



Government of **Western Australia**
Department of **Finance**



Strategic Directions

2022-26

Acknowledgement of Country

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

The Department of Finance works throughout the State and we acknowledge the traditional custodians of all the lands on which we operate.

Minister foreword



Leadership in government requires our departments and staff to think strategically, collaborate often and innovate in ways that bring the sector and customers together to deliver the best outcomes for our State, our economy and the people of Western Australia.

The Department of Finance is a central agency that continues to positively influence the public sector, providing strategic advice alongside exemplary project management and service delivery. It plays a vital role within the Western Australian Government to sustain and grow the economy while supporting communities.

Over the last few years, particularly during the global pandemic, Finance has proven to be an agency that continuously delivers,

providing high quality, and timely advice and services. The team is committed to delivering against government priorities with outcomes that meet the needs of our communities.

Finance leads whole-of-government procurement, provides leadership and advice, delivers infrastructure projects such as schools, hospitals and community facilities, and coordinates initiatives to stimulate the Western Australian economy. The next four years will see Finance deliver services and projects with a future-focussed vision and set of values that guide all aspects of its operations.

I would like to congratulate the Department of Finance leadership team and staff for this bold strategy. It clearly outlines Finance's

plan to consolidate its strengths while adapting to meet new challenges, including adding functional responsibilities that benefit all Western Australians.

I look forward to seeing the outcomes as they are realised over the next four years.

Hon Dr Tony Buti MLA
**Minister for Finance; Aboriginal Affairs;
Racing and Gaming; Citizenship and
Multicultural Interests**

Director General foreword



The Department of Finance has built a well-respected reputation as a central agency that consistently delivers great outcomes for Western Australians.

Since our establishment in 2011, Finance has provided strong leadership, strategic advice and delivered innovative projects that address State Government priorities and meet the needs of our communities.

The next four years offer exciting opportunities and challenges, particularly as the State recovers from the effects of the global pandemic. Our focus is to build on our successes, continue to innovate and achieve the best outcomes for all Western Australians.

Strategic Directions 2022-26 is our blueprint and outlines how we do business, with our values at the core. It demonstrates our

customer-centric commitment and the ways we are building a culture of excellence in customer service.

Our plan is underpinned by a future-focused vision that ensures we deliver what is needed today to achieve a better tomorrow. This relates to all aspects of our business from major projects and managing buildings, revenue collection and procurement services to project management and public sector reform.

It has a clear focus on our staff and customers. We are transforming our workplace with a clear aspiration for Finance to be 'the best place to work'. This means providing an agile and flexible workplace that supports leadership, diversity and collaboration; enhancing capability and enabling our staff to be sector leaders.

Our strategic outcomes are underpinned by effective governance, leveraging technology for better service delivery, fostering effective and collaborative relationships and seeking continuous improvement. Together these strategies, will drive our people to continue to achieve great outcomes.

I am excited to be leading and working with such a dedicated team and look forward to achieving strong whole-of-government leadership with quality and value for money outcomes that benefit Western Australia.

Jodi Cant
Director General
Department of Finance



Our purpose

To lead and deliver services on behalf of the government to benefit the community.



Our vision

We serve Western Australia to deliver what is needed today to achieve a better tomorrow.



Our services

Finance's role as a central service agency public sector leader, means we deliver key services efficiently and effectively.

We deliver more than 300 services that are reflected through five core areas:

Advise

Provide strategic advice across WA Government and the public sector on reform projects, project and asset management, procurement and policy.

Build

Plan, deliver and manage fit-for-purpose solutions for major community infrastructure such as schools, hospitals, prisons, and government office accommodation.

Buy

Lead government procurement and leverage our buying power to secure products and services for government, driving value for money for Western Australian taxpayers.

Collect

Collect revenue to fund government services and administer payment of grants and subsidies to the Western Australian community.

Deliver

Facilitate and optimise delivery of corporate services, using insights and leading technologies to continuously innovate and improve.

Our values

-  **Clarity**
We are clear on our purpose, our role and how we support others.
-  **Empathy**
We listen, understand, and respect all perspectives.
-  **Collaboration**
We value each other's contributions and create better outcomes when working together.
-  **Growth**
We learn, develop, inspire and improve in a changing environment.

Our customers

Positive customer experiences can encourage active and positive engagement with the State Government, helping improve service delivery, productivity and stimulate economic growth, in turn allowing our people, businesses and communities to thrive.

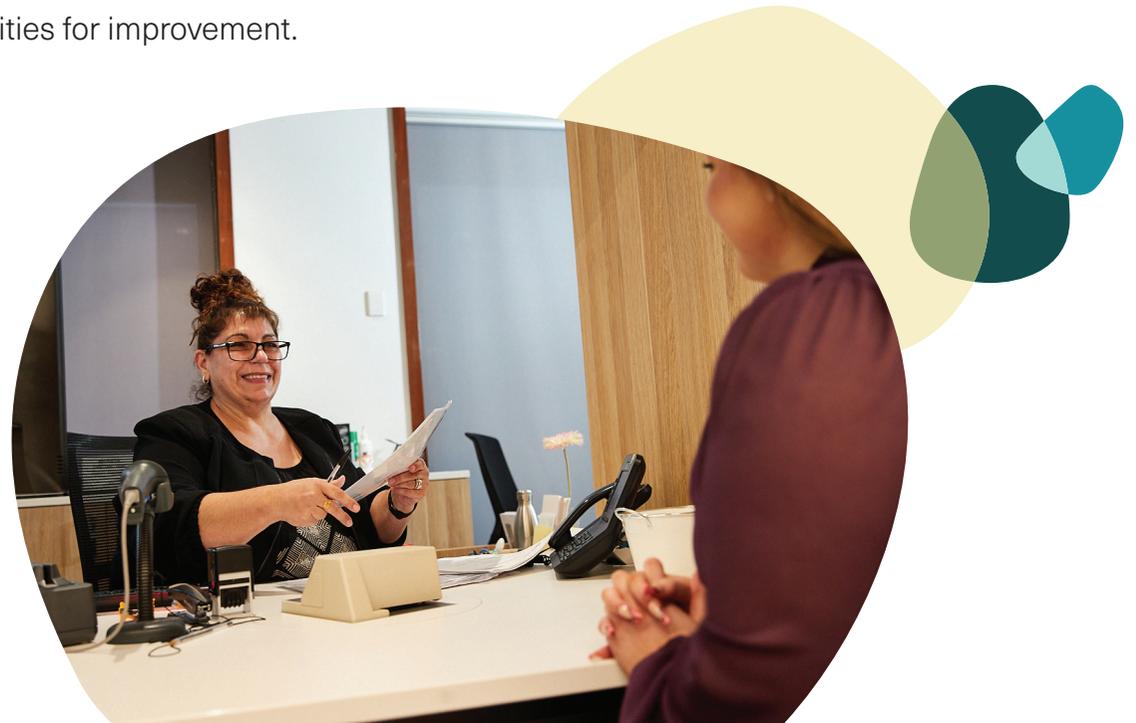
Understanding who our customers are and their experiences and interactions with Finance, means we can anticipate their needs and meaningfully engage to deliver better services across government.

Finance customers are diverse and varied. They include WA Government representatives and agencies, peak bodies, businesses, contractors, communities, individual citizens and our own staff.

To inform our planning and decisions we use customer insights and feedback to prioritise investment and projects to deliver on the things that matter most to our customers.

Our active customer awareness program shares these insights with staff, so we can celebrate areas that are performing well, and identify opportunities for improvement.

Supporting Strategic Directions 2022-26, our [Customer Service Charter](#) outlines our ambitions for the standards we strive to achieve and the ways our partners and customers perceive and engage with us.



Achieving our **vision**

We serve Western Australia to deliver what is needed today to achieve a better tomorrow.

Our strategies

Our vision is supported by placing our strategies at the centre of our operations. This will enable us to leverage our strengths and create improved systems and processes to deliver effective services and provide leadership to the public sector.

Strategy One: Provide a customer-centric service in a fair and equitable way.

We understand the different types of customer and stakeholder relationships, embedding a culture of customer advocacy and innovation to deliver the best possible services.

We will:

- 1.1 establish and implement customer-centric strategies to improve service design and delivery.
- 1.2 embed an innovative culture that champions customer-centric services.
- 1.3 deliver services in line with commitments to Government and customer expectations.
- 1.4 conduct customer experience research to measure improvements.

Strategy Two: Be outcomes focused, apply whole-of-sector thinking and seek continuous improvement.

In our role as functional leads in procurement, revenue administration, project and asset management, we will advocate whole-of-government and state-wide initiatives, policies and frameworks. We will drive reform, give quality advice and increase engagement to deliver effective outcomes and continuous improvement.

We will:

- 2.1 define and leverage our role as functional leads in procurement, revenue administration, project and asset management to facilitate effective outcomes and enhance the sector's capability.
- 2.2 deliver timely and reliable whole-of-government services and policies to support improved outcomes for the WA community through good governance and best practice.
- 2.3 focus on greater involvement with Aboriginal (including Aboriginal Community Controlled Organisations), local and regional businesses to support capability building and improve business opportunities in WA.

Strategy Three: Build strong, effective relationships through leadership and collaboration.

We will lead, collaborate and build trust with our partners inside and outside of government to deliver quality outcomes that demonstrate our values.

We will:

- 3.1 proactively engage with our Minister, the Minister's Office and central agencies to promote effective relationships.
- 3.2 deliver the State's strategic priorities and social and economic policy agenda through increased collaboration across Finance, the wider public and private sector, and nationally.
- 3.3 connect with Aboriginal stakeholders to build strong, genuine partnerships in Finance's reconciliation journey.



Strategy Four: Become the best place to work with a culture that is inclusive, values diversity and encourages staff to thrive.

We will have a safe, inclusive and diverse work environment with an engaged, values-based workforce.

We will:

- 4.1 nurture an inclusive, diverse, values based and highly engaged workforce.
- 4.2 provide a safe work environment where staff are encouraged to speak up, hazards are minimised, and staff can be themselves.
- 4.3 develop and lift staff capability to enhance Departmental capacity, adaptability and responsiveness.
- 4.4 embed workplace solutions that enhance productivity through flexibility and self-service.

Strategy Five: Provide effective governance through evidence-based decisions, clear strategic priorities and a measurement framework.

We will achieve measurable strategic priorities through effective governance and enhanced planning and reporting.

We will:

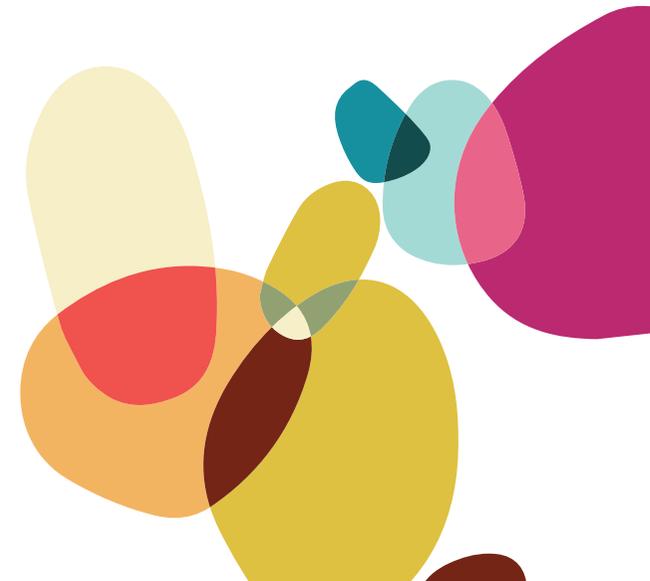
- 5.1 enhance our performance, provide influential advice and drive decision-making across the public sector through quality data and reporting, and strategically leveraging insights.
- 5.2 generate efficiencies in Finance's internal environment to support prioritisation and decision-making, mindful of Finance's risk responses, resourcing requirements and government commitments.
- 5.3 strengthen whole-of-government services and policies in Finance's areas of accountability to further improve consistency, transparency, flexibility and equity across the sector.
- 5.4 lead and strengthen whole-of-government procurement and revenue assurance; risk management capability, ensuring all public sector agencies achieve value for money for the WA community.

Strategy Six: Leverage and optimise technology, systems and processes for efficient service delivery.

We will maximise innovative technology, systems and processes to provide the right tools to deliver the best outcomes.

We will:

- 6.1 streamline services, reduce red tape and generate efficiencies in work practices.
- 6.2 enable customers and staff with convenient, smart, secure, self-service options to deliver services or engage with Finance from any location at any time.
- 6.3 develop a strategy to underpin Finance's digital transformation, charting an enterprise architecture that supports ease of use, integrated systems and reporting, and safety and security of information.



Measuring our performance and progress

Strategic Directions 2022-26 sets out the roadmap for the next four years and guides our service delivery. To measure our progress, we will set ambitious targets and measure our performance with insights and customer data which are detailed in our corporate and business plans. We will report against government accountability requirements, our planning framework, and project and service requirements, and provide relevant reports to demonstrate outcomes to our customers.



