(1,115)	(81)

## 8.9.2 Statement of Financial Position Variances (contd)

<b>Variances</b>	<b>Note</b>	<b>Estimate 2021 \$'000</b>	<b>Actual 2021 \$'000</b>	<b>Actual 2020 \$'000</b>	<b>Variance between estimate and actual \$'000</b>	<b>Variance between actual results for 2021 and 2020 \$'000</b>
Lease Liabilities		251	224	251	(27)	(27)
Grant Liabilities	9	-	1,725	908	1,725	817
<b>Total Current Liabilities</b>		<b>23,993</b>	<b>28,063</b>	<b>23,993</b>	<b>4,070</b>	<b>4,070</b>
<b>Non-Current Liabilities</b>						
Lease Liabilities		273	332	218	59	114
Provisions		4,490	4,571	4,490	81	81
<b>Total Non-Current Liabilities</b>		<b>4,763</b>	<b>4,903</b>	<b>4,708</b>	<b>140</b>	<b>195</b>
<b>TOTAL LIABILITIES</b>		<b>28,756</b>	<b>32,966</b>	<b>28,701</b>	<b>4,210</b>	<b>4,265</b>
<b>NET ASSETS</b>		<b>57,218</b>	<b>61,427</b>	<b>59,326</b>	<b>4,209</b>	<b>2,101</b>
<b>Equity</b>						
Contributed equity		19,221	38,161	40,588	18,940	(2,427)
Accumulated surplus/(deficiency)		37,997	23,266	18,738	(14,731)	4,528
<b>TOTAL EQUITY</b>		<b>57,218</b>	<b>61,427</b>	<b>59,326</b>	<b>4,209</b>	<b>2,101</b>

**Major Estimate and Actual (2021) Variance Narratives**

7. Current Amounts Receivable for Services increase of \$2.4 million (28%) is due to the budget estimate being included in the Non-Current Amounts Receivable for Services. This represents capital appropriations in the Capital Holding Account held with Treasury.
8. Provisions decrease of \$1.1 million (6%) relates to Accrued Salaries that are reported under Employee Benefits Expense.
9. Increase in Grant Liabilities of \$1.7 million (100%) reflects income received in advance from other Government agencies for costs incurred for ServiceWA.

**Major Actual (2021) and Comparative (2020) Variance Narratives**

- I. Amounts Receivable for Services increased by \$2.3 million (27%) and represents additional capital appropriation funding for office fit-outs and scheduled upgrades of computer hardware and software.
- J. Other Current Assets increased by \$1.4 million (76%) reflecting an increase in prepayments for accommodation at 30 June 2021.

### 8.9.3 Statement of Cash Flows Variances

	Note	Estimate 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2021 and 2020 \$'000
<b>Cash Flows from State Government</b>						
Service appropriation	10, K	147,518	170,627	143,179	23,109	27,448
Perth Casino Royal Commission appropriation	11, L	-	3,688	-	3,688	3,688
Funds from other public sector entities	12, M	-	3,223	1,495	3,223	1,728
Capital appropriation		373	373	382	-	(9)
Holding account drawdowns		81	81	357	-	(276)
Royalties for Regions Fund	N	4,941	4,461	2,207	(480)	2,254
<b>Net cash provided by State Government</b>		<b>152,913</b>	<b>182,453</b>	<b>147,620</b>	<b>29,540</b>	<b>34,833</b>

#### Utilised as follows:

#### CASH FLOWS FROM OPERATING ACTIVITIES

##### Payments

Employee benefits	O	(94,859)	(100,315)	(90,772)	(5,456)	(9,543)
Supplies and services	P	(29,146)	(29,417)	(23,556)	(271)	(5,861)
Finance costs		(34)	(22)	(17)	12	(5)
Accommodation	13, Q	(18,645)	(21,599)	(18,727)	(2,954)	(2,872)
Grants and subsidies	14, R	(12,075)	(20,426)	(13,420)	(8,351)	(7,006)
GST payments on purchases		(5,761)	(6,364)	(5,590)	(603)	(774)
GST payments to taxation authority		(400)	-	-	400	-
Perth Casino Royal Commission expenditure	15, S	-	(2,744)	-	(2,744)	(2,744)
Other payments	T	(1,944)	(2,412)	(770)	(468)	(1,642)

## 8.9.3 Statement of Cash Flows Variances (contd)

	Note	Estimate 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2021 and 2020 \$'000
<b>Receipts</b>						
Other income		-	886	171	886	715
Sales		630	857	946	227	(89)
Commonwealth Government grants and contributions		510	596	537	86	59
GST receipts on sales		329	230	113	(99)	117
GST receipts from taxation authority	U	5,832	6,356	4,595	524	1,761
Grants and subsidies		300	-	-	(300)	-
Other receipts		323	172	249	(151)	(77)
<b>Net cash used in operating activities</b>		<b>(154,940)</b>	<b>(174,202)</b>	<b>(146,241)</b>	<b>(19,262)</b>	<b>(27,961)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<b>Payments</b>						
Purchase of non-current physical assets		(81)	(900)	(651)	(819)	(249)
<b>Net cash used in investing activities</b>		<b>(81)</b>	<b>(900)</b>	<b>(651)</b>	<b>(819)</b>	<b>(249)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Payments</b>						
Principal elements of lease payments		(373)	(339)	(345)	34	6
Distribution to owners	16, V	-	(2,800)	(1,145)	(2,800)	(1,655)
<b>Net cash (used in)/ provided by financing activities</b>		<b>(373)</b>	<b>(3,139)</b>	<b>(1,490)</b>	<b>2,766</b>	<b>(1,649)</b>
Net increase/(decrease) in cash and cash equivalents		(2,481)	4,212	(762)	6,693	4,974
Cash and cash equivalents at the beginning of period		41,204	41,204	41,966	-	(762)
<b>Cash and Cash Equivalents at the end of period</b>		<b>38,723</b>	<b>45,416</b>	<b>41,204</b>	<b>6,693</b>	<b>4,212</b>

**Major Estimate and Actual (2021) Variance Narratives**

10. Increase in Service Appropriation of \$23.1 million (16%) reflects additional appropriation received including; COVID-19 campaigns (\$6.4 million), Telethon Donation (\$2.5 million), payments to the Lord Mayor's Distress Relief Fund (Wooroloo Bushfire - \$2.0 million and Cyclone Seroja - \$2.0 million), Wooroloo Bushfire Relief Grants (\$0.5 million), WA Indian Community Centre (\$1.5 million), costs relating to the 2020/21 State election (\$5.8 million), various Aboriginal Engagement initiatives (\$1.2 million) and Celebrate WA (\$0.5 million).
11. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Appropriation of \$3.7 million was approved during the 2021/22 Budget Process to support the Royal Commission.
12. Funds from Other Public Sector Entities increase (\$3.2 million) mainly represents contributions from other agencies for ServiceWA.
13. The increase in Accommodation payments of \$3.0 million (16%) is due to increased prepayments at 30 June 2021.
14. Grants and subsidies have increased by \$8.4 million (69%) due to payments made to; Telethon (\$2.5 million), the Lord Mayor's Distressed Relief Fund (\$4.0 million), Wooroloo Bushfire Relief Grants (\$0.5 million) and the WA Indian Community Centre (\$1.5 million),
15. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Expenditure incurred of \$2.7 million is directly related to the cost of services supporting the Royal Commission.
16. Distribution to Owner of \$2.8 million relates to the establishment of the Noongar Land Fund Special Purpose Account.

**Major Actual (2021) and Comparative (2020) Variance Narratives**

- K. Increase in Service Appropriation of \$27.4 million (19%) reflects termination payments for Ministerial and Parliamentary Officers following the 2020/21 State Election (\$5.8 million) and additional appropriation for COVID-19 Campaigns (\$9.6 million), Telethon Donation (\$2.5 million), the Lord Mayor's Distress Relief Fund (Wooroloo Bush Fire and Tropical Cyclone Seroja \$4.0 million) and Wooroloo Bushfire Relief Grants (\$0.5 million), WA Indian Community Centre (\$1.5 million), implementation of the South West Native Title Settlement (\$0.6 million) and Yamatji Nation Indigenous Land Use Agreement (\$0.8 million), Inaugural Yajilarra Dialogues (\$0.8 million) and Cyber Security Operations Centre (\$0.8 million).
- L. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. A budget was not established at the beginning of the year, as this inquiry was established in March 2021. Appropriation of \$3.7 million was approved during the 2021/22 Budget Process to support the Royal Commission.
- M. Funds from Other Public Sector Entities of \$1.7 million (116%) comprised of contributions from other agencies for ServiceWA.
- N. Royalties for Regions Fund increase of \$2.3 million (102%) is mainly with respect to Remote Aboriginal Communities COVID-19 Emergency Relief Funding (\$2.1 million) and various additional expenditure carry-overs.
- O. Increase in Employee Benefits Expense of \$9.5 million (11%) mainly reflects termination payments made to Ministerial and Parliamentary Offices staff following the 2020/21 State Election (\$5.8 million) and to Departmental staff (\$1.9 million), and additional employees for COVID-19 Support (\$1.9 million) and Cyber Security Testing Capability (\$0.2 million).

- P. The increase in payments for Supplies and Services of \$5.9 million (25%) mainly reflects significant costs for the COVID-19 recovery and response (predominantly advertising) and ServiceWA.
- Q. The increase of \$2.9 million (15%) in payments for Accommodation reflects pre-payments made during June 2021.
- R. The increase in Grants and Subsidies payments of \$7.0 million (73%) mainly reflects significant grants paid to; Telethon (\$2.5 million), the Lord Mayor's Distressed Relief Fund (\$4.0 million) and Wooroloo Bush Fire Relief (\$0.5 million).
- S. During 2020/21 the Department supported the Crown Casino Royal Commission to inquire into and report on Crown's suitability to operate its casino at Burswood. The inquiry was established in March 2021 and total expenditure of \$2.7 million was incurred directly in relation to supporting the Royal Commission.
- T. Other Payments increase of \$1.6 million (213%) is mainly due to increased payments for computer software licences.
- U. GST Receipts from the Taxation Authority of \$1.8 million (38%) is due to increased refunds from the GST paid for increased payments for taxable supplies and services.
- V. Distribution to Owner of \$1.7 million (100%) relates to the net increase as a result of establishing the Noongar Land Fund Special Purpose Account offset by Royalty for Regions and Infrastructure WA transfers in 2019/20.

## 9. Administered disclosures

This section sets out all of the statutory disclosures regarding the financial performance of the Department.

	Notes
Administered income and expenses	9.1
Administered assets and liabilities	9.2
Contingent liabilities	9.3
Explanatory statement for administered items	9.4

### 9.1 Administered Income and Expenses

	2021 \$'000	2020 \$'000
<b>Income</b>		
<u>Administered appropriation</u>		
South West Native Title Settlement	60,000	-
Yamatji Nation Indigenous Land Use Agreement	10,900	-
<b>Total Administered Income</b>	<b>70,900</b>	<b>-</b>
<b>Expenses</b>		
<u>Grants and subsidies</u>		
South West Native Title Settlement	691,911	-
Yamatji Nation Indigenous Land Use Agreement	320,989	-
<b>Total Administered Expenses</b>	<b>1,012,900</b>	<b>-</b>

### South West Native Title Settlement

The South West Native Title Settlement is a landmark Native Title agreement, negotiated between the Noongar people and the Western Australian Government. The Settlement is a significant step towards self-determination and includes six Indigenous Land Use Agreements (ILUAs). The Settlement is the most comprehensive of its kind in Australia to date. The Settlement involves around 30,000 Noongar people and covers approximately 200,000 km<sup>2</sup> of the State's south west region. Legal challenges to the Settlement were dismissed by the High Court in November 2020 and the six ILUAs came into effect in late February 2021.

The Settlement package is a long-term investment in the Noongar people and will provide sustainable assets and options for developing Noongar interests, including opportunities for the State Government to work in partnership with the Noongar people to elevate economic, social and community outcomes.

### Yamatji Nation Indigenous Land Use Agreement

The Yamatji Nation Indigenous Land Use Agreement settles Native Title claims over 48,000 km<sup>2</sup> of land and water in the Geraldton region. The Agreement was finalised in April 2021.

The Agreement aims to build a sustainable economic foundation, focuses on Aboriginal empowerment and recognition, and includes a broad range of benefits including a cash component, economic development package, heritage agreements, land transfers, jointly managed conservation estate and robust governance framework.

### 9.2 Administered Assets and Liabilities

	2021 \$'000	2020 \$'000
<b>ADMINISTERED LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables - South West Native Title Settlement	59,412	-
Payables - Yamatji Nation Indigenous Land Use Agreement	9,879	-
<b>Total Current Liabilities</b>	<b>69,291</b>	<b>-</b>
<b>Non-Current Liabilities</b>		
Payables - South West Native Title Settlement	572,499	-
Payables - Yamatji Nation Indigenous Land Use Agreement	300,210	-
<b>Total Non-Current Liabilities</b>	<b>872,709</b>	<b>-</b>
<b>TOTAL ADMINISTERED LIABILITIES</b>	<b>942,000</b>	<b>-</b>

## 9.3 Contingent Liabilities

### 9.3.1 South West Native Title Settlement

Under the South West Settlement Indigenous Land Use Agreement, a State-managed Noongar Land Fund of up to a maximum of \$46.85 million (of which \$0.83 million has been included as a payable in Administered Liabilities) will, subject to meeting certain conditions, be used over 10 years to meet the Settlement's land, joint management and heritage objectives through the development of effective partnerships between the Noongar Regional Corporations and the State's key land/heritage agencies.

### 9.3.2 Yamatji Nation Indigenous Land Use Agreement

Under the Yamatji Nation Indigenous Land Use Agreement the State has agreed to provide the Trustee of the Charitable Trust on behalf of the Yamatji Nation, with an annual payment calculated as a percentage of rent received from mining tenements with the Agreement Area, for a period of 10 years between 1 July 2022 and 30 June 2032, to meet the Settlement's economic development objectives. It is estimated that total payments will approximate \$8.64 million.

#### 9.4 Explanatory Statement for Administered items

All variances between the original budget and actual results for 2021, and between the actual results for 2021 and 2020 are shown below. Narratives are provided for key major variances which are greater than 10% and 1% of prior year Total Administered Items.

	Variance Note	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2021 and 2020 \$'000
<b>INCOME FROM ADMINISTERED ITEMS</b>						
<b>Income</b>						
Administered appropriation						
South West Native Title Settlement	1, A	-	60,000	-	60,000	60,000
Yamatji Nation Indigenous Land Use Agreement	2, A	12,900	10,900	-	(2,000)	10,900
<b>Total Administered Income</b>		<b>12,900</b>	<b>70,900</b>	<b>-</b>	<b>58,000</b>	<b>70,900</b>
<b>Expenses</b>						
Grants and subsidies						
South West Native Title Settlement	1, A	-	691,911	-	691,911	691,911
Yamatji Nation Indigenous Land Use Agreement	2, A	12,900	320,989	-	308,089	320,989
<b>Total Administered Expenses</b>		<b>12,900</b>	<b>1,012,900</b>	<b>-</b>	<b>1,000,000</b>	<b>1,012,900</b>

##### Major Estimate and Actual (2021) Variance Narratives

- There are no estimates to report variances against for the South West Native Title Settlement.
- Administered appropriation for the Yamatji Nation Indigenous Land Use Agreement was \$2.0 million less than the 2020/21 estimate, due to the carry-over of the work for the ground water investigation into the financial year ending 30 June 2022.  
The variance of \$308.1 million between actual and estimated expenses is a result of the actual expenses representing the total

expenditure payable under the agreement, whereas the estimate was only prepared based on the expenditure for the current year.

##### Major Actual (2021) and Comparative (2020) Variance Narratives

- The South West Native Title Settlement and Yamatji Nation Indigenous Land Use Agreement were entered into during the year ended 30 June 2021. Accordingly, there are no prior year comparatives to report.

# Certification of KPI Results



I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of the Premier and Cabinet's performance, and fairly represent the performance of the Department of the Premier and Cabinet for the financial year ended 30 June 2021.



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**Emily Roper**  
Accountable Authority  
15 September 2021

# Audited KPI Information



## Performance Indicators

The Department delivered services to achieve the Government Goal of *Sustainable Finances: Responsible financial management and better service delivery*.

The Department's Outcome Based Management (OBM) structure consists of two agency-level outcomes, and six agency-level services:

**Outcome 1:** Executive Government and Members of Parliament receive appropriate support.

**Outcome 2:** The Premier and Ministers receive high quality, rigorous and timely policy advice.

- Service 1:** Administration of Executive Government Services
- Service 2:** Administration of Parliamentary Support
- Service 3:** Government Policy Management – Whole-of-Government
- Service 4:** Government Policy Management – Aboriginal Affairs
- Service 5:** Government Policy Management – ICT
- Service 6:** Crown Casino Perth Royal Commission\*

The Department reports on key effectiveness indicators to enable assessments to be made of the extent to which the Department's activities are achieving, or have made substantial progress towards achieving Outcome 1 and Outcome 2.

The Department reports on key efficiency indicators to provide information on the cost of inputs associated with the specific services required to deliver outcomes. To report the cost of service, corporate support expenses are distributed across services on a Full Time Equivalent (FTE) basis.

\* The Department sought an exemption from reporting against Service 6 in both the 2020-2021 and 2021-2022 financial years from the Under Treasurer. This exemption request was approved on 18 June 2021 in recognition of the short-term nature and discrete scope of the work. For this reason, no reporting against this service appears below.

## Performance Snapshot for 2020-21

**Table 1 - Key Effectiveness Indicators**

<b>Outcome 1 - Executive Government and Members of Parliament receive appropriate support</b>				
<b>Number</b>	<b>Description</b>	<b>Target</b>	<b>Result</b>	<b>Reference</b>
1.1	Targets for support services are met or exceeded.	95%	99%	page 118
1.2	Service recipients' confirmation that services provided enable the obligations of Executive Government and Members of Parliament to be met.	3.0	3.8	page 118
<b>Outcome 2 - The Premier and Ministers receive high quality, rigorous and timely policy advice</b>				
<b>Number</b>	<b>Description</b>	<b>Target</b>	<b>Result</b>	<b>Reference</b>
2.1	Service recipients' confirmation that high quality and timely policy advice is provided.	3.0	3.2	page 119

Table 2 – Key Efficiency Indicators

Service 1 – Administration of Executive Government Services				
Number	Description	Target (\$'000)	Result (\$'000)	Reference
1.1	Average operating cost per ministerial office (including Premier's Office and Leader of the Opposition offices).	2,821	3,053	page 119
1.2	Average cost of support provided per ministerial office (including Premier's Office and Leader of the Opposition offices).	506	662	page 120
Service 2 – Administration of Parliamentary Support				
Number	Description	Target (\$'000)	Result (\$'000)	Reference
2.1	Average cost of entitlements per Member of Parliament.	350	365	page 121
2.2	Average cost of support per Member of Parliament..	21	27	page 121
Service 3 – Government Policy Management – Whole-of-Government				
Number	Description	Target (\$'000)	Result (\$'000)	Reference
3.1	Average cost to deliver policy advice per applicable Full-Time Equivalent.	223	246	page 122
Service 4 – Government Policy Management – Aboriginal Affairs				
Number	Description	Target (\$'000)	Result (\$'000)	Reference
4.1	Average cost to deliver policy advice per applicable Full-Time Equivalent.	364	309	page 123
Service 5 – Government Policy Management – ICT				
Number	Description	Target (\$'000)	Result (\$'000)	Reference
5.1	Average cost to deliver policy advice per applicable Full-Time Equivalent.	186	233	page 123

# Explanatory Notes on Key Effectiveness Indicators

## Outcome 1 - Executive Government and Members of Parliament receive appropriate support

### 1.1 Targets for support services are met or exceeded

This indicator reports support services (email correspondence, Ministerial merit panels, air charter requests, monthly Ministerial reports, and printing and publishing services) provided by the Department to Executive Government (Premier and Ministers), Leaders of the Opposition parties and Members of Parliament. To measure the extent to which the Department delivers appropriate support to these groups, the timeliness of these services is measured. All services measured are considered to be of equal rank, with all results for the performance indicators averaged to determine the total result.

### 1.2 Service recipients' confirmation that services provided enable the obligations of Executive Government and Members of Parliament to be met

This indicator reports the satisfaction levels of the Executive Government, Leaders of the Opposition parties, Members of Parliament and their staff for corporate services delivered by the Department that enable them to meet their Parliamentary obligations. The survey population was 95<sup>1</sup> and the response rate was 49%.

The Annual Expectations Survey is distributed to all stakeholders for completion, which consists of various questions relating to the timeliness and quality of a range of corporate services delivered by the Department. The rating is a value between one and five, where a value of one indicates services were 'well below expectations' and five indicates services were 'well above expectations'; while a value of three indicates services 'met expectations'.

### Outcome 1 – Annual Comparison

	2017-18	2018-19	2019-20	2020-21	
	Actual	Actual	Actual	Target	Actual
1.1 Targets for support services are met or exceeded	96%	100%	100%	95%	99%
1.2 Service recipients' confirmation that services provided enable the obligations of Executive Government and MPs to be met.	3.7	4.0	3.9	3.0	3.8 <sup>2</sup>

1. Two Members of Parliament did not receive surveys as incorrect information was provided to the group conducting the surveys.

2. The increase in the actual result above target is due to the Department performing above expectations.

## Outcome 2 - The Premier and Ministers receive high quality, rigorous and timely policy advice

### 2.1 Service recipients' confirmation that high quality and timely policy advice is provided.

This indicator reports the satisfaction levels of the Premier and all Ministers for policy services delivered by the Department. The survey population was 17 and the response rate was 71%.

The Annual Expectations Survey is distributed to all stakeholders for completion, which consists of various questions relating to the timeliness and quality of a range of policy services delivered by the Department. The rating is a value between one and five, where a value of one indicates services were 'well below expectations' and five indicates services were 'well above expectations'; while a value of three indicates services 'met expectations'.

#### Outcome 2 – Annual Comparison

	2017-18	2018-19	2019-20	2020-21	
	Actual	Actual	Actual	Target	Actual
2.1 Service recipients' confirmation that high quality and timely policy advice is provided	3.2	3.7	3.4	3.0	3.2

## Service 1 - Administration of Executive Government Services

The Department provides a range of services including:

- » administrative support to the Premier, Ministerial offices and to the Leader of the Opposition and Leader of the Second Opposition offices;
- » support for the functions of Cabinet and Parliament;
- » communication of Government policies and activities;
- » support for the Executive Council; and
- » management of the State occasions and official visits program.

### 1.1 Average operating cost per Ministerial Office (including the Premier's Office and Leaders of the Opposition parties' offices)

The purpose of this indicator is to highlight the operating cost per Ministerial Office, and seek to measure the efficiency of the costs associated with administering each Ministerial Office.

The Department is responsible for the administration of Executive Government services, which includes the administration of salaries, office accommodation and air charter related expenditure for Ministerial Offices.

This indicator reports the average operational expense for each Ministerial Office (including the Leaders of the Opposition parties' offices) plus a proportion of the cost of corporate support allocated on an FTE basis.

## 1.2 Average cost of support per Ministerial Office (including the Premier's Office and Leader of the Opposition Office)

The purpose of this indicator is to highlight the central administrative support cost per Ministerial Office (including the Leader of the Opposition Office), and seek to measure the efficiency of the costs associated with administering each Ministerial Office.

The Department is responsible for providing central administration to Ministerial Offices, which includes executive transport, media monitoring, cabinet secretariat and state ceremonial events.

This indicator reports the average operational expense for each Ministerial Office (including the Leader of the Opposition Office) plus a proportion of the cost of corporate support allocated on an FTE basis.

### Service 1 – Annual Comparison

	2017-18	2018-19	2019-20	2020-21	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
1.1 Average operating cost per ministerial office (including Premier's Office and Leader of the Opposition Office).	3,032	2,959	2,856	2,821	3,053
1.2 Average cost of support provided per ministerial office (including Premier's Office and Leader of the Opposition Office).	542	492	522	506	662 <sup>3</sup>

3. The projected increase in the average cost of support provided per Ministerial Office compared to the budget target mainly relates to the implementation of a new media monitoring solution, related licencing, plus unfunded staffing costs for the Media and Communications Unit (totalling \$1.5M), Cabinet Services (\$0.3M) and drivers in the Government Garage (\$0.4M).

## Service 2 – Administration of Parliamentary Support

The Department is responsible for the provision of administrative support to Members of Parliament.

### 2.1 Average cost of entitlements per Member of Parliament

This indicator has been designed to measure the Department's ability to efficiently administer costs of entitlements per Member of Parliament.

The Department is responsible for the administration of entitlements to Members of Parliament and former Premiers in accordance with the Salaries and Allowances Tribunal. Entitlements include parliamentary electorate office staff, office accommodation and associated costs, as well as intra-state electorate travel for regional Members of Parliament.

This indicator reports the average cost of entitlements per Member of Parliament.

### 2.2 Average cost of support provided per Member of Parliament

This indicator has been designed to measure the Department's central administrative costs to support Members of Parliament including expenses associated with the salaries and related costs for the Government Whip.

The indicator reports the average cost of support provided per Member of Parliament.

#### Service 2 – Annual Comparison

	2017-18	2018-19	2019-20	2020-21	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
2.1 Average cost of Entitlements per Member of Parliament	403	400	351	350	365
2.2 Average cost of Support Provided per Member of Parliament	14	21	22	21	27 <sup>4</sup>

4. The projected increase in the average cost of support per Member of Parliament compared to the budget target reflects additional FTE in the PEO Entitlements and Support Unit which results in a larger allocation of overhead costs (\$0.5M).

### Service 3 – Government Policy Management – Whole-of-Government

The Department provides strategic policy advice and coordination to the Premier and Cabinet including:

- » leadership and coordination of cross-agency solutions to complex issues;
- » managing and coordinating Government input into intergovernmental negotiations and advice on federal reform, treaties, defence and other matters raised through the National Cabinet and the Council for the Australian Federation; and
- » emergency management policy advice to the Premier, Ministers and public sector agencies and whole-of-Government management and coordination of significant security incidents and emergencies.

#### 3.1 Average cost to deliver policy advice per applicable Full Time Equivalent

The purpose of this indicator is to identify the average cost to deliver policy advice services.

This indicator reports the average cost to deliver policy advice per applicable FTE and is calculated by dividing the total cost to deliver policy advice by the number of FTEs in the general Policy Management area including corporate support.

#### Service 3 – Annual Comparison

	2018-19	2019-20	2020-21	
	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
3.1 Average cost to deliver policy advice per applicable Full Time Equivalent	233	223	223	246 <sup>5</sup>

5. The increase in the average cost to deliver Policy Advice for Whole-of-Government compared to the budget target and the previous year is mainly due to increased costs for COVID-19 Communication (\$3.5M) and Coordination (\$2M).

## Service 4 – Government Policy Management – Aboriginal Affairs

The Department provides strategic policy advice and coordination to the Minister for Aboriginal Affairs including cross-portfolio advice on land, State and Commonwealth approvals and Aboriginal issues.

### 4.1 Average cost to deliver policy advice per applicable Full Time Equivalent

The purpose of this indicator is to identify the average cost to deliver policy advice for Aboriginal affairs.

This indicator reports the average cost to deliver policy advice per applicable FTE and is calculated by dividing the total cost to deliver policy advice by the number of FTEs involved in Aboriginal affairs including corporate support.

#### Service 4 – Annual Comparison

	2018-19	2019-20	2020-21	
	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
4.1 Average cost to deliver policy advice per applicable Full Time Equivalent	305	300	364	309 <sup>6</sup>

6. The decrease in the average cost to deliver Policy Advice for Aboriginal Affairs compared to the budget target is largely due to unspent budget for the Aboriginal Cultural Centre (\$1.7M), Yamatji Nation ILUA (\$0.75M), as well as underspend in professional services (legal fees) - (\$2.5M).

## Service 5 – Government Policy Management – ICT

The Department provides strategic policy advice and coordination to the Minister for Innovation and ICT.

### 5.1 Average cost to deliver policy advice per applicable Full Time Equivalent

The purpose of this indicator is to identify the average cost to deliver policy advice for Innovation and ICT.

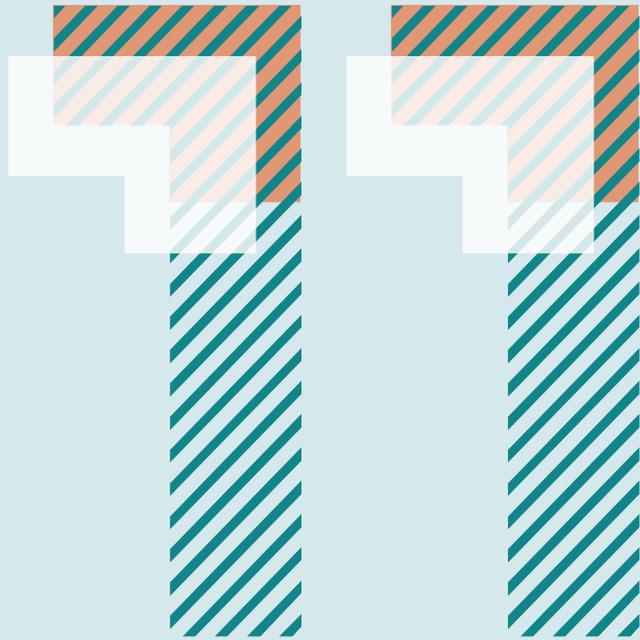
This indicator reports the average cost to deliver policy advice per applicable FTE and is calculated by dividing the total cost to deliver policy advice by the number of FTEs in the Office of Digital Government including corporate support.

#### Service 5 – Annual Comparison

	2018-19	2019-20	2020-21	
	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
5.1 Average cost to deliver policy advice per applicable Full Time Equivalent	274	211	186	233 <sup>7</sup>

7. The projected increase in costs for the Government Policy Management - ICT compared to the budget target mainly reflects the increased costs for the Service WA Pilot Program (\$1.2M).

# Other Legal Requirements



### Personal Use of Credit Cards

The following personal expenditure incurred on Government Purchasing Cards is disclosed in compliance with Treasurer's Instruction 321.

	2019-20	2020-21
The number of instances the Western Australian Government Purchasing Card has been used for personal purposes	18	15
The aggregate amount of personal use expenditure for the reporting period	\$1,500.56	\$625.38
The aggregate amount of personal use expenditure settled by a due date	\$1,414.71	\$498.27
The aggregate amount of personal use expenditure settled after the date	\$85.85	\$127.11
The aggregate amount of personal use expenditure outstanding at the end of the reporting period	-	-
The number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-	-

### Compliance with the Electoral Act 1907

In accordance with section 175ZE of the Electoral Act 1907, the agency incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure for 2020-21 was \$6,058,309.

#### Summary of Department Advertising 2020-21

Advertising Agencies	\$1,005,768
Market Research Organisations	\$123,050
Polling Organisations	-
Direct Mail Organisations	-
Media Advertising Agencies	\$4,929,491
<b>Total Advertising Expenditure</b>	<b>\$6,058,309</b>

**Advertising by Class of Expenditure 2020-21**

<b>RECIPIENT</b>	
<b>Advertising Agencies</b>	
303 MullenLowe	\$2,000
Beebs Vision Pty Ltd	\$53,108
Jack in the Box Corporation Pty Ltd	\$150,508
Rare Pty Ltd	\$699,307
The Brand Agency Pty Ltd	\$89,296
The KP Collective	\$1,400
Wunderman Thompson Pty Ltd	\$10,150
<b>Total</b>	<b>\$1,005,768</b>
<b>Market Research Organisations</b>	
Metrix Consulting Pty Ltd	\$94,300
Painted Dog Research Pty Ltd	\$28,750
<b>Total</b>	<b>\$123,050</b>
<b>Polling Organisations</b>	
Nil	-
<b>Total</b>	<b>-</b>
<b>Direct Mail Organisations</b>	
Nil	-
<b>Total</b>	<b>-</b>
<b>Media Advertising Agencies</b>	
Bang Online Marketing Pty Ltd	\$73,350

Facebook Ireland Ltd	\$15,322
Initiative Media Australia Pty Ltd	\$4,840,819
<b>Total</b>	<b>\$4,929,491</b>
<b>GRAND TOTAL</b>	<b>\$6,058,309</b>

**Compliance with the Disability Services Act 1993**

The Department reports annually on progress with its Disability Access and Inclusion Plan (DAIP) and the information used by the Minister for Disability Services to report to Parliament. In anticipation of the expiry of the current DAIP on 31 December 2021, a new DAIP 2022-2025 is being drafted to facilitate consistent annual reporting against the outcomes of disability access and inclusion plans.

The new DAIP will be listed as a related document to the Department's Diversity Plan 2021-2022 (under development), which addresses both diversity and inclusion for people with disability and the five other identified diversity groups. The Diversity Plan aligns with the Public Sector Commission's *Workforce Diversity and Inclusion Strategy for WA Public Sector Employment 2020-2025* and will be a document continually reviewed, reported on and updated.

**Compliance with the Public Sector Management Act 1994**

The Department has implemented a number of supporting policies, procedures and guidelines which are reviewed on a regular basis.

As part of the induction program, all new staff read and accept the Department's Code of Conduct and complete training on ethical and accountable decision-making.

**Compliance with the State Records Act 2000**

Section 19 of the State Records Act 2000 requires all agencies to have an approved Record Keeping Plan (RKP) that must be complied with by the organisation and its officers.

The Department's RKP was approved in 2018. The plan covers records of the Department, Office of the Premier, the Cabinet, the Executive Council and all Ministers.

Officers of the Department, Office of the Premier, the Cabinet, the Executive Council and all Ministers receive training to support compliance with the State Records Act 2000.

In accordance with State Records Commission Standard 2, Principle 6 the following compliance information is provided:

State Records Commission Requirements	Department Compliance Action
Whether the efficiency and effectiveness of the organisation's record keeping systems have been evaluated, or if not when such evaluation is proposed.	The Department has an approved and current RKP. Record Keeping Programs have been prepared and signed by all Ministers and the Parliamentary Secretary of the Cabinet. The next RKP review is due December 2023.
The nature and extent of the record keeping training program conducted by, or for, the organisation.	<ul style="list-style-type: none"> <li>» All staff receive enrolment in an online self-paced records awareness training (RAT) system. This training provides staff with a sound understanding of record keeping roles and responsibilities.</li> <li>» 18 publications have been created for training purposes which include fact sheets, advice, training manuals &amp; videos.</li> <li>» A compliant records system is used to capture electronic records; this year over 915 different people used the system; 202 records system training sessions were held.</li> </ul>
Whether the efficiency and effectiveness of the record keeping training program has been reviewed or alternatively when this is planned to be done.	<ul style="list-style-type: none"> <li>» It is a requirement that all staff complete an online RAT course following recruitment, 224 people were enrolled and 75% of those enrolled this financial year have completed the course.</li> <li>» The RAT includes a staff feedback process, course participants have indicated a 100% approval of the content and 75% have indicated an improved understanding of record keeping roles and responsibilities at completion.</li> </ul>
Assurance that the organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's Record Keeping Plan.	<ul style="list-style-type: none"> <li>» Unit 5 of the Department's online induction program covers archives and record keeping responsibilities.</li> <li>» The Department also requires all staff to attend Accountable and Ethical Decision Making training which is based around the Department's Code of Conduct, Unit 7 of this training covers record keeping.</li> <li>» All support materials are available to staff via the intranet.</li> </ul>

# Government Policy Requirements



### Occupational Safety, Health and Injury Management

The Department, through the Corporate Executive, is committed to providing a healthy, safe and accident free workplace for all its employees, contractors and visitors by complying with the *Occupational Safety and Health Act 1984 and the Workers' Compensation and Injury Management Act 1981*.

The Department's Occupational Safety and Health (OSH) Committee is the fundamental mechanism for consultation on OSH matters between employees and the Corporate Executive. The Committee is comprised of employee and management representatives and meets to discuss and resolve safety and health issues, and review objectives, plans and procedures, in line with the Department's OSH Management Plan.

The Department is committed to continuous review and improvement of workplace safety and health.

	2018-19	2019-20	2020-21	Target	Comments
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate	0%	0%	0.50%	0 or 10% reduction in incidence rate	Multiple slip and fall injuries occurred. Employees recovered well and returned to work within 13 weeks.
Lost time injury and severity rate	0%	0%	0.40%	0 or 10% reduction in incidence rate	
Percentage of injured workers returned to work within 13 weeks	N/A	N/A	100%	Greater than or equal to 80%	All five injured workers returned to work within 13 weeks. Target achieved
Percentage of injured workers returned to work within 26 weeks	N/A	N/A	N/A	Greater than or equal to 80%	Not applicable
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	82%	82%	40.85%	Greater than or equal to 80%	COVID interruptions, Departmental restructures and revision of the online training module caused a delay to enrolments and resulted in a lower percentage of training completion for the financial year.

## Board and Committee Remuneration

### Audit and Risk Management Committee

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Hourly Rate	Gross Remuneration for the Financial Year
Chair	Gordon Robertson	Hourly Rate	1 Jul 2020 – 30 Jun 2021	2 Years	\$200	\$8,430
Member	Stephanie Black	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Greg Italiano	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Fiona Hunt	N/A	8 Jun 2021 – 30 Jun 2021	2 Years	N/A	\$0
Member	Judith Stewart	N/A	26 Nov 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	James Lim	N/A	26 Nov 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Kathlene Oliver	N/A	26 Nov 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Angela Kelly	N/A	29 Sep 2020 – 7 May 2021	2 Years	N/A	\$0
Member	Emily Roper	N/A	1 Jul 2020 – 27 May 2021	2 Years	N/A	\$0
Member	Regina Bolton	N/A	1 Jul 2020 – 25 Sep 2020	2 Years	N/A	\$0

### Supporting Communities Forum

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Rate	Gross Remuneration for the Financial Year
Co-Chair	Michelle Scott	Annual Fee	1 Jul 2020 – 30 Jun 2021	2 Years	\$31,750	\$31,750
Co-Chair	Jodi Cant	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Deputy Chair	Kate George	Sitting Fee*	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Louise Giolitto	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Dan Minchin	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Tricia Murray	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Rate	Gross Remuneration for the Financial Year
Member	Maria Osman	Sitting Fee	1 Jul 2020 – 30 Jun 2021	2 Years	\$680 per day, \$442 per ½ day	\$1,564
Member	Julie Waylen	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Ross Wortham	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Debra Zanella	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Felicite Black	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Kate Chaney	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Justine Colyer	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Emma Jarvis	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Melissa Perry	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Denver D'Cruz	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Kelda Oppermann	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Michelle Andrews	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Adam Tomison	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Lisa Rodgers	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	David Russell-Weisz	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Rebecca Brown	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Jennifer McGrath	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Duncan Ord	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Susan Hunt	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0
Member	Sharyn O'Neill	N/A	1 Jul 2020 – 30 Jun 2021	2 Years	N/A	\$0

\* Kate George was entitled to a sitting fee but chose not to claim it.

## WA Multicultural Policy Framework

The Department's Multicultural Plan 2021-2023 is formulated on the WA Multicultural Policy Framework and includes initiatives which are duplicated in the Department's Diversity Plan 2021-2022 (under development). The Diversity Plan will address both diversity and inclusion for culturally and linguistically diverse people and the five other identified diversity groups.

The Multicultural Plan also focusses on the Department's public-facing interactions with people from culturally and linguistically diverse backgrounds in situations such as delivering COVID-19 communications and undertaking consultations via the Supporting Communities Forum on matters of social policy.

The Department submitted its Multicultural Plan 2021-2023 to the Minister for Citizenship and Multicultural Interests on 2 February 2021.

## Substantive Equality

The Department's implementation of the Policy Framework for Substantive Equality is being progressed by its Diversity Plan, aligned with the Public Sector Commission's *Workforce Diversity and Inclusion Strategy for WA Public Sector Employment 2020-2025*. This is being developed with consultation and input from the Department's Building Equity and Diversity Working Group. The Strategic Workforce Plan, due for completion in the last quarter of 2021, will also incorporate Equal Employment Opportunity principles into workforce planning.



