



Government of **Western Australia**
Department of **Treasury and Finance**

Strategic Plan 2026–29



Acknowledgement of Country

This strategic plan was prepared by the Department of Treasury and Finance on the traditional Country of the Whadjuk people of the Noongar Nation.

The Department of Treasury and Finance respectfully acknowledges the Traditional Custodians of Country throughout Western Australia and their continuing connection to Country, Culture and Community.

We pay our respects to all members of Western Australia's Aboriginal communities and their cultures and to Elders past and present.

We acknowledge and pay tribute to the strength and stewardship of Aboriginal people in sustaining the world's oldest living culture and value the contribution Aboriginal people make to Western Australia's communities and economy.

We recognise our responsibility as an organisation to work with Aboriginal people, families, communities, and organisations to make a difference and to deliver improved economic, social and cultural outcomes for Aboriginal people.



Artwork: *'Walking Together'* by Mel Spillman (Woods), Maarakool Art

Maarakool Art was founded by Noongar Aboriginal artist, Melissa Spillman (Woods). In Noongar language, maarakool means 'with the hands', resonating Mel's passion for cultural storytelling through her handmade creations. Mel was born in Nambour, Gubbi Gubbi Country in Queensland and moved to Western Australia at the age of 10. Her family heritage is from Gnowangerup in the Great Southern region of Western Australia, Goreng Country.

Walking Together depicts the Department of Treasury and Finance working collaboratively to make a difference statewide: working together, walking together. The colours portray vast regions across Western Australia.

Contents

A message from the Executive	1
Strategic context	2
Strategic Plan overview	4
Our strategic priorities	5
Strategic priority 1: Provide trusted fiscal and economic stewardship	7
Strategic priority 2: Lead and partner to build sector capability and deliver high-quality services	8
Strategic priority 3: Enable our people to thrive through organisational capability and strong systems	9
Our values	11

1. Wildflowers at Kings Park and Botanical Garden, Perth, WA. Source: Tourism Western Australia.
2. Aerial View of Lesmurdie Falls, Perth Hills, WA. Source: Tourism Western Australia.

A message from the Executive

We are pleased to present the Department of Treasury and Finance (DTF) Strategic Plan 2026–29.

This plan sets our shared direction as a united, future-ready organisation working towards a prosperous and resilient Western Australia. It reflects the coming together of Treasury, RevenueWA and Procurement Policy and Strategy into a single, integrated central agency following the 2025 Public Sector Reform.

By bringing together our economic, financial, procurement, revenue and policy expertise, we are better positioned to deliver connected advice, services and outcomes from a whole-of-government perspective. This strategy has been shaped through extensive consultation and reinforces confidence in our expertise as a trusted adviser, while highlighting the need to strengthen our system stewardship, deepen partnerships and build sector capability.

We operate in an increasingly complex environment, including global uncertainty, technological change, demographic pressures and the transition to net zero. At the same time, many Western Australians face financial pressures. These challenges call for advice and services that are rigorous, connected, practical and forward looking. In this context, DTF plays a critical role in supporting coordinated decision-making, managing risk and delivering long-term outcomes.

Our focus is clear:

1. Strengthen fiscal and economic stewardship.
2. Deliver high-quality, trusted services and build sector capability.
3. Enable our people through strong organisational capability and systems.

These priorities are underpinned by our values: making a difference, working together, communicating with clarity, and learning and adapting.

Together, this plan ensures we have a shared purpose and ensures we are connected and able to support good decisions and meaningful outcomes for Western Australia.

We thank our staff and stakeholders for their contribution to this plan, and we look forward to working together to deliver on its vision.

Executive
Department of Treasury and Finance





Strategic context

Western Australia is operating in a period of heightened economic uncertainty. While the State’s economic and fiscal fundamentals remain strong, global volatility, rising community pressures and long-term structural shifts are reshaping the environment in which Government and DTF operates. This context reinforces the importance of disciplined fiscal management, high-quality advice and strong system stewardship.

A complex and uncertain global and domestic environment

Elevated global uncertainty, including geopolitical instability, shifting trade dynamics and volatility in commodity markets, is impacting inflation, supply chains and economic confidence, with flow-on effects for Western Australian households and industry.

At the same time, cost-of-living pressures, driven by increasing house prices, energy costs and inflation have required rapid policy and funding responses. This creates a more complex policy environment, requiring careful balancing of short-term relief with long-term fiscal sustainability.

While Western Australia continues to outperform nationally, its performance remains sensitive to global conditions and structural shifts in key industries.

Fiscal strength alongside growing pressures

Western Australia maintains a relatively strong fiscal position, with ongoing operating surpluses, low debt relative to other jurisdictions and a continued triple-A credit rating.

At the same time, fiscal pressures are intensifying due to sustained demand for services, particularly in health and social services and significant infrastructure investment programs.

The scale of planned infrastructure investment and service delivery expansion highlights the importance of strong fiscal discipline, prioritisation and value for money decision-making.

Rising expectations of central-agency leadership

As the operating environment becomes more complex, expectations of DTF are increasing.

Stakeholders increasingly look to DTF to be a proactive system steward, strengthening financial frameworks, reducing risk and lifting capability across the public sector.

DTF is well positioned to bring a whole-of-State perspective and collaborate with agencies and key stakeholders on long-term challenges, including climate transition, digital transformation and demographic change.

DTF will continue to play its role as a trusted central agency advisor to help the WA Government navigate uncertainty while maintaining fiscal discipline and delivering long-term value.



Our vision

A prosperous and resilient Western Australia, enabled by trusted advice and strong stewardship.

Our purpose

We provide expert economic, financial and policy advice and services to support Government, fostering a workplace where talented people contribute to meaningful outcomes for the people of Western Australia.

Our values

Make a difference

We focus our effort and expertise on work that genuinely matters for Western Australia and the community we serve.

Work together

We work together across boundaries, drawing on diverse perspectives to get better outcomes. We are respectful and empathetic to other points of view.

Communicate with clarity

We communicate clearly and transparently, tailoring our approach to the audience. We are explicit about priorities, decisions and roles so people understand, can contribute, and act with confidence.

Learn and adapt

We are curious, open-minded, and willing to change. We learn from experience, test ideas, and continuously improve how we work.

Our strategic priorities

- 1 Provide trusted fiscal and economic stewardship
- Sustain Western Australia’s long-term economic prosperity and fiscal sustainability through trusted advice, strong stewardship and future-focused policy.
- 2 Lead and partner to build sector capability and deliver high-quality services
- Deliver modern, trusted and customer-focused services that enable Government and strengthen sector capability.
- 3 Enable our people to thrive through organisational capability and strong systems
- Build a capable and values-led organisation that attracts and nurtures diverse talent, and fosters an inclusive, resilient and high-performing culture, so people can contribute to meaningful outcomes.



Kurrah Mia, Denmark, Australia's South West, WA.
Source: Tourism Western Australia.



Strategic priority 1: Provide trusted fiscal and economic stewardship

Goal: Sustain Western Australia's long-term economic prosperity and fiscal sustainability through trusted advice, strong stewardship and future-focused policy.

A sustainable fiscal position underpins Western Australia's capacity to respond to future challenges. In an environment of uncertainty and competing demands, Government relies on clear, evidence-based advice to make informed decisions.

As a central agency, DTF plays a critical role in ensuring fiscal discipline, strengthening policy settings and anticipating risks. This requires a forward-looking, whole-of-system perspective that balances immediate priorities with long-term outcomes.

Our strategic objectives

- 1.1 Anticipate future risks and apply advanced, forward-looking analysis.
- 1.2 Provide trusted high-quality advice and stewardship.
- 1.3 Support the delivery of Government's priorities through robust, evidence-based policy advice and legislative and policy settings.

What success looks like

- Advice is credible, timely and influences Government decisions.
- Fiscal settings support long-term sustainability.
- DTF is recognised as a trusted and respected adviser.



Strategic priority 2:
Lead and partner to build sector capability
and deliver high-quality services

Goal: Deliver modern, trusted and customer-focused services that enable Government and strengthen sector capability.

DTF operates at the centre of the public sector, supporting agencies through services, frameworks and partnerships that enable delivery of Government priorities. In a complex and evolving environment, there is a need to ensure services are efficient, reliable and designed around customer needs.

At the same time, lifting capability across the sector is critical to improving outcomes. This requires strong collaboration, clear standards and a focus on continuous improvement.

Our strategic objectives

- 2.1 Ensure high-quality revenue and grant administration and transparent and trusted governance, financial and administrative frameworks.
- 2.2 Build sector-wide capability through strong partnerships, collaboration and stewardship, while embedding a clear, consistent service delivery model to support the delivery of Government priorities.
- 2.3 Deliver and facilitate modern, agile and customer-centred services and systems, embedding continuous improvement in their design and delivery.

What success looks like

- Services are efficient, reliable and trusted.
- Agencies are supported to deliver better outcomes.
- Financial and governance systems operate effectively.
- Sector capability is strengthened.

Strategic priority 3:
Enable our people to thrive through
organisational capability and strong systems

Goal: Build a capable and values-led organisation that attracts and nurtures diverse talent, and fosters an inclusive, resilient and high-performing culture, so people can contribute to meaningful outcomes.

Our ability to deliver for Government depends on the capability, wellbeing and diversity of our people. In a competitive labour market and rapidly changing environment, we must continue to invest in our workforce and create an inclusive culture where people can thrive.

Strong systems and modern ways of working are also essential. They enable productivity, support collaboration and ensure we can deliver high-quality work efficiently.

Our strategic objectives

- 3.1 Build and sustain organisational capability and foster a safe, respectful, inclusive culture that enables people to grow and deliver meaningful work.
- 3.2 Modernise systems and processes to enable efficient, effective and contemporary ways of working.
- 3.3 Position the Department as an employer of choice through a clear employee value proposition and workforce strategy that attracts, develops and retains talent.

What success looks like

- Our people are engaged and able to do their best work.
- DTF is an employer of choice.
- Capability meets current and future needs.
- Systems enable efficient, modern work practices.



Our values

Our values guide how we work, make decisions and deliver outcomes for the Government and the community.

They were developed by our people through extensive workshops and reflect how we want to work together and with our stakeholders every day.

Our values are underpinned by the Public Sector Code of Ethics, which sets our foundational standards of behaviour:

- Integrity
- Impartiality
- Respect for others
- Trust and accountability

Together, these provide a clear and practical framework for how we work and the behaviours we expect of ourselves and each other.

Make a difference



We focus our effort and expertise on work that genuinely matters for Western Australia and the community we serve.

Communicate with clarity



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Work together

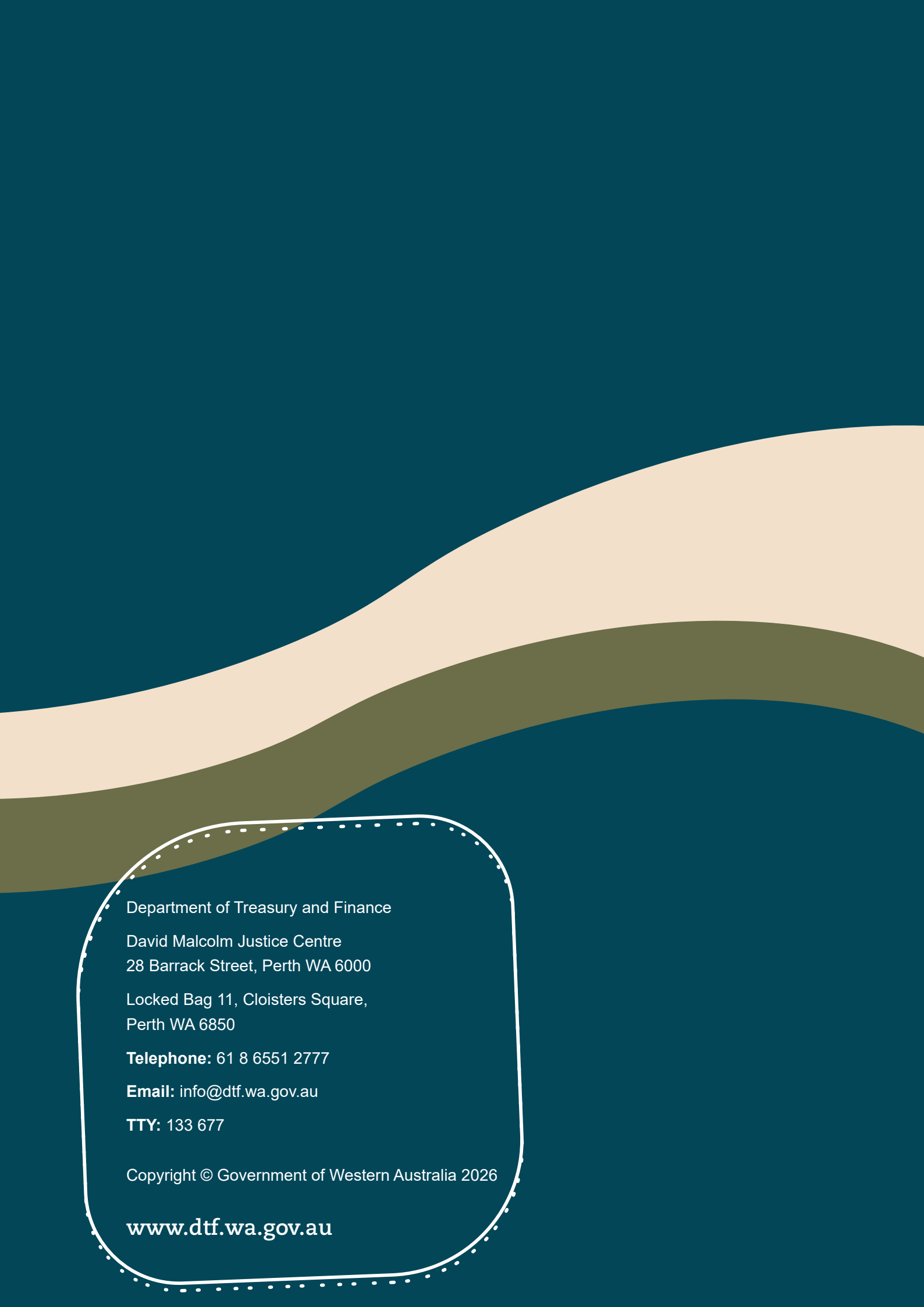


We work together across boundaries, drawing on diverse perspectives to get better outcomes. We are respectful and empathetic to other points of view.

Learn and adapt



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