



Department of
the Premier and Cabinet



ANNUAL REPORT 2024-2025

Delivering **Western Australia's future together**

Produced and published by
The Department of the Premier and Cabinet

📍 Dumas House
2 Havelock Street
West Perth WA 6005

✉ Locked Bag 3001
West Perth WA 6872

☎ (08) 6552 5000
(08) 6552 5001

@ admin@dpc.wa.gov.au

🌐 dpc.wa.gov.au

ISSN (Print): 1448-7306
ISSN (Online): 1448-7314

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.



Contents

Overview7

Director General’s foreword 9

Executive Summary 10

The year that was..... 12

About us..... 14

Our ministers and legislation 15

Our corporate executive 16

Our organisational structure..... 19

Our performance23

Our performance snapshot for 2024-25 24

Report on operations.....29

Our strategy..... 30

Our strategic objectives..... 31

Empowering our people, enriching our culture 71

Building trust through our strong corporate governance..... 82

Disclosures and legal compliance 89

Government policy requirements 90

Other legal requirements 102

Financial statements 109

Certification of financial statements 110

Financial statements 114

Notes to the financial statements..... 126

Key performance indicators 191

Certification of key performance indicators 192

Notes to the key effectiveness indicators..... 193

Notes to the key efficiency indicators 197

Appendix..... 207

Administered Legislation..... 208



Statement of compliance

For the year ended 30 June 2025

Hon Roger Cook BA GradDipBus MBA MLA

Premier; Minister for State Development; Trade and Investment; Economic Diversification

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the annual report of the Department of the Premier and Cabinet for the financial year ended 30 June 2025.

This report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

Michael Carey

Director General

Department of the Premier and Cabinet

1 October 2025



About our annual report

The Department of the Premier and Cabinet's Annual Report 2024–25 is one of the main tools we use to ensure we are accountable to the Parliament of Western Australia and the community about our activities. This report details our achievements, performance and financial position for the 2024–25 financial year. It also provides information on our people and corporate governance processes. The theme of this year's annual report – delivering Western Australia's future together — is also exemplified throughout.



*Photo credit: Hon Roger Cook MLA,
Emily Roper PSM and Department staff*





Overview



Director General's foreword

I am pleased to present the Department of the Premier and Cabinet's annual report for 2024-25.

This annual report highlights the Department's achievements throughout the year. From policy reform to service delivery, our work reflects our commitment to strong and long-term impacts to the communities we serve. Across 2024-25, we embraced and navigated challenges with agility and purpose.

I became the Director General of our Department on 4 August 2025. I would like to recognise the commitment and dedication of former Director General, Emily Roper, who finished up with the Department in March 2025, and Acting Director General, Richard Sellers.

Both Emily and Richard's contributions to the Department, public sector and community will continue to make a lasting impact.

I would also like to thank the Department's Corporate Executive for their support as well as our Ministers, Premier Hon Roger Cook MLA, Science and Innovation Minister Hon Stephen Dawson MLC and Aboriginal Affairs Minister Hon Don Punch MLA, as well as Minister Hon Tony Buti MLA as the Aboriginal Affairs Minister during this reporting period. Following the public sector reform which came into effect on 1 July, I also wish to welcome and acknowledge the Department's two new ministers, Defence Minister Hon Paul Papalia MLA and Early Childhood Minister Hon Sabine Winton MLA.

The Department is a place where leadership is having the courage to step up, support each other and make things better for the people of WA. To the incredible people at our Department — thank you. Your dedication and resilience is the driving force behind everything achieved this year.



Michael Carey
Director General

Executive Summary

This 2024-25 annual report captures the breadth of our Department's role and remit as well as the resilience, innovation and commitment from our people that continue to define how we're delivering Western Australia's future together.

This year, we have taken the lead on a range of key government priorities and projects, using policy expertise and partnerships to address some of the most complex challenges and opportunities within our community. Across these projects, the team remained focused on delivering a brighter future for Western Australians.

As a central agency, we play a critical role across the sector, leading major policy work that touches everyday lives. These include streamlining efforts in our Infrastructure, Economy and Environment portfolio. Highlights include the reforms to the Environmental Protection Act 1986, the most significant reforms of WA's environmental legislation in more than 30 years, and continuing to progress the Collie Just Transition by supporting the local community as WA moves away from coal-intensive industries.

Through our Office of Digital Government, we delivered support to help ease cost of living pressures through another round of the WA Student Assistance Payment and the Perth Zoo free pass. In a first for the WA Government, we recruited and coordinated the first Artificial Intelligence (AI) Advisory Board to help manage risks in alignment with the State's AI Policy and Assurance Framework. The Data Unit also continued to lead the Privacy and Responsible Information Sharing (PRIS) legislation, set to better protect personal information, and improve transparency on how government agencies use data for public benefit.



Our Intergovernmental Relations and Strategic Priorities team represented WA's national interests on defence and security, countering violent extremism, as well as health reform with the National Disability Insurance Scheme. The unit also strengthened their focus on key Government priorities, including addressing barriers in remote Aboriginal communities and the review into electoral offices. In partnership with stakeholders across the sector, we continue to raise awareness and educate the public on important public safety initiatives. These included complementing work underway to implement the Family and Domestic Violence System Reform Plan through the 'Coercion Hurts' and 'A Story That's Not Ours' campaigns on coercive control as well as a campaign to counter misinformation and disinformation on vaccines through the 'Don't Assume You're Immune' campaign.

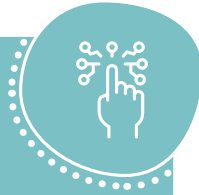
We continued to extend our impact through our Aboriginal Engagement and Community Policy Unit, including the announcement of the Stolen Generations redress scheme, the delivery of a full-time kindergarten pilot through the new Office of Early Childhood and the establishment of the Native Title Future Acts Unit. The team also partnered with the Aboriginal Advisory Council of Western Australia to deliver the Culture at the Heart forum, another step forward to driving better outcomes for Aboriginal people through meaningful engagement and shared responsibility.

At the centre of our achievements and project delivery is our State Services division. Their support and quality advice across a vast number of projects is exceptional – from coordinating the caretaker period, inducting new members following the state election, to diplomatic visits, a state funeral and memorial, and executive government training across the sector. The team strengthened their focus on enhancing the skills and capabilities of our staff with the introduction of a new performance and development program, participation in the Public Sector Commission's Women in Executive Leadership Initiative and Elev8 program. DPC's two graduate programs also received national recognition – an incredible achievement and a credit to the Department's culture.

.....

As we reflect on all these achievements, we remain committed to delivering a brighter future for all Western Australians.

The year that was



More than \$81 million in **WA Student Assistance Payments** have been distributed to support the families of over 420,000 students.

.....

Privacy and Responsible Information Sharing Bill 2024 passed on 28 November 2024.

.....

The Security Operations Centre commenced being a 24/7 operation May 2025.

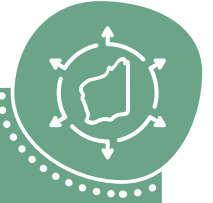


3 national Cabinet meetings

203 visits to Canberra

7 council for the Australian Federation First Ministers meetings

6 major federal funding agreements negotiated with the Commonwealth



\$92M in RCII funding announced for Government Projects.

.....

Legislative and policy reforms implemented to improve the State's environmental approvals processes, including development and passage of the **Environmental Protection Amendment Bill 2024**.

.....

Collie Delivery Unit continued to lead and coordinate **\$692 million government commitment to support a sustainable future** for Collie as it transitions away from coal.




44 Cabinet meetings

664 Cabinet submissions processed

2,968 Parliamentary questions processed

53 bills introduced to Parliament

179 Government Gazette editions



Monitored and ensured implementation of the **Family Domestic Violence System Reform Plan 2025-2030**.

.....

Office of Early Childhood established to oversee the rollout of the expanded Kindy pilot.

.....

\$33.8 million commitment to pilot **free non-compulsory kindergarten** hours for 4-year-olds in **10 public schools** in Perth and regional WA.

New **Future Acts Unit** established to lead negotiations with Traditional Owners on behalf of government to facilitate major projects and critical infrastructure, providing centralised leadership, coordination and oversight of State-led negotiations.

.....

Paid **\$15.4 million to the Noongar Boodja Trust** for the establishment of administrative offices for seven Noongar Corporations under the South West Native Title Settlement.

.....

More than \$80 million paid to the administrator by the State of Western Australia in respect of **more than 5,000 applications** to date, as part of the Aboriginal Stolen Wages Class Action settlement, approved by the Federal Court in 2023.

About us

The Department of the Premier and Cabinet provides trusted policy advice, fosters effective partnerships and delivers high quality strategic services to achieve whole-of-Government priorities.




Our vision

We are guided by our vision –

Delivering a brighter future for Western Australians.

Our strategy

Inspired by our vision, we are focused on **leading a connected government** through our strategic objectives:

-  Policy direction
-  Strategic partnerships
-  Service delivery

Our values

We are guided by our values in everything that we do. They set the foundation for our Code of Conduct which supports our people in delivering on our vision and strategy, by setting expectations on how we behave and make decisions.



Our ministers and legislation

Responsible Ministers

The **Hon Roger Cook BA GradDipBus MBA MLA** in his capacity as Premier; Minister for State Development; Trade and Investment; Economic Diversification.

The **Hon Don Punch BPsych BSocwk MBA MLA** in his role as Minister for Aboriginal Affairs; Water; Climate Resilience; South West.

The **Hon Stephen Dawson MLC** as Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley.

The **Hon Dr Tony Buti BPE DipEd MIR LLB DPhil MLA** as Minister for Aboriginal Affairs between 1 July 2024 and 5 February 2025.

Enabling legislation

The Department of the Premier and Cabinet was established in 2001 under the ***Public Sector Management Act 1994***. The Department also assists the Premier in administering various Acts of Parliament (full list in Appendix).

Our corporate executive



Richard Sellers

Acting Director General

Richard Sellers is a long-standing public servant who is well-recognised for his contributions to the sector. Richard was appointed as Acting Director General of the Department on 22 March until 1 August 2025. Prior to this, he held numerous leadership roles across the public sector.

In his most recent role as Director General of the Department of Energy, Mines, Industry Regulation and Safety, Richard was instrumental in many State Government reforms, including improvements to approval processes, industry and environmental regulation and workplace safety. He played a critical role in improving the department's effectiveness in protecting our workers and consumers and setting strategies to build the State's economy by leading the energy transformation agenda and ensuring resources are developed in a sustainable and responsible manner.

**Amanda Pickrell PSM**

Deputy Director General Intergovernmental Relations and Strategic Priorities

Amanda's experience spans both federal and state public sectors, with experience covering environment, education, international relations, national security, defence, innovation, and economic development.

Amanda holds a Bachelor of Arts (Political Science/Asian Studies) and a Masters in International Affairs. In 2023, Amanda was awarded a Public Service Medal for outstanding public service through leadership and management in response to the COVID-19 pandemic.

**Fiona Hunt**

Deputy Director General Aboriginal Engagement and Community Policy

Fiona has held senior leadership positions in several public sector agencies, including the Department of Health and the Departments of Justice and Education where she oversaw system-wide governance and integrity reforms, as well as delivering organisational governance, professional standards and assurance and risk services.

Fiona is a graduate of University of Western Australia and holds a Bachelor of Health Sciences (Honours) majoring in Population Health.

**Greg Italiano**

Government Chief Information Officer Office of Digital Government

Greg brings 20 years of public sector experience to the position and has previously held senior executive roles in the Western Australian Police Force, and the Departments of Health, Justice, and Treasury.

Greg has a Bachelor of Business and a Bachelor of Arts (Honours) in Politics and Government and is an alumnus of the Australian and New Zealand School of Government Executive Fellows Program.



Julian Wright

*Acting Deputy Director General
Infrastructure, Economy and Environment*

Julian's experience spans State and local government, in Western Australia and Victoria, in areas including housing, urban planning, health, human services, infrastructure, economic policy, climate change and energy.

Julian holds a Bachelor of Arts (Hons), a Postgraduate Diploma in Policy Studies and a Graduate Diploma in Property.



Sonja O'Leary

Assistant Director General State Services

Sonja has held senior leadership positions in the Public Sector Commission, Western Australia Police Force, Corruption and Crime Commission and the Department of Justice. Sonja has overseen the development of major reform and improvement initiatives in the sector, and has been responsible for delivering organisational strategy, policy, governance, and asset management.

Sonja has a Bachelor of Arts (Criminal Justice Administration), Executive Master of Public Administration and is a Fellow of Leadership Western Australia and the Institute of Company Directors.

Our divisions

Intergovernmental Relations
and Strategic Priorities



Our Intergovernmental Relations and Strategic Priorities Division brings together four directorates: Intergovernmental Relations; Strategic Priorities; State Security and Defence Policy; and Strategic Communications.

The Division leads the WA Government's engagement with the Australian Government and states and territories, supports the Premier's participation in National Cabinet and leads policy development and drives cross agency collaboration on key government priorities. It provides strategic advice and policy support on the State's security, defence and emergency management, manages service arrangements with the Australian Government with the Indian Ocean Territories and delivers whole-of-Government strategic communications on key government priorities.

Aboriginal Engagement
and Community Policy



Our Aboriginal Engagement and Community Policy Division consists of four directorates: Aboriginal Engagement; Native Title Negotiation; Native Title Implementation and Community Policy.

The Division provides strategic policy advice on Aboriginal affairs, drives systemic change to improve economic, health, social and cultural outcomes for Aboriginal communities in WA and leads native title negotiations and implementation across government. It oversees engagement with Aboriginal leaders to build effective relationships and deliver co-designed policies and programs. It also provides advice and coordinates cross-government social policy development, focusing on long-term challenges, at-risk groups and strategic priorities.

Office of Digital Government



Our Office of Digital Government is made up of four directorates: Cyber Security; Data; Digital Transformation and Strategy; and Digital Transformation and Technology.

The Division leads and coordinates digital transformation across government, to improve service delivery and reduce regulatory burden for Western Australians. It oversees cyber security efforts, delivers digital and data analytics services and provides guidance to agencies on accelerating their digital transformation. The Division also develops government-wide digital platforms and frameworks, progresses key initiatives, such as Privacy and Responsible Information Sharing legislation and explores strategies to reduce the digital divide. It reports progress on initiatives delivered under the Digital Strategy for the Western Australian Government 2021–2025 through the WA Government's Digital Strategy Roadmaps.

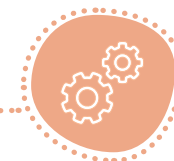
Infrastructure, Economy and Environment



Our Infrastructure, Economy and Environment Division includes three directorates: Infrastructure and the Regions; Economic, Environment and Industry; and the Collie Delivery Unit.

The Division provides strategic policy advice and support on WA's economy, infrastructure, energy and the environment. It leads the WA Government's commitments in Collie, including the Collie Just Transition Plan, as it moves away from coal-fired energy generation, and oversees the WA Government's energy decarbonisation efforts. The Division also manages the Resources Community Investment Initiative, a major partnership between the WA Government and the resources sector that supports investment in key infrastructure and community projects across WA.

State Services



Our State Services Division comprises of six directorates: Corporate Services; Executive Government Services; People Services; Governance and Strategy; Information and Technology; and Office of the General Counsel.

The Division provides strategic advice and coordinates the Government's legislative and Parliamentary agenda, supports the functions of Executive Council, Executive Government and Cabinet. It delivers executive services to the Premier, Ministers, Members of Parliament and their staff, and supports the Premier's key events, ceremonial occasions and foreign visits. The Division also supports the Department through corporate services including governance, audit and risk, legal expertise, finance, procurement, human resources, organisational development, payroll, information and technology, information management and civics education.





Our
performance

Our performance snapshot for 2024-25

The Department’s Outcome Based Management (OBM) framework sets out the relationship between our services and desired government outcomes and the broad government goal to which we contribute.

Government goal

Strong and sustainable finances:
Responsible, achievable and affordable
budget management.

Desired outcomes

Outcome 1:
Executive Government, Leader of
the Opposition Party, Leader of the
Second Party and Members
of Parliament receive
appropriate support.

1

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

2

Services

1

Service 1:
Administration of Executive
Government services.

2

Service 2:
Administration of
Parliamentary Support.

3

Service 3:
Government Policy
management –
Whole-of-Government.

4

Service 4:
Government Policy
Management –
Aboriginal Affairs.

5

Service 5:
Government Policy
Management –
Digital Economy.

Key performance indicators

Our five services are linked to key effectiveness and efficiency performance indicators that consider the extent to which the Department achieves its agency level desired outcomes.

Full details of our indicators and explanation of variances are in the key performance indicators section starting on page 192.

Key effectiveness indicators

Effectiveness indicators measure the extent to which the Department achieved its department level outcomes. We undertake an annual expectations client feedback survey and collect data quarterly for the provision of support services to determine our effectiveness.

The following tables summarise our actual results compared to budget targets for the reporting period.

Achievement against key effectiveness indicators 2024–25

Outcome 1 – Executive Government, Leader of the Opposition Party, Leader of the Non-Government/Second Party and Members of Parliament receive appropriate support				
Key effectiveness indicators		Target	Actual	Variance
1.1	Targets for support services are met or exceeded	99%	95%	▼ 4%
1.2	Service recipients’ confirmation that services provided enable the obligations of the Executive Government and Members of Parliament to be met	4	3.5	▼ 0.5%
Outcome 2 - The Premier and Ministers receive high quality and timely policy advice				
Key effectiveness indicators		Target	Actual	Variance
2.1	Service recipients’ confirmation that high quality and timely policy advice is provided	3	3.6	▲ 0.6%

Key efficiency indicators

Our efficiency indicators measure the cost of services delivered by the Department to achieve our desired outcomes.

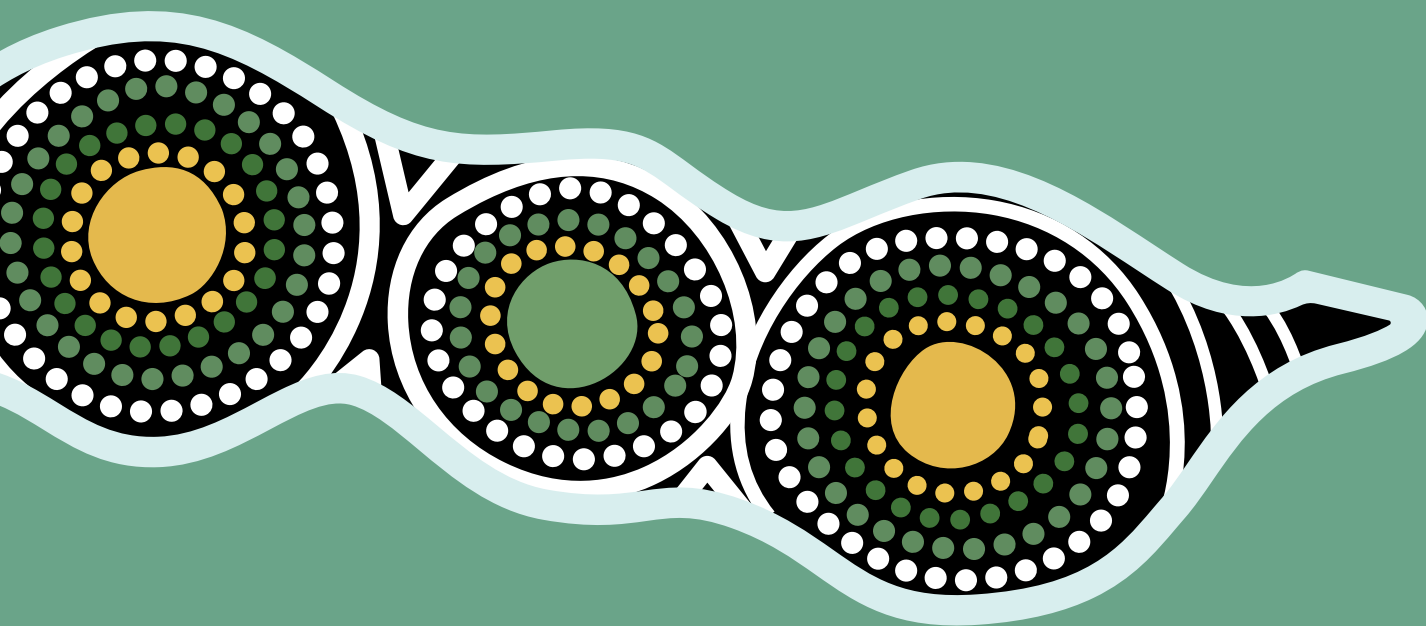
Achievement against key efficiency indicators 2024–25

Service 1 – Administration of Executive Government Services				
Key efficiency indicators		Target \$'000	Actual \$'000	Variance \$'000
1.1	Average operating cost per Ministerial Offices (including the Premier and Leader of the Opposition)	3,253	3,627	▲ 374
1.2	Average cost of support provided per Ministerial Offices (including the Premier and Leader of the Opposition)	542	786	▲ 244
Service 2 - Administration of Parliamentary Support				
Key efficiency indicators		Target \$'000	Actual \$'000	Variance \$'000
2.1	Average cost of entitlements per Member of Parliament	366	395	▲ 29
2.2	Average cost of support per Member of Parliament	27	34	▲ 7

Service 3-5

In line with a direction received under section 61 (1) (b) of the *Financial Management Act 2006*, the Department is no longer required to report on key efficiency indicators for Services 3–5.





Report on
operations



Our strategy



Leading a connected WA Government

This year, we continued to deliver on our Strategic Plan 2023 – 2026, which sets the direction for how our Department collaborates across government to shape a brighter future for Western Australians. It is guided by our vision, role, objectives, capabilities, reach and, importantly, our values.

At its core are three strategic objectives, supported by our people, culture and governance, which are fundamental to achieving our purpose and driving meaningful outcomes for the State.

Our strategic objectives



Objective 1: Policy direction

Our Department drives whole-of-Government policy analysis, development and innovation by taking a comprehensive view of the priority issues that impact Western Australians. We ensure government policy delivers positive outcomes for the community, economy and the environment. Whether it's coordinating cross-government initiatives that support and empower Aboriginal people and communities, or championing WA's strategic interests nationally and internationally, we assess opportunities, risks and impacts to guide effective decision-making. We anticipate future challenges and lead the creation of forward-thinking practical solutions.

Negotiations of major federal funding agreements

Delivering WA's future together means working across governments to secure funding and policy outcomes that reflect the State's unique needs and priorities. The Department's Intergovernmental Relations team plays a key role in this effort, supporting the negotiation of major funding agreements between the Australian Government and the WA Government, advocating for WA's priorities in the process.

In 2024-25, the Department worked closely with the Department of Treasury and other agencies to negotiate and finalise several major agreements:

- › **National Health Reform Agreement Addendum**

On 4 February 2025, the Premier signed an interim one-year agreement with a commitment to continue negotiations on a five-year National Health Reform Agreement.

- › **National Disability Insurance Scheme (NDIS) Full Scheme Agreement**

On 17 June 2025, WA entered into full scheme arrangements with the Commonwealth on the NDIS, unlocking \$842.9 million in Disability Care Australia Fund payments. WA will continue to negotiate with the Commonwealth on investment to improve NDIS performance and access for Western Australians.



› **National Partnership Agreement on Family, Domestic and Sexual Violence responses**

A renewed five-year agreement delivered an additional \$42.975 million in Commonwealth funding over 2025-26 to 2029-30, matched by the State Government, to strengthen support services and safety outcomes.

› **National Access to Justice Partnership (NAJP)**

A five-year agreement between Commonwealth and state and territory governments to enhance access to justice for people experiencing vulnerability and financial disadvantage. Commencing on 1 July 2025, the NAJP replaced the National Legal Assistance Partnership.

› **Better and Fairer Schools Agreement (BFSA) – Full and Fair Funding 2025-2034**

The BFSA multilateral and bilateral agreements were signed in 2024-25. These agreements increased the Commonwealth's contribution of the Schooling Resource Standard to 25%. The joint funding will focus on improving equity and excellence in schools, supporting the wellbeing of students and teachers and providing a strong and sustainable school workforce.

These agreements reflect the importance of collaboration – between governments, departments and communities – to deliver better outcomes and build a stronger, fairer future for WA.

Photo credit: Play based learning (Top) Tom Price Primary School, (bottom) Cassia Primary School



Establishing the Office of Early Childhood and piloting free full-time kindergarten in WA

In 2025, the WA Government committed \$33.8 million to pilot free, full-time Kindergarten in 10 public schools and to establish the Office of Early Childhood in the Department. This reform reflects a strategic whole-of-Government effort to supporting child development and helping families with cost-of-living pressures.

The newly established Office leads cross-agency coordination for the trial, overseeing planning, stakeholder engagement, pilot evaluation, and the design of a long-term rollout. A key focus is ensuring the full-time kindergarten program is age-appropriate and play-based, drawing on best evidence and practice.

The Office will also develop a WA Play Strategy, recognising the vital role of play in early learning and across services and settings.

Free full-time kindy is a social and economic investment for the future of our State, helping to build resilient, capable kids and stronger, more equitable communities.



Streamlining the State's environmental approvals processes

In December 2023, the Government announced it would develop reforms designed to streamline processes, enhance efficiency and improve effectiveness of the State's environmental approvals system, while protecting WA's unique environment.

The reforms were guided by recommendations from the independent Vogel-McFerran Review, which found that the current system had become overly complex, time-consuming and costly.

The Department was assigned with implementing several recommendations and led an inter-departmental project team to develop and deliver key reforms through policy and legislative amendments to the *Environmental Protection Act 1986*. This team brought together officers from the Departments of the Premier and Cabinet, Water and Environmental Regulation, Planning, Lands and Heritage and Justice.

The team extensively consulted key stakeholders and delivered the *Environmental Protection Amendment Act 2024*, which passed through Parliament in October 2024.





Photo credit: Department staff visiting Wagin for PRIS awareness discussions. From left to right: Sonya Sherman, Michaela Taliangis, Melissa McKenzie

Leading the way in digital government

» Delivering Privacy and Responsible Information Sharing legislation for Western Australia

Delivering WA's future takes action, collaboration and accountability. The WA Government fulfilled its commitment to introduce landmark legislation with the *Privacy and Responsible Information Sharing Act 2024* (PRIS Act) and *Information Commissioner Act 2024* passing through Parliament and receiving Royal Assent in December 2024. This milestone was achieved in partnership with the Department, State Solicitor's Office and Department of Justice.

The PRIS Act balances the protection of individual privacy with the need for responsible information sharing across government, supporting better decision making and service delivery.

The Department led wide-reaching public consultation to help shape the new legislation, and our Data Unit (DU) partnered with the Department of Justice to support State and local government agencies in preparing for the new provisions. Since 2023, together they've led the PRIS Implementation Steering Committee's readiness program, engaging more than 220 agencies. Regular progress reports show growing awareness and capability across the public sector.

The new legislation also establishes two new statutory roles from 1 July 2025: the Information Commissioner, who will oversee the privacy framework, and the Chief Data Officer, responsible for overseeing information sharing. Over the past year, the DU supported the creation of the Chief Data Officer role and contributed to developing regulations that define its functions.

» The WA Government Cyber Security Policy

The Department is building WA's future by strengthening our collective cyber resilience.

The WA Government's Cyber Security Policy specifies the measures WA Government entities are required to undertake to manage their cyber security risks. In 2024, the Department updated the Policy to reflect industry best practice and respond to evolving risks and emerging technologies.

Recognising the growing threats to critical industries, the revised Policy includes Government Trading Enterprises and WA Universities within its scope. The Policy underwent extensive consultation with state government entities to understand challenges in implementation, with development underway on guidance for all public sector employees.

The Policy and guidelines align with broader government initiatives, including the State Infrastructure Strategy: Foundations for a stronger tomorrow and the *Privacy and Responsible Information Sharing Act 2024*. They reinforce our shared commitment to delivering a secure and connected future for Western Australia.

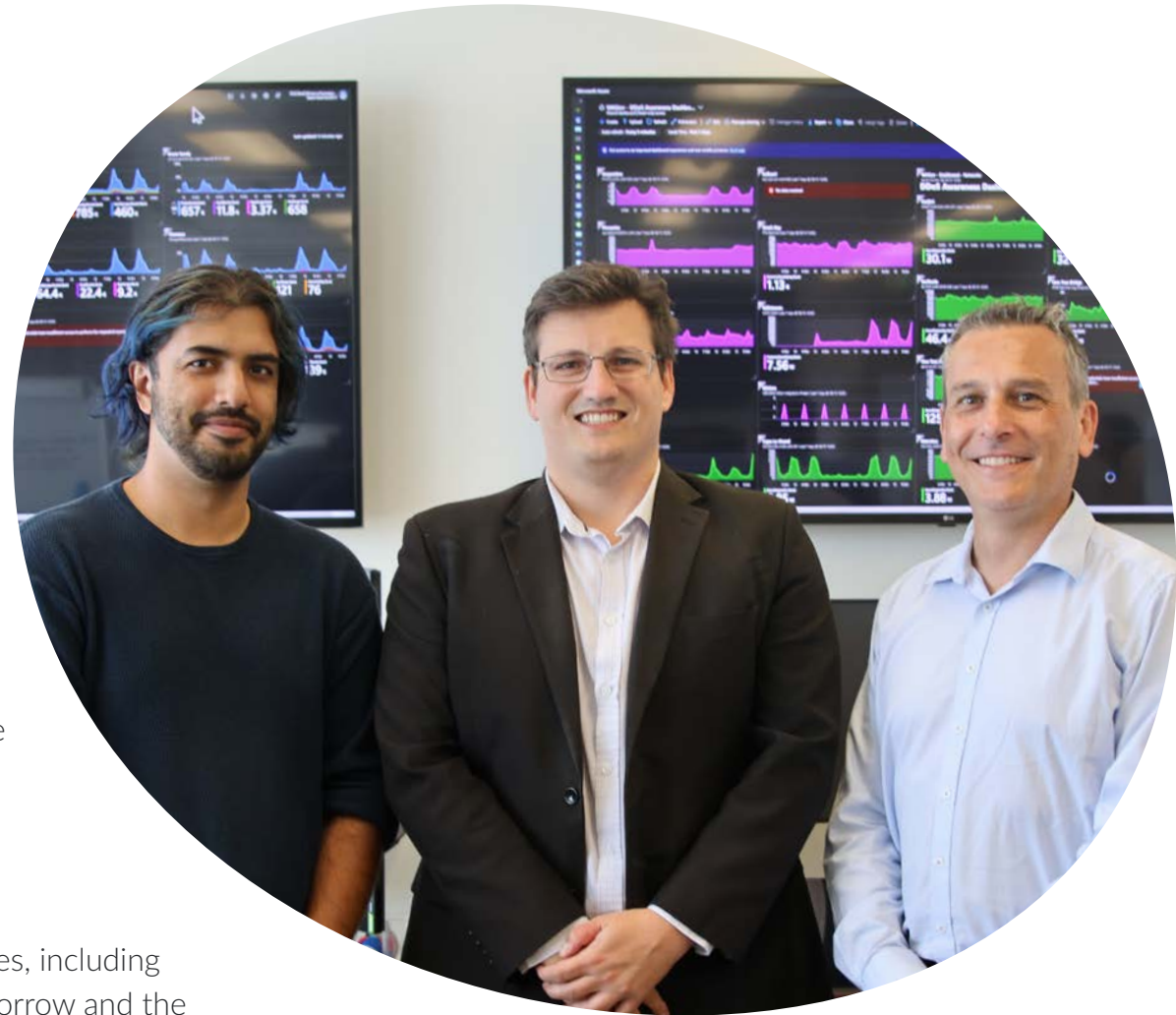


Photo credit: Department staff from the Office of Digital Government. From left to right: Adon Metcalfe, Joshua Hitchen, Peter Bouhla

» Whole-of-Government ICT Modernisation Framework

Modern and cost-effective ICT tools help improve the quality and delivery of government services to the WA community. Released by our Office of Digital Government in June 2025, the whole-of-Government ICT Modernisation Framework provides practical guidance to support agencies to develop their ICT modernisation strategies. These strategies include moving from traditional on-premises systems to advanced cloud-based solutions, upgrading infrastructure and hardware and improving applications and software.

The Framework supports faster and coordinated ICT modernisation efforts, helping agencies streamline service delivery and enhance cost transparency through clear financial guidelines and models. The Framework is designed for agencies needing structured support and for service providers planning or implementing these modernisation initiatives.

Developed with input from nine agencies, the Framework includes financial guidelines, templates and models for ICT expenditure, and an application assessment tool. It lays the foundation for more efficient and future-facing ICT operations to help agency staff provide services to the community.



» Strengthening AI Governance and Innovation in the WA Public Sector

Across the WA public sector, Departments are embracing the benefits of AI whilst ensuring the technology is used safely, responsibly and in ways that support a better future for all Western Australians. This year, the Department established a dedicated artificial intelligence (AI) function within the Office of Digital Government to strengthen its leadership in AI governance and innovation.

To support innovation, the Department updated the WA Government Artificial Intelligence Policy and Assurance Framework in consultation with the sector and in alignment with national frameworks. The Policy mandates the appointment of an AI Accountable Officer within each entity – an executive responsible for overseeing the governance of AI technologies. The revised Assurance Framework is now a streamlined, two-stage online self-assessment tool that helps agencies document controls and evaluate the risk level of their AI use cases.

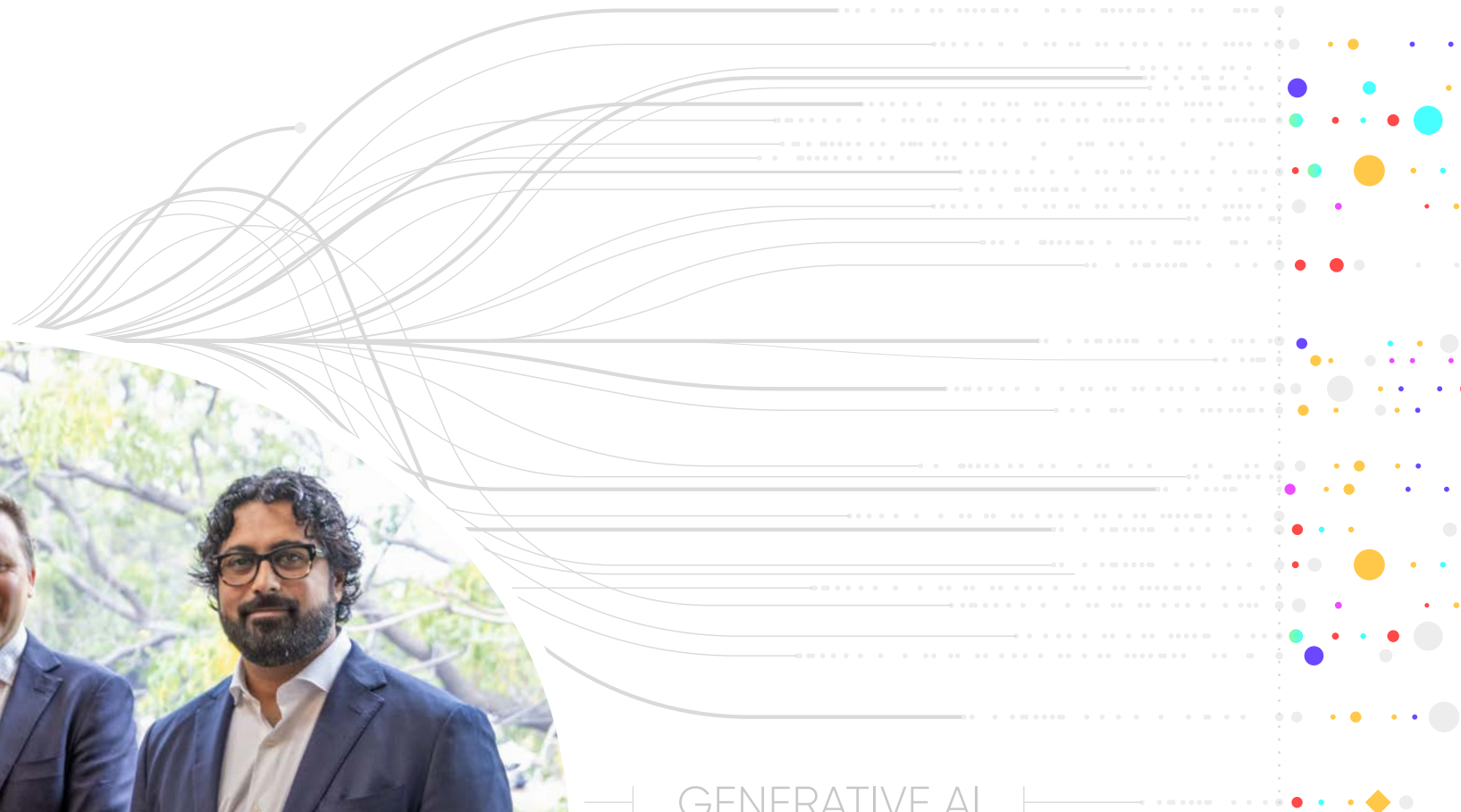
A major milestone this year was the formation of the WA Government AI Advisory Board in January 2025. Comprising experts in AI technology and ethics, the Board provides independent and strategic advice on higher-risk, large-scale or centrally funded AI projects. Its inaugural meeting in June 2025 marked a significant step in enhancing oversight for AI use across the public sector.

An AI Community of Practice was also established and includes more than 300 members, with its first meeting held in May 2025.



The Office
Digital Gov

Convenient, sn
inclusive and s
services for al
Western Austr



— GENERATIVE AI —

Photo Credit: First AI Advisory Board meeting:

Front row from left to right: Natalia Kacperek, A/Prof Wei Liu.

Back row from left to right: Dr Ian Oppermann, Alex Jenkins, Gohar Rind



Objective 2: Strategic partnerships

Our Department partners with key stakeholders to amplify the impact of the public sector. By uniting government agencies and others, we strengthen the influence of the public service across Western Australia. We offer timely, strategic advice, and collaborate with agencies and industry to align efforts with the State's priorities. We bring together the full capabilities of government to deliver shared outcomes and shape Western Australia's future.

Commonwealth–State Defence Cooperation Agreement

The defence industry in Western Australia is quickly becoming one of the State's key sectors for economic growth, activity and employment.

On 16 October 2024, the Deputy Prime Minister and Premier signed a Cooperation Agreement between the Commonwealth and WA to deliver and sustain Australia's future Defence capabilities.

WA is working closely with the Commonwealth to plan, negotiate and deliver on the initiatives under the Cooperation Agreement, including:

- › the establishment of a Defence Precinct at Henderson to support continuous naval shipbuilding and depot-level maintenance of nuclear-powered submarines.
- › the replication and relocation of the State-owned Common User Facilities at the Australian Marine Complex.

Initiatives under the Agreement will deliver billions of dollars in investment and are expected to generate around 10,000 local jobs.

The development and operation of the Defence Precinct, as well as activities supporting Submarine Rotational Force West (SRF-West), are driving significant investment in infrastructure, workforce and skills development, housing, transport and support services in the region. Local WA businesses will also be well-placed to benefit from opportunities to supply goods and services to the defence sector.

Activities at Henderson and HMAS *Stirling* align with the State's economic diversification, manufacturing and skilled workforce objectives under Diversity WA and Made in WA.

A central information point to support victim-survivors

Delivering to the WA community means turning policy into action and solutions that improve lives. In March 2024, the WA Government published the Family and Domestic Violence (FDV) System Reform Plan 2024–29. A key action included the development of a Central Information Point (CIP) to support enhanced and frequent information sharing to provide better connected and coordinated services for FDV victim-survivors.

The CIP is to be established as a centralised data asset that collates and integrates existing data from across government services in near real-time on victim-survivors and perpetrators. In October 2024, our Office of Digital Government in partnership with the Departments of Communities, Health and Justice and the Western Australian Police Force developed preliminary designs of governance structures and data sharing mechanisms to support the development of the CIP. A Data Sharing Agreement and Data Governance Framework were drafted to ensure that only authorised people can access this data for a specific purpose.

To help with a preliminary technical design, our Office of Digital Government organised workshops with front-line employees across partner agencies. The workshops resulted in a fit-for purpose design package to inform any future build.

By supporting better information sharing within existing legal frameworks, the Department is helping to deliver a more responsive and effective service to help victim-survivors.



Transforming lives through Digital Inclusion – The WA Blueprint

Building a digitally inclusive future for Western Australia means that the community has the ability to access and effectively use digital technologies and the benefits they bring.

The Digital Inclusion in WA Blueprint was launched in December 2022 to outline the WA Government's approach to digital inclusion. It includes an Implementation Program which addresses barriers to connectivity, affordability skills and design, and a Partnership Framework to guide engagement with industry and community.

During the year, the Office of Digital Government continued to lead the implementation of the Blueprint and Partnership Framework and act as Secretariat for the Digital Inclusion Leadership Forum, an executive-level governance group providing coordination and commitment to improving digital inclusion outcomes in WA.

The Office of Digital Government's work also supported broader Blueprint aims, including connectivity solutions such as free Wi-Fi in remote Aboriginal communities and cyber security awareness resources and skills training across the community.



Key achievements in 2024 –25

In partnership with IT, the Office of Digital Government facilitated the donation of 30 decommissioned Department phones to support *Hello Initiative*, a registered charity that provides affordable digital access to youth engaged in the justice system.

As Secretariat of the Digital Inclusion Leadership Forum, the Office of Digital Government hosted three meetings and enabled collaborations to improve the skills of Community Resource Centre staff, pilot a First Nations ICT Traineeship and supported device donations to community organisations.

The Office of Digital Government led the WA Government's engagement in a Proof of Concept for the Digital ID to explore inclusion considerations. This will be particularly beneficial for people living in remote Aboriginal communities.

Driving outcomes for Aboriginal children and families

The *National Agreement on Closing the Gap* recognises that formal structures are required to empower Aboriginal people to share decision-making with governments to accelerate progress on Closing the Gap. Parties to the National Agreement committed to establishing six place-based partnerships across Australia to support Aboriginal self-determination and ensure communities have a real say in government decisions.

In August 2022, the Joint Council on Closing the Gap endorsed the East Kimberley as Western Australia’s place-based partnership location. Local Aboriginal communities and organisations chose ‘Early Years’ as the priority focus for the East Kimberley Place-Based Partnership to drive positive outcomes for Aboriginal children and their families.

Our Aboriginal Engagement directorate has led development of the East Kimberley Place-Based Partnership alongside Binarri-binyja yarrowoo Aboriginal Corporation (Empowered Communities East Kimberley), state and federal government agencies and the Halls Creek and Wyndham-East Kimberley Shires.

On 16 January 2025, the Australian Government announced \$2.4 million for Binarri-binyja yarrowoo Aboriginal Corporation to deliver the Connected Beginnings program in the East Kimberley. The program supports Closing the Gap in early developmental outcomes.

Binarri-binyja yarrowoo Aboriginal Corporation engaged local communities to develop an Early Years Regional Development Agenda to guide implementation of the East Kimberley Place-Based Partnership.





Our Department continues to work alongside our partner agencies and organisations to formalise shared decision-making commitments and roles and responsibilities to support the implementation.

New Leadership and Vision for the Aboriginal Advisory Council of WA

The Aboriginal Advisory Council of Western Australia (AACWA) plays a vital strategic role in guiding government policy to improve economic, social and cultural outcomes for Aboriginal people. In recent years, its influence has grown, with members providing expert advice on key initiatives including the National Agreement on Closing the Gap, Aboriginal Empowerment Strategy and Aboriginal Expenditure Review – ensuring Aboriginal voices are central to decisions that affect communities across the state.

In August 2024, the Department coordinated the onboarding and appointment of nine new members to AACWA, with two members reappointed and two continuing in their roles, bringing the total membership to 13. Members were selected by an independent Aboriginal selection panel to ensure representation of a diversity of regions, organisation types, areas of expertise and genders.

In April 2025, AACWA endorsed their Strategic Plan which highlights three key strategic pillars – Systemic Reform, Truth Telling and Youth and Family Justice. These pillars represent Council's priority focus areas for driving long-term, meaningful change and will serve as a framework to guide its role as a key strategic partner to Government.

Photo credit: AACWA members from left to right: Irene Stainton, Joslyn Eades -Tass, Tony Hansen, Rowena Leslie, Preston Thomas, Tracey Ninnette, Danielle Airton, Fiona Hunt, Emily Roper (centre), Martin Sibosado, Gail Beck, Jenny Bedford, Maureen MK Kelly, Rani Randall, Michael Ogilvie, Rebecca Blurton





CASE STUDY: Culture at the Heart Forum – Strengthening Aboriginal leadership in government

In June 2025, 14 Aboriginal Advisory Groups from WA government agencies together with Aboriginal peak bodies, the Council of Aboriginal Services WA and the Aboriginal Health Council of WA gathered in Boorloo, Perth, for the two-day Culture at the Heart (CATH) Forum.

Established by the AACWA and hosted in partnership with the Department, the CATH Forum supports the Systemic Reform pillar of AACWA's Strategic Plan. It is designed to build strong partnerships and ensure Aboriginal perspectives are at the heart of government decisions.

The 2025 Forum focused on Priority Reform three of the National Agreement: Transforming Government Organisations, critical to embedding cultural responsiveness, accountability, and partnership into government operations.

By bringing together diverse voices in a spirit of partnership and mutual respect, the CATH Forum continues to drive progress toward a more inclusive, equitable, and collaborative future for WA.

The Forum is a shared commitment to the National Agreement on Closing the Gap (National Agreement) and the *WA Aboriginal Empowerment Strategy 2021–2029*. The outcomes of the forum will be translated into key actions that AACWA will progress as part of its commitment to advancing systemic reform.



Photo credit: Directors General, with senior representatives from Government together with CATH Forum participants from Aboriginal Advisory Groups.



New insights made possible by expansion of PeopleWA

In 2024-25, PeopleWA extended its reach with six new datasets, significantly strengthening health and education data and unlocking deeper insights into population trends, building a stronger future for WA.

Launched in August 2023, PeopleWA is a linked data asset that streamlines access to de-identifiable government data.

The data helps the WA Government to make policy decisions and to improve the quality and efficiency of government services in areas that include public health, community services, measurement of progress against Closing the Gap targets, and criminal justice reform.

PeopleWA was established with ongoing funding to continually grow, integrating new data sources that keep it responsive to researcher needs and government priorities.



The **six new datasets** were sourced from three government agencies:

WA Department of Training and Workforce Development:

Vocational Education and Training Enrolments

Apprenticeship and Traineeship Contracts

Department of Education (Commonwealth):

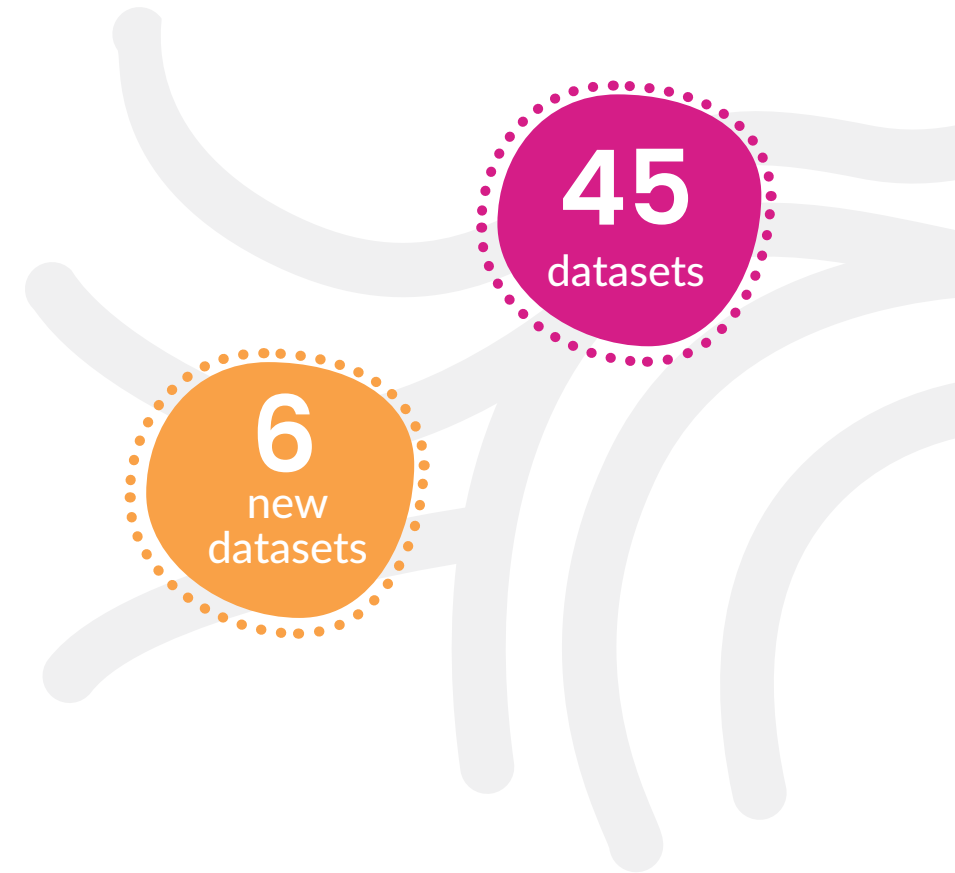
Australian Early Development Census Data

WA Department of Health:

Western Australian Cancer Registry

Western Australian Register of Developmental Anomalies

Western Australian Notifiable Infectious Disease Database



As at 30 June 2025, PeopleWA contained 45 datasets from state and Commonwealth governments, supporting better research and policy development, program evaluation and better service delivery for Western Australians.

Progressing Collie's Just Transition – Infrastructure investment, regional engagement and the path forward

In response to the global energy transition, the Department continued to take proactive, collaborative steps to support Collie's transition from coal – ensuring a sustainable future built on new economic and employment opportunities.

CASE STUDY: Collie's Just Transition Plan

In 2019–20, the WA Government developed a Just Transition Plan (The Plan) for Collie in partnership with the Collie Just Transition Working Group (JTWG). The Plan covered the period 2021–25 and marked the beginning of a long-term commitment to diversifying Collie's economy and strengthening community resilience over the next 10 to 15 years. The Department's Collie Delivery Unit (CDU) commenced work in March 2025 on the second phase of the Just Transition Plan, covering the years 2026–30. Consistent with the Just Transition principles of the original Plan, the second phase is being developed in consultation with the JTWG, relevant government agencies and Government Trading Enterprises involved in Collie's Transition. The Collie Just Transition Plan 2026–30 is expected to be released in the 2025–26 financial year.





CASE STUDY: Collie Industrial Transition Fund

In October 2024, the WA Government announced an investment of \$134 million from the Collie Industrial Transition Fund to activate industrial land and support the attraction of new industries. This funding will be delivered in stages to align with industry needs, with early work focused on road upgrades and power connectivity to the Coolangatta Industrial Estate. It aims to support a ready and viable industrial estate that can accommodate and attract new sectors for Collie's long-term economic transformation.

**\$134
million**

Photo credit: Members of the Collie Delivery Unit Steering Group with representatives from Synergy visiting the Kwinana Power Station decommissioning site.

Official visits and events

The Department continued to play a key role in facilitating official visits to Western Australia by foreign dignitaries and delivering a range of events on behalf of the State Government. Through strong, collaborative partnerships with federal, state and local government authorities, foreign representatives and external stakeholders, the Department ensured every visit and event was professionally delivered and aligned with the State’s strategic priorities. These efforts foster meaningful community engagement and showcase Western Australia as a vibrant globally connected state.

Activities in 2024-25 included:

- › State Memorial Service for Mr John Todd AM – 21 August 2024
- › State Government Luncheon for the Acting Governor of East Java – 5 September 2024
- › Olympic and Paralympic Welcome Home Celebration (in partnership with City of Perth) – 14 September 2024
- › Premier’s meeting with His Majesty The King of Bhutan – 17 October 2024
- › State Government breakfast for European Union Diplomatic Heads of Mission – 15 October 2024
- › Ceremonial arrival of the Governor at the opening of the 42nd Parliament of Western Australia – 8 April 2025
- › State Funeral for Mr Arthur Leggett OAM – 10 May 2025
- › Community cabinet events in the electorates of Pilbara, Darling Range and Murray-Wellington-Dawesville
- › Diplomatic introductory visits and associated hospitality for foreign Heads of Mission from Cuba, Mexico, Finland, Qatar, Egypt, Republic of Korea, Canada, Uruguay, Japan, UAE, Germany, Lithuania and Kenya



Photo credit: State Memorial Service for John Todd AM (Top) Hon Roger Cook MLA (Bottom) from left to right: Glenn Mitchell (MC), Robbie Burns, Tony Micale, Stephen Michael, Peter Sumich

CASE STUDY: Honouring a Hero: The State Funeral for Mr Arthur Leggett OAM

Arthur Leggett OAM, Western Australia's oldest surviving World War II Prisoner of War, passed away on 6 April 2025, aged 106. A well-known and respected member of the community, Arthur's contribution extended far beyond his wartime service.

In recognition of his extraordinary life of service, the WA Government offered a State Funeral to Arthur's family. The Department worked closely with family representatives, the Australian Defence Force, the City of Perth, St George's Cathedral and other State government agencies to arrange a fitting tribute honouring his life and legacy.

Arthur was laid to rest with a full military procession, led by a riderless horse, symbolising a fallen soldier, and a coordinated flyover by the Royal Australian Air Force. Members of the public lined the route to St George's Cathedral and watched a live broadcast of the poignant service. A Lone Piper led Arthur's casket from the Cathedral to his final resting place.

Arthur dedicated much of his time after the war as a passionate advocate for service personnel and his fellow veterans, particularly through his work as President of the Ex-Prisoners of War Association WA, a role he held for the last 29 years of his life. Lest We Forget.





Photo credit: State Funeral procession for Arthur Leggett OAM.

Driving digital transformation:
The Digital Cabinet program

The Department is leading the way in digitising Cabinet processes to enhance security and improve efficiency for Ministers and public sector staff. The first phase of the Digital Cabinet program provided Ministers with electronic access to Cabinet and sub-committee agenda papers on secure tablets. The next phase is to deliver a secure, digital end-to-end platform for managing Cabinet information across the WA public sector.

The program will deliver **four main benefits**:

Enhanced security

Secure management of government information and reduced risk of unauthorised access.

Improved efficiency

Rapid and efficient processing and circulating of Cabinet referrals and information requests.

Informed government

Timely and secure access to sensitive information to support government decision-making.

Compliance and consistency

Compliance with the Cabinet Handbook and relevant legislation as well as consistent information management practices across the public sector.



Engaging with the Australian Government

The Premier and public sector leaders regularly meet with the Prime Minister and other state and territory leaders to discuss policy items of national significance – for example, family and domestic violence, housing, disability and healthcare. The two key forums for discussion are National Cabinet and the Council for the Australian Federation.

National Cabinet is Australia's peak intergovernmental forum. The role of National Cabinet is to initiate, develop and monitor the implementation of policy reforms that are of national significance and require cooperative action by state governments.

The Council for the Australian Federation (CAF) is a forum for state and territory governments to discuss policy issues, share best practice and lead work that is the responsibility of states and territories. CAF enhances the Australian federal system by building a space for states and territories to cooperate, share information, and work on policy together.

The Department's Intergovernmental Relations team facilitates these meetings and provides timely policy advice to key Departmental employees.

Participating in national meetings helps deliver Western Australia's future together.

In 2024-25, the Department participated in a number of national meetings:

- 3** National Cabinet meetings
- 6** CAF First Ministers meetings
- 7** First Secretaries Group meetings
- 8** CAF First Secretaries Group meetings
- 23** First Deputies Group meetings
- 27** CAF First Deputies Group meetings



Objective 3: Service delivery

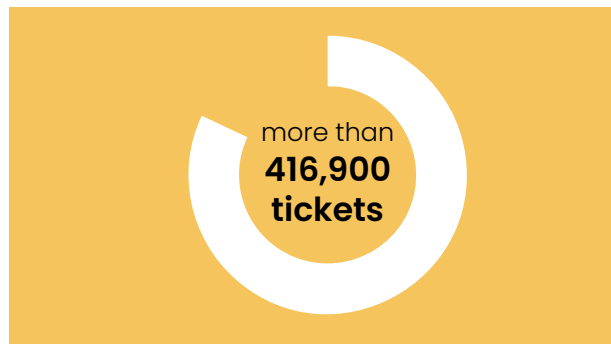
Our Department lays the foundation for a strong, accountable government by enabling effective service delivery across the public sector. Through leadership in digital transformation and coordination of intergovernmental engagement, we help build a high-performing government that delivers inclusive, forward-looking outcomes for all Western Australians. By working across agencies and communities, we are delivering WA's future together.

ServiceWA App – Expanding access to government services

In 2024–25, the ServiceWA app continued to be a trusted platform for the community to conveniently and securely access government services. Several new initiatives were launched to improve service delivery and provide cost-of-living support.

Perth Zoo Free Pass

From 7 September to 30 November 2024, the Perth Zoo Free Pass enabled WA residents to claim up to four free zoo tickets and free public transport through the ServiceWA app. The Perth Zoo Free Pass was delivered in partnership with the Zoological Parks Authority and saw more than 416,900 tickets booked for Perth Zoo. 82 percent of tickets were booked via the ServiceWA app.



Learn&Log

Launched on 12 May 2025, Learn&Log enables learner drivers with a valid permit and DoT Direct account to record supervised driving hours in the app. Gamification in Learn&Log helps learner drivers boost their road safety awareness and driving skills, supporting safer roads for the community. Since its launch, Learn&Log has been used by learner drivers to record more than 3,350 supervised driving hours over 4,670 individual practice drives. Learn&Log has received a 100% positive satisfaction rating.



100%
satisfaction rating

WA Student Assistance Payment 2025

307,537

Total claims submitted

223,885

ServiceWA app

74,399

Online form

9,253

Paper form

Amount paid

\$36.9 million

Primary school students

\$44.5 million

High school students

From 28 April to 4 July 2025, the second round of the WA Student Assistance Payment was delivered in collaboration with the Department of Education. Parents of school students claimed \$150 per kindergarten or primary school child and \$250 per high school child. More than 419,000 payments were claimed, with 74 percent of claims submitted through the ServiceWA app. Compared to the 2024 payment, 2025 saw an increase of over 26,000 student payments made via the ServiceWA app. Customer feedback remained overwhelmingly positive, with a 99.76% satisfaction rating.



99.76%
satisfaction rating



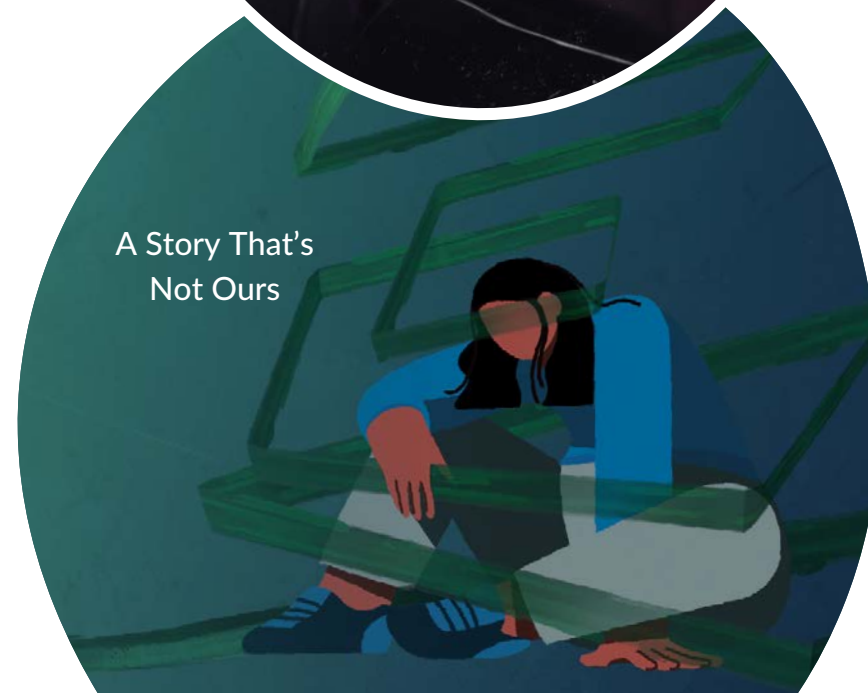
Photo credit: Department staff front row left to right: Jordan Bache, Juliet Don, Ben Jones, Ali Martin. Back row left to right: Jithin Chamundi Paramba, Amina Joshi, Shivani Amreliya, Rachel Relf

Change starts with awareness – enabling action through communication

Our Strategic Communications Unit (SCU) delivered several high impact projects to inform, engage and inspire positive behavioural change across Western Australia. These whole-of-Government initiatives tackled key community priorities using targeted messaging and strategic outreach. These projects helped build a more educated, empowered and resilient community.

With the WA Government committed to reducing Family and Domestic Violence (FDV) and to complement the implementation of the FDV System Reform Plan, the SCU launched two powerful and emotive campaigns 'Coercion Hurts' and 'A Story That's Not Ours' (bespoke for Aboriginal audiences) to raise awareness about coercive control.

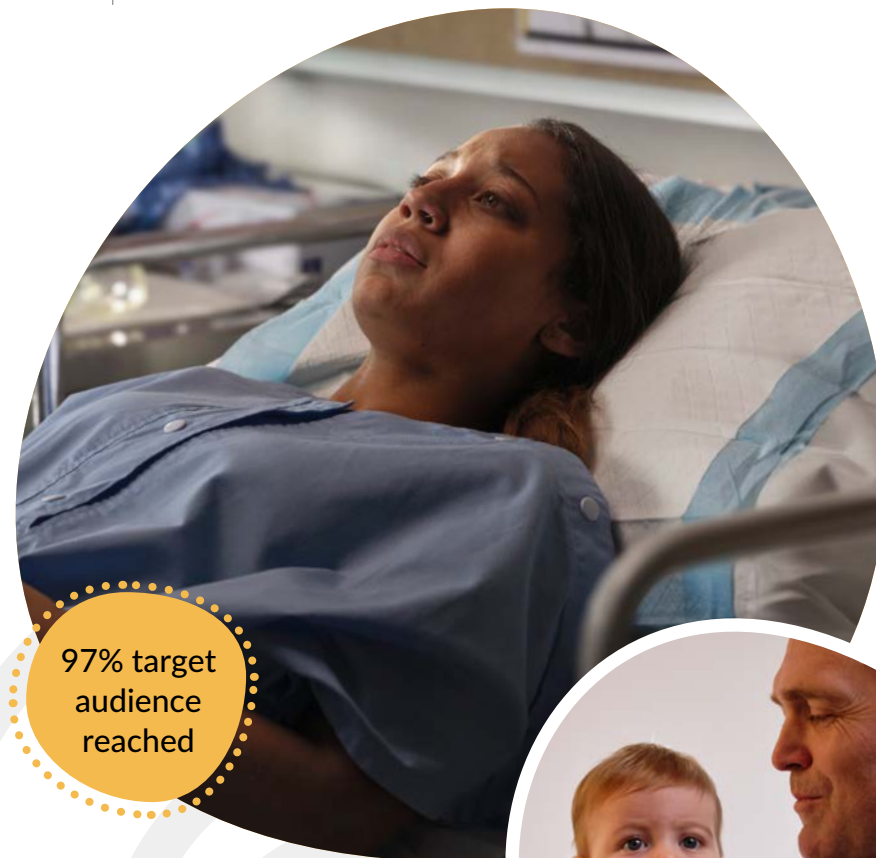
Developed with the Department of Communities and informed by insights of the FDV Taskforce, victim-survivors and advocacy groups, the project includes an online hub, providing resources to support victim-survivors including culturally and linguistically diverse communities and low literacy audiences. Phase 1 reached 99 percent of the target audience, with more than 100,000 visits to the hub. Awareness of the term 'coercive control' has also risen.



In response to a recommendation from the Review of the WA Government's COVID-19 Management and Response, the SCU developed the 'Don't Assume You're Immune' campaign in partnership with the Department of Health.

Aimed at educating the public on the importance of vaccines and countering misinformation and disinformation, the one-year campaign surpassed benchmarks, with TV advertising reaching more than 950,000 people at least once and 97 percent of the target audience exposed to out-of-home messaging at least once. A new website provided easy-to-find, accurate and credible medical information, attracting 350,000 visits.

The SCU also launched a new WA Jobs and Workforce Hub in November. [Jobs.wa.gov.au](https://jobs.wa.gov.au) highlights opportunities available in the public sector and across key industries, featuring important information about working and living in WA for local, interstate and international job seekers.



97% target
audience
reached



350,000
website
visits



950,000
reach
via TV

CASE STUDY: Reaching every voice in government campaigns

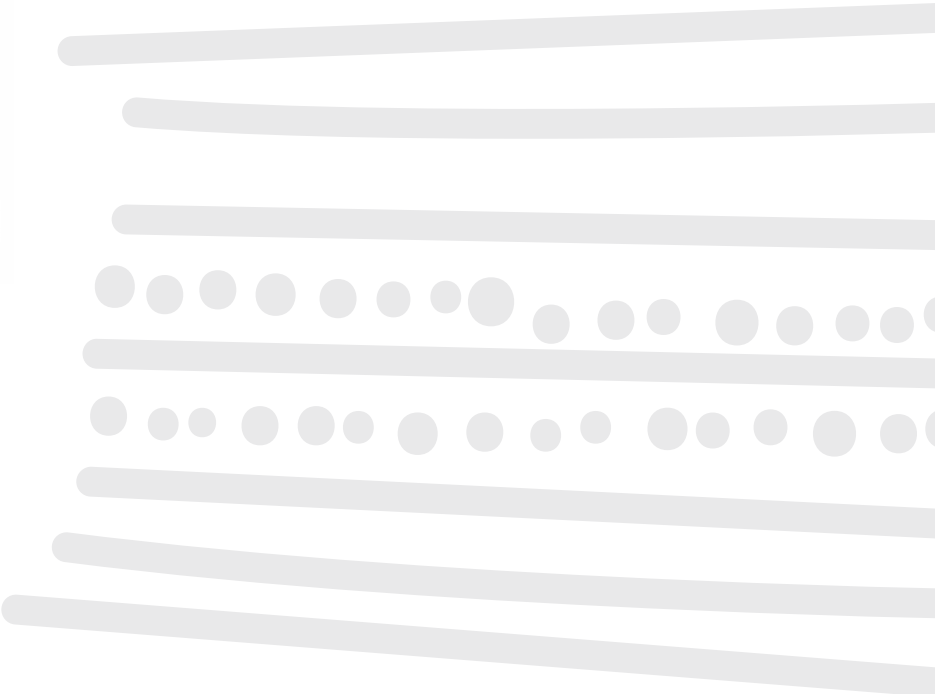
As part of the 'Coercion Hurts' campaign, a range of educational and promotional resources was developed for the broader WA community, as well as specific resources for people with disabilities, including:

- › a dedicated page: **I'm a person with disability experiencing family and domestic violence**.
- › an **Easy Read downloadable resource**, in collaboration with Developmental Disability WA.
- › representation of people with a disability on family and domestic violence graphics.
- › audio voiceover on all videos.

Multilingual resources, videos and images were also produced, reflecting a variety of demographics.

These resources ensure equitable access to information, helping public messaging reach and reflect every member of the community, not just the majority.







*Photo credit: Tjwarl Aboriginal Corporation stakeholder meeting Dec 2024. From left to right:
John Edwards, Lawrence Harris, Polly Smith, Melissa Rudez, Greg Ryan-Gadsen, Hon Dr Tony Buti MLA*

Advancing Native Title negotiations and empowering Aboriginal Communities

Following the landmark Tjiwarl Palyakuwa agreement in 2023, the Department continues to lead negotiations between the WA Government and Traditional Owners across the State to address compensation for the impact of historical acts on native title rights. These negotiations are built on respect, inclusion and progress.

Settlement agreements provide a foundation for the WA Government to work and partner with native title holders to achieve the aspirations of their communities, including economic and community development, land and resource management, service delivery, cultural heritage protection and cultural revitalisation.

In 2024, the Department facilitated workshops between Traditional Owner representatives and WA Government agencies to explore potential outcomes for settlement negotiations, by collaborating and aligning on community and strategic priorities. These workshops laid the groundwork for further negotiations to settle the State's native title compensation liability and establish a framework for future partnerships between Traditional Owners and government.

These approaches highlight the Department's vital role in identifying strategic opportunities, building relationships and collaborating across government to deliver meaningful outcomes for the State empowering Aboriginal Western Australians to pursue their social, economic and cultural aspirations.



Empowering youth voices: The 2024 Western Australian Schools Constitutional Convention

Through the Department's Constitutional Centre of Western Australia, we continue to invest in initiatives that empower young people to actively participate in shaping our democracy. On 12 September 2024, the Centre hosted the 24th Western Australian Schools Constitutional Convention (WASCC), bringing together 98 student delegates from across the state, including regional students who joined virtually.

Under the theme, "Does Australia need a Bill of Rights?" students engaged in dynamic discussions through working groups, keynote speeches and a panel session. Moderated by Sonja O'Leary, Assistant Director General State Services, the panel featured academic experts who contemplated human rights, refugee and immigration law and indigenous protections. They also discussed the implications of adopting a Bill of Rights in Australia.

The 2024 WASCC was a celebration of democracy, collaboration and the power of young voices, shaping the perspectives of future leaders and contributing to the ongoing dialogue about human rights in Australia.





Photo credit: 2024 WASCC Official Ceremony.
From left to right: Kelly Prime, Aunty Robyn Collard,
Tryse Rioli, Hon Chris Dawson AC APM, Governor of WA,
Darrilyn Dawson, Emily Roper PSM

Boosting Western Australian Nominations for Australian honours and awards

In 2025, Western Australia received its first population share of the Australia Day 2025 Honours List. This was a significant milestone, particularly during the Australian Honours System's 50th anniversary, which recognises the significant contribution Australians make to their communities locally, nationally and overseas.

Australian honours are unique in that they were designed for the community to make nominations. Anyone can nominate an Australian citizen for an honour. Continuing to increase the number of worthy Western Australian nominated for these awards is a priority for the Department. Historically, nominations for Western Australians attracted about 6 percent of awards granted through the Honours and Awards System. This is despite WA having approximately 10 percent of the Australian population.

Since 2019, the Department has increased awareness of the program and the number of nominations for Western Australians, particularly women, Aboriginal people, those from culturally diverse backgrounds and quiet achievers. 2025 was a significant milestone for the Department in recognising the contribution of Western Australians to the wider community.

2025 was a significant milestone for the Department in recognising the contribution of Western Australians to the wider community.



Photo credit:
Anne Polski,
honours and
awards program



Empowering our people, enriching our culture

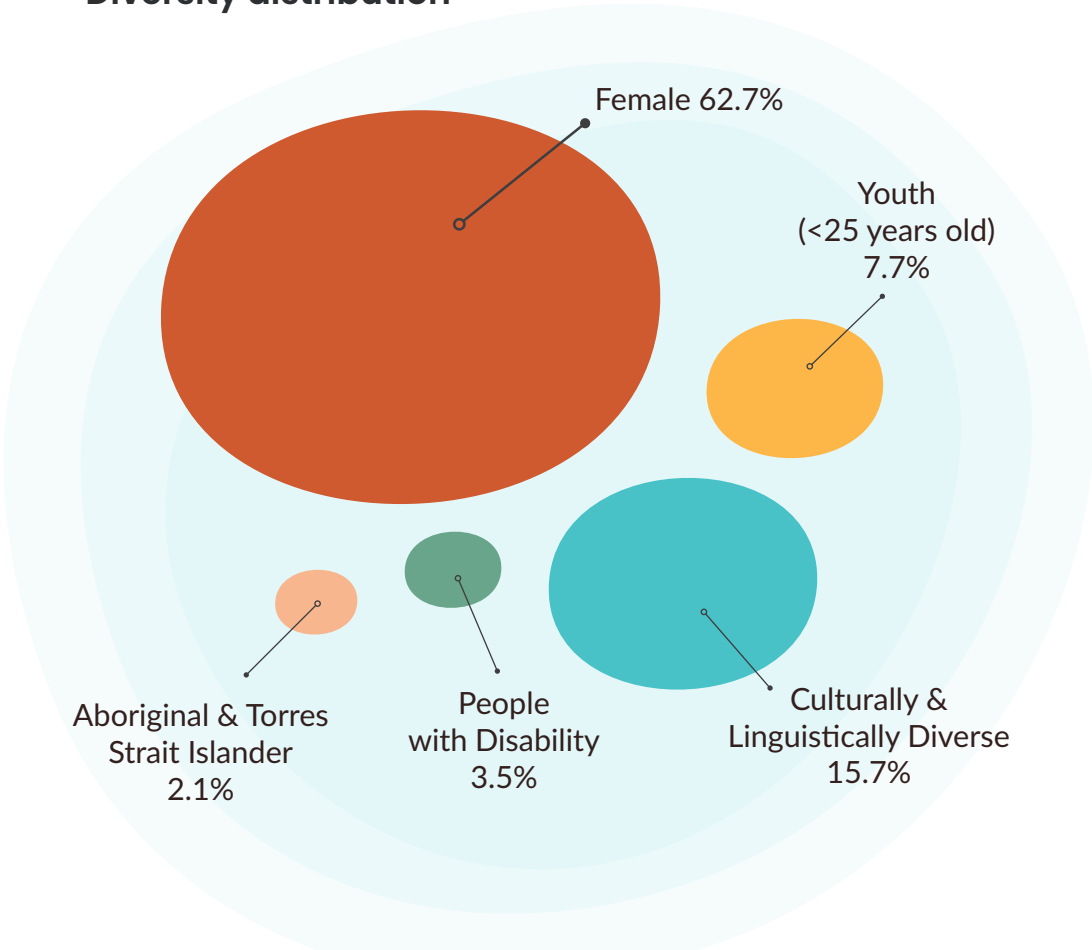
The Department is dedicated to building a culture that champions diversity and inclusion, recognising that different perspectives strengthen our ability to deliver meaningful outcomes for Western Australians. We aspire to be a workplace of choice by nurturing and supporting our people to grow, thrive and realise their potential. Together we are shaping a future for the state that reflects the richness of our community.



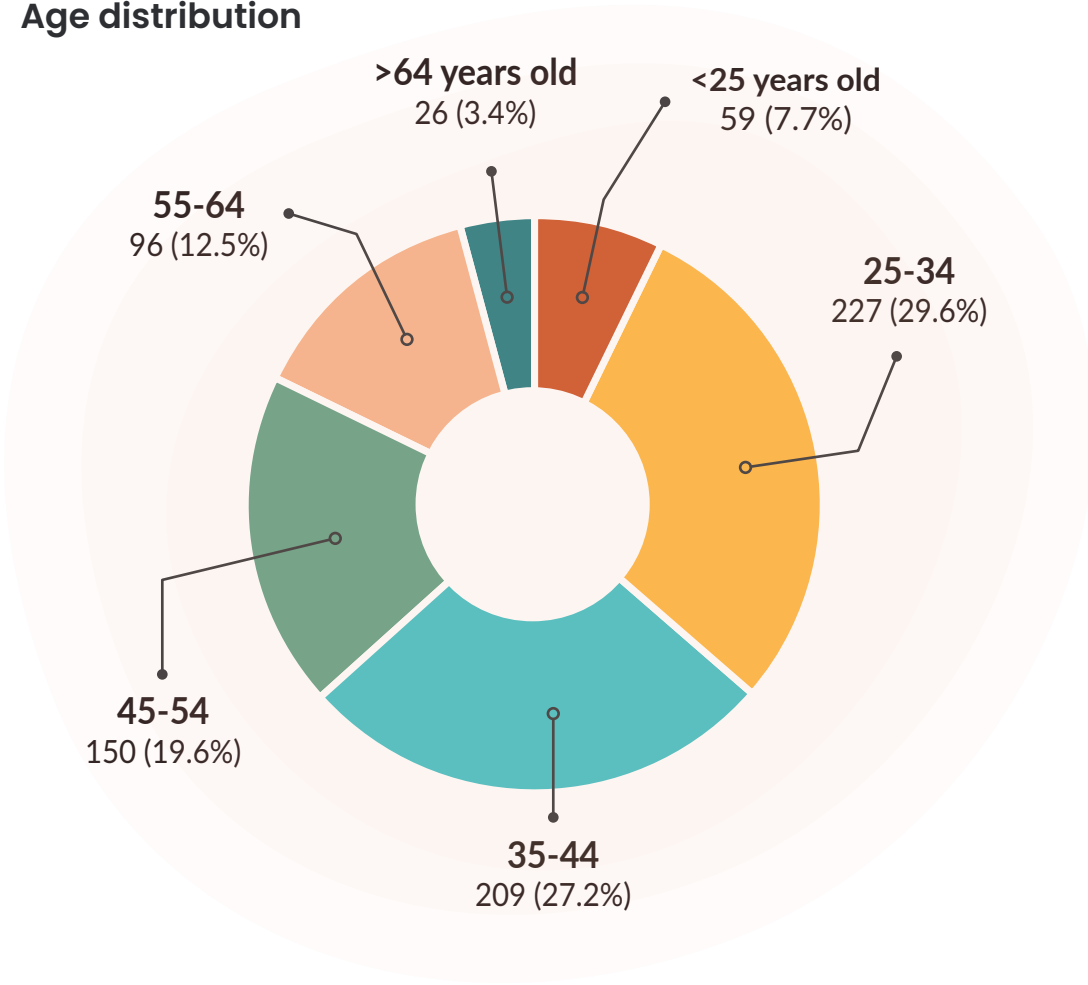
Photo credit: Richard Sellers and Departmental staff

Department composition

Diversity distribution

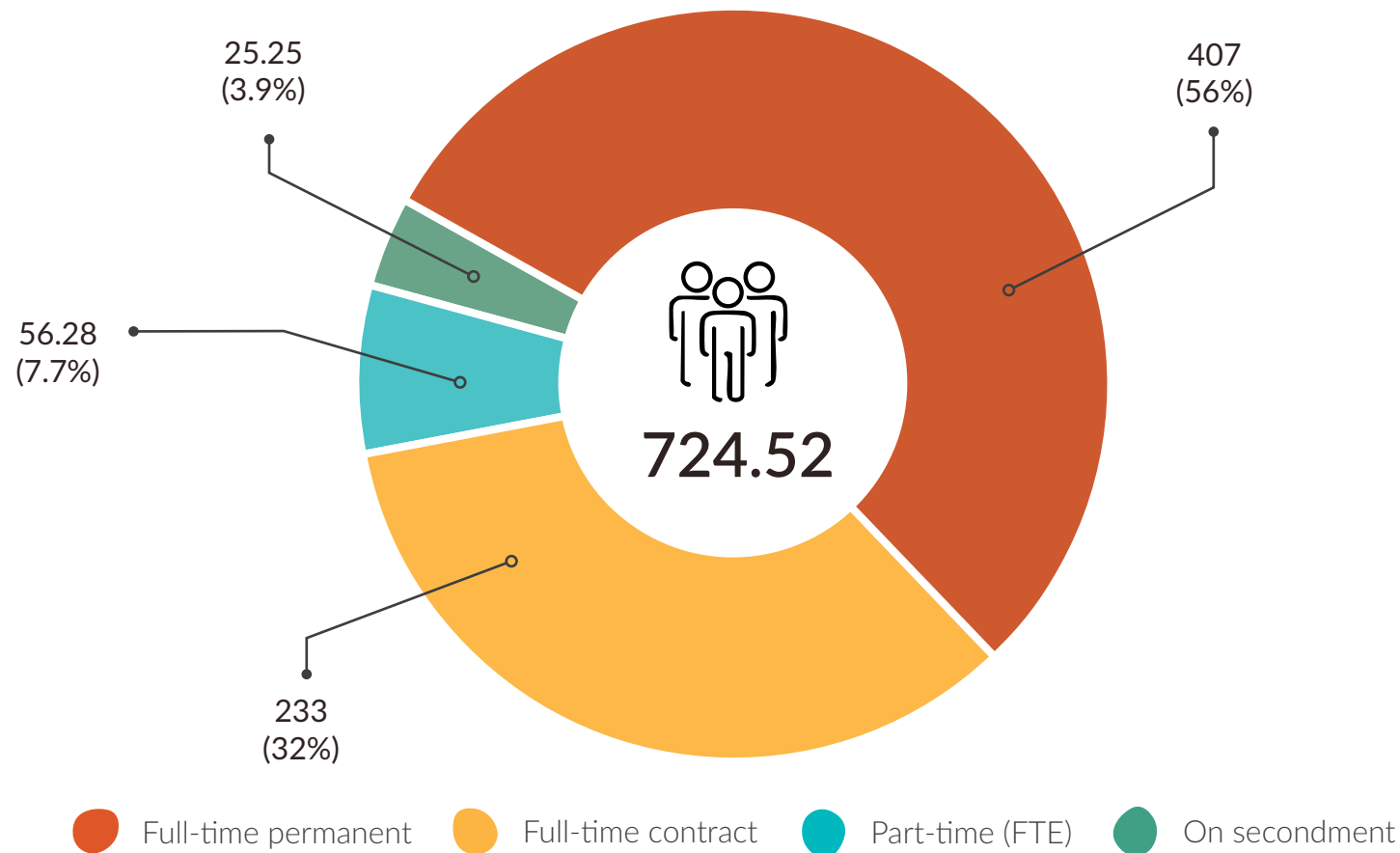


Age distribution



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.

Employment and industrial relations



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

Providing opportunities to learn and grow

CASE STUDY: Nurturing the next generation of digital innovators

The Office of Digital Government leads the whole-of-Government Digital Public Sector Graduate Program. Driving innovation and impact, the program recruits top-tier STEM graduates to elevate digital capabilities across the sector.

Through a 12-month multi-agency rotational structure, graduates work in up to three agencies and apply their skills in specialised ICT streams including Cyber Security, Data Science, Geospatial Information Services, ICT Operations and ICT Project Management.

The program has partnered with 17 agencies and recruited 49 graduates since launching in 2024. Recognised in its inaugural year as a Top Graduate Employer (medium category) by the Australian Association of Graduate Employers, the program gained this recognition due to direct graduate feedback, its approach to recruitment and its immediate success in accelerating digital transformation.

The program continues to meet the evolving digital skills needs of the public sector, empowering every graduate to make a meaningful impact.



Photo credit: End of year Digital Public Sector Graduates celebration event. (Above) Natasha Williams. (Below) Front row from left to right: Ray Znaor, Natasha Williams, Jonas Petersen, Greg Italiano, Hon Stephen Dawson MLC (centre), Emily Roper, Genevieve Caraan, Christine Lin, Clover Warnock



*Photo credit: 2025 DPC Graduates.
From left to right: Alexis Allegret, Emily
Rahaley, Mimansa Jethro, Jasmine
Hensley, Grace Barker and James Adkins*



Shaping tomorrow's leaders today

In February 2025, the Department welcomed six new graduates into its Graduate Program. The program is designed to develop future public sector leaders by providing three rotations across the Department and hands-on exposure to policy, strategy and leadership. Graduates also receive professional development opportunities and participate in the Public Sector Commission's Launch Program.

The program is highly successful, with the Department named a Top Graduate Employer for 2024 and 2025 by the Australian Association of Graduate Employers.

As a central agency, the Department places graduates at the heart of government decision-making, where ideas turn into real outcomes for communities across the State. Graduates gain rare access to executive government, collaborating with leaders who shape WA's future. The program provides broad exposure to working both in the Department and the wider WA public sector, building a strong foundation for impactful careers and ensuring the Government remains equipped to meet future challenges.

CASE STUDY: Fresh perspectives
– UWA interns enrich the
workplace

The Department’s partnership with the McCusker Centre for Citizenship at the University of Western Australia (UWA) continued to thrive, with interns making meaningful contributions to the Department. In the reporting period, ten interns supported key projects across several business areas. Interns commit around 100 hours per placement, bringing fresh energy, insight and valuable support on priority projects.

Interns have made tangible contributions to strategic goals, enhancing project delivery, team dynamics, and the Department’s ability to pivot quickly on emerging priorities.



“It was an exceptional opportunity to meaningfully contribute... while learning from passionate public servants.”

Jay Williams
Governance and Strategy



“This internship helped me improve my workforce skills and better prepare for the workplace.”

Cian Lumbuan
Intergovernmental Relations



“One of the highlights of interning with the Department is the people you meet... leaving you with invaluable skills to bring into the workforce.”

Jak Beard
People Services

Cultivating our future leaders

Building Leadership Impact: Investing in leadership development for all employees

The Department recognises the vital importance of leadership at every level. To empower its entire workforce, not just those in traditional leadership roles, the Department launched the Building Leadership Impact initiative, a program developed by the Public Sector Commission. This initiative focuses on strengthening the leadership behaviours of all public sector employees to better serve the Western Australian community.

Between July 2024 and May 2025, the Department introduced leadership expectations across several employee lifecycle touchpoints including performance development, continuous learning and onboarding. The Department will continue to embed leadership expectations across attraction, recruitment and selection and transition and progression.



*Photo credit:
Department staff.
From left to right:
Cohen-Marlei
Creighton, Sky
Martinsen*

Empowering women in leadership: Jennifer Tran's journey

The Department is committed to gender equality and equal representation of women in senior leadership. In 2024 the Department participated in the Public Sector Commission's Women in Executive Leadership Initiative (WELI), a program to create a strong and diverse leadership pipeline to meet ongoing demand for senior positions across the sector.

This year, the Department's WELI representative, Jennifer Tran, spent 12 months as Acting Director, Governance and Strategy. In this role, Jennifer had the opportunity to serve on Corporate Executive, lead the implementation of Public Sector Reform for the Department and drive organisational improvement initiatives across the agency.

Reflecting on her experience, Jennifer said the most valuable aspect was seeing what leadership looks like at the executive-level.

"I learned so much from getting to sit on Corporate Executive. It gave me incredible insight into the kinds of decisions that shape an agency, and the many factors that leaders have to weigh up when making them."



Photo credit:
Jennifer Tran

Developing leadership excellence: Lee Claffey's Elev8 success story

In December 2024, Lee Claffey, Assistant Director Native Title, graduated from Elev8, an eight month leadership development program for high performing Level 8 leaders in the public sector. The program, run by the Public Sector Commission, is highly competitive with only 25 leaders selected out of over 100 applicants from across the WA public sector.

For Lee, highlights of the program included the opportunities to influence a strategic policy agenda, build networks and establish shared ownership of outcomes. In Lee's position within the Native Title team, influencing external and internal stakeholders is essential to achieving positive outcomes for the community. By participating in these programs, the Department is investing in its leaders to support a future-fit public sector and build its internal capability.



Photo credit: Lee Claffey

Voices of impact: Speaker Series driving innovation

The Department is committed to hearing from diverse voices and their unique perspectives to shape inclusive, culturally responsive and innovative approaches to policy development.

Our Speaker Series is an enabler of this, providing an opportunity to hear from leaders across the public, private and for-purpose sectors, encouraging our people to reflect on how different outlooks and approaches can add value to our work.

In partnership with Leadership WA and managed by the Strategic Communications Unit, we welcomed esteemed leaders to address our people across a range of topics and sectors.

Hosted in-person and online, themes included ‘Leading with impact for our community and planet’ and ‘Walking in two words: courage, connection and true allyship.’ The Speaker Series, featured:

- › Kane Blackman, CEO of Good Sammy and an advocate for social inclusion and sustainability.
- › Christina Matthews AM, an iconic Australian cricketer and former CEO of WA Cricket, who offered her perspective on leadership, resilience and trailblazing for the community.
- › Deb Zanella CEO of Ruah and Co-chair of Reconciliation WA, Bronwyn Bate CEO and CO-founder of Mettle Women Inc, and Natalie Sangalli, CEO of Dress for Success WA and Chair of Starick, sharing their expertise in supporting family and domestic violence survivors.
- › Jessica Gethin, award-winning orchestral conductor and artistic advisor, delivered a talk on the power of silent leadership.
- › Kate Kirwin, founder and CEO of She Codes, shared a story of curiosity, community, and effecting change.
- › Jahna Cedar OAM, a leader and spokesperson for equal rights and reconciliation of Indigenous people.



*Walking in two worlds:
courage, connection
and true allyship*



**Jahna
Cedar**

*Leading with impact
for our community
and planet*



**Kane
Blackman**

**Kate
Kirwin**



**Jess
Gethin**

*The power of
silent leadership*



**Christina
Matthews**



**Bronwyn
Bate**

**Deb
Zanella**

**Natalie
Sangalli**



Building trust through our strong corporate governance

The Department's governance framework establishes the structures, policies and processes that are essential to achieving our vision. It supports the decision-making, ensures regulatory compliance, strengthens risk management, and promotes accountability, transparency, integrity and efficiency that underpins our service delivery to the community.

The key components of our corporate governance framework are highlighted below.

Corporate Executive Committee

The Corporate Executive Committee (CorpEx) is the decision-making body of the Department and supports the Director General in governing, planning, managing, and achieving the Department's objectives. CorpEx meets monthly to ensure the Department is positioned to respond rapidly to priorities and oversee current and emergent operational matters. Quarterly CorpEx strategy meetings examine trends, monitor and reflect on strategic performance and consider the agency approach to its strategic priorities.



Audit and Risk Management Committee

The Department's Audit and Risk Committee provides independent assurance and advice to the Director General on the Department's risk management and control, external accountability obligations and compliance frameworks. The Committee is independently chaired and includes two independent members.

In 2024–25, the Committee fulfilled its responsibilities in accordance with its charter and approved work plan. Key achievements included:

- › overseeing the commencement of two internal audits (Compliance Obligations and Business Continuity Planning).
- › monitoring progress of the implementation status of audit recommendations.
- › providing guidance for the Strategic Risk Register.
- › endorsing the new Charter pursuant to contemporary practices.
- › considering recommendations from performance audits.

Work Health and Safety Committee

The Department, through the Corporate Executive, is committed to providing a healthy, and safe workplace for all workers by complying with the *Work Health and Safety Act 2020*.

The Department's Work Health and Safety (WHS) Committee is the formal mechanism for consultation on WHS matters between employees and the Corporate Executive. The Committee has Health and Safety Representatives and management representatives that discuss and resolve safety and health issues, and review objectives, plans and procedures in line with the Department's WHS Management Plan.

Focus areas for the WHS Committee included:

- › reviewing reported work health and safety incidents and hazards including associated mitigating actions.
- › providing consultation on health and safety initiatives, employee education, psychosocial safety policies and procedures, and reviewing metrics for WHS reporting, monitoring and improvement.
- › proactively managing risks in the workplace by conducting site inspections.
- › reviewing the Department's Work Health and Safety Management system including all WHS policies, procedures and guidelines with a focus on physical and psychosocial safety.

Enhancing risk management and internal audit

This year, the Department reinforced its commitment to proactive and effective risk management, with a continued focus on identifying, assessing and managing strategic and operational risks.

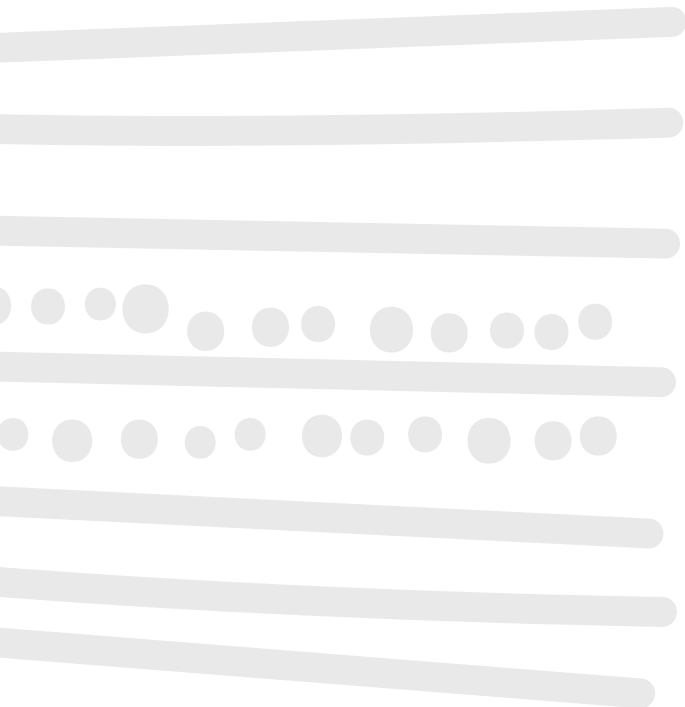
Key risk management activities included:

- › Identifying and managing strategic risks aligned to the Department's capabilities.
- › conducting risk workshops across all Divisions to ensure continuous improvement and realising opportunities and challenges early.
- › finalising a joint procurement to implement a new Enterprise Risk Management and Audit system, which will allow for the consistent capture and reporting of operational risks and incidents and hazards, including audit activities in a single integrated system.

The Department's Internal Audit function provides independent, objective assurance and recommendations to the Corporate Executive and Audit and Risk Committee.

Key deliverables for Internal Audit through the year included:

- › delivering Internal Audits on Procurement and Accounts Payable, with a focus on examining the effectiveness of processes and controls.
- › progressing Internal Audits on Compliance Obligations and Business Continuity Planning.
- › developing and delivering the annual Internal Audit Plan based on the Department's risks, strategic objectives, management priorities and future quality assurance focus areas.
- › conducting a full review and refresh of both the internal Audit Charter and the ARMC Charter to ensure alignment with Treasurers Instructions, standards and the Office of the Auditor General best practise guidelines.

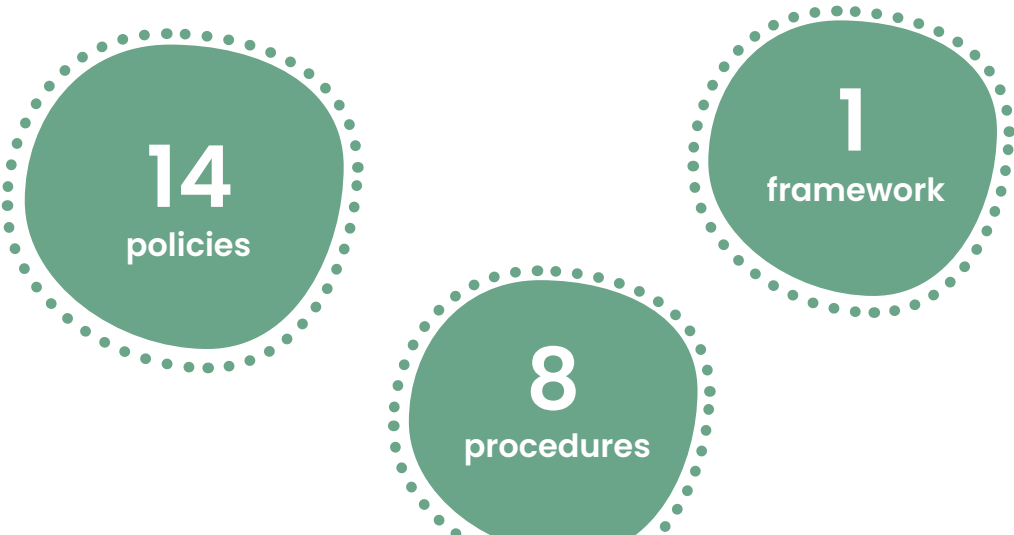


Strengthening governance through policy excellence

In 2024–25, the Department undertook an extensive review of its Policy Framework. The review led to the development of a refreshed Internal Policy Instrument, supported by a comprehensive framework, updated templates, guidelines and a new user-friendly home for all policies on the intranet.

In 2024–25, Corporate Executive approved updates to 14 policies, eight procedures and one framework.

In early 2025, the Department led a review and refresh of all Premier’s Circulars that communicate whole-of-Government policy matters and issues of strategic importance to WA. Twenty Circulars were reviewed in close collaboration with agencies across the sector to ensure effectiveness, relevancy, accuracy and alignment with legislative and operational requirements.





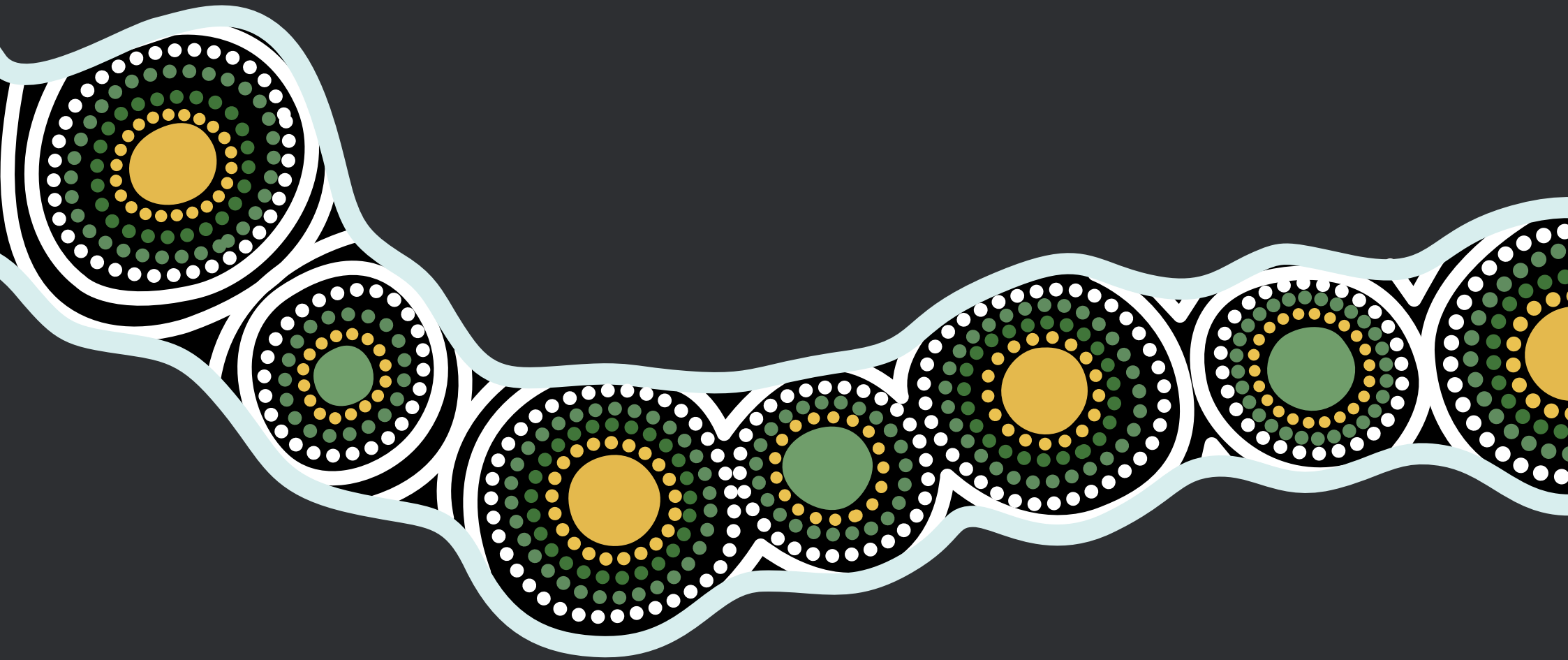
Scan the QR code using your phone camera to know more about the story behind Acacia Collard's artwork.

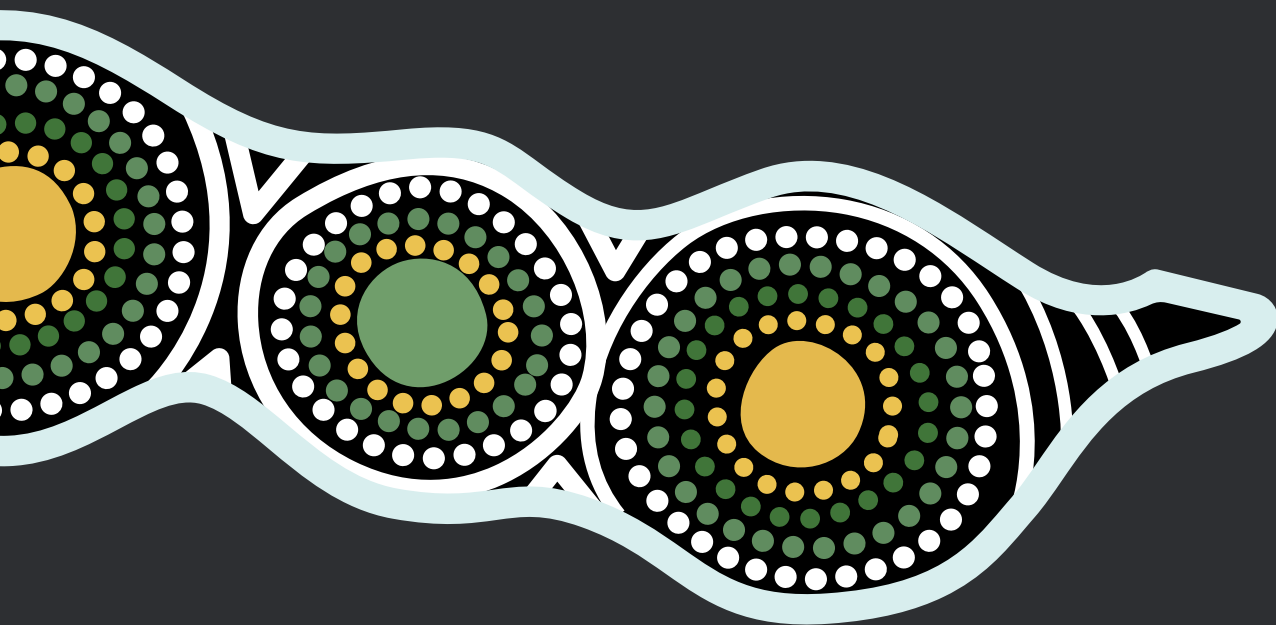


Artwork by Acacia Collard



**WELCOME
DUMAS HOUSE**





**Disclosures and
legal compliance**

Government policy requirements

Occupational safety, health and injury management

The Department maintained its commitment to fostering a workplace that prioritises both physical and psychological safety. In this financial year, efforts have centred on strengthening governance, updating WHS policy and procedures, and introducing a WHS risk management procedure.

Our key focus included identifying and managing psychosocial hazards, including the introduction of a handbook and delivery of information sessions to enhance understanding and support around psychosocial safety.



Safety, health and injury management performance 2024-25

Measures	Results – Base Year ⁽¹⁾	Results – Prior Year	Results - Current reporting year	Targets	Comments about targets
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate	0.23	0.86	0.60	0 or 10% reduction in incidence rate	Target achieved
Lost time injury and severity rate	100%	67%	100%	0 or 10% reduction in severity rate	Target not achieved
Percentage of injured workers returned to work (i) within 13 weeks	0	100%	25%	Greater than or equal to 80%	Target not achieved
Percentage of injured workers returned to work (ii) within 26 weeks	0	100%	25%	Greater than or equal to 80%	Target not achieved
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	27%	97%	82%	Greater than or equal to 80%	Target achieved

2024-2025 FTE as at 31 March 2025 is 659 (inclusive of Ministerial Offices).

(1) The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year, where data is available.

Boards and Committees Remuneration

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides the Director General with independent assurance and advice on the Department’s risk, control and compliance frameworks.

The Committee held four meeting in 2024-25.

Membership to the Committee, including associated remuneration, is detailed in the table.

Position title	Member name	Type of remuneration	2024 - 2025 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Chair	Peter Wilson	Annual Rate	1 July 2024 - 30 June 2025	3 Years	\$24,750	\$24,750
Member	Kathlene Oliver	Not applicable	1 July 2024 - 30 June 2025	5 Years	\$0	\$0
Member	Judith Stewart	Not applicable	1 July 2024 - 30 June 2025	5 Years	\$0	\$0
Member	Fiona Hunt	Not applicable	1 July 2024 - 30 June 2025	3 Years	\$0	\$0
Proxy Member	Julian Wright (1)	Not applicable	1 August 2024 - 30 June 2025	Not applicable	\$0	\$0
Total					\$24,750	\$24,750

(1) Julian Wright was appointed as proxy member on 1 August 2024.

Resources Community
Investment Initiative (RCII)
Advisory Committee

The Resources Community Investment Initiative (RCII) Advisory Committee provides strategic oversight of the RCII and advice in relation to its operation. The RCII is a partnership between the WA Government and resources sector to facilitate investment in State infrastructure projects and community initiatives.

The Committee held three in-person and two out-of-session meetings in 2024-25.

Membership to the Committee, including associated remuneration, is detailed in the table.

Position title	Member name	Type of remuneration	2024-2025 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross /actual remuneration
Chair	Reg Howard-Smith	Annual	1 July 2024 – 30 June 2025	3 Years	\$55,076	\$55,076
Member	Emily Roper PSM (1)	Not applicable	1 July 2024 – 30 June 2025	3 Years	\$0	\$0
Member	Michael Barnes PSM (2)	Not applicable	1 July 2024 – 30 June 2025	3 Years	\$0	\$0
Member	Jodi Cant	Not applicable	1 July 2024 – 30 June 2025	3 Years	\$0	\$0
Member	Rebecca Tomkinson	Not applicable	1 July 2024 – 30 June 2025	3 Years	\$0	\$0
Total					\$55,076	\$55,076

(1) Emily Roper PSM finished in her role as Director General of the Department of the Premier and Cabinet on 21 March 2025. Following her departure, Richard Sellers became Acting Director General of the Department and has therefore acted as a Member of the RCII Advisory Committee.

(2) Michael Barnes PSM finished in his role as Under Treasurer of WA Treasury on 24 April 2025. Following his departure, Michael Court became Acting Under Treasurer and has therefore acted as a Member of the RCII Advisory Committee.

Aboriginal Affairs Coordinating Committee

The Aboriginal Affairs Coordinating Committee (AACC) is the coordinating body for Aboriginal affairs, policies, services and programs and is the Senior Leadership group providing oversight of WA's commitments under the National Agreement on Closing the Gap. The AACC comprises of representatives from the Aboriginal Advisory Council of Western Australia, WA's Coalition of Peaks Joint Council representatives and Directors General and Commissioners from all government agencies to assist the Minister for Aboriginal Affairs.

The AACC held four meetings in 2024–2025.

Membership to the Committee, including associated remuneration is detailed below.

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/ sitting fees	2024-25 Gross/actual remuneration
Chair	Emily Roper (1)DPC	Not applicable	1 July 2024 – 30 June 2025	Sessional	Not applicable	\$0
Member	Michael Barnes (2) Treasury	Not applicable	1 July 2024 – 30 June 2025	Sessional	Not applicable	\$0
Member	Mike Rowe Communities	Not applicable	1 July 2024 – 30 June 2025	Sessional	Not applicable	\$0
Member	Lisa Rodgers (3) Education	Not applicable	1 July 2024 – 30 June 2025	Sessional	Not applicable	\$0
Member	Shirley Bowen Health	Not applicable	1 July 2024 – 29 April 2025	Sessional	Not applicable	\$0

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Member	Rani Randall (4) AACWA	Not applicable	27 February 2024 – 30 June 2025	Sessional	Not applicable	\$0
Member	Martin Sibosado (5) AACWA	Sitting fee and annual fee	1 July 2024 – 30 June 2025	Sessional	Not applicable (5)	Not applicable (5)
Member	Jenny Bedford AACWA	Sitting fee and annual fee	30 August 2024 – 26 February 2025	Sessional	Not applicable (5)	Not applicable (5)
Member	Gail Beck AACWA	Sitting fee	1 July 2024 – 29 August 2025	Sessional	Not applicable (5)	Not applicable (5)

(1) Emily Roper PSM finished in her role as Director General of the Department of the Premier and Cabinet (DPC) on 21 March 2025. Following her departure, Richard Sellers became Acting Director General of the Department and has therefore acted as a member of the Committee.

(2) Michael Barnes PSM finished in his role as Under Treasurer of WA Treasury on 24 April 2025. Following his departure, Michael Court became Acting Under Treasurer and has therefore acted as a member of the Committee.

(3) Lisa Rodgers finished in her role as Director General of the Department of Education on the 8 November 2024. Following her departure, Jay Peckitt become Director General and has therefore become a member of the Committee.

(4) Rani Randall not remunerated as public sector employee

(5) Remuneration is included with remuneration for attendance of the Aboriginal Advisory Council of WA.

Aboriginal Advisory Council of Western Australia

The Aboriginal Advisory Council of Western Australia (AACWA) provides strategic advice to the Government in policy matters and priorities which affect Aboriginal people at a local, state and federal level.

The Council met five times in the reporting period.

Membership to the Council, including associated remuneration, is detailed below.

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Co-Chair	Martin Sibosado	Sitting fee and annual fee	1 July 2024 – 30 June 2025	12-months	\$732 per day (2) \$26,147 per annum (3)	\$ 19,804.36 (5)
Co-Chair/ Member	Gail Beck	Sitting fee	Interim Co-Chair: 1 July 2024 – 29 Aug 2024 Member: 30 Aug 2024 – 30 June 2025	2 months 10 months	\$732 per day (2) \$476 per day (3) \$680 per day (4)	\$5,392.00 (5)
Co-Chair/ Member	Jenny Bedford	Sitting fee and annual fee	Co-Chair: 30 Aug 2024 - 26 Feb 2025 Member: 27 Feb 2024 – 30 June 2025	6 months 4 months	\$732 per day (2) \$26,147 per annum (3) \$680 per day (4)	\$11,032.60 (5)

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Co-Chair / Member	Rani Randall (6)	Not applicable	Member: 27 Aug 2024 – 26 Feb 2025 Co-Chair: 27 Feb 2025 – 30 June 2025	6 months 4 months	Not applicable	\$0
Member	Anthony Hansen	Sitting fee	27 Aug 2024 – 30 June 2025	10 months	\$476 per day (3) \$680 per day (4)	\$5,576.00
Member	Maureen Kelly	Sitting fee	27 August 2024 – 30 June 2025	10 months	\$476 per day (3) \$680 per day (4)	\$5,576.00
Member	Michael Ogilvie	Sitting fee	27 Aug 2024 – 30 June 2025	10 months	\$476 per day (3) \$680 per day (4)	\$4,216.00
Member	Damien Parriman	Sitting fee	27 Aug 2024 – 30 June 2025	10 months	\$476 per day (3) \$680 per day (4)	\$4,148.00
Member	Irene Stainton	Sitting fee	27 Aug 2024 – 30 June 2025	10 months	\$476 per day (3) \$680 per day (4)	\$4,457.00
Member	Preston Thomas	Sitting fee	1 July 2024 – 19 June 2025	12-months	\$476 per day (3) \$680 per day (4)	\$ 2,856.00
Member	Rowena Leslie	Sitting fee	1 July 2024 – 19 June 2025	12-months	\$476 per day (3) \$680 per day (4)	\$2,550.00
Member	Joslyn Eades-Tass	Sitting fee	27 Aug 2024 – 26 Feb 2025	6 months	\$476 per day (3) \$680 per day (4)	\$2,788.00
Member	Rebecca Blurton	Sitting fee	27 Aug 2024 – 1 Dec 2025	4 months	\$476 per day (3)	\$1,428.00

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Member	Daniel Brown	Sitting fee	1 July 2024 – 26 Aug 2024	1 month	\$476 per day (4)	\$0
Member	Merle Carter	Sitting fee	1 July 2024 – 26 Aug 2024	1 month	\$476 per day (4)	\$0
Member	Corina Martin	Sitting fee	1 July 2024 – 26 Aug 2024	1 month	\$476 per day (4)	\$0
Member	Vicki O'Donnell	Sitting fee	1 July 2024 – 26 Aug 2024	1 month	\$476 per day (4)	\$0
Total						\$69,823.96

Members are remunerated per meeting attended.

Sitting fee rates were increased on 22 November 2024 based on a remuneration review that was conducted by the Public Sector Commission.

- (1) Chair Rate 1 - \$732 per day - Sitting fee from 1 July 2024 to 21 November 2024.
- (2) Chair Rate 2 – \$26,147 - Annual fee paid fortnightly from 21 November 2024 to 30 June 2025.
- (3) Member Rate 1 - \$476 per day – Sitting fee from 1 July 2024 to 21 November 2024
- (4) Member Rate 2 – \$680 - Sitting fee from 22 November 2024 to 30 June 2025.
- (5) Members also remunerated for attendance at Aboriginal Affairs Coordinating Committee Meetings
- (6) Rani Randall not remunerated as public sector employee

Supporting Communities Forum

The Supporting Communities Forum is a key advisory board which fosters strong, collaborative relationships between the Western Australia Government and community services sector to bring about positive reform that makes a real difference to the lives of vulnerable people and their communities. Membership of the Forum in its 2024-25 term includes 10 Directors General and Commissioners and 16 senior leaders from the community services sector. The Forum met on two occasions in 2024-25.

Membership to the Forum, including associated remuneration, is detailed below.

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/ sitting fees	2024-25 Gross/actual remuneration
Co-Chair	Daniel Minchin	Annual fee	1 July 2024 – 30 Jun 2025	2 years	\$31,750	\$31,750
Deputy Chair	Sandy McKiernan	Sitting fees	1 July 2024 – 30 Jun 2025	2 years	\$860/day \$560/ half day	\$3,920
Member	Louise Giolitto	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Justine Colyer	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Emma Jarvis	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Melissa Perry	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Kelda Oppermann	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Mark Glasson	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Tim Grey-Smith	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Jenna Palumbo	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Pauline Roberts	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0

Position title	Member name	Type of remuneration	2024-25 Period of membership	Term of appointment	Base salary/sitting fees	2024-25 Gross/actual remuneration
Member	Jo Sadler	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Vicki-Tree Stephens	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Wendy Rose	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	James Christian	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Lanie Chopping	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Jodi Cant	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Sharyn O'Neill (1)	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Richard Sellers (2)	Not applicable	21 Mar 2025 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Mike Rowe	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Jay Peckitt (3)	Not applicable	11 Nov 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Shirley Bowen	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Kylie Maj	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Maureen Lewis	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Member	Colin Smith	Not applicable	1 July 2024 – 30 Jun 2025	2 years	Not applicable	\$0
Total						\$35,670

(1) The Public Sector Commission’s membership of the Forum ceased in 2025.

(2) Richard Sellers appointed as acting, de-facto Government member of the Forum from 21 March 2025 onwards, replacing outgoing Director General Emily Roper.

(3) Jay Peckitt appointed as de-facto Government member of the Forum from 11 November 2024 onwards, replacing outgoing Director General Lisa Rodgers.

WA Multicultural Policy Framework

The Department's Multicultural Action Plan 2024-2028 guided activities and actions to advance the priorities of the WA Multicultural Policy Framework.

Over the past year, the Department continued to implement initiatives aligned with the Framework's three priority outcomes. Key initiatives included redesigning our intranet to enhance access to resources for building creating inclusive teams, deploying Diverse WA cultural competency training on our internal learning platform Aspire, and delivering training on Unconscious Bias in Recruitment and Selection. We also joined Diversity Council Australia to strengthen our access to evidence-based tools and insights that support inclusion.

Harmony Week was another key highlight of our annual calendar, fostering team engagement in multicultural celebrations. This year, we profiled our workforce in a communications piece focused on "What's Your Story", where employees shared stories about their cultural heritage, including favourite foods and what belonging means.

Progress of the Multicultural Action Plan is reported annually to the Office of Multicultural Interests.



Other legal requirements

Unauthorised use of credit cards

The following personal expenditure incurred on Government Purchasing Cards is disclosed in compliance with Treasurer’s Instruction 8 – Requirement 3.2 (ii).

Details	2024-25
The number of instances the Western Australian Government Purchasing Cards has been used for personal purposes	25
The aggregate amount of personal use expenditure for the reporting period	\$892.97
The aggregate amount of personal use expenditure settled by a due date	\$822.85
The aggregate amount of personal use expenditure settled after the date	\$70.12
The aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	\$62.33
The number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Advertising, market research, polling and direct mail expenditure

In accordance with section 175ZE of the *Electoral Act 1907*, the agency incurred the following expenditure in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. Total expenditure for 2024-25 was \$7,466,986.

Summary of expenditure by Organisation Class 2024-25

Organisation Category	Expenditure
Advertising Agencies	\$500,469
Market Research Organisations	\$120,290
Polling Organisations	-
Direct Mail Organisations	-
Media Advertising Agencies	\$6,846,227
Total Advertising Expenditure under section 175ZE	\$7,466,986

Detail of Expenditure by Organisation Class 2024-25

Recipient	2024-25
Advertising Agencies	
303 MullenLowe Australia Pty Ltd	\$368,932
Nani Creative Pty Ltd	\$126,130
The Brand Agency Pty Ltd	\$5,407
Sub-Total Advertising Agencies	\$500,469
Market Research Organisations	
303 MullenLowe Australia Pty Ltd	\$23,400
Metrix Consulting Pty Ltd	\$96,890
Sub-Total Market Research Organisations	\$120,290

Recipient	2024-25
Polling Organisations	
Nil	\$0
Sub-Total Polling Organisations	\$0
Direct Mail Organisations	
Nil	\$0
Sub-Total Direct Mail Organisations	\$0
Media Advertising Agencies	
Carat Australia Media Services Pty Ltd	\$5,467,027
Initiative Media Australia Pty Ltd	\$1,331,734
Meta Advertisement	\$47,166
LinkedIn	\$300
Sub-Total Media Advertising Agencies	\$6,846,227
Total Expenditure under section 175ZE	\$7,466,986

Disability, access and inclusion plan outcomes

In 2024-25, the Department focused on improving accessibility and inclusivity through commitments in our Disability Access and Inclusion Plan (DAIP) 2023-28. Since the DAIP's launch, the Department has progressed initiatives against seven disability outcome areas, to ensure people with a disability have the same access and opportunities as others.

Digital inclusion continues to be a focus for the Department through the Office of Digital Government. The Office of Digital Government has a contract with the Centre for Accessibility Australia to provide accessibility audit services for digital platforms across the Office including PeopleWA, ServiceWA and the WA.gov.au website.

In addition, The Office of Digital Government successfully procured Silktide which allows the simulation of various disabilities such as colour blindness, vision impairment and dyslexia to understand how the WA.gov.au website appears to people with these conditions. Silktide empowers agencies that use the website to enhance their online presence through a suite of valuable features including accessibility checking.

The Department reports on its Disability Access and Inclusion Plan (DAIP) annually, with a progress report tabled in State Parliament in November 2024.

Compliance with public sector standards and ethical codes

The Department’s Code of Conduct and Integrity Framework are central to cultivating a culture of ethical behaviour and upholding public trust. These frameworks help guide our work and decisions, making sure integrity is embedded across everything we do.

To ensure continued alignment with public sector standards and the Public Sector Code of Ethics, our policies and procedures are regularly reviewed and communicated to employees. This process supports compliance and reinforces our commitment to ethical governance.

As part of our efforts to prevent misconduct and corruption and reinforce a culture of integrity, all new employees are introduced to the Department’s integrity standards during induction and onboarding. Mandatory training in the Code of Conduct and Accountable and Ethical Decision Making is required for all employees. These programs promote open and continuous communication between employees and their managers about expected standards of performance and behaviour.

In 2024-25, no breaches of public sector standards were lodged with the Public Sector Commission.

Freedom of information

In 2024-25, the Department received 43 new Freedom of Information (FOI) applications. Eight applications were carried over from the previous year. Of these, 37 were finalised and 16 were carried forward pending an outcome. Additionally, during this period, the Department assisted and provided advice to Ministerial offices in relation to 53 FOI applications.

This financial year, seven personal information applications were received, and 30 applications were for non-personal information. A more comprehensive breakdown of the Department’s statistics is provided in the Information Commissioner of Western Australia’s Annual Report.

Workforce inclusiveness

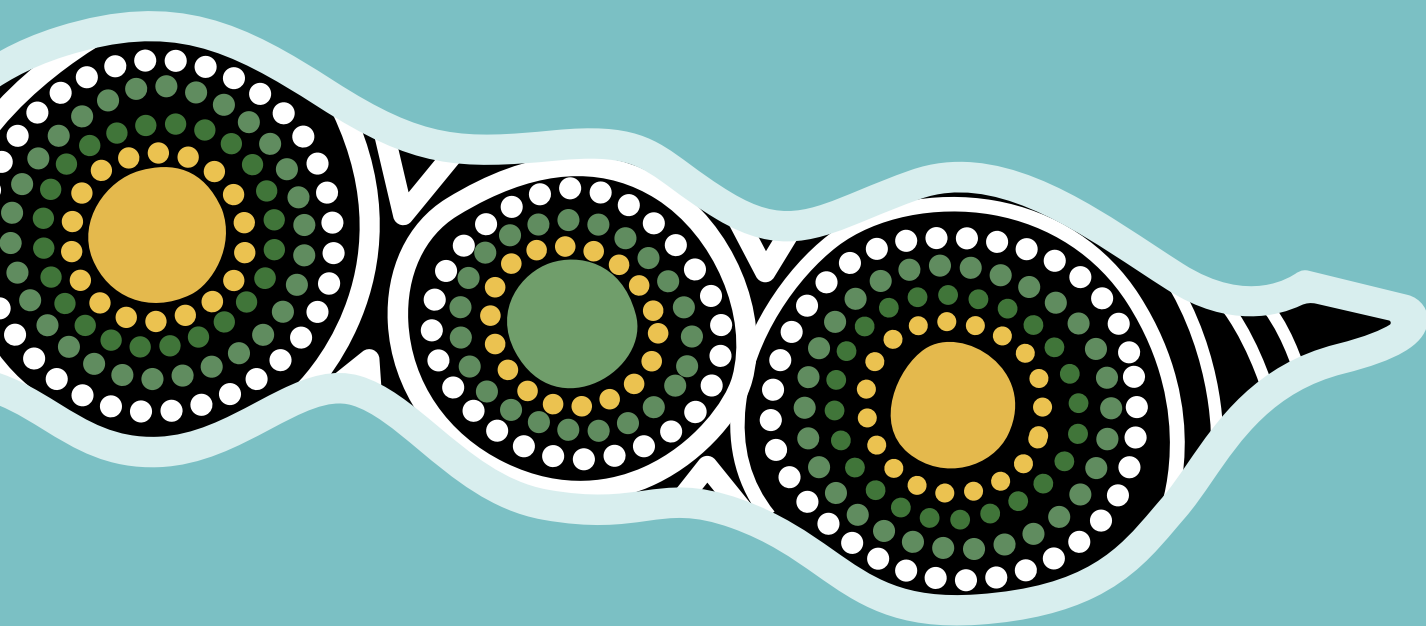
The Department values the strength and innovation that diversity brings to our workplace and is committed to cultivating an open, inclusive culture that supports our people to reach their full potential.

We champion this through a range of initiatives, including our membership with the Diversity Council Australia, and celebrating or acknowledging key awareness days. Employees and teams are encouraged to participate in initiatives that raise awareness, facilitate meaningful conversations and drive actions to foster a more inclusive workforce.

In addition, the Department introduced a new Prevention and Management of Inappropriate Workplace Behaviour Policy which outlines our position on providing, promoting and maintaining a safe and healthy workplace regarding workplace behaviour.







Financial
statements

Certification of financial statements

For the financial year ended 30 June 2025

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** (the Act) from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2025 and the financial position as at 30 June 2025.

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

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the end.

Cameron Patterson
Chief Finance Officer

1 October 2025

A handwritten signature in black ink, featuring a stylized 'M' and 'C' followed by a horizontal line.

Michael Carey
Accountable Authority

1 October 2025

Opinion of the Auditor General



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

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 as at 30 June 2025, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Administered schedules comprising the Administered assets and liabilities as at 30 June 2025 and Administered income and expenses by service for the year then ended
- Notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of the 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 (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the 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.augasb.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. The controls exercised by the Department are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

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 for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Department for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2025.

Other matter

Restatement of prior year actual results

The Department has restated its prior year actual results of key effectiveness indicator 1.1 'Targets for support services are met or exceeded' for reporting years 2021-22, 2022-23 and 2023-24 due to an error in system data extraction. Consequently, the Department has not met its target for the prior three years. 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 controls 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 3 Financial Sustainability – Requirement 5: 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 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

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

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

Other information

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 2025, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Department of the Premier and Cabinet for the year ended 30 June 2025 included in the annual report 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 the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
2 October 2025

Financial statements

Statement of comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1 (a)	136,256	120,038
Supplies and services	2.3	43,498	46,668
Depreciation and amortisation expenses	4.1.1; 4.2.1; 4.3.1	2,562	2,279
Finance costs	6.2.1	77	53
Accommodation expenses	2.3	22,007	21,379
Grants and subsidies	2.2	20,916	17,898
Loss on disposal of non-current assets	2.4	4	(1)
Other expenditure	2.3	9,029	6,286
Total cost of services		234,349	214,600

	Notes	2025 \$000	2024 \$000
Income			
Sale of goods	3.2	99	77
Commonwealth grants and contributions	3.3	1,086	659
Other income	3.4	340	189
Total income		1,525	925
Net cost of services		232,824	213,675
Income from State Government			
Service appropriation	3.1	204,839	184,644
Income from other public sector entities	3.1	6,520	2,904
Resources received	3.1	6,596	7,512
Royalties for Regions Fund	3.1	40	2,329
Total income from State Government		217,995	197,389
Surplus/ (deficit) for the period		(14,829)	(16,286)
Total Comprehensive income for the period		(14,829)	(16,286)

The Statement of comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2025

	Notes	2025 \$000	2024 \$000
Assets			
Current Assets			
Cash and cash equivalents	6.1	63,265	39,667
Restricted cash and cash equivalents	6.1	10,740	11,583
Receivables	5.1	6,094	4,250
Amounts receivable for services	5.2	11,513	11,432
Other current assets	5.3	2,104	3,855
Total Current Assets		93,716	70,787
Non-Current assets			
Receivables	5.1	4,393	3,585
Amounts receivable for services	5.2	35,154	31,843
Property, plant and equipment	4.1	2,456	3,813
Right-of-use assets	4.2	900	870
Intangible assets	4.3	1,670	794
Total Non-Current assets		44,573	40,905
Total assets		138,289	111,692

	Notes	2025 \$000	2024 \$000
Liabilities			
Current Liabilities			
Payables	5.4	15,384	9,526
Employee related provisions	2.1 (b)	23,139	24,391
Lease liabilities	6.2	415	351
Other liabilities	5.5	89	258
Total Current Liabilities		39,027	34,526
Non-Current Liabilities			
Lease Liabilities	6.2	531	552
Employee related provisions	2.1 (b)	4,051	3,432
Other liabilities	5.5	-	8
Total Non-Current Liabilities		4,582	3,992
Total Liabilities		43,609	38,518
Net assets		94,680	73,174
Equity			
Contributed equity		124,526	88,191
Accumulated surplus/(deficit)		(29,846)	(15,017)
Total Equity		94,680	73,174

The Statement of financial position should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
Cash flows from State Government			
Service appropriation		201,366	181,473
Capital appropriation		36,335	21,221
Funds from other public sector entities		6,513	3,100
Holding account drawdowns		81	81
Royalties for Regions fund		40	2,329
Net cash provided by State Government		244,335	208,204
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(134,020)	(117,979)
Supplies and services		(34,514)	(37,403)
Finance costs		(77)	(53)
Accommodation		(21,997)	(21,271)
Grants and subsidies		(20,755)	(21,903)
GST payments on purchases		(7,857)	(7,654)
Other payments		(8,985)	(7,393)
Receipts			
Other income		259	190

	Notes	2025 \$000	2024 \$000
Sale of goods		97	76
Commonwealth grants and contributions		1,086	659
GST receipts on sales		1,370	102
GST receipts from taxation authority		6,559	7,886
Other receipts		135	318
Net cash provided by/(used in) operating activities		(218,699)	(204,425)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(1,617)	(1,012)
Net cash provided by/(used in) investing activities		(1,617)	(1,012)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(456)	(413)
Payments to accrued salaries account		(808)	(710)
Net cash provided by/(used in) financing activities		(1,264)	(1,123)
Net (decrease) / increase in cash and cash equivalents		22,755	1,644
Cash and cash equivalents at the beginning of period		51,250	52,481
Adjustment to the reclassification of accrued salaries accounts		-	(2,875)
Cash and cash equivalents at the end of period	6.1	74,005	51,250

The Statement of cash flows should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2025

	Contributed equity \$000	Accumulated Surplus/ (deficit) (\$000)	Total equity \$000
Balance at 1 July 2023	66,970	1,269	68,239
Surplus/(deficit)	-	(16,286)	(16,286)
<i>Transactions with owners in their capacity as owners:</i>			
Capital Appropriation	21,221	-	21,221
Total	21,221	(16,286)	4,935
Balance at 30 June 2024	88,191	(15,017)	73,174
Balance at 1 July 2024	88,191	(15,017)	73,174
Surplus/(deficit)	-	(14,829)	(14,829)
<i>Transactions with owners in their capacity as owners:</i>			
Capital Appropriation	36,335	-	36,335
Total	36,335	(14,829)	21,506
Balance at 30 June 2025	124,526	(29,846)	94,680

The Statement of changes in equity should be read in conjunction with the accompanying notes.

Administered income and expenses

For the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
Income			
Administered Appropriation:			
South West Native Title Settlement		82,591	71,932
Yamatji Nation Indigenous Land Use Agreement		21,774	21,176
Gibson Desert Nature Reserve Compensation Agreement		175	198
Griffin Coal Mining Company Financial Assistance		97,010	84,150
Tjiwarl Native Title Settlement		-	2,751
Stolen Wages Class Action		180,400	-
Resources Community Investment Initiative		12,800	-
Other (a)		5,716	-
Income from other public sector entities:			
South West Native Title Settlement - Capital Works (Administrative Offices)		6,500	-
Total administered income		406,966	180,207

	Notes	2025 \$000	2024 \$000
Expenses			
Grants and subsidies:			
South West Native Title Settlement		606	586
Griffin Coal Mining Company Financial Assistance		108,278	80,506
Stolen Wages Class Action		104,071	-
Other (a)		5,716	-
South West Native Title Settlement - Capital Works (Administrative Offices)		15,400	-
Interest expense:			
South West Native Title Settlement		16,557	17,996
Yamatji Nation Indigenous Land Use Agreement		9,240	9,276
Gibson Desert Nature Reserve Compensation Agreement		23	27
Tjiwarl Native Title Settlement		-	113
Revaluation of native title agreements (b):			
South West Native Title Settlement		185	2,156
Yamatji Nation Indigenous Land Use Agreement		8,968	5,532
Gibson Desert Nature Reserve Compensation Agreement		1	4
Tjiwarl Native Title Settlement		-	11
Total administered expenses		269,045	116,207

(a) Includes items subject to finalising confidential commercial arrangements, and/or ongoing negotiations and mediated settlements involving the State.

(b) This relates to the remeasurement of the liabilities in respect of CPI and the discount rate applied.

Further explanation of variances is contained in note 9.2 "Explanatory statement for administered Items".

Administered assets and liabilities

As at 30 June 2025

	Notes	2025 \$000	2024 \$000
Current assets			
Cash at bank - South West Native Title Settlement		464	(229)
Cash at bank - Yamatji Nation Indigenous Land Use Agreement		796	496
Cash at bank - Gibson Desert Nature Reserve Compensation Agreement		18	18
Cash at bank - Griffin Coal Mining Company Financial Assistance		2,715	27,592
Cash at bank - Tjiwarl Native Title Settlement		16	2,751
Cash at bank - Resources Community Investment Initiative		12,800	-
Cash at bank - Stolen Wages Class Action		76,329	-
Total administered current assets		93,138	30,628
Total administered assets		93,138	30,628
Current liabilities			
Provisions - South West Native Title Settlement		75,288	72,406
Provisions - Yamatji Nation Indigenous Land Use Agreement		35,920	20,031
Provisions - Gibson Desert Nature Reserve Compensation Agreement		184	179
Accrued Creditor - Tjiwarl Native Title Settlement		-	2,734
Accrued Creditor - Griffin Coal Mining Company Financial Assistance		635	12,600
Total administered current liabilities		112,027	107,950

	Notes	2025 \$000	2024 \$000
Non-Current liabilities			
Provisions - South West Native Title Settlement		434,235	493,968
Provisions - Yamatji Nation Indigenous Land Use Agreement		307,955	327,851
Provisions - Gibson Desert Nature Reserve Compensation Agreement		821	980
Total administered non-current liabilities		743,011	822,799
Total administered liabilities		855,038	930,749

Further explanation of variances is contained in note 9.2 “Explanatory statement for administered Items”.

Contingent Liabilities

South West Native Title Settlement

Under the South West Settlement (ILUAs), a State-managed Noongar Land Fund of up to a maximum of \$46.85 million (of which \$6.07 million has been included as a payable in Administered Liabilities) will, subject to meeting certain conditions, be used over 10 years to support 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.

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 the remaining total payments will be approximately \$9.8 million. All the above items were considered to not meet the definition of a liability on the basis that the government maintains discretion with regards to disbursement of these funds.

Stolen Wages Class Action

On 29 October 2024, the Federal Court approved the 2023 settlement of the Stolen Wages Class Action for legal costs and individual payments to eligible claimants up to a total sum of \$180.4 million.

As of 30 June 2025, legal costs and payments have been made to 5,374 applicants who have been assessed as eligible. A remaining balance of \$76.329 million is available for future eligible claimants under the settlement.

Further details included at note 7.2.1

Notes to the financial statements

1. Basis of preparation

The Department of the Premier and Cabinet (The Department) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent.

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 October 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer’s Instructions. Some of these pronouncements are modified to vary their application and disclosure.

The ***Financial Management Act 2006*** and Treasurer’s Instructions, which are legislative provisions governing the preparation of financial statements for Departments, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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).

Accounting for Goods and Services Tax (GST)

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

- a. amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- b. receivables and payables are stated with the amount of GST included.

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

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 - Requirement 8.1(i) and have been credited directly to Contributed Equity.

Administered items

The Department administers, but does not control, certain activities and functions for and on behalf of Government that do not contribute to the Department's services or objectives. It does not have discretion over how it utilises the transactions in pursuing its own objectives.

Transactions relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered income and expenses', and 'Administered assets and liabilities'.

The accrual basis of accounting and applicable Australian Accounting Standards have been adopted.

Comparative information

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

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

Judgements and estimates

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

2. Use of our funding

Expenses 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	2025 \$000	2024 \$000
Employee benefits expenses	2.1 (a)	136,256	120,038
Employee related provisions	2.1 (b)	27,190	27,823
Grants and subsidies	2.2	20,916	17,898
Other expenditure	2.3	74,534	74,333
Losses on disposal of assets	2.4	4	(1)

2.1 (a) Employee benefits expenses

	2025 \$000	2024 \$000
Employee benefits	117,944	107,926
Termination benefits	5,058	1,093
Superannuation - defined contribution plans	13,254	11,019
Total employee benefits expenses	136,256	120,038
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	541	474
Less: Employee contributions (per the Statement of comprehensive income)	(182)	(185)
Net employee benefits	136,615	120,327

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

Termination benefits are 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.

Superannuation is 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, the Government Employees Superannuation Board schemes or other superannuation funds.

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

Employee contributions are 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

	2025 \$000	2024 \$000
Current		
Employee benefits provisions		
Annual leave	12,188	13,229
Long Service leave	10,883	11,111
	23,071	24,340
Other provisions		
Employment on-costs	68	51
Total current employee related provisions	23,139	24,391
Non-current		
Employee benefits provisions		
Long service leave	4,041	3,425
Other provisions		
Employment on-costs	10	7
Total non-current employee related provisions	4,051	3,432
Total employee related provisions	27,190	27,823

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.

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

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

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

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department

has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the 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.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses', Note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Department's 'Employee benefits expenses'. The related liability is included in 'Employment on-costs provision'.

	2025 \$000	2024 \$000
Employment on-cost provision		
Carrying amount at start of the period	58	107
Additional/(reversals of) provisions recognised	20	(49)
Carrying amount at end of period	78	58

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 reporting period.

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

	2025 \$000	2024 \$000
Recurrent		
Subsidies and community grants	7,223	2,283
Government agency grants	511	3,080
Telethon donation	13,000	12,000
Other external grants	182	535
Total grants and subsidies	20,916	17,898

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 or subsidy expenses’. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. 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

	2025 \$000	2024 \$000
Supplies and services		
Professional services	15,030	19,818
Aircraft operating costs	6,518	5,816
Travel	2,329	3,291
Communications	1,900	2,437
Consumables	2,333	3,967
Lease of motor vehicles	261	232
Security	220	205
Advertising	7,591	4,545
Systems development and maintenance	5,370	4,943
Other administration costs	1,946	1,414
Total supplies and services	43,498	46,668
Accommodation expenses		
Office rentals		
Department of Finance	6,860	6,351
Other (a)	14,315	14,099
Repairs and maintenance	298	413
Contract - cleaning services	534	516
Total accommodation expenses	22,007	21,379

	2025 \$000	2024 \$000
Other expenses		
Other staff costs	719	749
Computer software licenses	7,423	5,002
Employment on-cost (b)	569	253
Audit Fees - Internal/External	318	282
Total other expenses	9,029	6,286
Total other expenditure	74,534	74,333

(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.

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

Accommodation expenses

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Department and the Department of Finance for the leasing of office accommodation contain significant substitution rights. They 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 operating expenses generally represent the day-to-day running costs incurred in normal operations. Other staff costs include training and staff development.

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 losses is recognised for movement in allowance for impairment of trade receivables. Please refer to Note 5.1 for more details.

2.4 Losses on disposal of non-current assets

	2025 \$000	2024 \$000
Net proceeds from disposal of non-current assets		
Right-of-use assets	-	1
Carrying amount of non-current assets disposed		
Right-of-use assets	(4)	-
Net gains/(losses) on disposal	(4)	1

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 that govern the recognition and measurement of this funding. The primary income received by the Department and the relevant notes are:

	Notes	2025 \$000	2024 \$000
Income from State Government	3.1	217,995	197,389
Sale of goods	3.2	99	77
Commonwealth grants and contributions	3.3	1,086	659
Other income	3.4	340	189

3.1 Income from State Government

	2025 \$000	2024 \$000
Appropriation received during the period:		
- Service appropriation	204,839	184,644
Total service appropriation	204,839	184,644
Income received from other public sector entities during the period:		
- Sale of goods from Government Gazette publishing	403	548
- Other revenue	6,117	2,356
Total income from other public sector entities	6,520	2,904
Resources received from other public sector entities during the period:		
Services received free of charge:		
- Department of Finance - lease administration services and depreciation on fit-outs	1,631	1,351
- State Solicitor's Office - legal services	4,844	6,072
- Department of Primary Industries and Regional Development - support the Department in its obligations under applicable legislation	112	67
- Department of Planning, Lands and Heritage - Provision of SAPPR public map viewer and Inquiry Access	9	10
- Lotterywest	-	3
- Landgate - Land dealings, land information, valuation services and other product	-	9
Total resources received	6,596	7,512
Royalties for Regions Fund:		
- Regional Community Services Account	40	2,329
Total Royalties for Regions Fund	40	2,329
Total income from State Government	217,995	197,389

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

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

Grants and subsidies are recognised as grant income upon receipt during the year from Department of Health (vaccination – public information campaign) and Department of Communities (family and domestic violence victims support campaign).

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

Regional Community Services Account is 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 income 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.

Summary of Consolidated Account Appropriations

For the year ended 30 June 2025

	2025 Budget \$000	2025 Section 25 transfers \$000	2025 Additional Funding* \$000	2025 Revised Budget \$000	2025 Actual \$000	2025 Variance \$000
Delivery of Services						
Item 5 Net amount appropriate to deliver services	181,172	-	17,487	198,659	198,659	-
Section 25 Transfer of service appropriation	-	3,353	-	3,353	3,353	-
Amount authorised by Other Statutes:						
- <i>Salaries and Allowances Act 1975</i>	2,827	-	-	2,827	2,827	-
Total appropriations provided to deliver services	183,999	3,353	17,487	204,839	204,839	-
Capital						
Item 95 Capital Appropriation	2,295	-	815	3,110	3,110	-
Administered Transactions						
Item 6 Administered grants, subsidies and other transfer payments	260,234	-	148,016	408,250	387,260	20,990
Total administered transactions	260,234	-	148,016	408,250	387,260	20,990
Total consolidated account appropriations	446,528	3,353	166,318	616,199	595,209	20,990

*Additional funding includes supplementary funding and new funding authorised under section 27 of the *Financial Management Act 2006* and amendments to standing appropriations.

Note 9 'Explanatory Statements' provides details of significant variations between estimates and actual results for 30 June 2025.

3.2 Sale of Goods

	2025 \$000	2024 \$000
Sale of goods from the Government Gazette Publishing	99	77
Total Sale of Goods	99	77

Revenue is recognised at a point-in-time for the sale of goods from the Government Gazette Publishing. The performance obligations are satisfied when services have been provided.

3.3 Commonwealth grants and contributions

	2025 \$000	2024 \$000
Indian Ocean Territories (a)	689	659
Other	397	-
Total Commonwealth grants and contributions	1,086	659

(a) The funding received from the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts for Indian Ocean Territories 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

	2025 \$000	2024 \$000
Contributions by eligible officers to the Government's Vehicle Schemes	182	185
Services provided to other agencies	103	4
Other income	55	-
Total other income	340	189

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

4. Key Assets

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	2025 \$000	2024 \$000
Property, plant and equipment	4.1	2,456	3,813
Right-of-use assets	4.2	900	870
Intangible assets	4.3	1,670	794

4.1 Property, plant and equipment

Year ended 30 June 2025	Computer Hardware \$000	Furniture and fittings \$000	Aircraft \$000	Office Equipment \$000	Office Establishment \$000	Artworks \$000	Total \$000
1 July 2024							
Gross carrying amount	2,299	133	5,936	1,026	12,798	9	22,201
Accumulated depreciation	(2,292)	(114)	(4,005)	(689)	(11,288)	-	(18,388)
Carrying amount at start of period	7	19	1,931	337	1,510	9	3,813
Additions	-	-	-	266	24	-	290
Disposals	-	-	-	-	-	-	-
Depreciation	(4)	(4)	(742)	(146)	(751)	-	(1,647)
Carrying amount at end of period	3	15	1,189	457	783	9	2,456
Gross carrying amount	166	133	5,936	1,275	12,674	9	20,193
Accumulated depreciation	(163)	(118)	(4,747)	(818)	(11,891)	-	(17,737)

4.1 Property, plant and equipment

» Initial recognition

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

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

	2025 \$000	2024 \$000
Depreciation		
Computer hardware	4	5
Furniture and fittings	4	4
Aircraft	742	742
Office equipment	146	122
Office establishment	751	828
Total depreciation for the period	1,647	1,701

As at 30 June 2025 there were no indications of impairment to property, plant and equipment.

Useful lives

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

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

Asset	Useful life
Computer hardware	3 years
Furniture and fittings	10 years
Aircraft	8 years
Office equipment	5 years
Office establishment	4-10 years
Artworks	50 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 that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

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. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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

	Vehicles \$000
Carry amount at beginning of period	870
Additions	503
Disposals	(4)
Depreciation	(469)
Net carrying amount as at end of period	900

The Department has leases for vehicles and offices. The lease contracts are typically made for fixed periods of 1-10 years with an option to renew after that date.

The Department has also entered into Memorandum of Understanding Agreements 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.

Initial recognition

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

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

The Department 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.

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.

4.3 Intangible assets

	Computer software \$000
Year ended 30 June 2025	
1 July 2024	
Gross carrying amount	3,925
Accumulated amortisation	(3,131)
Carrying amount at start of period	794
Additions	1,480
Classified as expense	(158)
Amortisation expense	(446)
Carrying amount at end of period	1,670
Year ended 30 June 2024	
1 July 2023	
Gross carrying amount	3,619
Accumulated amortisation	(2,974)
Carrying amount at start of period	645
Additions	472
Classified as expense	(166)
Amortisation expense	(157)
Carrying amount at end of period	794
Gross carrying amount	3,925
Accumulated amortisation	(3,131)

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 *Intangible Assets* (as noted above) are capitalised.

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

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

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

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

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.

Useful lives

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the 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.

	2025 \$000	2024 \$000
Charge for the period		
Computer software amortisation	446	157
Total amortisation for the period	446	157

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.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2025 there were no indications of impairment to intangible assets.

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 2025.

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	2025 \$000	2024 \$000
Receivables	5.1	10,487	7,835
Amounts receivable for services	5.2	46,667	43,275
Other current assets	5.3	2,104	3,855
Payables	5.4	15,384	9,526
Other liabilities	5.5	89	266

5.1 Receivables

	2025 \$000	2024 \$000
Current		
Trade receivables	4,877	3,182
Allowance for impairment of trade receivables	(20)	(13)
GST receivable	1,237	1,081
Total current	6,094	4,250
Non-current		
Accrued salaries account (a)	4,393	3,585
Total non-current	4,393	3,585
Total receivables at end of period	10,487	7,835

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

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.

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

Accrued salaries account contains amounts paid annually into the Treasurer’s special purpose account. It is restricted for meeting 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.

5.2 Amounts receivable for services (Holding Account)

	2025 \$000	2024 \$000
Current	11,513	11,432
Non-current	35,154	31,843
Total amounts receivable for services at end of period	46,667	43,275

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

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

5.3 Other current assets

	2025 \$000	2024 \$000
Prepayments	2,104	3,855
Total other current assets at end of period	2,104	3,855

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.

5.4 Payables

	2025 \$000	2024 \$000
Current		
Trade payables	5,902	3,418
Accrued salaries	4,545	2,682
Accrued expenses	4,738	3,236
FBT Liabilities	199	190
Total payables at end of period	15,384	9,526

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 for the Department is generally within 15-20 days.

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

5.5 Other liabilities

	2025 \$000	2024 \$000
Current		
Income in advance	81	238
Office accommodation liability	8	20
Total current	89	258
Non-current		
Office accommodation liability	-	8
Total non-current	-	8
Total other liabilities at end of period	89	266

Other financial liabilities are recognised initially at fair value, net of transaction costs incurred, and are subsequently measured at amortised cost.

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	6.2.1

6.1 Cash and cash equivalents

	2025 \$000	2024 \$000
Cash and cash equivalents	63,265	39,667
Restricted cash and cash equivalents	10,740	11,583
Balance at the end of period	74,005	51,250
Restricted cash and cash equivalents		
Current		
Land and Equity Fund	2,827	3,435
Mineral Incentive Special Purpose Account (<i>Note 8.5</i>)	7,032	7,074
Royalties for Regions	881	1,074
Total Restricted cash and cash equivalents	10,740	11,583

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

	2025 \$000	2024 \$000
Not later than one year	415	351
Later than one year and not later than five years	530	542
Later than five years	1	10
	946	903
Current	415	351
Non-current	531	552
Total lease liabilities	946	903

Initial measurement

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the 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);
- › Payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease; and
- › 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).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in

variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

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

Subsequent measurement

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

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).

Variable lease payments that are not included in the measurement of the lease liability are recognised in the period in which the event or condition that triggers those payments occurs.

This section should be read in conjunction with Note 4.2.

6.2.1 Finance costs

	2025 \$000	2024 \$000
Lease expenses recognised in the Statement of comprehensive income		
Lease interest expense	77	53
Total finance costs expensed	77	53

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:

	2025 \$000	2024 \$000
Financial assets		
Cash and cash equivalents	74,005	51,250
Financial assets at amortised cost (a)	51,524	46,444
Total financial assets	125,529	97,694
Financial liabilities		
Financial liabilities at amortised cost (b)	10,640	6,654
Total financial liabilities	10,640	6,654

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

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

7.2 Contingent 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

There were no contingent liabilities for the Department’s controlled entity as at 30 June 2025 or 30 June 2024.

The Department has several contingent liabilities at 30 June 2025 relating to compensation obligations under the *Native Title Act 1993* (Cth) (NTA).

The Western Australian (WA) Government has a compensation obligation under the NTA, for acts which have extinguished or impacted Native Title rights. The WA Government is committed to resolving its compensation obligation under the NTA through genuine and collaborative negotiation with Native Title holding groups and is also responding to Native Title compensation claims lodged in the Federal Court.

There is one Native Title compensation claim currently before the Federal Court. The matter has been reserved for judgment and is not expected to be resolved during the 2025/26 Financial Year.

The Commonwealth’s *Native Title Act 1993*, as amended, creates a potential liability for all jurisdictions for compensation for the loss or impairment of Native Title rights and interests that occurred after 31 October

1975. There are currently 26 Native Title claimant applications, and 146 Native Title determinations in Western Australia.

An estimate of the financial impact of these contingent liabilities, the uncertainties relating to the amount or timing of any outflow, and the possibility of any reimbursement has not been disclosed as doing so would seriously prejudice the position of the State in relation to native title compensation matters.

7.2.2 Contingent assets

There were no contingent assets as at 30 June 2025 or 30 June 2024 for either the controlled or administered entities.

7.3 Commitments

There were no capital commitments as at 30 June 2025.

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
Supplementary financial information	8.7

8.1 Events occurring after the end of the reporting period

Following the 2025 State General Election in March, the Government announced targeted reform involving nine departments, which comes into effect on 1 July 2025. The reform includes the transfer of some whole-of-government priorities to the Department to strengthen strategic leadership and support the government’s goal of building a more resilient economy.

Under these reforms, the Department is establishing the Office of Defence Industries to focus on opportunities presented by AUKUS, the Office of Early Childhood to enhance early childhood development, a consolidated leadership role in Aboriginal Affairs policy to improve social outcomes, and the Coordinator General function to streamline the State’s approvals system to accelerate major job-creating projects while ensuring robust environmental protection.

8.2 Initial application of Australian Accounting Standards

There was no material impact from the initial application of an Australian Accounting Standard during the year.

8.3 Key management personnel

The Department has determined key management personnel to include Cabinet Ministers and senior officers of the Department. However, the Department does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

For the purpose of this note the Department has determined senior officers to include only those from Tier one and Tier two.

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:

	2025	2024
Compensation Band (\$)		
100,001 – 150,000	-	1
150,001 – 200,000	1	-
200,001 – 250,000	1	-
300,001 – 350,000	1	3
350,001 – 400,000	1	2
400,001 – 450,000	2	1
550,001 – 600,000	-	1
650,001 – 700,000	1	-
	2025 \$000	2024 \$000
Total compensation of senior officers	3,205	2,801

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

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities. (2024: Nil).

8.5 Special purpose accounts

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 (the 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.

	2025 \$000	2024 \$000
Balance at the start of the year	7,074	7,216
Receipts: Appropriations	25	25
Payments	(67)	(167)
Balance at the end of the year	7,032	7,074

The account was set up in September 2012.

Resources Community Investment Initiative Projects Account

The purpose of this account is to receive and hold funds paid by resource companies under the Resources Community Investment Initiative (RCII) in accordance with the Project Funding Agreements (PFA) executed with resource companies for specific projects. Funds in the Special Purpose Account will be credited to the Consolidated Account to reimburse project costs associated with RCII projects.

	2025 \$000	2024 \$000
Balance at the start of the year	-	-
Receipts: Appropriations	12,800	-
Payments	-	-
Balance at the end of the year	12,800	-

The account was set up in April 2024.

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:

	2025 \$000	2024 \$000
Auditing the accounts, financial statements, controls and performance indicators	240	219

8.7 Supplementary financial information

(a) Write-offs

During the reporting period, nil was written-off under the authority of section 48 of the FMA (2024: nil).

(b) Losses through theft, defaults and other causes

	2025 \$000	2024 \$000
Losses of public money, other money and public and other property through theft or default	11	-
Total loss	11	-
Amounts recovered	11	-
Net losses	-	-

(c) Forgiveness of debts

There was no forgiveness (or waiver) of debts by the Department during the year (2024: Nil).

(d) Gifts of public property

	2025 \$000	2024 \$000
Gifts of public property provided by the Department	2	4

9. Explanatory statement

This section explains variations in the financial performance of the Department.

	Notes
Explanatory statement for controlled operations	9.1
Explanatory statement for administered items	9.2

9.1 Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for major variances which vary more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of:

- 1) Estimate and actual results for the current year:
- Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$227,870,000 in the table below), and

▸ Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$103,898,000 in the table below).
- 2) Actual results between the current year and the previous year:
- Total Cost of Services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$214,600,000 in the table below), and

▸ Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$111,692,000 in the table below).

9.1.1 Statement of comprehensive income variances

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Expenses						
Employee benefits expenses	1	133,699	136,256	120,038	2,557	16,218
Supplies and services	A	51,979	43,498	46,668	(8,481)	(3,170)
Depreciation and amortisation expenses		3,343	2,562	2,279	(781)	283
Finance costs		69	77	53	8	24
Accommodation expenses	B	19,509	22,007	21,379	2,498	628
Grants and subsidies	C,2	14,677	20,916	17,898	6,239	3,018
Loss on disposal of non-current assets		-	4	(1)	4	5
Other expenditure	D,3	4,594	9,029	6,286	4,435	2,743
Total cost of services		227,870	234,349	214,600	6,479	19,749
Income						
Sale of goods		20	99	77	79	22
Commonwealth grants and contributions		510	1,086	659	576	427
Other income		-	340	189	340	151
Total income		530	1,525	925	995	600
Net cost of services		227,340	232,824	213,675	5,484	19,149
Income from State Government						
Service appropriation	E,4	183,999	204,839	184,644	20,840	20,195
Income from other public sector entities	F,5	2,645	6,520	2,904	3,875	3,616
Resources received		7,300	6,596	7,512	(704)	(916)

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Royalties for Regions Fund	6	206	40	2,329	(166)	(2,289)
Total income from State Government		194,150	217,995	197,389	23,845	20,606
Surplus/(deficit) for the period		(33,190)	(14,829)	(16,286)	18,361	1,457
Total comprehensive income for the period		(33,190)	(14,829)	(16,286)	18,361	1,457

(i) These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

Major estimate and actual (2025) variance narratives:

- A. Supplies and services are lower than estimates by \$8.5 million (16%) mainly due to reduced expenditure related to funded initiatives.
- B. Accommodation expenses are higher than estimates by \$2.5 million (13%) mainly due to increased expenditure on lease rentals and outgoings.
- C. Grants and subsidies are higher than estimates by \$6.2 million (43%) primarily due to increased contributions to the annual Telethon appeal and Celebrate WA.
- D. Other expenditure were higher than estimates by \$4.4 million (97%) mainly due to acquisition of computer software licenses and insurance premiums.
- E. Service Appropriation are higher than estimates by \$20.8 million (11%) mainly due to increase in funding for annual Telethon appeal, Celebrate WA, Public Sector Wages increase, Perth Zoo free vouchers through the ServiceWA app and Early Childhood Education.
- F. Income from other public sector entities are higher than estimates by \$3.9 million (147%) mainly due to funding contributions received for family and domestic violence and vaccination public information campaigns.

Major actual (2025) and comparative (2024) variance narratives:

1. Employee benefits expense increased by \$16.2 million (14%) mainly due to termination payments made to Ministerial and Parliamentary Offices staff following the 2024-25 State Election, and Public Sector Wages increase.
2. Grants and subsidies increased by \$3 million (17%) mainly reflects increased contributions to Celebrate WA.
3. Other expenditure increased by \$2.7 million (44%) mainly due to increased computer software licences and insurance premiums.
4. Services appropriation increased by \$20.2 million (11%) mainly due to increase in funding for annual Telethon appeal, Celebrate WA, Public Sector Wages increase, Perth Zoo free vouchers through the ServiceWA app and Early Childhood Education.
5. Income from other public sector entities increased by \$3.6 million (125%) due to funding contributions received for family and domestic violence and vaccination public information campaigns.
6. Royalties for Regions decreased by \$2.3 million (98%) due to cessation of funding for Plan for our Parks, Yawuru Strategic Economic Development, Fitzroy River Management Plan and Remote Aboriginal Communities Support Fund.

9.1.2 Statement of financial position variances

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Assets						
Current assets						
Cash and cash equivalents		24,545	63,265	39,667	38,720	23,598
Restricted cash and cash equivalent		11,929	10,740	11,583	(1,189)	(843)
Receivables		3,518	6,094	4,250	2,576	1,844
Amounts receivable for services		11,513	11,513	11,432	-	81
Other current assets	A,1	6,311	2,104	3,855	(4,207)	(1,751)
Total current assets		57,816	93,716	70,787	35,900	22,929
Non-current assets						
Receivables		3,149	4,393	3,585	1,244	808
Amounts receivable for services	2	35,336	35,154	31,843	(182)	3,311
Property, plant and equipment	B,3	6,214	2,456	3,813	(3,758)	(1,357)
Right-of-use assets		720	900	870	180	30
Intangible assets		663	1,670	794	1,007	876
Total non-current assets		46,082	44,573	40,905	(1,509)	3,668
Total assets		103,898	138,289	111,692	34,391	26,597

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Liabilities						
Current liabilities						
Payables		12,048	15,384	9,526	3,336	5,858
Employee related provisions		24,334	23,139	24,391	(1,195)	(1,252)
Lease liabilities		414	415	351	1	64
Other liabilities		20	89	258	69	(169)
Total current liabilities		36,816	39,027	34,526	2,211	4,501
Non-current liabilities						
Lease liabilities		360	531	552	171	(21)
Employee related provisions		4,128	4,051	3,432	(77)	619
Other liabilities		29	-	8	(29)	(8)
Total non-current liabilities		4,517	4,582	3,992	65	590
Total liabilities		41,333	43,609	38,518	2,276	5,091
Net assets		62,565	94,680	73,174	32,115	21,506
Equity						
Contributed equity		122,346	124,526	88,191	2,180	36,335
Accumulated surplus / (deficit)		(59,781)	(29,846)	(15,017)	29,935	(14,829)
Total equity		62,565	94,680	73,174	32,115	21,506

(i) These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

Major estimate and actual (2025) variance narratives:

- A. Other current assets are lower than estimates by \$4.2 million (67%) mainly due to the timing of payments for information and technology licenses.
- B. Property, plant and equipment are lower than estimates by \$3.8 million (60%) mainly due to lower outlay on electorate office fit-outs and ServiceWA App Secure Digital Wallet.

Major actual (2025) and comparative (2024) variance narratives:

- 1. Other current assets decreased by \$1.8 million (45%) mainly due to the decrease in the provision for prepayments.
- 2. Amounts receivable for services increased by \$3.3 million (10%) mainly due to additional capital appropriation funding received for corporate ICT uplift, scheduled upgrades of computer hardware and software and related depreciation charges.
- 3. Property, plant and equipment decreased by \$1.4 million (36%) mainly due to lower outlay on electorate office fit-outs and ServiceWA App Secure Digital Wallet and related depreciation charges.

9.1.3 Statement of cash flows variances

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Cash flows from State Government						
Service appropriation	A,1	180,344	201,366	181,473	21,022	19,893
Capital appropriation	2	34,153	36,335	21,221	2,182	15,114
Funds from other public sector entities	B,3	2,645	6,513	3,100	3,868	3,413
Holding account drawdowns		81	81	81	-	-
Royalties for Regions fund	4	206	40	2,329	(166)	(2,289)
Net cash provided by State Government		217,429	244,335	208,204	26,906	36,131
Cash flows from operating activities						
Payments						
Employee benefits	5	(133,699)	(134,020)	(117,979)	(321)	(16,041)
Supplies and services	C	(45,763)	(34,514)	(37,403)	11,249	2,889
Finance costs		(69)	(77)	(53)	(8)	(24)
Accommodation	D	(18,573)	(21,997)	(21,271)	(3,424)	(726)
Grants and subsidies	E	(14,677)	(20,755)	(21,903)	(6,078)	1,148
GST payments on purchases		(7,049)	(7,857)	(7,654)	(808)	(203)
Other payments	F	(4,444)	(8,985)	(7,393)	(4,541)	(1,592)
Receipts						
Other income		-	259	190	259	69
Sale of goods		20	97	76	77	21
Commonwealth grants and contributions		510	1,086	659	576	427
GST receipts of sales		-	1,370	102	1,370	1,268

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
GST receipts from taxation authority		7,049	6,559	7,886	(490)	(1,327)
Other receipts		-	135	318	135	(183)
Net cash provided by / (used in) operating activities		(216,695)	(218,699)	(204,425)	(2,004)	(14,274)
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(2,455)	(1,617)	(1,012)	838	(605)
Net cash provided by / (used in) investing activities		(2,455)	(1,617)	(1,012)	838	(605)
Cash flows from financing activities						
Payments						
Principal elements of lease payments		(409)	(456)	(413)	(47)	(43)
Payment to accrued salaries account		-	(808)	(710)	(808)	(98)
Net cash provided by / (used in) financing activities		(409)	(1,264)	(1,123)	(855)	(141)
Net increase/(decrease) in cash and cash equivalents		(2,130)	22,755	1,644	24,885	21,111
Cash and cash equivalents at the beginning of the period		41,753	51,250	52,481	9,497	(1,231)
Adjustment to the reclassification of accrued salaries accounts		-	-	(2,875)	-	2,875
Cash and cash equivalents at the end of the period		39,623	74,005	51,250	34,382	22,755

(i) These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

Major estimate and actual (2025) variance narratives:

- A. Service Appropriation are higher than estimates by \$21 million (12%) mainly due to increase in funding for annual Telethon appeal, Celebrate WA, Public Sector Wages increase, Perth Zoo free vouchers through the ServiceWA app and Early Childhood Education.
- B. Funds from other public sector entities is higher than estimates by \$3.9 million (146%) mainly due to funding contributions received for family and domestic violence and vaccination public information campaigns.
- C. Supplies and services are lower than estimates by \$11.2 million (25%) mainly due to reduced expenditure related to funded initiatives.
- D. Accommodation expenses are higher than estimates by \$3.4 million (18%) mainly due to increased expenditure on lease rentals and outgoings.
- E. Grants and subsidies are higher by \$6 million (41%) primarily due to increased contributions to Celebrate WA.
- F. Other payments are higher than estimates by \$4.5 million (102%) mainly due to acquisition of computer software licenses and insurance premiums.

Major actual (2025) and comparative (2024) variance narratives:

- 1. Service appropriations increased by \$19.9 million (11%) mainly due to increase in funding for annual Telethon appeal, Celebrate WA, Public Sector Wages increase, Perth Zoo free vouchers through the ServiceWA app and Early Childhood Education.
- 2. Capital appropriation increased by \$15.1 million (71%) mainly due to funding received from the Whole of Government Digital Capability Fund.
- 3. Funds from other public sector entities increased by \$3.4 million (110%) due to the funding contributions received for the family and domestic violence and vaccination public information campaigns.
- 4. Royalties for Regions decreased by \$2.3 million (98%) due to the cessation of funding for Plan for our Parks, Yawuru Strategic Economic Development, Fitzroy River Management Plan and Remote Aboriginal Communities Support Fund.
- 5. Employee benefits payments increased by \$16 million (14%) mainly due to termination payments made to Ministerial and Parliamentary Offices staff following the 2024-25 State Election, and Public Sector Wages increase.

9.2 Explanatory statement for administered items

This explanatory section explains variations in the financial performance of the Department undertaking transactions that it does not control but has responsibility to the government for, as detailed in the administered schedules.

All variances between annual estimates and actual results for 2025, and between the actual results for 2025 and 2024 are shown below.

Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the Total Administered Income in the comparative (i.e. 1% of \$270,652,000 for the current year and 1% of \$180,207,000 for the previous year in the table below).

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Income from administered items						
Income						
Administered Appropriation:						
South West Native Title Settlement	1	83,703	82,591	71,932	(1,112)	10,659
Yamatji Nation Indigenous Land Use Agreement		21,774	21,774	21,176	-	598
Gibson Desert Nature Reserve Compensation Agreement		175	175	198	-	(23)
Griffin Coal Mining Company Financial Assistance	A,2	-	97,010	84,150	97,010	12,860
Tjiwarl Native Title Settlement	3	-	-	2,751	-	(2,751)
Stolen Wages Class Action	B,4	165,000	180,400	-	15,400	180,400
Resources Community Investment Initiative	C,5	-	12,800	-	12,800	12,800
Other (ii)	D,6	-	5,716	-	5,716	5,716
Income from other public sector entities:						
South West Native Title Settlement - Capital Works (Administrative Offices)	E,7	-	6,500	-	6,500	6,500
Total administered income		270,652	406,966	180,207	136,314	226,759

	Variance Note	(i) Estimate 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
Expenses						
Grants and subsidies:						
South West Native Title Settlement	F,1	9,355	606	586	(8,749)	20
Griffin Coal Mining Company Financial Assistance	A,2	-	108,278	80,506	108,278	27,772
Stolen Wages Class Action	B,4	165,000	104,071	-	(60,929)	104,071
Other (ii)	D,6	-	5,716	-	5,716	5,716
South West Native Title Settlement - Capital Works (Administrative Offices)	E,7	-	15,400	-	15,400	15,400
Interest Expense:						
South West Native Title Settlement	1	16,300	16,557	17,996	257	(1,439)
Yamatji Nation Indigenous Land Use Agreement		10,234	9,240	9,276	(994)	(36)
Gibson Desert Nature Reserve Compensation Agreement		23	23	27	-	(4)
Tjiwarl Native Title Settlement		-	-	113	-	(113)
Revaluation of native title agreements:						
South West Native Title Settlement	1	-	185	2,156	185	(1,971)
Yamatji Nation Indigenous Land Use Agreement	G,8	-	8,968	5,532	8,968	3,436
Gibson Desert Nature Reserve Compensation Agreement		-	1	4	1	(3)
Tjiwarl Native Title Settlement		-	-	11	-	(11)
Total administered expenses		200,912	269,045	116,207	68,133	152,838

(i) These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

(ii) Includes items subject to finalising confidential commercial arrangements, and/or ongoing negotiations and mediated settlements involving the State.

Major estimate and actual (2025) variance narratives:

- A. Income for Griffin Coal Mining Company Financial Assistance is higher than estimates by \$97 million reflecting funds received from the Treasury held global provision for this purpose. The related expenses are higher than estimates by \$108.3 million reflecting payments to the receivers of Griffin Coal under the Process Agreement, payments to secured creditors of Griffin Coal under the Business Continuation Agreement, which was executed in October 2024, and consultancy costs.
- B. Income for Stolen Wages Class Action is higher than estimates by \$15.4 million due to the additional sum set aside for Applicant's legal costs and related expenses are lower than estimates by \$61 million reflecting the timing of payments.
- C. Income for Resources Community Investment Initiative is higher than estimates by \$12.8 million reflecting funds received from resource companies for specific projects, in accordance with project funding agreements.
- D. Includes items subject to finalising confidential commercial arrangements, and/or ongoing negotiations and mediated settlements involving the State.
- E. Income for the South West Native Title Settlement Capital Works (Administrative Offices) is \$6.5 million higher than estimated, reflecting a contribution from the Department of Finance. Related expenses exceed estimates by \$15.4 million, due to payments for establishing six regional administrative offices.
- F. South West Native Title Settlement is lower than estimates by \$8.7 million due to the deferral of payments from the Noongar Land Fund.
- G. Yamatji Nation Indigenous Land Use Agreement net variance of \$9 million relates to the remeasurement of the administered liabilities in respect to CPI and the discount rate applied.

Major actual (2025) and comparative (2024) variance narratives:

1. The South West Native Title Settlement income is higher than prior year by \$7.3 million as this reflects funding to administer cash outflows for the native title arrangement. Actual expenditure represents the additional value of the required payments, grants and subsidies during the current year as well as the interest expense.
2. Income for Griffin Coal Mining Company Financial Assistance is higher than prior year by \$12.9 million and related expenses is higher than prior year by \$27.8 million due to increased costs, including payments to the secured creditors of Griffin Coal under the Business Continuation Agreement, which was executed in October 2024.
3. Tjiwarl Native Title Settlement is lower than prior year by \$2.8 million reflects receipt for payments to the Research and Development Fund and the Economic Empowerment fund.
4. Income for Stolen Wages Class Action is higher than prior year by \$180.4 million reflecting the WA Government’s settlement and related expenses is higher than prior year by \$104 million for payments as per the Settlement.
5. Income for Resources Community Investment Initiative is higher than the prior year by \$12.8 million reflecting funds received from resource companies for specific projects, in accordance with project funding agreements. This initiative commenced in 2024-25.
6. Includes items subject to finalising confidential commercial arrangements, and/or ongoing negotiations and mediated settlements involving the State.
7. Income for the South West Native Title Settlement Capital Works (Administrative Offices) is \$ 6.5 million higher than the prior year reflecting the contribution from the Department of Finance. Related expenses have increased by \$15.4 million due to payments for the establishment of six regional administration offices.
8. Yamatji Nation Indigenous Land Use Agreement net variance of \$3.4 million relates to the remeasurement of the administered liabilities in respect to CPI and the discount rate applied.

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 km² 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 km² 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.

Gibson Desert Nature Reserve Compensation Agreement

The Gibson Desert Nature Reserve Compensation and Lurrtjurrulu Palakitjalu Settlement Agreement covers an area of approximately 18,900 km² in central Western Australia. The Agreement resolves the WA Government's liability arising from the extinguishment of native title by the creation of the reserve and was finalised on 29 October 2020.

The settlement package includes annual payments to the Warnpurru Aboriginal Corporation to support joint management activities over the reserve, providing meaningful work and training opportunities for the Traditional Owners. The settlement also includes the renaming of the area to the Pila Nature Reserve and the recognition of native title rights and interests over the Reserve.

Griffin Coal Mining Company Financial Assistance Agreement

Griffin Coal (Griffin) is financially stressed, and receivers and liquidators were appointed in September 2022. Griffin is the sole supplier to Bluewaters Power Station (Bluewaters) which is essential for energy system security in the South West Interconnected System. Griffin also supplies South32’s Worsley Refinery.

The State Government has been providing funding to Griffin since January 2023 under financial assistance agreements between the State and Griffin’s receivers and managers to stabilise mine operations and ensure continuity of coal supply. In December 2023, Government publicly announced \$220 million in funding for Griffin to June 2026 which is considered sufficient time to reduce the electricity system’s reliance on coal from Griffin. Griffin is currently funded under a financial assistance agreement, termed the Process Agreement, which is expected to remain in place to June 2026.

The State Government also makes payments to the secured creditors of Griffin Coal under the Business Continuation Agreement, which was executed in October 2024 and is expected to remain in place to June 2026. This is to ensure the continued support of the secured creditors for the operation of Griffin Coal to 30 June 2026. The Business Continuation Agreement provides performance based payments to the secured creditors, linked to the continued operation of the mine.

Funding for Griffin is held in a Treasury Administered Global provision and the Department draws down funds from the provision when required. Payments made by the Department using funds from the Global Provision are in accordance with the terms of the Process Agreement and the Business Continuation Agreement.

Tjiwarl Palyakuwa (Agreement)

The Tjiwarl Palyakuwa (Agreement) is an Indigenous land use agreement between the Western Australian Government and Tjiwarl Aboriginal Corporation (Tjiwarl AC) (on behalf of the Tjiwarl native title holders) that resolves the State’s native title compensation liability in the Tjiwarl native title determination area.

The Agreement provides the Tjiwarl people with a package of benefits designed to support the cultural, social and economic aspirations of the Tjiwarl people, including monetary compensation, land estate, joint management, mining and heritage processes, partnership and other non-monetary commitments.

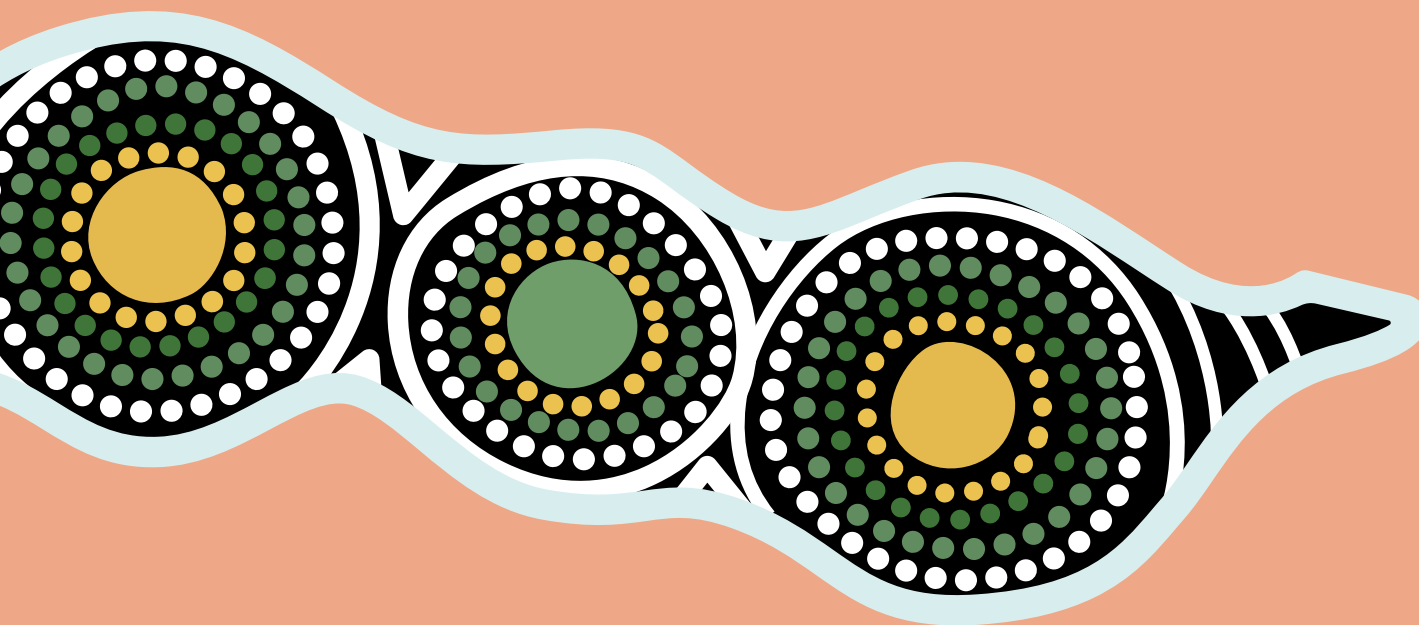
Stolen Wages

On 17 October 2023, the WA Government reached a settlement of the Stolen Wages Class Action for a total sum of up to \$180.4 million.

The settlement supports Aboriginal and Torres Strait Islander people who worked in Western Australia for little or no wages between 1936 and 1972.

On 28 November 2023, the Premier made a formal apology in Parliament to Aboriginal people who worked between 1936 and 1972 for little or no pay.





Key
performance
indicators

Certification of key performance indicators

For the financial year ended 30 June 2025

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 for the financial year ended 30 June 2025.



Michael Carey

Accountable Authority

1 October 2025



Notes to the key effectiveness indicators

The Department's Outcome Based Management (OBM) structure consists of two agency level outcomes, and 5 agency-level services, which are:

Outcomes

1. Executive Government, Leader of the Opposition Party, Leader of the Non Government Party and Members of Parliament receive appropriate support.
2. The Premier and Ministers receive high quality, rigorous and timely policy advice.

Services

1. Administration of Executive Government Services
2. Administration of Parliamentary Support
3. Government Policy Management - Whole-of-Government
4. Government Policy Management - Aboriginal Affairs
5. Government Policy Management - Digital Economy

Outcome 1 – Executive Government, Leader of the Opposition Party, Leader of the Non-Government Party 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 and monthly Ministerial reports) 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 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 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.

Outcome 1 – Annual Comparison

1.1 Targets for support services are met or exceeded	2022	2023	2024	2025	
	Actual	Actual	Actual	Target	Actual
Current year results and restated prior year actuals (1)	96%	95%	93%	99%	95% (2)
Actuals reported in prior years	99%	99%	99%		

(1) In previous years, the calculation of Effectiveness KPI 1.1 included automated responses in the report population assessing the timeliness of resolving Ministerial email correspondence. This error has been resolved and aligns with the intent of the key effectiveness indicator and is retrospectively reported in the above table. The prior year actual results have been restated. The target for the prior years was 99%.

(2) The achievement of this KPI is reliant on contributions from multiple stakeholders which has affected timeliness of closure on end-to-end processes. To address this, processes are currently being strengthened and streamlined to enhance oversight and accountability, with mechanisms being implemented to more effectively monitor and remediate delays.

	2022	2023	2024	2025 (3)	
	Actual	Actual	Actual	Target	Actual
1.2 Service recipients' confirmation that services provided enable the obligations of Executive Government and Members of Parliament to be met.	3.9	4	4	4	3.5

(3) Average satisfaction scores, which remained steady around 3.9 to 4.0 from 2022 to 2024, dropped to 3.5 in 2025. This decrease in satisfaction coincides with the election year and onboarding of 40 new Members of Parliament. Additionally, the overall response rate was low meaning each response carries a greater weight overall.



Outcome 2 – The Premier and Ministers receive high quality and timely policy advice

This indicator reports the satisfaction levels of the Premier and Ministers for policy services delivered by the Department.

Outcome 2 – Annual Comparison

	2022	2023	2024	2025	
	Actual	Actual	Actual	Target	Actual
2.1 Service recipients' confirmation that high quality and timely policy advice is provided	3.5	3.7	3.9	3	3.6 (4)

(4) Over the period from 2022 to 2025, the Department consistently maintained high standards in its policy advice and support, with performance targets exceeded each year. Satisfaction remained stable, with average scores around 3.9 to 4.0 from 2022 through 2024, before experiencing a slight decline to 3.6 in 2025.

Note: Outcome 3 (Reported previously, will not be reported as this was discrete in nature)

Notes to the key efficiency indicators

Service 1 – Administrative of Executive Government Services

» 1.1 Average operating cost per Ministerial Office (including the Premier's Office and Leader of the Opposition)

The purpose of this indicator is to highlight the operating cost per Ministerial Office, the Leader of the Opposition Party and the Leader of the Non-Government Party offices and seek to measure the efficiency of the costs associated with administering each office.

The Department is responsible for 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 (but also includes the Leader of the Opposition and Leader of the Non-Government offices) plus a proportion of the cost of corporate support allocated on an FTE basis.

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

The purpose of this indicator is to highlight the central administrative support cost per Ministerial 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 (but also includes the Leader of the Opposition and Leader of the Non-Government offices) plus a proportion of the cost of corporate support allocated on an FTE basis.

Service 1 – Annual Comparison

	2022	2023	2024	2025	
	Actual \$'000	Actual \$'000	Actual \$'000	Target \$'000	Actual \$'000
1.1 Average operating cost per Ministerial Office (including the Premier's Office and Leader of the Opposition)	3,156	3,372	3,473	3,253	3,627 (5)
1.2 Average cost of support provided per Ministerial Office (including the Premier's Office and Leader of the Opposition)	625	578	495	542	786 (6)

(5) The increase in the 'actual' compared to the 'target' for 2024-25 for 1.1 Average operating cost per Ministerial Office reflects termination payments made following the 2024-25 State Election.

(6) The increase in the 'actual' compared to the 'target' for 2024-25 for 1.2 Average cost of support per Ministerial Office reflects the realignment of business units to properly reflect organisational capacity and intended service outcomes for the Department

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 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

	2022	2023	2024	2025	
	Actual \$'000	Actual \$'000	Actual \$'000	Target \$'000	Actual \$'000
2.1 Average cost of Entitlements per Member of Parliament	349	360	373	366	395
2.2 Average cost of Support per Member of Parliament	30	32	35	27	34 (7)

(7) The increase in the ‘actual’ compared to the ‘target’ for 2024-25 for 2.1 Average cost of Support per Member of Parliament reflects the realignment of FTEs between services to properly reflect organisational capacity and intended service outcomes for the Department, as well as an increase in overhead costs.

Service 3-5

The Department is not required to report on key efficiency indicators for the following services in the annual report under section 61 (1) (b) of the Financial Management Act 2006 with respect to the 2022-23 financial year or any subsequent financial year:

- » **Service 3: Government Policy Management - Whole of Government**
- » **Service 4: Government Policy Management - Aboriginal Affairs**
- » **Service 5: Government Policy Management – Digital Economy**

The direction was issued as in its role as a central agency, and as the Department provides policy focused services to Government, the Department's key efficiency indicators do not help users to assess its performance in a meaningful manner.

Service 3: Government Policy Management – Whole of Government

» 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

	2022	2023	2024	2025 (1)	
	Actual \$'000	Actual \$'000	Actual \$'000	Target \$'000	Actual \$'000
3.1 Average cost to deliver policy advice per applicable Full Time Equivalent	352	N/A	N/A	N/A	N/A

(1) In line with a direction received under section 61 (1) (b) of the *Financial Management Act 2006*, the Department is no longer required to report this key efficiency indicator.

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

	2022	2023	2024	2025 (1)	
	Actual \$'000	Actual \$'000	Actual \$'000	Target \$'000	Actual \$'000
4.1 Average cost to deliver policy advice per applicable Full Time Equivalent	271	N/A	N/A	N/A	N/A

(1) In line with a direction received under section 61 (1) (b) of the *Financial Management Act 2006*, the Department is no longer required to report this key efficiency indicator.

Service 5: Government Policy Management – Digital Economy

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

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

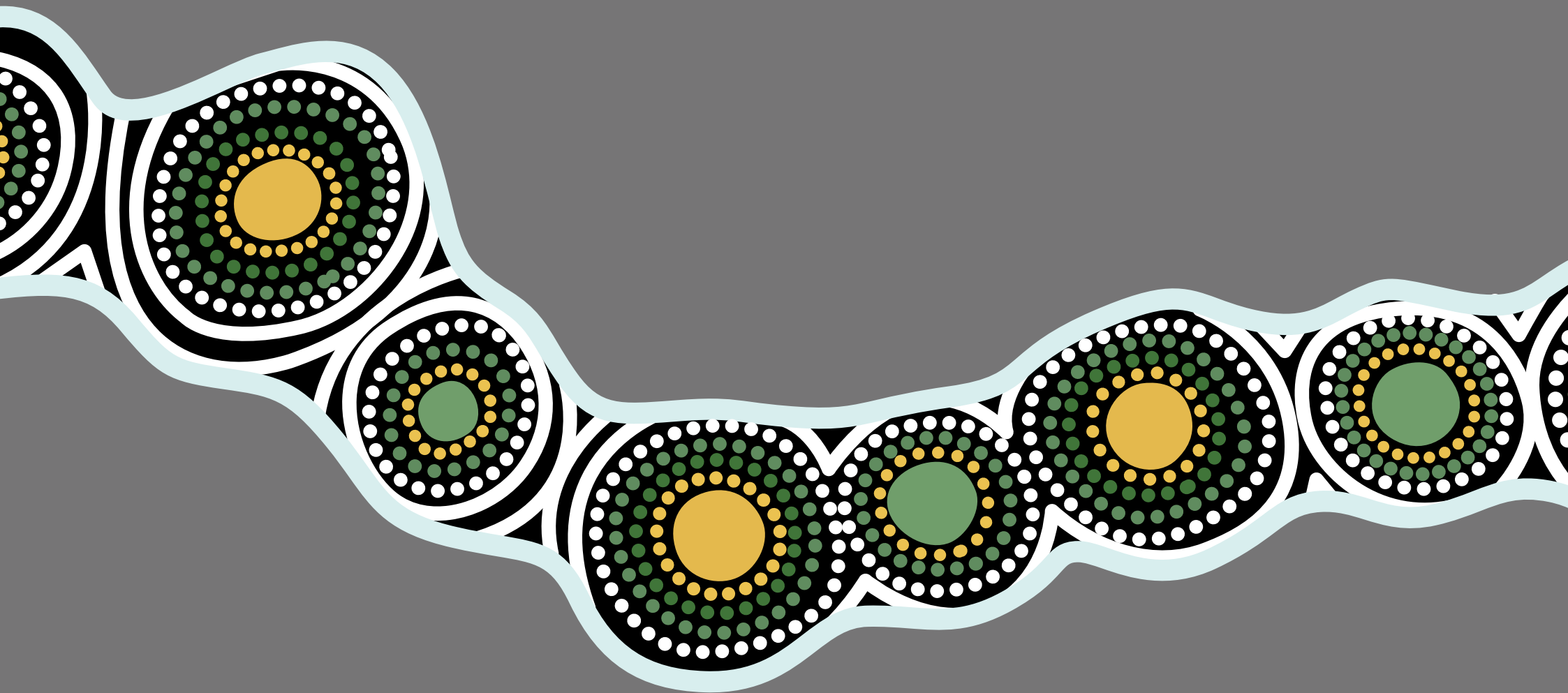
The purpose of this indicator is to identify the average cost to deliver policy advice for Innovation and ICT.

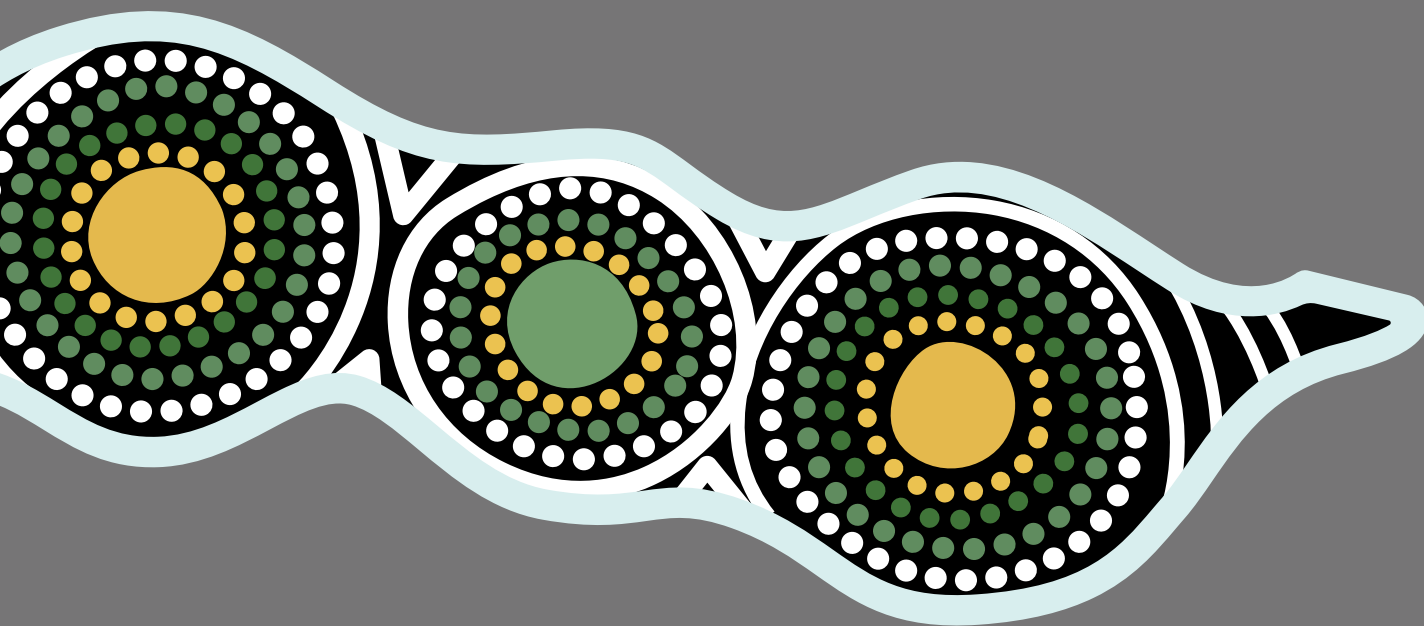
This indicator reports the average cost to deliver policy advice per applicable FTE and is calculated by dividing the total cost to deliver policy advice by the number of FTEs in the Office of Digital Government including corporate support.

Service 5 – Annual Comparison

	2022	2023	2024	2025 (1)	
	Actual \$'000	Actual \$'000	Actual \$'000	Target \$'000	Actual \$'000
5.1 Average cost to deliver policy advice per applicable Full Time Equivalent	257	N/A	N/A	N/A	N/A

(1) In line with a direction received under section 61 (1) (b) of the *Financial Management Act 2006*, the Department is no longer required to report this key efficiency indicator.





Appendix

Administered Legislation

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

<i>Alteration of Statutory Designations Act 1974</i>	<i>Mutual Recognition (Western Australia) Act 2020</i>
<i>Armorial Bearings Protection Act 1979</i>	<i>Noongar (Koorah, Nitja, Boordahwan) (Past, Present, Future) Recognition Act 2016</i>
<i>Constitution Act 1889</i>	<i>Parliamentary and Electorate Staff (Employment) Act 1992</i>
<i>Constitution Acts Amendment Act 1899</i>	<i>Parliamentary Papers Act 1891</i>
<i>COVID-19 Response and Economic Recovery Omnibus Act 2020</i>	<i>Parliamentary Privileges Act 1891</i>
<i>Daylight Saving Act 2006</i>	<i>Public Sector Management Act 1994 (Part 4 only; remainder of Act administered by the Minister for Public Sector Management principally assisted by the Public Sector Commission)</i>
<i>Deputy Governor’s Powers Act 1911</i>	<i>Returned Servicemen’s Badges Act 1953</i>
<i>Discharged Servicemen’s Badges Act 1967</i>	<i>Royal Commission (Custody of Records) Act 1992</i>
<i>Election of Senators Act 1903</i>	<i>Royal Commission into Commercial Activities of Government Act 1992</i>
<i>Indian Ocean Territories (Administration of Laws) Act 1992</i>	<i>Royal Commissions Act 1968</i>
<i>Machinery of Government (Miscellaneous Amendments) Act 2006</i>	
<i>Members of Parliament (Financial Interests) Act 1992</i>	
<i>Ministers’ Titles Act 1925</i>	

Royal Powers Act 1953	Financial Management Act 2006
Royal Style and Titles Act 1947	Freedom of Information Act 1992
Standard Time Act 2005	Industrial Relations Act 1979
State Flag Act 2006	Minimum Conditions of Employment Act 1993
Succession to the Crown Act 2015	Parliamentary Commissioner Act 1971
Taxation (Staff Arrangements) Act 1969	Procurement Act 2020
Terrorism (Commonwealth Powers) Act 2002	Public and Bank Holidays Act 1972
Trans-Tasman Mutual Recognition (Western Australia) Act 2007	Public Interest Disclosure Act 2003
Western Australia Day (Renaming) Act 2012	Public Sector Management Act 1994
Other key legislation impacting our operations include:	Salaries and Allowances Act 1975
Corruption, Crime and Misconduct Act 2003	State Records Act 2000
Disability Services Act 1993	Work Health and Safety Act 2020
Electoral Act 1907	Workers' Compensation and Injury Management Act 1981
Equal Opportunity Act 1984	

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

*Aboriginal Affairs Planning Authority Act
1972*

The following Act of Parliament is the responsibility of the Minister for Science and Innovation and is administered by the Department.

*Privacy and Responsible Information
Sharing Act 2024 (Part 3 and Schedule 2
only; remainder of Act administered by the
Attorney General principally assisted by the
Department of Justice)*



