



**Department of the
Premier and Cabinet**

**Annual Report
2008/2009**

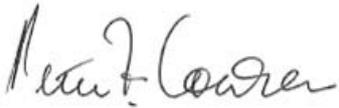
STATEMENT OF COMPLIANCE

FOR THE YEAR ENDED 30 June 2009

Hon C J Barnett MEd MLA
PREMIER

In accordance with section 61 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report for the Department of the Premier and Cabinet for the year ended 30 June 2009.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and any other relevant written law.

A handwritten signature in black ink, appearing to read 'P Conran', is written over a light grey rectangular background.

P Conran
DIRECTOR GENERAL

23 September 2009

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OVERVIEW

The Department of the Premier and Cabinet is responsible for:

“Supporting the Premier and Cabinet in achieving the Government’s vision for all Western Australians, through leadership and coordination and the promotion of excellence in the public sector”.

DIRECTOR GENERAL’S REVIEW

It is both a privilege and honour to have been appointed Director General on 28 November 2008, and to present my first Annual Report. I thank staff for their hard-work, professionalism and integrity over the past year, and in particular, their willingness to accept and adapt to the Department’s evolving role to accommodate the new Government’s objectives.

I also take this opportunity to recognise the service given by my predecessor Mal Wauchope over many years serving the Department and various Governments with distinction. I appreciate his wise and thoughtful counsel and congratulate him on his appointment as Public Sector Commissioner.

With the creation of the new Public Sector Commission a number of former functions of the Department were transferred on 28 November 2008. The Department has, and continues to work closely with the Premier to ensure that our strategic objectives are aligned to Government’s public policy, strategic issues and planning agenda. The functions transferred to the Public Sector Commission included the Public Sector Management Division, the Office of e-Government, the Accountability Support Unit, support to the Office of the Director General and the secretariat support provided to the Salaries and Allowances Tribunal. The Office of Development Approvals Coordination was transferred to the Department of State Development on 1 January 2009 and the Office of Road Safety was transferred to Main Roads Western Australia effective 1 July 2009.

Since my appointment, the Department has focused on identifying how best to build capacity to provide the Government with information and advice from within and outside of Government. Coordination across the public sector to identify and access the substantial knowledge, skills and abilities that exist within the sector has been a key strategy to maintain services in a constrained economic environment. The principal emphasis has focussed on the Government’s key objectives including innovation in government service delivery in approval processes, education, health, community participation, and closing the gap for indigenous people.

Ahead lie some significant challenges, the most immediate being the impact of the global financial crisis. The Department works with State agencies to foster and promote cooperation across Government (State, Federal and Local) and with business and the community to support the Government’s initiatives to address these challenges, to minimise the negative impacts of the financial crisis, and to invest in the future so that the State’s future infrastructure, economic and social needs are met.

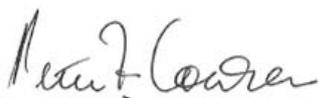
A summary of major activities undertaken during the year are:

- provided support to the Premier and Treasurer to enable them to promote the State’s objectives at meetings of the Council of Australian Governments (COAG) and the Council for the Australian Federation (CAF);
- coordinated Western Australia’s input to the COAG Reform Agenda by participation in eight high level working groups, and coordinated the State’s responses to the COAG

Reform Council, including monitoring and reporting on progress in implementing agreed areas of reform under the National Reform Agenda;

- coordinated the State's input in other key areas such as the National Partnership on Energy Efficiency, the Climate Change and Water Working Group, CAF harmonisation projects, National Heritage List nominations and international instruments such as United Nations Treaties and Free Trade Agreements;
- provided procedural, operational and other services to Cabinet to ensure the successful conduct of 42 Cabinet meetings;
- supported the Government's legislative program and managed the parliamentary questions database;
- provided support to the Ministerial Taskforce chaired by the Premier to review approvals processes in Western Australia;
- coordinated and provided oversight of the Caretaker Conventions and formalities associated with the State General Election held on Saturday, 6 September 2008;
- assisted with the creation of the new Ministry and the establishment of ministerial offices and staffing arrangements following a change of Government;
- provided assistance with the establishment of new parliamentary electorate offices throughout the State following the electoral redistribution and State General election;
- coordinated the transfer of functions to the Public Sector Commission and other agencies, and managed transition arrangements during that period;
- promoted investment and business opportunities in Western Australia through offices in Tokyo, London and Dubai promoting trade between Western Australia and Asia, Europe and the Middle East;
- coordinated State security planning and emergency management in Western Australia in conjunction with other key agencies including finalising the Western Australian Human Influenza Pandemic Plan, leading the State's contribution to COAG's Review of Hazardous Materials, working in partnership with Western Australian Police on the National Counter-Terrorism Exercise Program and supporting the Bushfire Review;
- provided publishing services to meet Parliament and Government's needs;
- provided community educational services through exhibitions and programs on the Western Australian and Commonwealth Constitutions and the Federal system of Government;
- provided support to Government and the Road Safety Council on the implementation, monitoring and evaluation of road safety initiatives; and
- prior to transfer of functions to the Public Sector Commission, provided advice and support to the Premier and Cabinet on management of the public sector, and developed and implemented electronic and emerging technology strategies for the Western Australian public sector.

I look forward to working in cooperation with talented officers across the public sector to deliver advice and support to the Premier and his Government that helps them serve the West Australian community well.



P Conran
DIRECTOR GENERAL

A BRIEF LOOK AT THE DEPARTMENT

Current Role

The Department provides high level policy advice to the Premier and Cabinet, input to State-Federal Relations negotiations, support to Cabinet and Parliamentary functions, trade promotion through the overseas offices, staffing and administrative support to Ministerial and Electorate Offices, administration of entitlements to current and former Members of Parliament, coordination of Protocol arrangements for visiting dignitaries, coordination and management of State Security and Emergency Coordination, support for Road Safety initiatives and other specialised responsibilities such as State Law Publisher and Constitutional Centre.

Changes to the Current Role

The renewed focus on public policy, strategic issues and planning, will demand new and specialised skills to deliver Government's objectives.

The Department's staff has the skills, abilities and experience to provide a highly professional service to our key client groups. Strategies to attract and retain quality people that are able to provide the services required by key clients are constantly under review to ensure that they are effective.

The Department's Workforce

Following the change in Government in September 2008, and structural changes in November 2008 when functions were transferred to the newly formed Public Sector Commission and the Department of State Development, the Department's Full Time Equivalent (FTE) staffing levels have been reduced to approximately 660 FTE. Approximately 150 FTE are employed in Ministerial offices, 195 in Members of Parliament Electorate Offices and the remainder in the Department's Service areas and Corporate Support. *(Note that while Electorate Office FTEs are included in the Department's FTE, they are employed by the Presiding Officers of Parliament, and the Department provides administrative support).*

Staffing levels have been further reduced by 24 FTE following the transfer of the Office of Road Safety to Main Roads Western Australia from 1 July 2009.

Employer of Choice

The Department wishes to be regarded as an 'employer of choice'. To this end, we will look to draw on the expertise available throughout the Western Australian public sector to develop new ways to respond to the many challenges that the State will face over the next few years. Our staff and those in other agencies will be encouraged to be more innovative and creative in developing and implementing strategies to grow Western Australia for the community's benefit. This will involve temporary assignment of key public sector staff to high level working groups within the Department focussed on addressing particular issues.

Employment Opportunities

The Department recruits a broad spectrum of people ranging from high level strategic policy specialists, senior project managers, experienced administrative managers and staff, graduates and our youngest employees, our school based trainees. The graduate and trainee recruitment programs have provided excellent opportunities for successful applicants to learn about, and work in a central agency at the heart of Government. In 2008/09, the Department recruited seven graduates and 2 School Based Trainees.

The Department employs permanent full-time and part-time staff, short and long term contract staff and officers seconded to the Department from other Government agencies.

The Department provides work for two supported work teams of people with varying levels of disability. These teams undertake basic clerical/administrative work, such as filing or photocopying, and are supported by a coordinator who is responsible for ensuring tasks are completed in an efficient, timely and cost effective manner. This initiative has been highly successful with team members making a great contribution in the workplace.

The Department continues to explore strategies to improve equity and diversity by encouraging employment of people with disabilities, people from diverse backgrounds, youth (under 25) and Indigenous Australians.

Flexible Work Arrangements

A healthy work and family lifestyle is very important to ensure staff are able to balance their responsibilities in both areas, while helping the Department to achieve its objectives.

Flexitime, telecommuting and purchased leave arrangements enable staff to achieve a balance between their work and personal lives. The Department continues to scan for innovative working arrangements that might be of benefit in this regard.

A Healthy Workplace

The “Health First Program” was introduced in 2006/07 to assist staff to assess their current health, and take action to address actual or potential health risks. A range of health initiatives are provided by an external service provider as part of this program.

Up to 40% of the Department’s staff participated in one or more elements of the program that included annual general health assessments and blood testing, flu vaccinations, monthly health seminars, weight loss competitions, physical exercise groups, yoga and encouragement of staff to participate in other events such as the City to Surf Fun Run. General health information is displayed on the intranet along with advertising for seminars and information sessions.

Employee Assistance Program

The Department provides a confidential counselling service to all employees and their immediate families. Professional counsellors are available to staff and families who may be experiencing stressful situations, or alternatively may be seeking career counselling.

Recognition of Community Needs

During the year staff supported a number of charitable organisations and causes by participating in monthly “*Free Dress Days*” raising funds for charities. Workplace giving arrangements also allow employees to make personal donations from their salary to eligible charities and receive an immediate tax deduction.

DEPARTMENT OVERVIEW

RESPONSIBLE MINISTER

The Department reports to the Hon C J Barnett MLA, in his capacity as Premier; Minister for State Development.

CHIEF EXECUTIVE OFFICER

Mr Peter Conran is the Chief Executive Officer of the Department appointed under section 45 of the *Public Sector Management Act 1994* and also the Accountable Authority, as prescribed in section 52 of the *Financial Management Act 2006*.

AUTHORITY FOR ESTABLISHMENT OF AGENCY

The Department was established under the *Public Sector Management Act 1994* in 2001.

RELATIONSHIP TO GOVERNMENT GOALS

The Department's Mission and the Service Structure outlined below all relate to the following Government Goal.

“Greater focus on achieving results in key service areas for the benefit of all Western Australians”

MISSION

The mission of the Department is to

“Support the Premier and Cabinet in achieving the Government's vision for all Western Australians, through leadership and coordination and the promotion of excellence in the public sector”.

The Service Structure to support the achievement of the above mission comprised the following:

Support for the Premier as Head of Government (Service 1)

The Department provides administrative support and advice responsive to the Premier's requirements as Head of Government. This service also includes the promotion of Western Australia's interests overseas and communicating Government policies and activities.

Management of Matters of State (Service 2)

The Department provides a range of services on behalf of the Premier, including:

- support for the functions of Executive Government;
- administration of entitlements for Members and former Members of Parliament;
- support for Ministerial Offices and the Leaders of the Opposition Parties;
- management of the State Occasions and Official Visits Program;
- provision of emergency management advice and support to the Premier, Ministers and Government agencies, and whole-of-government management and coordination of significant security incidents and emergencies; and
- accountability training and support.

This service also includes the provision of varying levels of corporate services provided to the Public Sector Commission, the Office of the Public Sector Standards Commissioner, the Parliamentary Commissioner for Administrative Investigations and the Department of Treasury and Finance.

Management of Policy (Service 3)

The Department provides advice to and co-ordination for the Premier and Cabinet on key policy matters to ensure an effective government-wide perspective in social, environmental,

economic, regional and sustainability policy areas, and advice on whole-of-government positions on federal reform, treaties, defence and other matters raised through the COAG and the CAF, whilst managing and coordinating Western Australian Government input to intergovernmental negotiations. The Department also provides support for the functions of Cabinet and Parliament.

Support for the Premier as Minister for Public Sector Management (Service 4) –
(Transferred to the Public Sector Commission on 28 November 2008)

The Department did provide advice, assistance and support to the Minister for Public Sector Management and the public sector on a range of public sector management matters, including:

- functions under the *Public Sector Management Act 1994*, including as the employer of Chief Executive Officers and manager of the Senior Executive Service;
- best practice in human resource management, including recruitment, employment, professional development, skills training and deployment;
- whole-of-government reporting on public sector workforce demographics, trends and management issues; and
- support for organisational restructuring and promotion of whole-of-government management improvement strategies and special projects.

Parliamentary, Statutory and Legislative Publishing Service (Service 5)

Through the State Law Publisher, the Department provides a secure, confidential and time critical publishing service to meet the needs of Parliament and Government.

Management of the Constitutional Centre Programs (Service 6)

The Government is committed to helping educate the community on Western Australian and Commonwealth Constitutions, and the Federal system of government through the provision of exhibitions and programs at the Constitutional Centre.

Support for Implementation of the State's Road Safety Initiatives (Service 7) *(Reports to Minister for Police; Emergency Services; Road Safety)*

Support is provided to Government and the Road Safety Council to undertake implementation, monitoring and evaluation of the State's road safety initiatives.

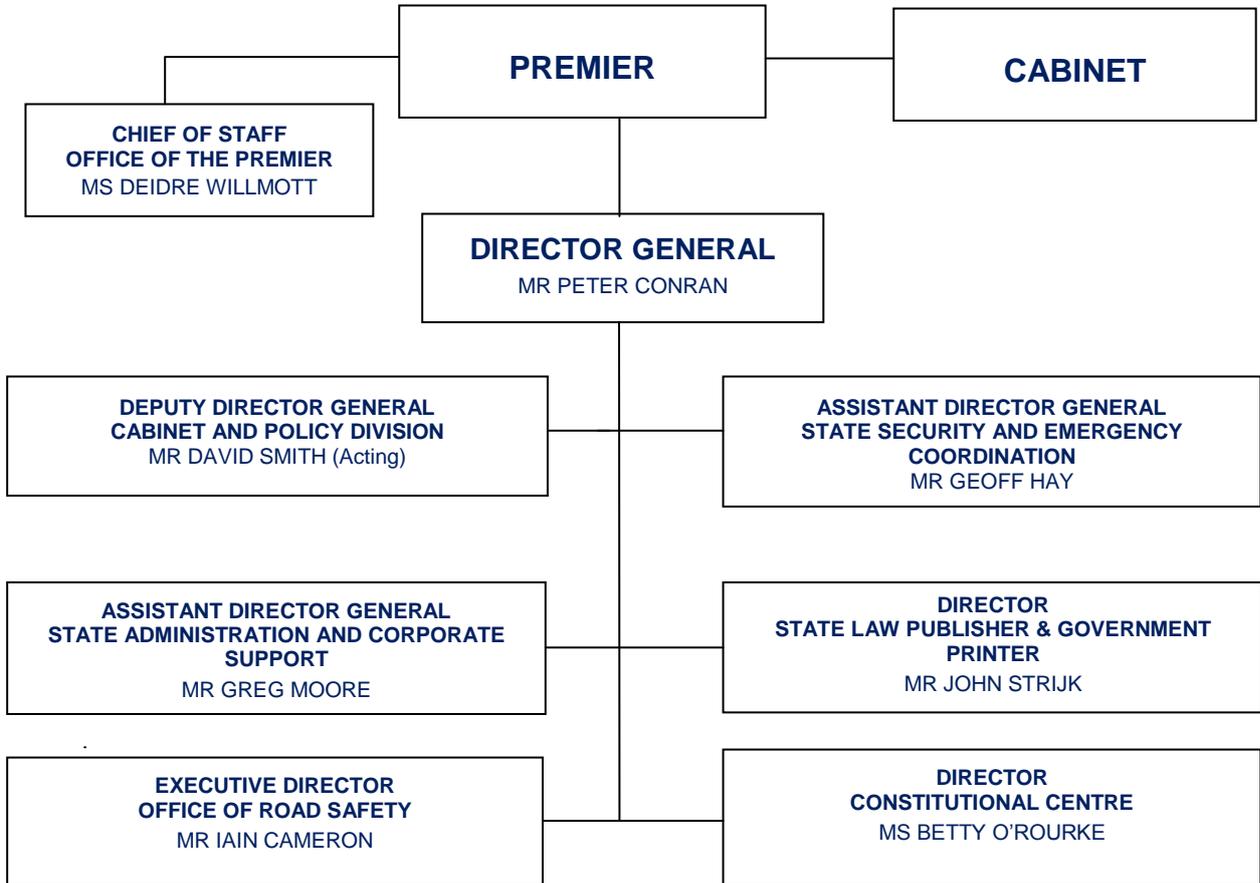
e-Government Policy and Coordination (Service 8) *(Transferred to the Public Sector Commission on 28 November 2008)*

The Office of e-Government was responsible for:

- promoting and leading the implementation of the e-Government Strategy for the Western Australian Public Sector;
- developing a policy framework, standards and guidelines that are consistent with the e-Government Strategy for the Western Australian Public Sector, and with national and international best practice;
- coordinating and facilitating cross-sector implementation of the e-Government Strategy for the Western Australian Public Sector and policy framework;
- initiating, leading and coordinating strategic e-government projects that deliver improved internal efficiencies, integrated service delivery and greater opportunities for community participation; and
- encouraging a better understanding of e-Government and promoting its benefits to the public sector, business and the community.

**DEPARTMENT OF THE PREMIER AND CABINET
ORGANISATIONAL STRUCTURE**

As at 30 June 2009



NOTE: The following former sections of the Department were transferred to the newly created Public Sector Commission (PSC) on 28 November 2008.

- Public Sector Management Division
- Accountability Support Unit
- Office of e-Government

Responsibility for supporting the Salaries and Allowances Tribunal was also transferred to PSC on the same date.

The Office of Development Approvals Coordination was transferred to the Department of State Development on 1 January 2009.

**SENIOR OFFICER PROFILES
AS AT 30 JUNE 2009**

**DIRECTOR GENERAL
MR PETER CONRAN AM**

Mr Conran is a lawyer with over 30 years experience in senior positions with the Western Australian, Northern Territory and Commonwealth governments. Immediately prior to his current role as Director General of the Department of the Premier and Cabinet, he was Director of Concept Economics an economic consultancy firm based in Canberra. Mr Conran was the Secretary to Cabinet and Head of the Cabinet Policy Unit in the office of former Prime Minister John Howard from 2003 to 2007 and a Senior Adviser in the Prime Minister's Office from 2001 to 2003.

**CHIEF OF STAFF, OFFICE OF THE PREMIER
MS DEIDRE WILLMOTT B Laws, M Laws**

Ms Willmott was appointed Chief of Staff and Cabinet Secretary in September 2008 by the Hon Colin Barnett Premier of Western Australia. Previously she was Executive Director, Policy at the Chamber of Commerce and Industry of Western Australia from May 2006. In this role, she coordinated policy development and advocacy on behalf of CCI's 5,500 members. From 2003 - 2006 Ms Willmott was General Manager at the Melbourne 2006 Commonwealth Games. She is a lawyer and worked in private practice in Perth and London before joining the Ministry of Premier & Cabinet as General Counsel in 1994. In 1999 Ms Willmott was appointed Chief of Staff to then Premier Hon Richard Court. She studied law at the University of Western Australia and has a Master of Laws from the University of Melbourne.

**DEPUTY DIRECTOR, CABINET AND POLICY DIVISION
MR DAVID SMITH B Econ (Hons)**

Mr Smith has been acting in this position since August 2008. Prior to this he was a member of the corporate executive of the Department of Treasury and Finance, with responsibility for economic policy. Mr Smith had been in the Treasury Department in a variety of positions for 12 years. Prior to this he had over 20 years experience in the Commonwealth public service, including in the Prime Minister's department and overseas posting with the Department of Foreign Affairs and Trade. He has also worked with a private economic consultancy in London.

**ASSISTANT DIRECTOR GENERAL, STATE ADMINISTRATION AND CORPORATE SUPPORT
MR GREG MOORE B Bus, Grad Dip Bus Admin**

Mr Moore was appointed to the position of Assistant Director General, State Administration and Corporate Support in June 2007. Prior to this appointment, Mr Moore was the Director, State Administration in the State Administration and Corporate Support Division. Mr Moore has over 40 years experience in the public sector and prior to joining the Department of the Premier and Cabinet in 1987, held positions in the Public Service Commission, Office of Industrial Relations and the Department of Labour and Industry.

**ASSISTANT DIRECTOR GENERAL, STATE SECURITY AND EMERGENCY COORDINATION
MR GEOFF HAY B Com (Hons)**

Mr Hay was appointed to the position of Assistant Director General, Security Planning and Coordination in July 2005 following periods in the positions of Assistant Director General, State Administration, and Assistant Director General, Public Sector Management. Prior to that Mr Hay held the position of Assistant Under Treasurer at the Treasury Department. Mr Hay has over 25 years of experience in the public sector and in addition to the Treasury Department, he has been employed by the Department of Corrective Services and the Fremantle Port Authority.

**DIRECTOR, STATE LAW PUBLISHER AND GOVERNMENT PRINTER
MR JOHN STRIJK**

Mr Strijk was appointed to the position of Manager, State Law Publisher and Government Printer in June 1996 having previously acted in the position of Director, State Print. Mr Strijk has over 37 years public sector experience and occupied various positions in the Department of State Services and State Print.

DIRECTOR, CONSTITUTIONAL CENTRE

MS BETTY O'ROURKE BEd

Ms O'Rourke was appointed as Director of the Constitutional Centre of Western Australia in February 2000. Ms O'Rourke had 15 years experience as a teacher before spending the following 6 years as Head of Public Programs at the Western Australian Museum.

EXECUTIVE DIRECTOR, OFFICE OF ROAD SAFETY

MR IAIN CAMERON BPE, Dip Ed, Post Grad Dip Health Prom, MPH

Mr Cameron was appointed to this position in October 2000 in the Department of Transport and joined the Department on 1 July 2002 with the transfer of the Office. He was reappointed in November 2005. Mr Cameron started his public service as a teacher in 1984 and has had public service roles in education, health and drug strategy. He has worked for a professional teaching association, lectured and written University health promotion courses and curriculum materials for schools. He is a member of the Road Safety Council, an Independent Director on the Board of the Australasian New Car Assessment Program, a member of the national Safety Standing Committee and a member of the Austroads Road Safety Taskforce. He chairs the National Road Safety Executive Group and is a member of the OECD Working Groups on Achieving Ambitious Road Safety Targets and Novice Driver Safety.

LEGISLATION ADMINISTERED

The following is a list of the Acts of Parliament, which are the responsibility of the Premier and are administered by the Department as at 30 June 2009:

<i>Agent General Act 1895</i>	<i>Mutual Recognition (Western Australia) Act 2001</i>
<i>Alteration of Statutory Designations Act 1974</i>	<i>Parliamentary and Electorate Staff (Employment) Act 1992</i>
<i>Armorial Bearings Protection Act 1976</i>	<i>Parliamentary Papers Act 1891</i>
<i>Census Act 1891</i>	<i>Parliamentary Privileges Act 1891</i>
<i>Constitution Act 1889</i>	<i>Returned Servicemen's Badges Act 1953</i>
<i>Constitution Acts Amendment Act 1899</i>	<i>Royal Commission (Custody of Records) Act 1992</i>
<i>Daylight Saving Act 2006</i>	<i>Royal Commission Into Commercial Activities of Government Act 1992</i>
<i>Deputy Governor's Powers Act 1911</i>	<i>Royal Commissions Act 1968</i>
<i>Discharged Servicemen's Badges Act 1967</i>	<i>Royal Powers Act 1953</i>
<i>Election of Senators Act 1903</i>	<i>Royal Style and Titles Act 1947</i>
<i>Fairbridge Farm School Act 1948</i>	<i>Standard Time Act 2005</i>
<i>Friendlies Societies' Association of Kalgoorlie Investment Validation Act 1919</i>	<i>State Flag Act 2006</i>
<i>Indian Ocean Territories (Administration of Laws) Act 1992</i>	<i>Taxation (Staff Arrangements) Act 1969</i>
<i>Machinery of Government (Miscellaneous Amendments) Act 2006</i>	<i>Terrorism (Commonwealth Powers) Act 2002</i>
<i>Members of Parliament (Financial Interests) Act 1992</i>	<i>Trans-Tasman Mutual Recognition (Western Australia) Act 2007</i>
<i>Ministers Titles Act 1925</i>	<i>Uniforms Act 1895</i>

OTHER KEY LEGISLATION IMPACTING ON THE DEPARTMENT'S ACTIVITIES

<i>Corruption and Crime Commission Act 2003</i>	<i>Public Interest Disclosure Act 2003</i>
<i>Disability Services Act 1993</i>	<i>Public Sector Management Act 1994</i>
<i>Equal Opportunity Act 1984</i>	<i>Road Safety Council Act 2002</i>
<i>Financial Management Act 2006</i>	<i>State Records Act 2000</i>
<i>Freedom of Information Act 1992</i>	<i>State Supply Commission Act 1991</i>
<i>Industrial Relations Act 1979</i>	<i>Workers Compensation and Injury Management Act 1981</i>
<i>Minimum Conditions of Employment Act 1993</i>	<i>Workers Compensation Reform Act 2004</i>
<i>Occupational Safety and Health Act 1984</i>	
<i>Parliamentary Commissioner Act 1971</i>	
<i>Public and Bank Holidays Act 1972</i>	

OTHER LEGISLATION REPORTED ON

Salaries and Allowances Act 1975 (Responsibility for this Act was transferred to the Public Sector Commission on 28 November 2008).

Performance Management Framework

NOTE: The following two Desired Outcomes were transferred to the Public Sector Commission on 28 November 2008. (Both are included in the table below in italics and the non-shaded sections)

- The Premier's obligations as Minister for Public Sector Management are met.
- The strategic transformation of the operations of Government, using technology as a tool to improve internal efficiency, service delivery to citizens and community participation.

Desired Outcomes	Effectiveness Indicators	Services Provided	Efficiency Indicators
The Premier's requirements and those of Cabinet are met.	<ul style="list-style-type: none"> • The extent to which the needs of the Premier and Cabinet are met by services provided by the Department of the Premier and Cabinet. • The extent of the community's preparedness to cope with the consequences of a terrorism attack or other significant emergency. 	<p>Support for the Premier as Head of Government (Service 1)</p> <p>Management of Matters of State (Service 2)</p> <p>Management of Policy (Service 3)</p>	<ul style="list-style-type: none"> • Cost of services provided to support the Premier. • Average cost of representing WA interests overseas (per region). • Average cost of media and communication services provided to each Minister (including the Premier). • Average operating cost per Ministerial Office (including the Leaders of the Opposition). • Average cost of administration provided for each Ministerial Office (including the Leaders of the Opposition). • Average entitlement cost per Member of Parliament. • Average cost of administration per Member of Parliament. • Average cost of providing an Executive Government Service. • Average cost of initiative and program undertaken to address terrorism and other significant emergencies. • Average cost per hour of policy advice, development and co-ordination. • Average cost of providing an Executive Government Service.
<i>The Premier's obligations as Minister for Public Sector Management are met.</i>	<ul style="list-style-type: none"> • <i>Proportion of leadership development participants who indicated that they would be able to apply their learning in their workplace for the benefit of their agency, or within the public sector generally.</i> • <i>Proportion of clients who indicate that the provision of employment and organisational management services were appropriate, timely and met their requirements.</i> • <i>Proportion of workforce development participants who indicated that they would be able to apply their learning in their workplace for the benefit of their agency, or within the public sector generally.</i> 	<i>Support for the Premier as Minister for Public Sector Management (Service 4)</i>	<ul style="list-style-type: none"> • <i>Average cost per leadership development participant.</i> • <i>Average cost per client to whom public sector management advice is provided.</i> • <i>Average cost per workforce development participant.</i>

Desired Outcomes	Effectiveness Indicators	Services Provided	Efficiency Indicators
A secure, confidential and time critical printing and publishing service for Parliament and Government.	<ul style="list-style-type: none"> • Proportion of Parliamentary documents produced and delivered within agreed timeframes established by each House of Parliament. • Proportion of documents produced and released in accordance with security and confidentiality requirements. 	Parliamentary, Statutory and Legislative Publishing Service (Service 5)	<ul style="list-style-type: none"> • Average cost per printing image produced. • Average cost of publications sold.
Increased level of community awareness of the Western Australian and Commonwealth Constitutions, and the Australian federal system of government.	<ul style="list-style-type: none"> • Percentage growth in Constitutional Centre customer numbers compared with previous year. • Percentage increase in use of electronic information provided on the Constitutional Centre web page. 	Management of the Constitutional Centre Programs (Service 6)	<ul style="list-style-type: none"> • Average cost per customer of the Constitutional Centre.
Reducing the number of fatalities in Western Australia through the implementation of Road Safety programs.	<ul style="list-style-type: none"> • Deaths from road crashes per 100,000 estimated residential population. • Police reported hospital admissions due to road crashes per 100,000 population. • Hospital admissions due to road crashes per 100,000 population. 	Support for the Implementation of the State's Road Safety Initiatives (Service 7)	<ul style="list-style-type: none"> • Average cost of awareness-raising campaigns. • Average cost of road safety initiatives. • Average cost per FTE for support services to the Road Safety Council.
<i>The strategic transformation of the operations of Government, using technology as a tool to improve internal efficiency, service delivery to citizens and community participation.</i>	<ul style="list-style-type: none"> • <i>Proportion of Departments that adopt and implement policies, standards and guidelines developed by the Office of e-Government</i> • <i>Strategic Management Council e-Government Sub-Committee's satisfaction with quality and timeliness of work undertaken to support the Committee.</i> • <i>Premier's Office satisfaction with advice and support provided.</i> 	<i>e-Government Policy and Coordination (Service 8)</i>	<ul style="list-style-type: none"> • <i>Average cost per Department that adopts and implements policies, standards and guidelines.</i> • <i>Average cost per significant e-government initiative in which the Office is involved.</i>

AGENCY PERFORMANCE – REPORT ON OPERATIONS

The key financial and performance outcomes compared to the budget targets for the Department for the year ending 30 June 2009 are summarised in the following tables.

AGENCY PERFORMANCE - REPORT ON OPERATIONS FOR THE YEAR ENDED 30 JUNE 2009

Financial Targets - Actual performance compared with budget targets

	2008-09 Target \$000 ⁽¹⁾	2008-09 Actual \$000	Variation \$000 ⁽²⁾
Total cost of services (expense limit) (sourced from Income Statement)	153,642	152,760	(882)
Net cost of services (sourced from Income Statement)	124,862	127,979	3,117
Total equity (sourced from Balance Sheet)	21,015	20,897	(118)
Net increase/(decrease) in cash held (sourced from Cash Flow Statement)	(286)	(14,659)	(14,373) ^(a)
	No.	No.	No.
Approved full time equivalent (FTE) staff level	826	705	(121) ^(b)

(1) As specified in the budget statements for the year in question.

(2) Further explanations are also contained in Note xx 'Explanatory Statement' to the financial statements.

(a) The variation is principally due to increased grant expenditure from the Office of Road Safety Road Trauma Trust fund.

(b) The FTE reported herein is average annual FTEs. The reduction in FTEs between 2007/08 target and 2007/08 is principally the outcome of the part-year effect of targeted FTE reduction applied to Ministerial Offices, the Policy Division and the Government Media Office, the transfer of FTEs to the Public Sector Commission and Main Roads WA.

**AGENCY PERFORMANCE - REPORT ON OPERATIONS FOR THE YEAR ENDED
30 JUNE 2009**

**Summary of Key Performance Indicators: Actual performance compared with budget
Targets**

During 2008/09, following the transfer the Public Sector Management, e-Government and Accountability Support functions to the Public Sector Commission, the Department commenced a preliminary review of its key performance indicators designed to improve to quality of performance information reported, and eliminate redundancy. A review of the Department's Strategic Objectives is currently taking place, and will lead to amendments to the Outcome-Based Management structure and key performance indicators.

The Department of Treasury and Finance Outcome Structure Review Group approved removal of three key performance indicators that were previously reported in 2007/08:

- Average cost per Indian Ocean Territory Service Delivery Arrangement coordinated. (Service 2)
- Average sale value. (Service 5)
- Level of regional demand/support for travelling or outreach programs. (Service 6)

	Target 2008-09 ⁽¹⁾	Actual 2008-09	Variation ⁽²⁾
<p>Outcome: The Premier's requirements and those of Cabinet are met.</p> <p>Key Effectiveness Indicator(s): The extent to which the needs of the Premier and Cabinet are met by services provided by the Department of the Premier and Cabinet</p>	3.2	3.6	0.4
<p>Service: Support for the Premier as Head of Government.</p> <p>Key Efficiency Indicator(s):</p> <p>Cost of services provided to support the Premier</p> <p>Average cost of representing WA interests overseas (per region).</p> <p>Average cost of media and communication services provided to each Minister (including the Premier).</p>	\$4,096,963 \$1,647,435 \$244,471	\$3,686,512 \$1,742,041 \$226,219	\$410,451 (\$94,606) \$18,252
<p>Service: Management of Matters of State</p> <p>Key Effectiveness Indicator(s): The extent of the community's preparedness to cope with the consequences of a terrorism attack or other significant emergency</p> <p>Key Efficiency Indicator(s):</p> <p>Average operating cost per Ministerial Office (including the Leaders of the Opposition).</p> <p>Average cost of administration provided for each Ministerial Office (including the Leaders of the Opposition).</p> <p>Average entitlement cost per Member of Parliament.</p> <p>Average cost of administration per Member of Parliament.</p> <p>Average cost of providing an Executive Government Service.</p> <p>Average cost of initiatives and programs undertaken to address terrorism and other significant emergencies.</p>	N/A \$1,998,491 \$603,798 \$314,513 \$15,518 \$21,722 \$166,852	49% \$1,725,493 \$520,704 \$341,942 \$11,975 \$30,341 \$103,545	N/A \$272,998 \$83,094 (\$27,429) \$3,543 (\$8,619) \$63,307

ANNUAL REPORT – 2008/2009

	Target 2008-09 ⁽¹⁾	Actual 2008-09	Variation ⁽²⁾
Service: Management of Policy. Key Efficiency Indicator(s): Average cost per hour of policy advice, development and co-ordination.	\$181	\$125	\$56
Average cost of providing an Executive Government Service.	\$13,524	\$20,385	(\$6,861)
Outcome: The Premier's obligations as Minister for Public Sector Management are met. Key Effectiveness Indicator(s): Proportion of leadership development participants who indicated that they would be able to apply their learning in their workplace for the benefit of their agency, or within the public sector generally.	95%	99.7%	4.7%
Proportion of clients who indicate that the provision of employment and organisational management services were appropriate, timely and met their requirements.	90%	85%	-5%
Proportion of workforce development participants who indicated that they would be able to apply their learning in their workplace for the benefit of their agency, or within the public sector generally.	95%	96.2%	1.2%
Service: Support for the Premier as Minister for Public Sector management. Key Efficiency Indicator(s): Average cost per leadership development participant	\$859	\$629	\$230
Average cost per client to whom public sector management advice is provided	\$81,519	\$28,247	\$53,272
Average cost per workforce development participant	\$921	\$1,140	(\$219)
Outcome: A secure, confidential and time critical printing and publishing service for Parliament and Government. Key Effectiveness Indicator(s): Proportion of Parliamentary documents produced and delivered within agreed timeframes established by each House of Parliament.	100%	100%	0
Proportion of documents produced and released in accordance with security and confidentiality requirements.	100%	100%	0
Service: Parliamentary, Statutory and Legislative Publishing Service. Key Efficiency Indicator(s): Average cost per printing image produced.	\$0.11	\$0.17	(\$0.06)
Average cost of publications sold.	\$12.10	\$12.51	(\$0.41)
Outcome: Increased level of community awareness of the Western Australian and Commonwealth Constitutions, and the Australian Federal system of government. Key Effectiveness Indicator(s): Percentage growth in Constitutional Centre customer numbers compared with previous year.	7%	-8.3%	(15.3%)
Percentage increase in use of electronic information provided on the Constitutional Centre web page.	0%	9%	9%

ANNUAL REPORT – 2008/2009

	Target 2008-09 ⁽¹⁾	Actual 2008-09	Variation ⁽²⁾
Service: Management of the Constitutional Centre programs. Key Efficiency Indicator(s): Average cost per customer of the Constitutional Centre.	\$12.96	\$16.50	(\$3.54)
Outcome: Reducing the number of fatalities in Western Australia through the implementation of Road Safety programs. Key Effectiveness Indicator(s): Deaths from road crashes per 100,000 estimated residential population. Police reported hospital admissions due to road crashes per 100,000 population. Hospital admissions due to road crashes per 100,000 population.	9.6 134 173	9.6 132 174	0 2 (1)
Service: Support for implementation of the state's road safety initiatives. Key Efficiency Indicator(s): Average cost of awareness-raising campaigns. Average cost of road safety initiatives. Average cost per FTE for support services to the Road Safety Council.	\$410,361 \$751,102 \$154,419	\$514,540 \$670,337 \$226,643	(\$104,179) \$80,765 (\$72,224)
Outcome: The strategic transformation of the operations of Government, using technology as a tool to improve internal efficiency, service delivery to citizens and community participation. Key Effectiveness Indicator(s): Proportion of Departments that adopt and implement policies, standards and guidelines developed by the Office of e-Government. Strategic Management Council e-Government Sub-Committee's satisfaction with quality and timeliness of work undertaken to support the committee. Premier's Office satisfaction with advice and support provided.	78% 3.4 3	83% N/A N/A	5% N/A N/A
Service: e-Government policy and coordination. Key Efficiency Indicator(s): Average cost per Department that adopts and implements policies, standards and guidelines. Average cost per significant e-government initiative in which the Office is involved.	\$78,456 \$331,368	\$19,778 \$143,745	\$58,678 \$187,623

(1) As specified in the budget statements for 2008/09.

(2) Detailed explanations for variations between target and actual results are contained in the footnotes in the Performance Indicators section of this Annual Report commencing at page 92.

REPORT ON OPERATIONS - SERVICES

**SERVICE ONE
SUPPORT FOR THE PREMIER AS HEAD OF GOVERNMENT**

Government's Strategic Goal

"Greater focus on achieving results in key service areas for the benefit of all Western Australians"

Agency level outcome:

"The Premier's requirements and those of Cabinet are met"

The Department provides administrative support and advice responsive to the Premier's requirements as Head of Government. This service also includes the promotion of Western Australia's interests overseas and communicating Government policies and activities.

PREMIER'S OFFICE

The Premier's Office is staffed by secretarial, administrative, policy and media support employees who operate under the guidance of the Chief of Staff.

Policy Officers assist with Government issues and liaise with State Parliamentary members, Ministers and Ministerial Offices. They also advise the Premier on policy and related issues.

The Premier has direct responsibility for the overseas offices in Japan, London and Dubai and staff in the Premier's Office assist in liaising with these overseas offices. Staff also provide contact and liaison points for matters directly involving the Premier, attend meetings and follow up on matters arising from these meetings.

EUROPEAN OFFICE – London, United Kingdom (UK)

The Office is responsible for monitoring business developments and activities that are likely to have an impact on Western Australia's interest in, and ability to do business with Europe. Promoting inward investment into Western Australia, particularly in the area of value-enhancing and secondary processing of the State's natural resource assets, remains a key activity. Trade development opportunities for Western Australian business in both the industrial and domestic markets continues to be promoted. Western Australia is also promoted as a destination for business and skilled migrants and for European students to study.

Some of the key activities undertaken this year were:

- promoted Western Australia as a destination for oil, gas and mineral investment and assisted the Department of State Development and Department of Minerals and Petroleum led delegation to the Offshore Northern Seas ONS 2008 exhibition in Stavanger, Norway;
- provided assistance to a variety of Western Australian companies with market information, co-ordination of visit programmes, accommodation and general advice;
- assisted in planning, programming and supporting Ministerial, Parliamentary, Departmental and Agency visits to Europe, and the Government sponsored 2009 Premier's ANZAC Student Tour;
- maintained contact and exposure to the Russian economy and its opportunities for trade, investment and collaboration across many sectors, by providing support to visits to the State by two Russian delegations in August 2008 and attending the EU –Russia

Business Roundtable in November 2008 and visiting Moscow and Tomsk for various business discussions;

- assisted the Perth Convention Bureau to participate in the bidding process for major congresses in Western Australia, promoted State business tourism offerings in the UK media and also assisted the Bureau in its London launch of the *'One Movement Festival'* October 2008 attended by over 100 representatives of the UK music industry;
- promoted Western Australia at 35 significant migration events in European countries and assisted Western Australian Government agencies, including Western Australia Police, Department of Education and Training and Department of Health in specialised skilled recruitment;
- worked with the other States, the Federal government and Australian business on a major promotion of Western Australia and other States in the UK called G'dayUK;
- continued to promote science in Western Australia generally and the State as the site for the important Square Kilometre Array (SKA) project, This included the use of the Western Australian Satellite event at G'day UK as a major promotional opportunity for the SKA;
- provided support and assistance to the Department of Health in setting up a Recruitment Office;
- promoted Western Australia's agrifood, wines and fisheries industries in maintaining the State's global reputation as a supplier of safe premium quality food through assisting a Ministerial-led business delegation to the European Seafood Exposition April 2009, Brussels, Belgium;
- promoted Western Australia's biotechnology industries and their capabilities and leadership in science, innovation, research and technology at the Agricultural Biotechnology International Conference in August 2008, Cork, Ireland;
- promoted Western Australia as a business and events tourism destination through a number of major industry exhibitions, special events and destination presentations targeting UK and European business market; and
- represented major educational institutions from Perth at 15 events in Europe to promote educational programs and recruit students to study in Western Australia.

NORTH ASIA OFFICE – Tokyo, Japan

The Office is responsible for trade development and investment attraction from the North Asia region. The Agency actively promotes investment opportunities in sectors where value-adding and secondary processing of the State's natural resources and agricultural produce provide direct benefits to the Western Australian economy. The Agency is also committed to raising the premium profile of the State in the Japanese education and food and beverage markets.

Some of the major achievements were:

- promoted Western Australia at food and beverage exhibitions, including the Foodex 2009 trade show, specifically targeting Japanese importers and food processing equity investors, and supported exhibitors, including importers of Western Australian products;
- promoted education services in Western Australia at education exhibitions and conferences held throughout Japan;
- supported a visit to Japan by the Premier in February 2009 to meet with senior Government officials to discuss trade and investment relations with Western Australia;

- supported visits to Japan by the Minister for Energy, and a parliamentary delegation led by the Speaker of the Legislative Assembly;
- assisted Western Australian companies with market research, business matching and other general enquiries;
- assisted Japanese investors in Western Australia's resources sector to identify opportunities in related sectors such as uranium, rare earths and metals, and identified potential investment opportunities in the biofuels sector for Japanese investors;
- supported Western Australian companies attending biotechnology and nanotechnology events in developing their networks and knowledge bases, and in attracting investment and establishing business partnerships;
- promoted Western Australia as the most desirable location for the Square Kilometre Array project to Japanese organisations and stakeholders;
- in conjunction with the Australian Embassy, assisted in furthering the case for trade protocols to be established for the following Western Australian related areas: lupins for human consumption, live bees and citrus varieties;
- supported the Western Australian Treasury Corporation in all facets of their business in Japan, including a mission to Tokyo;
- exposed regional economies in Japan to trade and investment opportunities, including major promotions in the Kansai region, home to the Western Australia's sister-state, Hyogo Prefecture. Of particular significance was an Agency-led investment mission from the Higashi-Osaka Chamber of Commerce and Industry, which focussed on shipbuilding and other heavy industry sectors; and
- successful attraction of the Australia-Japan Business Cooperation Conference to Perth. The Conference brought over 200 Japanese major corporation CEOs and other high level executives to Perth, and exposed the attendees to a wide range of Western Australian industry capability in the IT and medical sectors.

WESTERN AUSTRALIAN TRADE OFFICE – Dubai, United Arab Emirates

The Office is responsible for attracting, retaining and maximizing trade and investment opportunities between the State and the Middle Eastern region.

Some of the major achievements were:

- continued to provide assistance to Western Australian companies and institutions with market intelligence, coordination of visit programs, accommodation and general advice.
- planned and organised the Minister for Agriculture and Food's visit to Saudi Arabia, United Arab Emirates (UAE) and Kuwait;
- facilitated meetings with the three largest animal feed companies to promote Western Australian lupin as an alternative source of protein animal feed;
- supported Western Australian companies participation in the Gulf Food Exhibition in Dubai in February 2009, jointly inaugurated by the ruler of Dubai and our Minister for Agriculture and Food;
- identified new export opportunities in areas of wheat and foodstuffs to accommodate recent changes to Saudi Arabia's food security policies and related issues of reducing use of ground water and favouring greater use of imports;
- initiated discussions on the potential of introducing preferred Arabic (Saudi) sheep breeds in Western Australia;

- in partnership with the Western Australian Chamber of Commerce organised our largest ever Construction and Technology Trade Mission to Saudi Arabia, UAE and Qatar and supported Western Australian companies participation in the BIG-5 Trade Exhibition in November 2008;
- represented Tourism Western Australia at the Arabian Hotel Investment conference in Dubai to attract Arabian investment into the Western Australian tourism sector and promoted Western Australia as a favoured tourist destination;
- supported visits by several Western Australian Universities and educational institutes and assisted Education and Training Exhibitions such as the Najah Exhibition in Abu-Dhabi (UAE), recognising the growing demand for Australian education services in the Middle East in the region;
- organised two skilled and business Migration Seminars in Dubai for the Small Business Development Corporation which were attended by 250 prospective candidates;
- provided market briefing to visiting Western Australian art professionals and helped promote our art during the Art Show;
- continued to identify opportunities in natural resource management, animal and plant quarantine and biosecurity, plant protection, water saving irrigation technology and landscaping in the region, such as the Kuwait Greening project; and
- recommissioned the completed Marine Leisure Report to include recent changes in the market to help facilitate the Western Australian marine industry entry into the region.

GOVERNMENT MEDIA OFFICE

The Government Media Office co-ordinates and distributes information to media, facilitates liaison between Cabinet Ministers and media outlets and provides administrative support to Ministerial Advisers.

The Media Monitoring Unit provides media monitoring to the Premier and Cabinet Ministers. This includes news websites online, print, radio and TV throughout Western Australia and selected publications in other States.

The Government Advertising Unit is responsible for managing advertising policy and providing expert advice to Government departments on advertising issues.

ANZAC DAY WORKING GROUP

In July 2003, the Government announced the formation of the ANZAC Day Working Group to enhance Western Australia's observance of ANZAC Day, to commemorate the 60th anniversary of the end of World War II in 2005, and to preserve the State's wartime history.

Since its inception, the ANZAC Day Working Group has overseen the implementation of *A Grateful State Remembers* program to commemorate the 60th anniversary in 2005 of the end of World War II and a number of other ANZAC related initiatives.

The ANZAC Day Working Group also administers the following programs:

- **Small Grants Scheme** - In November 2006, the Government provided an additional \$1 million as part of a two-year extension of the ANZAC Day Small Grants Scheme Program. The purpose of the Anzac Small Grants Scheme is to assist with the refurbishment and restoration of dilapidated war memorials and honour rolls across Western Australia; upgrade facilities at RSL or Memorial Halls or other venues used for ANZAC and Remembrance Day Services; provide funding to develop interpretive

programs; provide funding for research and publications; and to provide for the purchase of public address systems and lecterns for ANZAC Day and Remembrance Day services. All four rounds of grants have been finalised with 135 organisations receiving grants to the value of \$888,432. Included in this were contributions to The Boer War Memorial in Canberra and commemorative activities relating to the finding of the HMAS Sydney. Funds have also been provided to identify and preserve significant records and documents held by RSL Sub Branches.

In September 2009, the Premier Colin Barnett announced that the State Government would provide an allocation of \$433,000 towards *The Anzac Peace Park*. The Park will be dedicated to the role Albany played in the First World War as it was from Albany on 1 November 1914, that the first convoy of the Australian Imperial Force set sail for war.

- ***Student Delegation to ANZAC Sites*** – In 2004 the first delegation of 14 high school students departed for Europe on the annual Premier’s ANZAC Student Tour. In 2009 12 secondary students travelled to the Western Front for 10 days to pay tribute to the 313,000 Australian soldiers who fought in France and Belgium. They attended the ANZAC Day commemorations in Ypres, Belgium. The tour group was also invited to lead the Last Post service at Menin Gate on the evening of April 24.
- ***ANZAC Website and War Memorial Register*** - the website www.anzac.dpc.wa.gov.au contains the WA War Memorial Register, a comprehensive database of 321 war memorials throughout the State. In each entry there is a description of the memorial and a list of those people commemorated.

**SERVICE TWO
MANAGEMENT OF MATTERS OF STATE**

Government's Strategic Goal

"Greater focus on achieving results in key service areas for the benefit of all Western Australians"

Agency level outcome:

"The Premier's requirements and those of Cabinet are met"

The Department provides a range of services on behalf of the Premier, including:

- support for the functions of Executive Government;
- administration of entitlements for Members and former members of Parliament ;
- support for Ministerial Offices and the Leaders of the Opposition Parties;
- management of State occasions and official visits program;
- provision of emergency management advice and support to the Premier, Ministers and Government agencies, and whole-of-government management and coordination of significant security incidents and emergencies; and
- accountability training and support.

This service also includes the corporate services functions provided to the Public Sector Commission, Office of the Public Sector Standards Commissioner, the Parliamentary Commissioner for Administrative Investigations, and the Department of Treasury and Finance.

COMMUNITY ACCESS AND CORRESPONDENCE

A Community Access service was provided, enabling the public to convey their views to the Premier. Departmental officers responded to 2,463 telephone calls to the Community Access line.

The telephone numbers and email address for the Community Access service are as follows:

Metropolitan	(08) 9222 9449
Country (toll free)	1800 198 274
Email	wa-government@dpc.wa.gov.au

The Department continued to service the Premier's correspondence needs with 10,661 items of correspondence prepared for the Premier during the year.

ENTITLEMENTS

The Department continued to administer and provide advice in respect of a range of travel, leasing of vehicles and other entitlements provided for Members of Parliament, Ministers and others.

Support and assistance was provided to Members and their staff in the administration of their parliamentary electorate offices located throughout the State. In particular, there were significant demands on our resources in the pre and post election periods for the 2008 State General Election.

With the redistribution of electoral boundaries, Departmental staff were extensively involved in accommodating new and existing Members, coordinating the establishment, relocation and fit-out of 14 Parliamentary Electorate Offices.

A further 12 new electorate offices are also at various stages of establishment following changes in membership of the Legislative Assembly and the Legislative Council in 2008 and 2009 respectively.

TRANSPORT

The delivery of vehicle and Chauffeur services to the Premier, Ministers and certain designated Office Holders was coordinated and the operational leasing facilities for Departmental vehicles continued to be administered.

EVENTS AND VISIT MANAGEMENT SERVICES

The Department continued its role of planning and coordinating official visits to the State, directing and arranging State hospitality functions and major Government ceremonial and special events, arranging official gifts for presentation by the Premier, providing protocol advice to the Government and the public, and being a focal point for liaison with the Consular Corps.

State Visit Management

The Department was responsible for either leading or assisting Commonwealth departments in the arrangement for 23 visit programs during the year. The categories of visits coordinated by the Department were as follows:

- 1 Vice Regal
- 9 Ministerial level Visits
- 13 First Official Visits by Ambassadors and High Commissioners

Significant visits included those by:

- The Honourable Condoleezza Rice, Secretary of State, United States of America, 24–25 July 2008
- His Excellency Mr Zhou Yong-kang, Member of the Standing Committee of the Political Bureau of the Communist Party of China Central Committee, People's Republic of China, 4-6 November 2008
- Her Excellency Ms Quentin Bryce AC, Governor General of Australia, 6-10 March 2009
- His Excellency Mr Hirofumi Nakasone, Minister for Foreign Affairs in the Government of Japan, 1 May 2009

Dignitary Protection

As part of its visit management role, close liaison was maintained with protective security agencies especially in relation to dignitary protection and representation continued on the National Counter Terrorism Committee's Dignitary Protection Managers' Forum, held in Perth in February 2009.

Hospitality, Ceremonial and Special Event Management

A total of 27 hospitality, ceremonial and special events were arranged during the year. These included receptions, dinners and luncheons for distinguished visitors, hosted by the Premier or Ministers on his behalf and community functions associated with regional cabinet meetings.

Major events arranged during the year included:

- the ceremonial arrival of the Governor at the official Opening of the 38th Parliament;
- in conjunction with the City of Perth, welcome home events for the Western Australian participants in the 2008 Beijing Olympic and Paralympic Games; and
- the Premier's Dinner for the Council of Australian Governments Meeting.

CELEBRATION / RECOGNITION AND PROMOTION MANAGEMENT

Services recognising special achievements and celebrations for Western Australians were provided through the administration of Bravery Awards and the arrangement of the issue of congratulatory messages from the Premier. Other services promoting the State were managed through the provision of presentation packs to exchange students and teachers and also the administration of the State Flag allocation and loan schemes.

EXECUTIVE GOVERNMENT

The following services were provided:

- committed resources in preparation for the State General Election held on 6 September 2008, including advice to the Premier contained in *Guidelines Applying in Western Australia during the State General Election Period (Caretaker Conventions)*;
- coordinated 26 regular Executive Council meetings and 12 extraordinary meetings, incorporating a total of 751 submissions. The overall volume of submissions presented to Executive Council was lessened by factors relating to the State General Election held in September 2008, including implementation of Caretaker Conventions, the longer than usual process to finalise Election results and the subsequent change of Government; and
- arranged appointment by the Governor of the new Government Ministry on 23 September 2008 and a subsequent reconstitution of the Ministry in February 2009.

SECURITY

Arrangements for the assessment and monitoring of security measures in Ministers' offices and private residences were coordinated during the year.

The coordination of the internal security arrangements for Departmental staff located in the Governor Stirling Tower and other departmental facilities also continued.

SUPPORT TO MINISTERS AND LEADERS OF THE OPPOSITION

Ministerial offices form part of the Department and each Minister is provided with appropriate policy and administrative staff. In addition, the full range of corporate support is provided to the offices and dedicated staff assist the offices with staffing matters, accommodation, air charter services and budget matters.

A Merit Panel is convened, which assesses the merits of any intended secondments and appointments to Ministerial Offices, together with an assessment of the designation and salary to be offered. This results in a consistent approach to the appointment of staff across all Ministerial Offices. The Merit Panel considered 131 submissions during the year in both formal and out of session meetings.

Corporate support continued to be provided to the Office of the Leader of the Opposition during the year and the Office of the Leader of the Second Party in Opposition prior to the change of Government in September 2008. Advice and assistance were provided on a range of matters including budget, staffing and entitlements.

STATE SECURITY AND EMERGENCY COORDINATION

The Office of State Security and Emergency Coordination, through its representation on the State Emergency Management Committee (SEMC), COAG Sub-Committees, the National Counter-Terrorism Committee (NCTC), the Australian Emergency Management Committee (AEMC) and a number of related working groups continued to provide advice and support to the Premier on matters associated with security planning and emergency management in Western Australia.

Significant areas of work for the past 12 months have included:

Human Influenza Pandemic Planning

- finalised the review of the *Western Australian Government Human Influenza Pandemic Plan* which outlines measures and mitigating strategies to protect the community and minimise the impact of an influenza pandemic upon Western Australia;
- coordinated the State's participation in the national pandemic functional exercise, *Exercise Sustain 08*.

Council of Australian Governments' Review of Hazardous Materials

- led the State's contribution to the Council of Australian Governments' (COAG) Review of Hazardous Materials which culminated in a Report on the Control of Chemicals of Security Concern and an Intergovernmental Agreement which the COAG endorsed in October 2008.

National Counter-Terrorism Exercise Program

- continued to work in partnership with Western Australia Police to ensure that the State meets its obligations under the National Counter-Terrorism Exercise Program;
- conducted five exercises involving emergency services agencies and critical transport infrastructure; and
- conducted, in October 2008, a major multi-jurisdictional counter-terrorism exercise featuring a series of incidents involving mass casualties in the north-west of the State with a prime focus on the subsequent consequence management arrangements.

Bushfire Review

- supported a review of Western Australia's bush fire preparedness which considered a range of issues across the emergency management framework of prevention, mitigation, preparedness, response, consequence management and recovery.

ACCOUNTABLE AND ETHICAL DECISION MAKING INITIATIVES

(The Accountability Support function was transferred to the newly created Public Sector Commission on 28 November 2008).

The Accountable and Ethical Decision Making (AEDM) training program for CEOs, ministerial staff and public sector employees continued to be delivered and refined. From the beginning of 2008, 84 CEOs/DGs were trained, and the Department was actively involved in facilitating the roll out of the program at the agency level by liaising with agency staff and directly delivering the program to Corporate Executive groups. Customisation of the AEDM program

for ministerial staff and boards and Committees was undertaken, and advice and assistance on a range of accountability and discipline issues was provided.

Review into the WILSON PARKING matter at DPI

In October 2008 a review report into the release of vehicle registration details by the Department of Planning and Infrastructure (DPI) to Wilson Parking and Westralia Airports Corporation was finalised. The review was undertaken on behalf of DPI to ensure a high level of objectivity and independence in the process. The report was later tabled in Parliament by the Transport Minister Simon O'Brien on 9 December 2008. The report made 34 recommendations which outlined opportunities for enhanced compliance and increased operational effectiveness within DPI.

OFFICE OF DEVELOPMENT APPROVAL COORDINATION (ODAC)

(The Development Approvals function was transferred to the newly created Department of State Development on 1 January 2009).

In the period to 31 December 2008 ODAC:

- coordinated the statutory approvals process for very large or complex resource development proposals; and
- led a multi-agency program to streamline the approvals system.

Achievements during that period included:

- provided coordinated services for nine major development projects and advice and assistance to numerous companies regarding approval aspects of their projects;
- monitored the compliance of key approval agencies with approval process timelines;
- provided funds to support the following Agency programs:
 - upgrading the heritage sites information within the Department of Indigenous Affairs;
 - implementation of a Petroleum Geothermal Register within the Department of Industry and Resources;
 - development within the Department of Environment and Conservation of ambient guidelines for key air pollutants; and
 - a Health Impact Assessment of resource developments in regional areas of Western Australia.
- participated in initiatives to review and improve processes within approval agencies, such as participation in the Environmental Protection Authority's review of Environmental Impact Assessment processes, and the Senior Officers Working Group looking at the supply of basic raw materials.

**SERVICE THREE
MANAGEMENT OF POLICY**

Government's Strategic Goal

“Greater focus on achieving results in key service areas for the benefit of all Western Australians”

Agency level outcome:

“The Premier's requirements and those of Cabinet are met”

The Department provides advice to and coordination for the Premier and Cabinet on key policy matters to ensure an effective government-wide perspective in key strategic policy areas including:

- State reform priorities in education and health, Indigenous services, environmental, economic and regional policy areas;
- federal reform priorities, treaties, national security and other matters raised through COAG and CAF; and
- support for the functions of Cabinet and Parliament.

MAJOR ACHIEVEMENTS FOR 2008/09

The Department:

- provided support to the Premier and Treasurer for meetings of the COAG and the CAF;
- coordinated Western Australia's input on the COAG Reform Agenda via eight high level working groups and some 30 subgroups. This culminated in the finalisation and signing of:
 - a new *Inter-governmental Agreement on Federal Financial Relations*;
 - incorporating six National Funding Agreements (healthcare, education, skills and workforce development, disability, affordable housing, and Indigenous reform); and
 - a series of 19 associated National Partnership Agreements on specific reform areas.
- provided the formal point of contact for, and coordinated the State's responses to, the COAG Reform Council. This included monitoring and reporting on the State's progress in implementing seven areas of reform under the National Reform Agenda:
 - electricity smart meters;
 - national energy market reform;
 - transport pricing;
 - rail safety;
 - national system of trade measurement;
 - building regulation; and
 - infrastructure regulation.

The State's progress was reported in the COAG Reform Council's report to COAG in March 2009;

- led the State's contribution to the completion of the COAG project to improve Mutual Recognition of trades' licences in key occupational areas. New ministerial declarations

of equivalence were gazetted in June 2008 for Electrical Contractors' licences. Ministerial declarations were completed for Property Agents, Land Transport Maritime and other Occupations, for gazettal in the first part of 2009;

- coordinated the State's contribution to the development of the National Partnership on Energy Efficiency;
- coordinated Western Australia's input into CAF harmonisation projects, including:
 - identification of possible areas of cooperation and options for harmonising government dealings with the not-for-profit sector;
 - contribution to CAF initiatives to facilitate best practice policy exchange between States and Territories on climate change; and
 - coordination of State input into the CAF project to assess the impacts and risks of emissions trading for States and Territories.
- provided a formal point of contact for interaction with the Commonwealth, and coordinated responses on behalf of the State Government, for National Heritage List nominations;
- coordinated the State's input to the COAG Climate Change and Water Working Group deliberations, including work on the proposed Climate Pollution Reduction Scheme, the proposed expanded renewable energy target and the development of a National Energy Efficiency Strategy;
- coordinated the State's input into Commonwealth consultation on international instruments including:
 - United Nations treaties to which Australia is considering becoming, or has become a party. (e.g. *Convention Against Torture and other Cruel and Unusual Punishment*, as well as the *Optional Protocol Against Torture*; *United Nations Convention on the Rights of Persons with Disabilities* and the associated *Optional Protocol to the Convention on the Rights of Persons with Disabilities*); and
 - Free Trade Agreements and related inquiries by the Joint Standing Committee on Foreign Affairs, Defence and Trade into expanding trade opportunities. (e.g. *Inquiry into Australia's Trade and Investment Relations with the Countries of Asia, the Pacific and South America*; *ASEAN-Australia-New Zealand Free Trade Agreement*)
- provided procedural, operational and other services to Cabinet, including:
 - programming of Cabinet business and setting of agendas;
 - monitoring of submissions presented to Cabinet to ensure that they conform with the guidelines set down in the Cabinet Handbook;
 - ensuring that members of Cabinet have all relevant information relating to issues that may impact on one or more of their agencies through the Cabinet referral process;
 - providing advice to Ministers, departments and agencies on Cabinet operations and requirements;
 - recording and distributing Cabinet submissions and decisions in a secure manner;
 - monitoring and recording appointments to Government boards and committees and maintaining a register of people who have expressed an interest in being appointed to Government boards and committees; and
 - from June 2009, providing administrative support to the Economic and Expenditure Reform Cabinet Sub-Committee.

- there were 42 Cabinet meetings held during the year, including two Regional meetings in Geraldton on 29 July 2008 and Albany on 29 June 2009. During this period, Cabinet considered a total of 752 submissions;
- supported the Government's legislative program and managed the parliamentary questions database. The First Session of the Thirty-Seventh Parliament concluded on 26 June 2008 and the Legislative Assembly was dissolved and on 7 August 2008. The official opening of the first session of the Thirty-Eighth Parliament was held on 6 November 2008, with the 2009 Autumn sittings commencing on 10 March 2009, concluding on 25 June 2009.
 - there were 1,758 Questions on Notice and 1,277 Questions Without Notice; and
 - 20 Government Bills were passed during the year.
- provided support to the Ministerial Taskforce chaired by the Premier to review approvals processes in Western Australia to revise institutional arrangements, and improve administrative procedures and legislative amendments. The objective is to ensure a balanced approach supportive of development, the environment and heritage.

The Taskforce met in December 2008 and May 2009 and has:

- identified 33 Administrative Measures across government to improve timeliness and coordination, remove duplication, improve parallel processing and assist proponents in negotiating the approvals system. As of April 2009, six of these measures had been implemented; and
- commenced monitoring the performance of approval agencies through a quarterly statistics and analysis report to determine the effectiveness of the administrative measures on approval timelines and backlog clearance.
- developed a lead agency framework for approvals for major or State significant resource, housing or infrastructure projects;
- worked with agencies to Identify amendments to increase the operational effectiveness of approvals processes under the *Environmental Protection Act*, the *Planning and Development Act* and the *Mining Act*;
- assisted the Commonwealth to meet its constitutional obligations in the Indian Ocean Territories [Christmas and Cocos (Keeling) Islands] through the provision of State-level services under Service Delivery Arrangements (SDAs), in accordance with the *Indian Ocean Territories (Administration of Laws Act) 1992*; and
- ensured the interests of the State were protected through the monitoring and provision of advice and assistance in respect of 37 State agencies currently providing services to the Indian Ocean Territories on behalf of the Commonwealth.

**SERVICE FOUR
SUPPORT FOR THE PREMIER AS MINISTER
FOR PUBLIC SECTOR MANAGEMENT**

(This Service was transferred to the Public Sector Commission on 28 November 2008. The following information represents services provided in the five months of operation while part of the Department)

Government's Strategic Goal

“Greater focus on achieving results in key service areas for the benefit of all Western Australians”

Agency level outcome:

“The Premier's obligations as Minister for Public Sector Management are met”

The Department provided advice, assistance and support to the Minister for Public Sector Management and the public sector on a range of public sector management matters, including:

- functions under the *Public Sector Management Act 1994*, including as the employer of Chief Executive Officers and manager of the Senior Executive Service;
- best practice in human resource management including recruitment, employment, professional development, skills training and deployment;
- whole-of-government reporting on public sector workforce demographics, trends and management issues; and
- support for organisational restructuring and promotion of whole-of-government management improvement strategies and special projects.

The functions of the Minister, as set out in section 10 of the *Public Sector Management Act 1994*, dictate a broad role for the Department. The Department also had a very specific role in assisting the Minister to fulfil employment related functions outlined in the *Public Sector Management Act 1994*, and plays a key leadership role in developing policy, guidelines and legislation in a range of public sector management issues.

ADVICE, ASSISTANCE AND SUPPORT TO THE MINISTER

The Department has provided advice, assistance and support to the Minister on policy development and implementation.

Chief Executive Officers

For the period 1 July 2008 to 27 November 2008, the Department was responsible for:

- **The appointment of Chief Executive Officers (CEO).** During this period, eleven CEO appointments or reappointments under sections 45 and 46 (respectively) of the *Public Sector Management Act 1994* were finalised; and
- **Managing the process for completion and submission of performance agreements and assessments for Chief Executive Officers.** This includes developing and disseminating templates and guidelines, and assessing the content of agreements and assessment to ensure minimum requirements are met.

Appointments

The following CEO appointments or reappointments were made during the period 1 July 2008 to 27 November 2008:

CEO	AGENCY	APPOINTMENT/ REAPPOINTMENT	DATE TERM OF APPOINTMENT COMMENCED
Ms Anne Nolan	Department of State Development	Reappointment	7 July 2008
Mr Neil Guard	Western Australian Alcohol and Drug Authority	Appointment	28 July 2008
Mr Reece Waldock	Public Transport Authority	Reappointment	17 August 2008
Mr Kieran McNamara	Department of Environment and Conservation	Reappointment	19 August 2008
Mr Patrick Walker	Department of Indigenous Affairs	Appointment	22 September 2008
Mr Kieran Kinsella	Midland Redevelopment Authority	Reappointment	17 October 2008
Dr Stefano Carboni	Art Gallery of Western Australia	Appointment	20 October 2008
Ms Elisabeth Harris	Challenger TAFE	Appointment	21 October 2008
Dr Peter Flett	Department of Health	Appointment	21 October 2008
Mr Grahame Searle	Department of Housing	Appointment	21 October 2008
Mr Stuart Smith	Department of Fisheries	Appointment	5 November 2008

Note: There may be minor variances between the CEO appointment details reported by the Department and the Office of the Public Sector Standards Commissioner (OPSSC). This is due to the OPSSC reporting on CEO selection processes undertaken and the Department reporting on CEO appointments and reappointments made following approval by the Governor in Executive Council.

Senior Executive Service

The *Public Sector Management Act 1994* establishes the Senior Executive Service (SES) as a distinct executive cohort within the Public Service. The SES comprises senior officers who provide high-level policy advice and senior leadership roles within agencies.

As at 27 November 2008 the number of SES members was 380.

The Department assessed all applications for classification or reclassification of positions within the Senior Executive Service. During the period 1 July 2008 to 27 November 2008 - 51 applications were assessed.

Classification Requests (New Positions)	20
Reclassification Requests	27
Temporary Special Allowance Requests	4
TOTAL	51

Human Resource Management Advice

The Department provided an advisory service to the public sector on human resource management matters. The service primarily provides:

- advice and information for practitioners on interpreting the *Public Sector Management Act 1994*, subsidiary legislation (including Approved Procedures) and PSM policy; and
- advice to practitioners and managers on a range of human resource management issues including employment, classification determination, case management, discipline, remuneration and performance management.

Entry Level and Traineeship Recruitment

The following targeted programs are administered to assist public sector agencies:

- Entry Level Recruitment (ELEP); and
- Traineeships, including School-based (SBT) and Business (BT).

These programs recruit job seekers who are eligible, suitable and interested in entry level and traineeship employment opportunities in the Western Australian Public Sector. Subject to meeting the minimum requirements for inclusion, job seekers are registered and their resumes are made available to public sector agencies.

The Department recruits, screens and registers eligible applicants, on behalf of public sector agencies, in order to provide:

- public sector agencies with a source of suitable and available job seekers to fill metropolitan-based Level 1 or traineeship opportunities; and
- registered job seekers with a point of entry to access fixed-term employment opportunities within the Government of Western Australia.

Entry Level Recruitment

Public sector agencies can source candidates, including specific equity groups, for entry level administrative positions through the ELEP. The program assists agencies to expeditiously recruit, select and appoint job seekers to cover periods of staff leave, complete a backlog of work, assist in projects of a finite nature and cover periods of time when staff member/s are performing other jobs on a temporary basis.

Registration with the ELEP is dependent upon job seekers meeting the minimum requirements of the public sector Recruitment Test. Applicants register and complete an online 22 minute test.

The Department processed the registration of 615 new candidates for the ELEP this financial year, and 106 placements were made.

Traineeships

Public sector agencies can also source candidates, including equity groups, to fill both BT and SBT opportunities via the Department's Traineeship program.

The Department administers the *Access Government Traineeships* strategy, which details Government's commitment to youth employment. This strategy, developed in partnership with the Department of Education and Training (DET), targets job seekers under 25 years of age without any formal qualifications.

The Department processed the registration of 149 new candidates for the BT program this financial year, and 31 BT placements were made.

Additionally, in conjunction with DET, the Department facilitates the SBT program, which provides Year 11 and 12 students with employment in a public sector agency for two days per week as part of their school program.

This year the Department coordinated the recruitment and selection process for this program, interviewing 80 short-listed applicants across 25 metropolitan-based public high schools.

The following Table shows program placements across General, Aboriginal and Torres Strait Islanders and Disability categories.

Program Placements	General	Aboriginal and Torres Strait Islanders	People with Disabilities	Total
Entry-Level Placements	84	9	13	106
Traineeships – School-based ¹	-	-	-	-
Traineeships - Business	8	14	9	31
TOTAL	92	23	22	137

Recruitment Advertising and Management System

The State Government's Recruitment Advertising and Management System (RAMS) was introduced in 2004 and the first five year contract ceased on 14 September 2008. A public tender process was entered into and BigRedSky Ltd was awarded the new contract for the next three year period from 15 September 2008, plus the option of two one year extensions. Initially, the contract was facilitated through the Department, prior to becoming the responsibility of the Public Sector Commission from 28 November 2008.

During the period 1 July 2008 to 27 November 2008, a total of 6398 jobs were advertised on RAMS during the year, of which, 2467 (i.e. 39%) were advertised using the Candidate Management module.

With respect to the current system, considerable effort continues to be expended to streamline and improve recruitment and selection procedures, particularly through the candidate management system. The bulk of these improvements have taken the form of major system enhancements based on feedback and requests from agency users. Some flexibility also exists to customise other components of the system to suit specific agency needs.

Workforce Development

A range of whole-of-government professional development programs encompassing leadership development, public sector improvement, strategic human resource management, graduate and career development were provided.

The implementation of the Leadership Development Strategy continued into its third year with delivery of skills workshops and associated professional development activities. The Strategy includes a capability framework, which defines the skills and behaviours required of public sector leaders; a specially designed assessment service, which allows leaders and aspiring leaders to assess their existing skills against required capabilities via a 360-degree feedback tool and subsequent coaching services, and a range of skills workshops and other learning activities.

Indicators of the success of the strategy include:

- 285 participants in 20 leadership skills workshops on 9 different topics; and
- 102 people from 18 agencies accessing the leadership assessment service.

The **Regional Skills Initiative** was further developed to enhance access to relevant professional development opportunities for regional employees of public sector agencies. The

¹ The responsibility for the School-based Traineeship program, including placement and appointment, was transferred to the Public Sector Commission at the end this reporting period, therefore no placement numbers are available for reporting.

roll-out of regional workshops continued, with five workshops being delivered in the Kimberley region and a follow-up workshop in the Goldfields/Esperance region.

Seventy-nine participants have benefitted from this development opportunity. A regional subsidy model designed to help offset the cost of travel and accommodation incurred by regional participants attending DPC programs or workshops in Perth was also implemented.

During the year, 12 applications for subsidies were received and processed.

	Events/ Programs	Participants	Hours
Leadership Skills Workshops	20	285	2,251
Public Sector Improvement Workshops	3	47	329
Strategic Human Resource Management Workshops	11	162	1,260
Career Development Workshops	4	75	525
Graduate Development Workshops	2	133	399
Women In Leadership Forum	1	123	246
Rethinking Recruitment Forum	1	114	228
Public Sector Management Program	6	89	3,115
Totals	48	1,028	8,353

The fourth year of the **Graduate Development Program** was undertaken with 200 graduates registered for this series of events. The program runs for a calendar year and consists of six half-day workshops designed to broaden new graduates' understanding of the wider issues of working in the public sector.

The **Australian and New Zealand School of Government (ANZSOG)** program continued, with a further 3 full scholarship placements on the Executive Fellows Program being undertaken and scholarship holders for the 2006 and 2008 intakes of the Executive Masters of Public Administration (EMPA) continuing their studies.

Intakes of the **Public Sector Management Program (PSM)** continued. The key objective of the PSM Program is to enhance the knowledge and skills of middle to senior public sector managers and emerging leaders. This tertiary program aims to improve capabilities in *political management* (policy skills, strategic management), *accountabilities* (decision-making, ethics), *relationship management* (leadership, communication) and *delivering results* (people, performance, planning, and problem solving).

The Program takes up to 15 months to complete and successful participants have been able to choose a Graduate Certificate from one of four leading Universities – Curtin, Macquarie, Griffith and RMIT. A tender to award a new contract for the certification of PSM commenced during the year. The Program provides credit into a range of further post-graduate studies. Its outcomes link to the Leadership Development Strategy, reflecting the strategic workforce priorities and leadership skills needed in a modern professional public sector.

The following PSM Programs commenced during the reporting period:

- July 2008 (29 participants)
- November 2008 (21 participants).

REDEPLOYMENT AND REDUNDANCY MANAGEMENT

Responsibility for the management and maintenance of an effective whole-of-government redeployment and redundancy management framework continued until they were transferred to the Public Sector Commission on 28 November 2008.

These responsibilities were undertaken under Part 6 of the *Public Sector Management Act 1994* and the *Public Sector Management (Redeployment and Redundancy) Regulations 1994*.

Individual agencies retained responsibility and accountability for the management of their own redeployees who undertook work assignments while awaiting redeployment. Redeployees were required to take an active role in the redeployment process and were provided priority access to public sector vacancies through the internet based *Recruitment Advertising Management System (RAMS)*.

Redeployment and Redundancy Activity - 1 July 2008 to 27 November 2008

Activity	No
New redeployees registered	17
Number of agencies that registered redeployees	9
Current number of redeployees at 27 November 2008	42
Current redeployees in secondment positions at 27 November 2008	14
Redeployment placements effected	13
Average number of vacant positions referred for redeployment consideration each month	1160

Voluntary Severance

Public sector agencies reported that a total of 6 employees accepted offers of voluntary severance during the period 1 July 2008 to 27 November 2008.

COORDINATION OF AND SUPPORT FOR MANAGEMENT IMPROVEMENT IN THE PUBLIC SECTOR

Advice, assistance and support have been provided to the Minister for Public Sector Management and Chief Executive Officers in relation to issues of strategic management of the public sector.

Women in Leadership

Launched in August 2007, the Women in Leadership Strategy comprises a series of initiatives to be implemented over 3 years. These initiatives have been designed to attract, develop and retain women in senior management roles in the public sector.

Oversight of the implementation of the initiatives is by the Women in Leadership Planning Group which includes representatives from the Office of Equal Employment Opportunity, Department of Commerce, Office of Women’s Policy and the Department.

Initiatives progressed this year:

- coordinated a Women in Leadership networking event in July 2008;
- monitored a benchmark of 50% female representation in relevant programs under the Public Sector Improvement and Leadership Development Strategies;
- conducted a training program in July 2008 for human resource and line managers on inclusive selection practices; and
- implemented a mentoring program for women senior executives. This initiative is complemented by a similar program for men and women in senior management positions. Training for mentors was conducted in September and November 2008.

Rethinking Recruitment

Building on a discussion paper of the same name released in 2007, an online series of tools under the banner *Rethinking Recruitment* was released in July 2008.

The tools were designed to streamline public sector recruitment processes and:

- speed up agency recruitment processes;
- better position agencies to attract the most suitable candidates;
- enable agencies to make better choices when recruiting;
- improve public sector attraction and retention rates; and
- raise awareness of current flexibilities in the public sector recruitment framework.

The tools were launched on 31 July 2008 with an information session attended by chief executives and senior agency personnel.

Premier's Awards

Winners of the 2008 Premier's Awards for Excellence in Public Sector Management were announced at a presentation ceremony on 20 November 2008.

Awards were presented in the following categories:

- **Improving Government:** Landgate for the SLIP Enabler (Shared Land Information Platform);
- **Strengthening Regional Western Australia:** Department of Corrective Services for its Prison Work Camps initiative;
- **Sustainable Management of the Environment:** South East Regional Energy Group (City of Armadale, City of Gosnells and Serpentine Jarrahdale Shire) for the Switch Your Thinking initiative;
- **Creating Jobs and Economic Prosperity:** The University of Western Australia for the Rural Clinical School of Western Australia; and
- **Creating a Healthy, Safe and Vibrant Western Australia:** Department of Health, King Edward Memorial Hospital for the PREM Bank (Perron Rotary Express Milk Bank).

Landgate's SLIP Enabler was awarded the overall Premier's Award for Excellence. This initiative was designed to provide a single point of access to spatial land and property information, reducing the time and costs associated with obtaining and disseminating data. SLIP Enabler capitalises on the use of information and communications technology to refine business processes and provide a more citizen-centric approach to service delivery.

Internship Program

The Department coordinated the 2008 Internship Program, designed to raise the profile of the public sector amongst university students and increase awareness of the diversity of career opportunities available to young people in public sector agencies.

University students are placed in public sector agencies across the sector for one day per week over the course of one semester. During this time, the interns complete a small project for the agency under the guidance of a supervisor.

In 2008, the Program was coordinated in collaboration with the University of Western Australia (UWA) School of Social Sciences and Cultural Studies as part of its unit in Public Policy.

The Program commenced in July 2008 and ran for the duration of semester two. 18 interns completed projects at 8 different agencies. Positive feedback on the program was received from UWA, the students and participating agencies.

Mentoring

On 3 July 2008 the Department released *Guidelines for Mentoring in the Public Sector*. The guidelines were developed following an audit of current mentoring activity as part of the Women in Leadership Strategy. The audit identified a strong interest in mentoring and further investigation found that mentoring could be applied broadly across the sector. However, programs were perceived as difficult to establish and maintain.

The guidelines are designed to address agency concerns by providing practical advice on how to set up a mentoring program or to improve an existing program. Mentoring is a development strategy which can focus on achieving specific measurable business outcomes. It aims to share skills and establish networks where people with considerable experience help upcoming employees.

An effective, formal mentoring program results in motivated and engaged employees, increased productivity and commitment to the business direction.

One of the most significant challenges facing new mentoring programs is the availability of, and access to Mentors. To overcome this, a register of potential Mentors has been established and is being maintained. Factsheets to provide a summary of information for Mentors, Mentorees and to establish a Mentoring program have also been developed.

Workforce Planning

The *State Workforce Plan 2008-2013* was finalised in 2008/09. The Plan was developed to address a range of workforce issues that the public sector faces, including its ageing demographic, workforce shortages, leadership, regional and structural issues. The strategy was due to be launched on 13 August 2008, however was deferred due to caretaker conventions. The Plan was subsequently reviewed and finalised by the new Public Sector Commission.

The Department continued the management of the sector-wide *Human Resource Minimum Obligatory Information Requirements* (HR MOIR) workforce data collection process. In the prior year, public sector agencies were required to transition to a set of new reporting requirements. This transition was managed with the full transition being achieved in 2008/09. During the transition, quarterly public sector workforce reports were suspended. These were reintroduced following the June 2008 quarter, and were extended to report 'head count' for the public sector, in addition to 'full time equivalent' staffing levels.

The development of the *Public Sector Workforce Profile 2008* publication was also progressed and subsequently finalised by the Public Sector Commission. A comprehensive analysis of the public sector workforce was undertaken including, amongst other information, public sector staffing levels, demography, executive, regional profile and occupations when developing the publication.

**SERVICE FIVE
PARLIAMENTARY, STATUTORY
AND LEGISLATIVE PUBLISHING SERVICES**

Government's Strategic Goal

"Greater focus on achieving results in key service areas for the benefit of all Western Australians"

Agency level outcome:

"A secure, confidential and time critical publishing service to meet the needs of Parliament and Government"

The Department provides a printing and publishing service through the State Law Publisher (SLP) which processes all the working documents required for the operation of Parliament such as Notice Papers, Hansard and the different versions of Parliamentary Bills as they progress through the legislative process. Support services to Parliament also require dissemination of some documents electronically and placement of 'tabled documents' into the Parliament's electronic database.

As the Government's 'official publisher' the SLP publishes 'under authority' of the Government Printer all State legislation and a number of other statutory publications. Copies of these publications are available through a retail sales outlet with clients from all tiers of Government, the legal profession, students and the general community. An online service is also provided where users can access databases of various legislation materials. <http://www.slp.wa.gov.au/> Archival databases are also available online with access to previous versions of legislation and past copies of Government Gazettes.

ELECTRONIC UPTAKE OF THE GOVERNMENT GAZETTE

The project of scanning and take up of previously published copies of the WA Government Gazette continued with a further 55,000 pages of Government Gazettes scanned and converted to electronic format. An additional process was also conducted over all previously scanned material to improve the validity of text searches performed on this material.

The database now provides free access on the SLP website to text searchable copies of all Government Gazettes published since 1962. This project was initiated due to the age and deteriorating condition of old paper copies of Gazettes held by the State Law Publisher.

The rate of uptake will slow as older copies of Government Gazettes are scanned due to deteriorating copy quality and it is expected the project will take a further 3-5 years to complete.

REPRINTS PROGRAM

The reprints program was continued over the past financial year and is undertaken jointly with the Parliamentary Counsel's Office. A total of 168 titles of legislation were consolidated and reprinted for the financial year.

Titles that have extensive amendments are fast tracked through the reprint process, particularly titles that are in high demand. Clients benefit as a result of this initiative with the volume and cost of titles being reduced significantly, and titles becoming far more 'user friendly' with all amendments being consolidated. Due to many 'in-demand' legislation titles changing on a constant basis, this initiative will continue for the foreseeable future.

**SERVICE SIX
MANAGEMENT OF THE CONSTITUTIONAL CENTRE PROGRAMS**

Government's Strategic Goal

“Greater focus on achieving results in key service areas for the benefit of all Western Australians”

Agency level outcome:

“Increased level of community awareness of the Western Australian and Commonwealth Constitutions, and the Australian federal system of Government”

The Government is committed to helping educate the community on the Western Australian and Commonwealth Constitutions, and the Federal system of government through the provision of exhibitions and programs at the Constitutional Centre.

The Constitutional Centre is the only one of its kind in Australia and is supported by an Advisory Board, consisting of:

- Mr Malcolm McCusker, QC (Chairperson)
- Mrs Anne Conti
- Mrs Janice Dudley
- Mr Bill Hassell
- Justice Christine Wheeler
- Mr John Cowdell
- Ms Colleen Hayward (Deputy Chairperson)
- Ms Diana Warnock
- Professor David Black
- Professor Harry Phillips
- Mrs Cheryl Edwardes

Professor Greg Craven was appointed Honorary Constitutional Advisor to the Constitutional Centre.

SCHOOLS EDUCATION PROGRAMS

The Joint Civics Education Outreach program, conducted with the Parliamentary Education Office and the Electoral Education Centre, continues to take programs to regional areas of the State and has casual presenters based in Albany, Bunbury, and Esperance. In addition, Centre Education Officers have made visits to areas of the State not covered by current regional staffing and regional presenters have been trained to present both Centre programs and the Joint Civics Program. Programs are for both primary and secondary students and provide free civics education and teacher resources. Since the Centre opened in October 1997 over 56,000 country students and 162,000 metropolitan students have participated in these programs.

Three new programs *The Constitutional Challenge*, *3 Levels of Government and Federation* were developed and implemented in both the metropolitan area and the regions. In addition, loan boxes containing materials and programs for remote and regional schools were developed and commenced distribution.

PUBLIC PROGRAMS

During the year the Centre hosted a number of public forums and debates. This included a forum on the implications of various republican models *Planning for a Republic – The Legal Mechanics Perspective* held in conjunction with the University of Western Australia and the Australian Association for Constitutional Law.

The Mature Adults Learning Association continued to conduct two 10 week seasons of adult education at the Constitutional Centre. Around 500 participants attend lectures each day. The

Centre also participated in the Royal Show, Education Expo and the Education and Careers Expo.

WEBSITE

Use of the Constitutional Centre website continues to increase with many schools accessing it to teach their students as part of their civics education program. Over 1 million pages of information were downloaded, an increase of more than 10% on the previous year.

The development of on-line learning modules for teachers and students has commenced and work is progressing on the development of a simple guide to Government at both State and Federal level.

OTHER AREAS OF RESPONSIBILITY

The Department administers and distributes Anzac Small Grants on behalf of the Anzac Day Working Group.

**SERVICE SEVEN
SUPPORT FOR THE IMPLEMENTATION OF THE STATE'S ROAD SAFETY
INITIATIVES**

(Minister for Police; Emergency Services; Road Safety)

Government's Strategic Goal

"Greater focus on achieving results in key service areas for the benefit of all Western Australians"

Agency level outcome:

"Reducing the number of fatalities in Western Australia through the implementation of Road Safety Programs"

Through the Office of Road Safety, the Department supports the Road Safety Council (RSC) and Government in the development, implementation, monitoring and evaluation of the State's road safety initiatives.

In line with the requirements of the *Road Safety Council Act 2002* (the Act), the Department provides a range of road safety services on behalf of the RSC and the Government including:

- leading the development of the road safety strategy for Western Australia on behalf of the RSC and the Minister for Road Safety;
- providing executive support, coordination and evidence based advice on road safety policy and strategy to the RSC member agencies, Government and the community;
- monitoring and reporting progress using data obtained from the relevant agencies; and
- delivering road safety community education campaigns focusing on key road safety issues including the major risk behaviours of speeding, drink driving, not wearing seatbelts and fatigue and encouraging the purchase of safer vehicles.

The Act provides that one third of all monies collected from red light and speed camera infringements are credited to the Road Trauma Trust Fund (RTTF). These monies are complemented by sponsorship revenue for specific projects received from the Insurance Commission of Western Australia and the Royal Automobile Club of Western Australia. Funds held in the RTTF are applied for the purposes established in the Act, as approved by the Minister for Road Safety on the recommendation of the RSC. An annual budget is prepared by the Department in accordance with the outcomes outlined in the State road safety strategy - *Towards Zero*.

In 2008/09, RTTF funds were committed to the research, development, implementation and monitoring of road safety initiatives. The activities funded by the RTTF complement and enhance the core business expenditure from other agencies responsible for road safety outcomes, such as Main Roads Western Australia, Western Australia Police and the Department for Planning and Infrastructure.

Towards Zero, the Western Australian road safety strategy 2008-2020, aims to reduce the number of deaths and serious injuries resulting from road crashes by 40 per cent over its 12 year life. The strategy is based on four cornerstones that make up the 'Safe System', along with strategies to support implementation:

- **Safe Road Users** – integrating behaviour change programs with improved enforcement to make them more powerful; addressing impaired driving (alcohol, drugs, fatigue and distraction); restraint use; graduated licensing; and speed choice;

- **Safe Roads and Roadsides** – investing in Safe System road infrastructure improvements with priorities to improve safety at urban intersections and the roadsides of major rural roads;
- **Safe Speed** – enhanced speed enforcement and further reflection on the appropriateness of Western Australia's speed limits; and
- **Safe Vehicles** – promoting the take up of key safety features in Government and corporate fleet vehicles.

Safe System Foundations – research and data collection, coordination, capacity building and the development of political and community support and commitment through partnerships and alliances.

MAJOR ACHIEVEMENTS

During 2008/09 the Office of Road Safety:

- presented the Road Safety Council's *Towards Zero* recommended road safety strategy for Western Australia 2008-20 to the Minister for Road Safety. *Towards Zero* was subsequently endorsed by the Government and presented to Parliament;
- provided executive support to the Minister for Road Safety to establish the Ministerial Council on Road Safety which met twice in the period to consider the *Towards Zero* Strategy and Government road safety priority actions;
- managed the implementation of new initiatives to improve novice driver safety following proclamation of the *Road Traffic Act 2007 (No:2)*. A community education campaign ensured that those likely to be affected were advised of the changes;
- worked with WA Police and DPI (Licensing) to manage amendments to the *Road Traffic Amendment Bill 2008* to provide for vehicle sanctions targeting unlicensed drivers and conducted a community education campaign leading up to the 1 July 2009 implementation by WA Police;
- led the policy development for changes to the *Road Traffic Act 1974* to require repeat drink drivers to install alcohol interlock devices in their vehicles for a minimum period of six months at relicence and to undergo alcohol assessment and treatment programs, where necessary;
- established a local Road Safety Research Centre to provide a permanent, independent road safety research presence in Western Australia;
- conducted major state-wide community education programs, on safer vehicles, speeding, drink driving, fatigue and non-restraint use supported by local and regional community education and enforcement and supporting campaigns addressing rail level crossing safety and international visitors; and
- provided policy and strategy reports on best practice speed enforcement (including on-road policing by officers using hand held devices and the use of camera technology) as one key initiative to reduce serious road crashes.

SERVICE EIGHT
e-GOVERNMENT POLICY AND COORDINATION

(This Service was transferred to the Public Sector Commission on 28 November 2008. The following information represents services provided in the five months of operation while part of the Department)

Government's Strategic Goal

“Greater focus on achieving results in key service areas for the benefit of all Western Australians”

Agency level outcome (1 July 2008 to 27 November 2008)

The strategic transformation of operations of Government, using technology as a tool to improve internal efficiency, service delivery to citizens and community participation”

The Department is responsible for:

- promoting and leading the implementation of the e-Government Strategy for the Western Australian Public Sector;
- developing a policy framework, standards and guidelines that are consistent with the e-Government Strategy for the Western Australian Public Sector, and with national and international best practice;
- coordinating and facilitating cross-sector implementation of the e-Government Strategy for the Western Australian Public Sector and policy framework;
- initiating, leading and coordinating strategic e-government projects that deliver improved internal efficiencies, integrated service delivery and greater opportunities for community participation; and
- encouraging a better understanding of e-Government and promoting its benefits to the public sector, business and the community.

The Department had a key role in helping public sector agencies to transform the business of Government through leadership and collaboration in the use of Information and Communications Technology (ICT). This was achieved through increasing internal efficiencies, enhancing service delivery and engaging the community.

IMPLEMENTATION OF CITIZEN CENTRIC GOVERNMENT: ELECTRONIC SERVICE DELIVERY STRATEGY

The *Citizen Centric Government: Electronic Service Delivery Strategy* (ESDS) was launched in March 2007. The ESDS provides a clear vision for how electronic services will have transformed service delivery capability within 10 years. It identifies the capabilities agencies need to meet the changing service delivery expectations of citizens and business into the future. In the past year the Department has worked on implementing the ESDS through a number of initiatives, these include:

- **Website Governance Framework**
The *Website Governance Framework (WGF)* for Western Australian Government Websites provides agencies with a consistent approach to the management and delivery of information and services to citizens and business in the online environment. In May 2008 a Premier's Circular was issued requiring all Chief Executive Officers to ensure their agency complies with the WGF. The WGF comprises of:
 - Website Governance and Management Process;
 - Website Domain Name Policy & Implementation Guide;

- Website Business Plan to assist agencies develop business plans for all their websites;
- Website Standards, Guidelines, Compliance Checklists, Evaluation and Reporting Guide; and
- Online Website Registration System.

Agencies were required to report on the cost and effectiveness of their websites as at 30 June 2008. Agency website data was collected and analysed and provided in report form back to agencies to assist with website planning and future development.

Website reporting elements have been reviewed for the 2009 reporting period to provide more detailed data for planning purposes. The Online Website Registration System was further developed to enable agencies to report online for the 2009 reporting period.

The Department assisted a number of agencies with website development and to ensure compliance with the Website Governance Framework standards. This included assisting the Strong Families unit within the Department of Child Protection in the development of Strong Families online, which provides strong families coordinators with online access to relevant tools and information resources to assist them in working with families at risk.

- **Single Entry Point – wa.gov.au**

A Website Business Plan was produced for wa.gov.au which sets out how the main Internet entry point for the Western Australian Government can be managed and further developed in the future to enhance the value it delivers to citizens and government agencies.

SECURE GOVERNMENT STRATEGY

A *Secure Government Strategy* for the Western Australian Public Sector was developed. The purpose of the strategy is to describe how the Western Australian public sector can coordinate its e-security efforts through consistent and flexible approaches to maintaining the confidentiality, integrity, and availability of the sector's electronic information and services. This includes outlining the e-security policies, standards and governance processes that agencies will need to implement to achieve this objective. The Strategy emphasises the need to broaden ownership and understanding of e-security issues both within agencies and across Government.

Aimed at both senior executives in the public sector as well as managers of information and communications technology, it focuses on comprehensive risk management practices to achieve a proactive and resilient culture of information security.

WESTERN AUSTRALIAN GOVERNMENT NUMBER

The Department has been working with the Department of Treasury and Finance: Shared Services (DTF: Shared Services) to develop the ICT system and business processes that will enable implementation of a whole-of-government employee number called the Western Australian Government Number (WAGN). The ICT system, which is hosted by DTF: Shared Services, works with agency HR Management systems to issue WAGNs. It commenced operations in November 2008. Subsequently, WAGNs were retrospectively allocated to employees within agencies already serviced by DTF: Shared Services HR/Payroll services. The WAGN will now be allocated to employees within DTF: Shared Services client agencies as they roll-in to those services. The Department has also worked with the Department of Health and other major agencies which are outside the scope of DTF: Shared Services to plan the extension of the WAGN to all employees.

The WAGN provides a consistent mechanism for effectively managing entitlements, career progression, job mobility and access to information across agencies. It replaces the current agency centric payroll/employee number and will support improved workforce planning, security and provide opportunities to build other identity management applications such as proximity cards and secure access to systems.

EMERGENCY SERVICES COMMUNICATIONS STRATEGY

Past Coroner's reports and Parliamentary Inquiries identified a lack of coordination of emergency services communications and awareness of alternative emergency services' facilities, that has significantly contributed to adverse situations in emergencies, including loss of life. In recognition of this, and the cost of emergency services communications for Government, the Department has been working with emergency services organisations on an *Emergency Services Communications Strategy* to provide a strategic framework for the future direction, planning, procurement, and sharing of communications systems across the emergency services. The Strategy proposes a common approach to interoperability, data management, continuity of essential services, enhancing public communications, and sector-wide governance.

The Strategy is now finalised, and during 2008/09 an implementation plan has been under development with the assistance of Commonwealth Government funding. There are two phases to this work: an initial high-level plan based on a preferred model that applies to emergency services only; and an extension of this plan to include other WA government agencies using similar technologies, to potentially increase the reach and robustness of regional communications infrastructure, improve interoperability and streamline procurement processes.

ENSURING MORE EFFECTIVE INVESTMENT AND VALUE FOR MONEY IN ICT PROJECTS

The Department played a role in the Department of Treasury and Finance (DTF) capital funding bid review process. The ICT budget bid process is designed to ensure that agency ICT initiatives over \$1million align with the strategic directions of Government, the agency's core business and Government Strategies, as well as conforming to best practice governance and project management. The intention is to ensure that opportunities for sharing ICT resources are maximised, that high risk projects are well managed for successful outcomes and that business benefits are realised. The Office of e-Government was involved in negotiations with agencies and/or assessing major ICT funding submission initiatives, with an estimated total cost of \$189m as part of the DTF funding process.

NEXT GENERATION NETWORK (NGN) TRANSITION PLANNING

A NGN Transition Planning initiative was commenced, to provide guidance to agencies and to the Government on issues and trends that would need to be considered in moving government to a converged, next generation network environment. Data from the 2007 Public Sector Communications Audit was used together with research into global and industry trends to identify the major issues that would impact government agencies over the next 3 to 5 years. These included the transition to the emerging IPv6 (Internet Protocol Version 6), the uptake of IP Telephony and Unified Communications, and major trends impacting agency ICT networks.

STRATEGIC ADVICE AND REPRESENTATION

The Department provided strategic governance, oversight and risk management advice for significant agency ICT projects such as the Western Australia Health ICT initiative and the Electronic Land Development Project. Strategic governance included representing Western Australia's contribution to and alignment with Commonwealth policy, both to ensure Western Australia's needs are met and to facilitate interoperability through consistency in standards, for example National Smartcard Framework and National Identity Security Strategy.

The Department has also been working closely with the Department of Treasury and Finance and agencies in developing ICT strategy and policy for Western Australian government use, including Next Generation Network (NGN) Transition Planning and the Emergency Services Communications Strategy.

Officers represented the Department on a number of national and State committees, including the following:

National Groups

- National Broadband Development Group;
- National Coordinating Committee for Government Radio Communications;
- Cross Jurisdictional CIO Committee;
- Cross Jurisdictional CIO Interoperability Working Group;
- Cross Jurisdictional CIO Smartcard Reference Group;
- Cross Jurisdictional CIO Working Group on Authentication;
- National Identity Security Coordination Group (and associated working groups); and
- Online Communications Council for Ministers (advisory capacity).

State Groups

- State-Wide Broadband Network Agency Reference Group;
- Western Australian Telecentre Advisory Council;
- Western Australian ICT Industry Development Forum;
- Western Australian Chief Information Officers Forum;
- Electronic Land Development Process (eLDP) Programme Committee;
- Shared Service Centres – ICT Business Unit Technical Infrastructure Options Analysis Governance Board;
- Western Australian Emergency Radio Network Steering Committee Meeting;
- Inter-Agency Information Security Management Group;
- Small Agency ICT Group;
- National Identity Security Strategy Western Australian Inter-Departmental Committee
- Identity and Access Management Reference Group;
- Western Australian Land Information System (WALIS) Council; and
- Office of e-Government and Government Procurement Directors Forum.

SIGNIFICANT ISSUES AND TRENDS

The following are the most significant issues impacting on the Department.

- The election of a new State Government resulted in new policy directions and priorities, including reform to deliver a more efficient and streamlined public sector. The appointment of a Public Sector Commissioner, independent of the Department of the Premier and Cabinet led to changes in the structure and function of the Department. Effective governance arrangements for cross-agency policy matters have been strengthened through restructure of the Department of the Premier and Cabinet as the central coordinating agency.
- The focus of policy development has included alternative service delivery models, population growth in regions, anticipated demand for government services, streamlining processes and minimising red tape, and employment and training issues.
- The global economic downturn affected levels of interest and investment in Western Australia's resources and mining sector. Investment facilitation was critical to ensuring the State's growth, and required Western Australia to remain globally and nationally competitive. It has had implications for approvals processes for major resource, industrial and infrastructure projects, as well as for land and housing development in urban and regional Western Australia.
- The impact of the global financial crisis on the job market required government agencies to work collaboratively with community agencies to respond to the needs of West Australian families and individuals. The Department assisted government agencies in developing innovative and collaborative reforms to service delivery that engaged the community sector and provided services more efficiently and effectively to people in hardship at the community level.
- The COAG Reform Agenda shifted to a focus on implementation, following an intensive period of negotiations which culminated in the State signing a new *Inter-governmental Agreement on Federal Financial Relation*. This incorporated National Agreements for funding in the key State service delivery areas and associated National Partnership Agreements on specific reforms. The challenges for the State have shifted to maintaining the spirit of the reforms by countering onerous implementation requirements and reducing duplication, whilst also maximising opportunities to progress the State's own policy and reform priorities.
- The COAG work on Indigenous reform presented a unique opportunity for the Australian and Western Australian Governments to work to "close the gap" in outcomes between indigenous and non-Indigenous West Australians. The Department played a significant role in assisting the Department for Indigenous Affairs and other government agencies to develop cross-government and collaborative Commonwealth/State reforms to policy development and service delivery responses to Indigenous communities, especially those in remote locations.

2009/10 initiatives

The Department will:

- contribute to Government policy development and coordination in relation to a range of strategic policy issues such as infrastructure, development and environment;

- lead a sustained, coordinated and strategic effort across government to progress the State's implementation of COAG National Agreements and related National Partnership reforms in the areas of healthcare, education, skills and workforce development, business regulation and competition, disability, Indigenous reform and affordable housing;
- coordinate implementation in Western Australia of the COAG *Nation Building and Jobs Plan National Agreement* to ensure rapid delivery of construction projects in social housing, schools and transport in order to both stimulate the local economy and progress the State's longer term reform priorities;
- develop legislative proposals for consideration of Cabinet to streamline approvals processes;
- liaise with the Commonwealth Government to streamline approvals necessary under State and Commonwealth environmental and heritage laws;
- examine e-lodgement systems to track the progress of applications across government, help proponents prepare better applications, and monitor approval timelines to identify bottlenecks in the approvals system;
- represent Western Australia on the COAG officer-level deliberations on jobs and young people and facilitate government policy development and coordination towards a joint Commonwealth-State approach to reforms to improve educational attainment and transitions to further education, training and employment for young people;
- continue to represent the Government in COAG's climate change and water related officials' forums and contribute to the development of the State's climate change, energy and water policies; and
- lead Western Australia's contribution to the COAG review of the *Report on Government Services* to ensure that it aligns with the performance reporting arrangements under the new federal financial relations framework, and after fourteen years remains useful in providing reliable public information about the performance of governments in delivering services.

DISCLOSURES AND LEGAL REQUIREMENTS

The following sections of the Report provide the relevant information in accordance with Parts IX and XI of the Treasurer's Instruction for the year ended 30 June 2009:

- Opinion of the Auditor General
- Certification of the Financial Statements
- Financial Statements
- Certification of Performance Indicators
- Performance Indicators



Auditor General

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

DEPARTMENT OF THE PREMIER AND CABINET FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2009

I have audited the accounts, financial statements, controls and key performance indicators of the Department of the Premier and Cabinet.

The financial statements comprise the Balance Sheet as at 30 June 2009, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

Director General's Responsibility for the Financial Statements and Key Performance Indicators

The Director General is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer www.audit.wa.gov.au/pubs/AuditPracStatement_Feb09.pdf.

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

Department of the Premier and Cabinet

Financial Statements and Key Performance Indicators for the year ended 30 June 2009

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Department of the Premier and Cabinet at 30 June 2009 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Department provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Department are relevant and appropriate to help users assess the Department's performance and fairly represent the indicated performance for the year ended 30 June 2009.

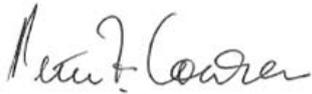


COLIN MURPHY
AUDITOR GENERAL
16 September 2009

CERTIFICATION OF FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2009

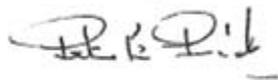
The accompanying financial statements of the Department of the Premier and Cabinet have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2009 and the financial position as at 30 June 2009.

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



P Conran
ACCOUNTABLE AUTHORITY

31 August 2009



P E Pride
CHIEF FINANCE OFFICER

31 August 2009

DEPARTMENT OF THE PREMIER AND CABINET
INCOME STATEMENT
for the year ended 30 June 2009

	Note	2009 \$000	2008 \$000
COST OF SERVICES			
Expenses			
Employee benefits expense	6	68,811	70,590
Supplies and services	7	38,646	44,997
Depreciation and amortisation expense	8	2,305	2,465
Accommodation expenses	9	18,082	14,924
Grants and subsidies	10	24,494	21,162
Loss on disposal of non-current assets	13	150	-
Loss on foreign exchange		-	533
Other expenses	11	272	219
Total cost of services		152,760	154,890
Income			
Revenue			
User charges and fees	12	8,936	6,257
Regulatory fines		13,386	14,252
Sales		1,232	1,929
Commonwealth grants and contributions		331	571
Interest revenue		600	819
Total Revenue		24,485	23,828
Gains			
Gain on Foreign exchange		296	-
Gain on disposal of non-current assets	13	-	5
		296	5
Total income other than income from State Government		24,781	23,833
NET COST OF SERVICES		127,979	131,057
INCOME FROM STATE GOVERNMENT			
Service appropriation		120,244	130,746
Resources received free of charge		1,200	884
Total income from State Government	14	121,444	131,630
SURPLUS/(DEFICIT) FOR THE PERIOD		(6,535)	573

See also the 'Schedule of Income and Expenses by Service'.

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

DEPARTMENT OF THE PREMIER AND CABINET
BALANCE SHEET
as at 30 June 2009

	Note	2009 \$000	2008 \$000
ASSETS			
Current Assets			
Cash and cash equivalents	26	10,376	10,005
Restricted cash and cash equivalents	15	2,154	17,252
Inventories	16	102	123
Receivables	17	5,458	3,963
Amounts receivable for services	18	4,383	3,139
Other Assets	28	3,325	112
Total Current Assets		25,798	34,594
Non-Current Assets			
Restricted cash and cash equivalents	15	799	618
Amounts receivable for services	18	14,491	16,824
Property, plant and equipment	19	6,043	6,606
Intangible assets	20	2	8
Total Non-Current Assets		21,335	24,056
TOTAL ASSETS		47,133	58,650
LIABILITIES			
Current Liabilities			
Payables	22	14,353	13,195
Provisions	23	8,853	13,471
Other current liabilities	24	8	1,644
Total Current Liabilities		23,214	28,310
Non-Current Liabilities			
Provisions	23	3,022	3,656
Total Non-Current Liabilities		3,022	3,656
Total Liabilities		26,236	31,966
Net Assets		20,897	26,684
Equity			
Contributed Equity	25	(1,469)	236
Reserves		(1,329)	(3,782)
Accumulated surplus/(deficiency)		23,695	30,230
Total Equity		20,897	26,684

See also the 'Schedule of Assets and Liabilities by Service'.

The Balance Sheet should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PREMIER AND CABINET
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2009

	Note	2009 \$000	2008 \$000
Balance of equity at start of period		26,684	26,587
CONTRIBUTED EQUITY	25		
Balance at start of period		236	2
Capital contribution		-	655
Distributions to owners		(1,705)	(421)
Balance at end of period		(1,469)	236
RESERVES			
Hedge Reserve	25		
Balance at start of period		(3,782)	(2,978)
Gains/(losses) recognised		2,453	(1,391)
Transferred to profit or loss		-	587
Balance at end of period		(1,329)	(3,782)
ACCUMULATED SURPLUS (RETAINED EARNINGS)	25		
Balance at start of period		30,230	29,563
Change in accounting policy or correction of prior period errors		-	94
Restated balance at start of period		30,230	29,657
Surplus/(deficit) for the period		(6,535)	573
Balance at end of period		23,695	30,230
Balance of equity at end of period		20,897	26,684
Total income and expenses for the period^(a)		(6,535)	573

(a) The aggregate net amount attributable to each category of equity is:
deficit \$6,535,000 (2008: surplus \$573,000).

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

DEPARTMENT OF THE PREMIER AND CABINET
CASH FLOW STATEMENT
for the year ended 30 June 2009

	2009	2008
	Note	\$000
CASH FLOWS FROM STATE GOVERNMENT		
Service appropriation	115,317	125,614
Holding account drawdowns	3,139	2,920
Capital contributions	-	655
Non-retained revenue distributed to owners	(2,311)	(176)
Net cash provided by State Government	116,145	129,013
Utilised as follows:		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(70,109)	(67,144)
Supplies and services	(37,210)	(45,105)
Accommodation	(18,219)	(14,476)
Grants and subsidies	(26,330)	(12,814)
GST payments on purchases	(7,558)	(6,712)
GST payments to taxation authority	(952)	(925)
Receipts		
User charges and fees	6,870	5,070
Regulatory fines	13,387	14,252
Sales of goods and services	1,357	3,313
Commonwealth grants and contributions	455	446
Interest received	786	644
GST receipts on sales	1,023	912
GST receipts from taxation authority	7,243	6,558
Net cash provided by/(used in) operating activities	26 (129,257)	(115,981)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from the sale of non-current physical assets	3	28
Purchase of non-current physical assets	(1,550)	(3,041)
Net cash provided by/(used in) investing activities	(1,547)	(3,013)
Net increase/(decrease) in cash and cash equivalents	(14,659)	10,019
Cash and cash equivalents at the beginning of period	27,875	20,786
Effects of exchange rate changes on cash balances held in foreign currency	113	(2,930)
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	26 13,329	27,875

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

DEPARTMENT OF THE PREMIER AND CABINET
Schedule of Income and Expenses by Service
for the year ended 30 June 2009

	Support for the Premier 2009 \$000	Mgmt Matters of State 2009 \$000	Mgmt of Policy 2009 \$000	Public Sector Mgmt 2009 \$000	Publishing Services 2009 \$000	Constitutional Centre 2009 \$000	Road Safety 2009 \$000	e-Government 2009 \$000	Total 2009 \$000
COST OF SERVICES									
Expenses									
Employee benefits expense	7,997	46,021	5,759	2,960	1,484	738	2,646	1,206	68,811
Supplies and services	3,342	21,533	1,318	1,815	617	326	9,342	353	38,646
Depreciation and amortisation expense	139	1,966	66	48	22	17	40	7	2,305
Accommodation expenses	1,848	13,637	1,211	361	391	32	341	261	18,082
Grants and subsidies	(22)	2,663	358	(2)	(2)	19	21,480	-	24,494
Loss on disposal of non-current assets	-	123	27	-	-	-	-	-	150
Loss on foreign exchange	-	-	-	-	-	-	-	-	-
Other expenses	17	189	22	15	8	3	11	7	272
Total cost of services	13,321	86,132	8,761	5,197	2,520	1,135	33,860	1,834	152,760
Income									
User charges and fees	360	296	245	94	1,287	49	6,530	75	8,936
Regulatory fines	-	-	-	-	-	-	13,386	0	13,386
Sales	(11)	(37)	(4)	306	921	23	34	0	1,232
Commonwealth grants and contributions	44	155	85	22	5	2	8	10	331
Interest revenue	18	125	10	7	4	2	432	2	600
Gain on foreign exchange	99	197	-	-	-	-	-	-	296
Total income other than income from State Government	510	736	336	429	2,217	76	20,390	87	24,781
NET COST OF SERVICES	12,811	85,396	8,425	4,768	303	1,059	13,470	1,747	127,979
INCOME FROM STATE GOVERNMENT									
Service appropriation	8,260	89,905	7,106	4,689	3,042	1,248	4,244	1,750	120,244
Resources received free of charge	35	1,051	36	31	14	5	21	7	1,200
Total income from State Government	8,295	90,956	7,142	4,720	3,056	1,253	4,265	1,757	121,444
Surplus/(deficit) for the period	(4,516)	5,560	(1,283)	(48)	2,753	194	(9,205)	10	(6,535)

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PREMIER AND CABINET
Schedule of Income and Expenses by Service
for the year ended 30 June 2009

	Support for the Premier	Mgmt Matters of State	Mgmt of Policy	Public Sector Mgmt	Publishing Services	Constitutional Centre	Road Safety	e-Government	Total
	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000
COST OF SERVICES									
Expenses									
Employee benefits expense	7,044	43,393	6,532	6,349	1,449	657	2,265	2,901	70,590
Supplies and services	2,970	20,895	1,994	7,324	843	196	9,784	991	44,997
Depreciation and amortisation expense	178	1,982	96	105	26	20	36	22	2,465
Accommodation expenses	1,710	10,066	1,219	854	364	149	227	335	14,924
Grants and subsidies	-	5,025	566	97	-	270	15,213	1	21,162
Loss on foreign exchange	91	442	-	-	-	-	-	-	533
Other expenses	18	142	20	18	5	2	6	8	219
Total cost of services	12,011	81,945	10,417	14,747	2,687	1,294	27,531	4,258	154,890
Income									
User charges and fees	352	1,143	687	1,722	877	76	1,333	67	6,257
Regulatory fines	-	-	-	-	-	-	14,252	-	14,252
Sales	-	-	-	-	1,929	-	-	-	1,929
Commonwealth grants and contributions	54	400	42	47	4	3	6	15	571
Interest revenue	12	-	-	-	-	-	807	-	819
Gain on disposal of non-current assets	21	(13)	(1)	(1)	-	-	-	(1)	5
Total income other than income from State Government	439	1,530	728	1,768	2,810	79	16,398	81	23,833
NET COST OF SERVICES	11,572	80,415	9,689	12,979	(123)	1,215	11,133	4,177	131,057
INCOME FROM STATE GOVERNMENT									
Service appropriation	11,866	75,542	12,516	14,350	82	1,400	10,589	4,401	130,746
Resources received free of charge	39	715	43	38	13	4	16	16	884
Total income from State Government	11,905	76,257	12,559	14,388	95	1,404	10,605	4,417	131,630
Surplus/(deficit) for the period	333	(4,158)	2,870	1,409	218	189	(528)	240	573

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PREMIER AND CABINET
Schedule of Assets and Liabilities by Service
as at 30 June 2009

	Support for the Premier	Mgmt Matters of State	Mgmt of Policy	Public Sector Mgmt	Publishing Services	Constitutional Centre	Road Safety	e-Government	Total
	2009 \$000	2009 \$000	2009 \$000	2009 \$000	2009 \$000	2009 \$000	2009 \$000	2009 \$000	2009 \$000
ASSETS									
Current assets	1,446	12,515	1,172	-	894	179	9,592	-	25,798
Non-current assets	1,274	16,500	1,003	-	1,750	189	619	-	21,335
Total assets	2,720	29,015	2,175	-	2,644	368	10,211	-	47,133
LIABILITIES									
Current liabilities	802	9,725	970	-	1,241	175	10,301	-	23,214
Total non-current liabilities	110	2,299	269	-	125	45	174	-	3,022
Total Liabilities	912	12,024	1,239	-	1,366	220	10,475	-	26,236
NET ASSETS	1,808	16,991	936	-	1,278	148	(264)	-	20,897

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

Note: There is no allocation to Public Sector Management or e-Government as during the year these services were transferred to the PSC.

DEPARTMENT OF THE PREMIER AND CABINET
Schedule of Assets and Liabilities by Service
as at 30 June 2009

	Support for the Premier	Mgmt Matters of State	Mgmt of Policy	Public Sector Mgmt	Publishing Services	Constitutional Centre	Road Safety	e-Government	Total
	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000	2008 \$000
ASSETS									
Current assets	1,273	9,170	1,459	2,988	9	150	18,875	670	34,594
Non-current assets	1,880	15,814	1,785	2,198	49	227	1,477	626	24,056
Total assets	3,153	24,984	3,244	5,186	58	377	20,352	1,296	58,650
LIABILITIES									
Current liabilities	585	12,942	1,685	2,312	552	131	9,315	788	28,310
Total non-current liabilities	92	2,160	482	383	114	34	113	278	3,656
Total Liabilities	677	15,102	2,167	2,695	666	165	9,428	1,066	31,966
NET ASSETS	2,476	9,882	1,077	2,491	(608)	212	10,924	230	26,684

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

ANNUAL REPORT – 2008/2009

DEPARTMENT OF THE PREMIER AND CABINET

Summary of Consolidated Account Appropriations and Income Estimates

for the year ended 30 June 2009

	2009 ESTIMATE \$000	2009 ACTUAL \$000	VARIANCE \$000	2009 ACTUAL \$000	2008 ACTUAL \$000	VARIANCE \$000
DELIVERY OF SERVICES						
Item 5 Net amount appropriated to deliver services	121,916	130,517	(8,601)	130,517	129,226	1,291
Section 25 Transfer of service appropriation ^(a)	-	(11,999)	11,999	(11,999)	-	(11,999)
Amount Authorised by Other Statutes						
- Salaries and Allowances Act 1975	1,717	1,726	(9)	1,726	1,520	206
Total appropriations provided to deliver services	<u>123,633</u>	<u>120,244</u>	<u>3,389</u>	<u>120,244</u>	<u>130,746</u>	<u>(10,502)</u>
CAPITAL						
Item 124 Capital Contribution	-	-	-	-	655	(655)
GRAND TOTAL	<u>123,633</u>	<u>120,244</u>	<u>3,389</u>	<u>120,244</u>	<u>131,401</u>	<u>(11,157)</u>
Details of Expenses by Service						
Support for the Premier as Head of Government	12,706	13,321	(615)	13,321	12,011	1,310
Management of matters of State	82,090	86,132	(4,042)	86,132	81,945	4,187
Management of policy	12,285	8,761	3,524	8,761	10,417	(1,656)
Support for the Premier as Minister for Public Sector Management	11,124	5,197	5,927	5,197	14,747	(9,550)
Parliamentary, statutory and legislative publishing services	3,025	2,520	505	2,520	2,687	(167)
Constitutional Centre	1,087	1,135	(48)	1,135	1,294	(159)
Road Safety	26,599	33,860	(7,261)	33,860	27,531	6,329
E-Government	4,726	1,834	2,892	1,834	4,258	(2,424)
Total Cost of Services	<u>153,642</u>	<u>152,760</u>	<u>882</u>	<u>152,760</u>	<u>154,890</u>	<u>(2,130)</u>
Less total income	<u>(28,780)</u>	<u>(24,781)</u>	<u>(3,999)</u>	<u>(24,781)</u>	<u>(23,833)</u>	<u>(948)</u>
Net Cost of Services	<u>124,862</u>	<u>127,979</u>	<u>(3,117)</u>	<u>127,979</u>	<u>131,057</u>	<u>(3,078)</u>
Adjustments	<u>(1,229)</u>	<u>(7,735)</u>	<u>6,506</u>	<u>(7,735)</u>	<u>(311)</u>	<u>(7,424)</u>
Total appropriations provided to deliver services	<u>123,633</u>	<u>120,244</u>	<u>3,389</u>	<u>120,244</u>	<u>130,746</u>	<u>(10,502)</u>
Capital Expenditure						
Purchase of non-current physical assets	3,139	1,550	1,589	1,550	3,041	(1,491)
Adjustment for other funding sources	<u>(3,139)</u>	<u>(1,550)</u>	<u>(1,589)</u>	<u>(1,550)</u>	<u>(2,386)</u>	<u>836</u>
Capital Contribution (appropriation)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>655</u>	<u>(655)</u>

Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.

Note 33 "Explanatory statement" provides details of any significant variations between estimates and actual results for 2009 and between the actual results for 2008 and 2009.

(a) AASB 1004.57 requires that where activities are transferred from one government agency to another government agency as a result of a restructure of administrative arrangements, the transferee government agency must disclose in the notes to the financial statements the expenses and revenues attributable to the transferred activities for the reporting period, showing separately those expenses and revenues recognised by the transferor government agency during the reporting period.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

1 Departmental mission and funding

The Department's mission is to support the Premier and Cabinet in achieving the Government's vision for all Western Australians, through leadership and coordination and the promotion of excellence in the public sector.

The Department is mainly funded by Parliamentary appropriations. The financial statements encompass all funds through which the Department controls resources to carry on its functions.

2 Australian Equivalents to International Financial Reporting Standards

General

The Department's financial statements for the year ended 30 June 2009 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Department has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

Early adoption of standards

The Department cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 "Application of Australian Accounting Standards and Other Pronouncements". No Standards and Interpretations that have been issued or amended but are not yet effective have been early adopted by the Department for the annual reporting period ended 30 June 2009.

3 Summary of significant accounting policies

(a) General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of Preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

**DEPARTMENT OF THE PREMIER AND CABINET
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for the year ended 30 June 2009

The judgements that have been made in the process of applying the Department's accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at note 4 'Judgements made by management in applying accounting policies'.

(c) Reporting Entity

The reporting entity comprises the Department.

(d) Contributed Equity

AASB Interpretations 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers, other than as a result of a restructure of administrative arrangements, in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955 "Contributions by Owners made to Wholly Owned Public Sector Entities" and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 25 "Equity".

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Rendering of Services

Revenue is recognised upon the delivery of the service to the client or by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Service Appropriations

Service Appropriations are recognised as revenues in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department's bank account or credited to the holding account held at Treasury. See note 14 "Income from State Government" for further detail.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2009

Net Appropriation Determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Department. In accordance with the determination specified in the 2008-2009 Budget Statements, the Department retained \$13.159 million in 2009 (\$13.546 million in 2008) from the following:

- * Proceeds from fees and charges;
- * Other departmental revenue.
- * GST input credits
- * GST receipts on sales

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Department obtains control over the assets comprising the contributions which is usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Gains

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets.

(f) Property , Plant and Equipment

Capitalisation/Expensing of assets

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Income Statement (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal consideration, the cost is their fair value at the date of acquisition.

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.

Depreciation

All non-current assets 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 calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Furniture and fittings	10 years
Plant and equipment	5 years
Computer hardware	3 years
Office establishment	4 to 10 years

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

Works of art controlled by the Department are classified as property, plant and equipment. They are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

(g) Intangible Assets

Capitalisation/Expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$5,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets controlled by the Department have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

Software	3 Years
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Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Web site costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(h) Impairment of Assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at each balance sheet date. 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. As the Department is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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 that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

DEPARTMENT OF THE PREMIER AND CABINET
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for the year ended 30 June 2009

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

See note 21 'Impairment of assets' for the outcome of impairment reviews and testing.

See note 3(o) 'Receivables' and note 17 'Receivables' for impairment of receivables.

(i) Leases

The Department has entered into a number of operating lease arrangements for the rent of the aircraft, office buildings and motor vehicles where the lessor effectively retains all of the risks and benefits incidental to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Income Statement over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(j) Financial Instruments

In addition to cash, the Department has two categories of financial instrument:

Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivable for services
- Amount Receivable for services

Financial Liabilities

- Payables
- Other liabilities

Initial recognition and measurement of financial instrument is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest applicable and subsequent measure is not required as the effect of discounting is not material.

The Department enters into derivative financial instruments to manage its exposure to foreign exchange rate risk, by way of foreign exchange forward contracts. Further details of derivative financial instruments are disclosed in note 35 to the financial statements.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event, the timing of the recognition in profit or loss depends on the nature of the hedge relationship. The Department designates certain derivatives as either hedges of the fair value of recognised assets or liabilities or firm commitments (fair value hedges), hedges of highly probable forecast transactions or hedges of foreign currency risk of firm commitments (cash flow hedges), or hedges of net investments in foreign operations.

DEPARTMENT OF THE PREMIER AND CABINET
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for the year ended 30 June 2009

The fair value of hedging derivatives is classified as a non-current asset or a non-current liability if the remaining maturity of the hedge relationship is more than 12 months and as a current asset or a current liability if the remaining maturity of the hedge relationship is less than 12 months.

Derivatives not designated into an effective hedge relationship are classified as a current asset or a current liability.

Hedge accounting

The Department designates certain hedging instruments, which include derivatives, embedded derivatives and non-derivatives in respect of foreign currency risk, as either fair value hedges, cash flow hedges, or hedges of net investments in foreign operations.

Hedges of foreign exchange risk on firm commitments and highly probable forecast transactions are accounted for as cash flow hedges. At the inception of the hedge relationship the Department documents the relationship between the hedging instrument and hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Department documents whether the hedging instrument that is used in a hedging relationship is highly effective in offsetting changes in fair values or cash flows of the hedged item.

Hedge accounting is discontinued when the Department revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in profit or loss.

Note 35 contains details of the fair values of the derivative instruments used for hedging purposes. Movements in the hedging reserve in equity are also detailed in note 25.

(k) Cash and Cash Equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalent includes restricted cash and cash equivalents. These are comprised of 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.

(l) Accrued Salaries

The accrued salaries suspense account (see note 15 'Restricted cash and cash equivalents') consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 22 "Payables") represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Department considers the carrying amount of accrued salaries to be equivalent to its net fair value.

(m) Amounts Receivable for Services (Holding Account)

The Department receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

See also note 14 'Income from State Government' and note 18 'Amounts receivable for services'.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2009

(n) Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being valued on a first in first out basis.

Inventories not held for resale are valued at cost unless they are no longer required, in which case they are valued at net realisable value.

See note 16 'Inventories'.

(o) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Department will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

See note 3(j) 'Financial Instruments' and note 17 'Receivables'.

(p) Payables

Payables are recognised 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 they are generally settled within 30 days. See note 3(j) 'Financial Instruments' and note 22 'Payables'.

(q) Amounts Due to the Treasurer

The amount due to the Treasurer is in respect of a Treasurer's Advance. Initial recognition and measurement, and subsequent measurement is at the amount repayable. Although there is no interest charged the amount repayable is equivalent to fair value as the period of the borrowing is for less than 12 months with the effect of discounting not being material. See note 24 'Other Liabilities'.

(r) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date. See note 23 'Provisions'.

(i) Provisions - Employee Benefits

Annual Leave and Long Service Leave

The liability for annual and long service leave expected to be settled within 12 months after the end of the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2009

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Department does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members. The Department has no liabilities for superannuation charges under the Pension or the GSS Schemes as the liability has been assumed by Treasurer.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Department makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

See also note 3(s) 'Superannuation expense'.

(ii) Provisions - Other

Employment On-Costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Department's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. (See note 11 'Other expenses and note 23 'Provisions').

(s) Superannuation Expense

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

Defined contribution plans - in order to reflect the Department's true cost of services, the Department is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Account.

The GSS Scheme is a defined benefit scheme for the purpose of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(t) Resources Received Free of Charge or for Nominal Cost

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income and as assets or expenses as appropriate, at fair value.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

(u) Comparative Figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

(v) Foreign Currency Translation

The Department has offices in North Asia, Europe and the Middle East.

Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange current at balance sheet date. Exchange gains and losses are brought to account in determining the result for the year.

4 Judgements made by management in applying accounting policies

The judgements that have been used in the process of applying accounting policies have had no material effect on amounts recognised in the financial statements.

5 Disclosure of Accounting Policy and Estimates

Initial application of an Australian Accounting Standard

The Department has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2008 that impacted on the Department:

Review of AAS 27 'Financial Reporting by Local Governments', AAS 29 'Financial Reporting by Government Departments' and AAS 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short term review of AAS 27, AAS 29 and AAS 31:

AASB 1004 'Contributions',

AASB 1050 'Administered items',

AASB 1051 'Land under Roads',

AASB 1052 'Disaggregated Disclosures',

AASB 2007-9 'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137];

Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.

The existing requirements in AAS 27, AAS29 and AAS 31 have been transferred to the above new and revised topic-based Standards and Interpretation. These requirements remain substantively unchanged. The new and revised Standards and Interpretation make some modifications to disclosures and provide additional guidance, otherwise there is no financial impact.

Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Department has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued and which may impact the Department but are not yet effective. Where applicable, the Department plans to apply these Standards and interpretation from their application date:

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

Title	Operative for reporting periods beginning on/after
AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non-owner changes equity. The Department does not expect any financial impact when the standard is first applied.	1 January 2009
AASB 2008-13 'Amendments to Australian Accounting Standards arising from AASB Interpretation 17 - Distributions of Non-cash Assets to Owners [AASB 5 & AASB 110]. This Standard amends AASB 5 'Non-current Assets Held for Sale and Discontinued Operations' in respect of the classification, presentation and measurement of non-current assets held for distribution to owners in their capacity as owners. This may impact on the presentation and classification of Crown land held by the Department where the Crown land is to be sold by the Department for Planning and Infrastructure. The Department does not expect any financial impact when the Standard is first applied prospectively.	1 July 2009

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	2009	2008
	\$000	\$000
6 Employee benefits expense		
Wages and salaries ^(a)	65,566	63,965
Superannuation - defined contribution plans ^(b)	4,676	5,290
Long service leave ^(c)	(977)	718
Annual leave ^(c)	(454)	617
	68,811	70,590
<p>(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.</p> <p>(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).</p> <p>(c) Includes a superannuation contribution component.</p> <p>Employment on-costs such as workers' compensation insurance are included at note 11 'Other expenses'. The employment on-costs liability is included at note 23 'Provisions'.</p>		
7 Supplies and services		
Professional services	9,568	9,817
Consultants	806	1,802
Travel	3,588	3,600
Other staff costs	589	697
Communications	2,102	1,751
Consumables	4,778	6,801
Lease of Aircraft	5,487	5,448
Lease of Motor Vehicle	2,688	2,670
Copyright	16	2,308
Advertising	5,054	5,795
Other administration costs	3,970	4,308
	38,646	44,997
8 Depreciation and amortisation expense		
Depreciation		
Computer hardware	179	126
Furniture and fittings	25	22
Motor vehicles	38	41
Office equipment	283	315
Office establishment	1,774	1,884
Total depreciation	2,299	2,388
Amortisation		
Intangible assets		
Software	6	77
Total amortisation	6	77
Total depreciation and amortisation.	2,305	2,465
9 Accommodation expenses		
Lease rentals and outgoings	18,082	14,924
	18,082	14,924

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009**

	<u>2009</u>	<u>2008</u>
	<u>\$000</u>	<u>\$000</u>
10 Grants and subsidies		
<u>Recurrent</u>		
Subsidies and community grants	730	786
Government agency grants	10,639	11,960
External grants	13,125	8,416
	<u>24,494</u>	<u>21,162</u>
11 Other Expenses		
Employment on-costs	272	219
	<u>272</u>	<u>219</u>
Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 23 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.		
12 User charges and fees		
Contributions by senior officers to the Government Vehicle Scheme	128	138
Provision of services	1,299	1,992
Recoups	7,114	2,731
Sponsorships	5	5
Other revenue	390	1,391
	<u>8,936</u>	<u>6,257</u>
13 Net gain/(loss) on disposal of non-current assets		
<u>Cost of Disposal on Non-Current Assets</u>		
Computer hardware and software	(1)	-
Furniture and fittings	-	-
Motor Vehicles	-	6
Office equipment	(12)	2
Office establishment	(139)	15
	<u>(152)</u>	<u>23</u>
<u>Proceeds from Disposal of Non-Current Assets</u>		
Motor Vehicles	-	28
Office establishment	2	-
	<u>2</u>	<u>-</u>
Net gain/(loss)	<u>(150)</u>	<u>5</u>
14 Income from State Government		
Appropriation received during the year:		
Service appropriations ^(a)	120,244	130,746
Resources received free of charge ^(b)		
Determined on the basis of the following estimates provided by agencies:		
Department of Education and Training - staff secondment	252	119
Department of Housing and Works - lease administration services	535	357
Department of the Attorney General - legal services	265	317
Department of Treasury and Finance - procurement services	148	69
WA Land Administration Authority (Landgate)	-	22
	<u>1,200</u>	<u>884</u>
	<u>121,444</u>	<u>131,630</u>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	2009 \$000	2008 \$000
(a) Service appropriations are accrual amounts reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.		
(b) Where assets or services have been received free of charge or for nominal cost, the Department recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably measured and which would have been purchased if they were not donated, and those fair values shall be recognised as assets or expenses, as applicable. Where the contribution of assets or services are in the nature of contributions by owners, the Department makes the adjustment direct to equity.		
15 Restricted cash and cash equivalent assets		
<u>Current</u>		
Road Trauma Trust Fund ^(a)	2,154	17,252
	2,154	17,252
<u>Non Current</u>		
Accrued salaries suspense account ^(b)	799	618
	2,953	17,870

(a) Cash held in these accounts is to be used only for the purposes as prescribed in the Special Purpose Accounts referred to in Note 34.

(b) Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

16 Inventories

<u>Current</u>		
Inventories held for resale:		
- Publications	21	18
Inventories not held for resale		
- Stationery stores and material	81	105
	102	123

17 Receivables

<u>Current</u>		
Receivables	4,042	2,531
GST receivable	1,416	1,432
	5,458	3,963

Reconciliation of changes in the allowance for impairment of receivables:

Balance at start of year		
Doubtful debts expense recognised in the income statement	-	-
Amounts written off during the year	-	-
Amount recovered during the year	-	-
Balance at end of year	-	-

The Department does not hold any collateral as security or other credit enhancements relating to receivables.

See also note 3(o) 'Receivables' and note 35 'Financial Instruments'.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	2009	2008
	\$000	\$000
18 Amounts receivable for services		
Current	4,383	3,139
Non-current	14,491	16,824
	<u>18,874</u>	<u>19,963</u>
<p>Represents the non-cash component of service appropriations. See note 3(m) 'Amounts Receivable for Services (Holding Account)'. It is restricted in that it can only be used for asset replacement or payment of leave liability.</p>		
19 Property, plant and equipment		
Artwork		
At cost	54	54
	<u>54</u>	<u>54</u>
Computer Hardware		
At cost	963	993
Accumulated depreciation	(614)	(754)
	<u>349</u>	<u>239</u>
Furniture and Fittings		
At cost	437	374
Accumulated depreciation	(199)	(228)
	<u>238</u>	<u>146</u>
Motor Vehicles		
At cost	161	161
Accumulated depreciation	(73)	(35)
	<u>88</u>	<u>126</u>
Office Equipment		
At cost	3,208	3,707
Accumulated depreciation	(2,466)	(2,897)
	<u>742</u>	<u>810</u>
Office Establishment		
At cost	11,116	12,322
Accumulated depreciation	(6,544)	(7,091)
	<u>4,572</u>	<u>5,231</u>
Total	<u>6,043</u>	<u>6,606</u>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

19 Property, Plant and Equipment - (con't)

Reconciliations

Reconciliations of the carrying amounts of plant, equipment and vehicles at the beginning and end of the current and previous financial year are set out below:

	Artwork \$000	Computer Hardware \$000	Furniture and Fittings \$000	Motor Vehicles \$000	Office Equipment \$000	Office Establishment \$000	Total \$000
2009							
Carrying amount at start of year	54	239	146	126	810	5,231	6,606
Additions		292	117		283	1,504	2,196
Transfers		(2)			(56)	(249)	(307)
Disposals		(1)			(12)	(139)	(152)
Depreciation		(179)	(25)	(38)	(283)	(1,775)	(2,300)
Carrying amount at end of year	54	349	238	88	742	4,572	6,043

	Artwork \$000	Computer Hardware \$000	Furniture and Fittings \$000	Motor Vehicles \$000	Office Equipment \$000	Office Establishment \$000	Total \$000
2008							
Carrying amount at start of year	54	23	28	126	933	4,550	5,714
Additions	0	342	141	47	208	2,647	3,385
Transfers	-	-	(1)	-	(14)	(67)	(82)
Disposals	0	0	-	(6)	(2)	(15)	(23)
Depreciation	0	(126)	(22)	(41)	(315)	(1,884)	(2,388)
Carrying amount at end of year	54	239	146	126	810	5,231	6,606

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	2009	2008
	\$000	\$000
20 Intangible assets		
Computer Software		
At cost	396	856
Accumulated amortisation	(394)	(848)
	2	8
<u>Reconciliations:</u>		
Computer Software		
Carrying amount at start of year	8	60
Additions	-	25
Amortisation expense	(6)	(77)
Carrying amount at end of year	2	8
21 Impairment of assets		
There were no indications of impairment of property, plant and equipment, infrastructure and intangible assets at 30 June 2009.		
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.		
22 Payables		
<u>Current</u>		
Trade payables	1,196	1,152
Accrued salaries	538	407
Accrued expenses	12,619	11,636
	14,353	13,195
See also note 3(p) Payables and note 35 'Financial instruments.'		
23 Provisions		
<u>Current</u>		
Employee benefits provision		
Annual leave ^(a)	4,663	6,251
Long service leave ^(b)	3,469	6,154
48/52 leave arrangements	-	10
	8,132	12,415
Other provisions		
Employment on-costs ^(c)	721	1,056
	721	1,056
	8,853	13,471
<u>Non-current</u>		
Long service leave ^(b)	2,808	3,365
Deferred salary scheme	9	46
	2,817	3,411
Other provisions		
Employment on-costs ^(c)	205	245
	205	245
	3,022	3,656

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

	2009 \$000	2008 \$000
(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	2,860	3,390
More than 12 months after balance sheet date	2,208	3,455
	5,068	6,845
(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	2,750	4,337
More than 12 months after balance sheet date	3,993	5,867
	6,743	10,204
(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 11 'Other expenses'.		
Movement in Other Provisions		
<u>Employment on-cost provision</u>		
Carrying amount at start of year	1,301	74
Additional provisions recognised	-	1,227
Payments/other sacrifices of economic benefits	375	-
Carrying amount at end of year	926	1,301
24 Other liabilities		
Current		
Derivative liability	-	1,636
Other liability	8	8
	8	1,644

See also note 34 'Financial Instruments'.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

	2009	2008
	\$000	\$000
25 Equity		
Equity represents the residual interest in the net assets of the Department. The Government holds the equity interest in the Department on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.		
Contributed equity		
Balance at the start of the year	236	2
Contributions by owners:		
Capital Contributions ^(a)	-	655
Total contributions by owners	<u>236</u>	<u>657</u>
Distributions to owners:		
Transfer of net assets to other agencies ^{(b)(c)}	<u>(1,705)</u>	<u>(421)</u>
Total distributions to owners	<u>(1,705)</u>	<u>(421)</u>
Balance at the end of the year	<u>(1,469)</u>	<u>236</u>
(a) Under the Treasurer's instruction TI 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' Capital Contributions (appropriations) have been designated as contributions by Owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.		
(b) Under AASB 1004 'Contributions', transfers of net assets as a result of a restructure of administrative arrangements are to be accounted for as contributions by owners and distributions to owners.		
(c) Under TI 955, non-discretionary (non-reciprocal) transfers net assets between State government agencies have been designated as contributions by owners in accordance with AASB Interpretation 1038, where the transferee agency accounts for a non-discretionary (non-reciprocal) transfer of net assets as a contribution by owners and the transferor agency accounts for the transfer as a distribution to owners.		
Hedge reserve		
Balance at the start of the year	(3,782)	(2,978)
Net revaluations increments/(decrements)	<u>2,453</u>	<u>(804)</u>
Balance at the end of the year	<u>(1,329)</u>	<u>(3,782)</u>
Accumulated surplus/(deficit) (Retained Earnings)		
Balance at the start of the year	30,230	29,563
Result for the period	(6,535)	573
Change in accounting policy or correction of prior period errors	-	94
Restated balance at the end of the year	<u>23,695</u>	<u>30,230</u>

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009**

	<u>2009</u>	<u>2008</u>
	<u>\$000</u>	<u>\$000</u>
26 Notes to the Cash Flow Statement		
<u>Reconciliation of cash</u>		
Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:		
Cash and cash equivalents	10,376	10,005
Restricted cash and cash equivalents (refer to note 16)	2,953	17,870
	<u>13,329</u>	<u>27,875</u>
<u>Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities</u>		
Net cost of services	(127,979)	(131,057)
Non-cash items:		
Depreciation and amortisation expense	2,305	2,465
Resources received free of charge	1,200	884
Net (gain)/loss on sale of plant and equipment	150	(5)
Net (gain)/loss on foreign exchange	(114)	533
<u>(Increase)/decrease in assets:</u>		
Current receivables	(1,511)	(446)
Current inventories	21	(28)
Other current assets	(2,214)	1,065
<u>Increase/(decrease) in liabilities:</u>		
Current payables	1,760	9,743
Current provisions	(4,618)	1,436
Non current provisions	1,677	(95)
Change in GST in receivables/payables	66	(476)
Net cash provided by/(used in) operating activities	<u>(129,257)</u>	<u>(115,981)</u>

27 Resources provided free of charge

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:

Department of Treasury and Finance - Library and Reception Services	484	288
Office of the Public Sector Standards Commissioner - Corporate Services	33	56
Parliamentary Commissioner for Administrative Investigations - Corporate Services	-	55
Public Sector Commission	813	-
Salaries and Allowances Tribunal - Corporate Services	-	13
Healthway - Corporate Services	-	3
Ombudsman	33	-
	<u>1,363</u>	<u>415</u>

All the above expenses form part of the Department's net cost of services.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	2009	2008
	\$000	\$000
28 Other Assets		
Derivative Financial Assets	999	-
Prepayments	2,326	112
	3,325	112
 29 Commitments		
Lease commitments		
Commitments in relation to leases contracted for at the reporting date but not recognised in the financial statements are payable as follows:		
Non-cancellable operating lease commitments:		
Within 1 year	11,676	11,260
Later than 1 year and not later than 5 years	26,299	24,020
Later than 5 years	10,535	9,271
	48,510	44,551
Motor vehicle leases as part of the "whole of Government" arrangement:		
Within 1 year	1,299	1,292
Later than 1 year but not later than 5 years	673	671
Later than 5 years	-	-
	1,972	1,963
Accommodation leases occupied by the Department:		
Within 1 year	6,969	7,647
Later than 1 year and not later than 5 years	13,328	14,067
Later than 5 years	1,316	1,090
	21,613	22,804
Aircraft leases used by the Department:		
Within 1 year	3,408	2,321
Later than 1 year but not later than 5 years	12,298	9,282
Later than 5 years	9,219	8,181
	24,925	19,784
These commitments are all inclusive of GST.		

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2009

	<u>2009</u>	<u>2008</u>
	<u>\$000</u>	<u>\$000</u>
30 Remuneration of Senior Officers		
<u>Remuneration</u>		
The number of senior officers, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:		
	2009	2008
1 - 10,000	1	-
10,001 - 20,000	1	-
60,001 - 70,000	1	-
70,001 - 80,000	1	-
110,001 - 120,000	-	1
120,001 - 130,000	2	2
130,001 - 140,000	1	-
140,001 - 150,000	-	3
150,001 - 160,000	-	1
160,001 - 170,000	2	-
170,001 - 180,000	1	1
200,001 - 210,000	2	-
210,001 - 220,000	1	1
220,001 - 230,000	1	2
230,001 - 240,000	1	-
420,001 - 430,000	-	1
The total remuneration of senior officers is:	<u>\$2,123</u>	<u>\$2,280</u>

The total remuneration includes the superannuation expense incurred by the Department in respect of senior officers.

No senior officers are members of the Pension Scheme.

31 Remuneration of Auditor

Remuneration payable to the Auditor General for the financial year is as follows:

Auditing the accounts, financial statements and performance indicators	<u>117</u>	<u>150</u>
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32 Supplementary Financial Information

Write-offs

During the financial year there were amounts written off under the authority of section 48 of the *Financial Management Act 2006*.

Amounts written off by the Accountable Authority	<u>-</u>	<u>38</u>
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Gifts of public property

Gifts of public property provided by the Department	<u>7</u>	<u>26</u>
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**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

33 Explanatory statement

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled 'Summary of Consolidated Fund Appropriations and Income Estimates' are shown below. Significant variations are considered to be those greater than 10% or \$5.0 million.

a) Significant variances between estimate and actual for 2009 - Total appropriations provided to deliver services:

2009 Estimate \$000	2009 Actual \$000	Variance \$000
123,633	120,244	(3,389)

The appropriation received by the Department is lower than the original estimate following the restructure and creation of the Public Sector Commission.

1 Management of Policy	12,285	8,761	(3,524)
Expenditure in the management of policy is below original estimates following a restructure undertaken during the year and partial implementation of the 3% dividend along with targetted management savings \$670,000.			
2 Public Sector Management	11,124	5,197	(5,927)
Lower than estimated expenditure is as a result of the transfer of responsibility to the Public Sector Commission.			
3 State Law Publisher	3,025	2,520	(505)
Expenditure is lower than estimated as a result of a reduction in printing requirements during an election period.			
4 Office of Road Safety	26,599	33,860	7,261
The increase in expenditure for the current year was primarily as a result of the second installment of the 'Safer Roads Program' a campaign administered by Main Roads being recognised.			
5 E-Government	4,726	1,834	(2,892)
Transfer of the responsibility of e-Government to the Public Sector Commission in December 2008.			
4 Total Income	28,780	24,781	(3,999)
Collections for the Road Trauma Trust Fund were below expectations by \$7,016,000 offset through higher contributions from Insurance Commission of WA \$2,635,000 and other miscellaneous recoveries.			

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

b) Significant variances between actuals for 2009 and 2008 - Total appropriation provided to deliver services:

	2009 Actual \$000	2008 Actual \$000	Variance \$000
	120,244	130,746	(10,502)

The variation in appropriation between 2008 and 2009 has been influenced by:-

- a) Increase to fund additional costs as a result of change in Government \$8,000,000
- b) Reduction in a number of one off donations provided in 2007-08.
- c) Transfer of \$10.8m to the Public Sector Commission in December 2008

1 Policy 8,761 10,417 (1,656)
 Expenditure is lower than last financial year following a restructure of the department during 2008-09 and targetted savings of \$670,000

2 Public Sector Management 5,197 14,747 (9,550)

Expenditure on the responsibilities pertaining to Public Sector Management was only undertaken during the first 5 months of the year prior to transferring to the Public Sector Commission.

3 Consitutional Centre 1,135 1,294 (159)
 Reduced visitor numbers along with targetted 3% savings resulted in reduced expenditure for the current financial year.

4 Road Safety 33,860 27,531 6,329
 Increased expenditure during the 2008-09 financial year reflects an increase in contribution towards road safety campains including the 'Safer Roads Program' and contribution towards safety barriers on the Perth to Bunbury Highway.

5 E-Government 1,834 4,258 (2,424)
 Transfer of the responsibility of e-Government to the Public Sector Commission in December 2008.

6 Adjustments (7,735) (311) (7,424)
 Decreased equity following expenditure of \$8,000,000 by the Office of Road Safety for which no appropriation was received.

DEPARTMENT OF THE PREMIER AND CABINET
 NOTES TO THE FINANCIAL STATEMENTS
 for the year ended 30 June 2009

	2009 \$000	2008 \$000
34 Special Purpose Accounts		
The Gerald Frank Brown Memorial Trust		
<u>Purpose of the Trust</u>		
To hold money:		
- bequeathed to the Government of Western Australia by Gerald Frank Brown and subsequently appropriated by Parliament; and		
- received from private organisations and persons for the provision of scholarships and studentships to young persons from the European Economic Community to visit Western Australia and/or young persons from Western Australia to visit countries within the European Economic Community to undertake approved educational activities for the purpose of promoting and enhancing the social, cultural, historical and economic ties between Western Australia and Europe.		
Balance at the start of the year	279	312
Receipts	8	12
Payments	(4)	(2)
Unrealised gain/(loss) on translation	(6)	(43)
Balance at the end of the year	<u>277</u>	<u>279</u>

Overseas transactions have been translated in accordance with AASB 121, 'The Effects of Changes in Foreign Exchange Rates'.

Road Trauma Trust Fund

Purpose of the Trust

In accordance with section 12 of the *Road Safety Council Act 2002*, to receive and hold funds from parliamentary appropriations, one-third of all moneys from photographic based vehicle infringement (via Department for Planning and Infrastructure and Department of the Attorney General) and any money lawfully received for the purpose of the Act.

Balance at the start of the year	17,252	7,737
Receipts	16,946	27,800
Payments	(32,044)	(18,285)
Balance at the end of the year	<u>2,154</u>	<u>17,252</u>

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

35 Financial Instruments**(a) Financial Risk Management Objectives and Policies**

Financial instruments held by the Department are cash and cash equivalents, restricted cash and cash equivalents, Treasurer's advances and receivables and payables. All of the Department's cash is held in the public bank account (non-interest bearing) apart from restricted cash held in a special purpose account. The Department has limited exposure to financial risks. The Department's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the Department's receivables defaulting on their contractual obligations resulting in financial loss to the Department. The Department measures credit risk on a fair value basis and monitors risk on a regular basis.

The maximum exposure to credit risk at balance sheet date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment, as shown in the table at Note 35(c).

Credit risk associated with the Department's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating changes in client credit ratings. For financial assets that are either past due or impaired, refer to Note 17 "Receivables".

Liquidity risk

The Department is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due.

The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

There has been no change to the Department's exposure to market risks or the manner in which it manages and measures the risk.

-Interest

Other than as detailed in the interest rate sensitivity analysis table at Note 35(c), the Department is not exposed to interest risk because apart from amounts in restricted cash, all other cash and cash equivalents are non-interest bearing, and have no borrowing other than the Treasurer's Advance (non-interest bearing).

-Foreign Currency

The Department undertakes certain transactions denominated in foreign currencies, hence exposures to exchange rate fluctuations arise. This is managed within approved policy parameters such as utilising forward foreign exchange contracts to hedge the exchange rate risk arising from foreign currency denominated lease and service contracts.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2009

Forward foreign exchange contracts

The Department has entered into aircraft leases in USD with commitments to purchase aircraft spare parts and meet maintenance costs in USD over the life of the aircraft leases. The Department has entered into forward foreign exchange contracts to hedge the exchange rate risk arising from these anticipated future transactions, which where appropriate, are designated as cash flow hedges. In the circumstances where the Department is unable to designate the forward exchange contracts as a cash flow hedge, the contract by default, is categorised as Fair Value Through Profit or Loss (FVTPL).

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are deferred in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss as part of other expenses or other income.

Amounts deferred in equity are recycled in profit or loss in the periods when the hedged item is recognised in profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

2009 Recycled from Equity to Profit or Loss

Balance	<1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-8 years
DR 1,329	336	269	256	160	115	193

2008 Recycled from Equity to Profit or Loss

Balance	<1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-8 years
DR 3,782	706	558	477	517	384	1,140

As at reporting date the aggregate amount of unrealised losses under forward foreign exchange contracts deferred in the hedging reserve relating to the exposure on these anticipated future transactions is DR 1,329,494 (2008: \$3,782,078). It is anticipated that the purchases will take place during the next 8 years at which stage the amount deferred in equity will be reclassified into profit or loss. The Department updates its forecast of foreign currency exposures at least as often as it performs hedge effectiveness testing and in accordance with accounting policy the Department reclassifies from the Cash Flow Reserve to Profit or Loss to the extent that foreign currency hedges are in excess of highly probable forecast transactions.

It is the policy of the Department to enter into forward foreign exchange contracts to cover specific foreign currency payments and receipts to approximately 100% of the exposure generated. To the extent the foreign currency payments and receipts are no longer expected to occur the Department may from time to time have forward foreign exchange contracts in excess of the forecast foreign currency payments or receipts as originally forecast.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

The following table details the forward foreign currency contracts outstanding as at reporting date:

Outstanding Contracts	Ave Exchange Rate		Foreign Currency Sold		Contract Value		Fair Value	
	2009 \$000	2008 \$000	2009 \$000	2008 \$000	2009 \$000	2008 \$000	2009 \$000	2008 \$000
Western Australian Treasury Corporation								
< 1 year	0.78430	0.76430	2,673	1,774	3,407	2,321	(33)	(409)
1 to 2 years	0.77520	0.77910	2,182	2,167	2,816	2,782	33	(332)
2 to 3 years	0.77750	0.77520	2,705	2,183	3,479	2,816	72	(249)
3 to 4 years	0.76910	0.77750	2,268	2,705	2,949	3,479	130	(218)
4 to 5 years	0.76670	0.76910	2,340	2,268	3,052	2,950	182	(140)
> 5 years	0.76080	0.76230	7,014	9,355	9,219	12,272	615	(252)

(b) Categories of Financial Instruments

In addition to cash and bank overdraft, the carrying amounts of each of the following categories of financial assets and financial liabilities at the balance sheet date are as follows:

	2009 \$000	2008 \$000
Financial Assets		
Cash and cash equivalents	10,376	10,005
Restricted Cash and cash equivalents	2,953	17,870
Receivables ^(a)	24,332	22,606
Derivatives - Cash Flow	742	
Derivatives - FVTPL	247	
Financial Liabilities		
Financial liabilities	14,361	13,195
Derivatives Cash Flow Hedges	-	1,636

(a) The amount of receivables excludes GST recoverable from ATO (statutory receivable).

(c) Financial Instrument Disclosures

Credit Risk, Liquidity Risk and Interest Rate Risk Exposures

The following table details the Department's exposure to liquidity risk and interest rate risk at the balance sheet date. The Department's maximum exposure to credit risk at the balance sheet date is the carrying amount of the financial assets as shown on the following date. The table is based on information provided to senior management of the Department. The contractual maturity amounts in the table are representative of the undiscounted amounts at the balance sheet date. An adjustment for discounting has been made where material.

The Department does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

The Department does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2009

	Weighted average effective interest rate	Variable interest rate	Fixed Interest Rate Maturity			Adjustment for Discounting	Non- Interest Bearing	Total
	%	\$000	Less than 1 Year	1 to 5 Years	More than 5 Years	\$000	\$000	\$000
30 June 2009								
Financial Assets								
Cash and cash equivalents	1.441	28	-	-	-	-	10,348	10,376
Restricted cash and cash equivalents	5.376	2,154	-	-	-	-	799	2,953
Receivables		-	-	-	-	-	5,458	5,458
Amounts receivable for services		-	-	-	-	-	18,874	18,874
Other assets - Derivatives		-	(32)	512	884	(365)	-	999
		<u>2,182</u>	<u>(32)</u>	<u>512</u>	<u>884</u>	<u>(365)</u>	<u>35,479</u>	<u>38,660</u>
Financial Liabilities								
Payables		-	-	-	-	-	14,353	14,353
Other liabilities		-	-	-	-	-	8	8
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>14,361</u>	<u>14,361</u>
30 June 2008								
Financial Assets								
Cash and cash equivalents	3.136	126	-	-	-	-	9,879	10,005
Restricted cash and cash equivalents	6.909	17,252	-	-	-	-	618	17,870
Receivables		-	-	-	-	-	3,963	3,963
Amounts receivable for services		-	-	-	-	-	19,963	19,963
		<u>17,378</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>34,423</u>	<u>51,801</u>
Financial Liabilities								
Payables		-	-	-	-	-	12,788	12,788
Other liabilities		-	425	1,144	397	(330)	415	2,051
		<u>-</u>	<u>425</u>	<u>1,144</u>	<u>397</u>	<u>(330)</u>	<u>13,203</u>	<u>14,839</u>

Interest rate and foreign exchange rate sensitivity analysis

The following tables represents a summary of the interest rate and foreign exchange rate sensitivity of the Department's financial assets and liabilities at the balance sheet date on the surplus for the period and equity for a 100 basis points change in interest rates and 10% change in foreign exchange rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

Interest rate

	Carrying Amount \$000	-1 % change		+1% change	
		Profit \$000	Equity \$000	Profit \$000	Equity \$000
30 June 2009					
Financial Assets					
Cash and cash equivalents	28	(0.3)	(0.3)	0.3	0.3
Receivables					
Other Financial Assets					
	<u>28</u>	<u>(0.3)</u>	<u>(0.3)</u>	<u>0.3</u>	<u>0.3</u>
Financial Liabilities					
Payables	-	-	-	-	-
Other liabilities	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2009

30 June 2008

Financial Assets

Cash and cash equivalents	126	(1.3)	(1.3)	1.3	1.3
Receivables	-	-	-	-	-
Other Financial Assets	-	-	-	-	-
	<u>126</u>	<u>(1.3)</u>	<u>(1.3)</u>	<u>1.3</u>	<u>1.3</u>

Financial Liabilities

Payables	-	-	-	-	-
Other liabilities	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Foreign exchange rate

	Carrying Amount \$000	-10% change Profit \$000	Equity \$000	+10% change Profit \$000	Equity \$000
30 June 2009					
Financial Assets					
Cash and cash equivalents	-	-	-	-	-
Receivables	-	-	-	-	-
Other Financial Assets-Derivatives	999	(99.9)	(99.9)	99.9	99.9
	<u>999</u>	<u>(99.9)</u>	<u>(99.9)</u>	<u>99.9</u>	<u>99.9</u>
Financial Liabilities					
Payables	-	-	-	-	-
Provisions	-	-	-	-	-
Other liabilities	8	(0.8)	(0.8)	0.8	0.8
	<u>8</u>	<u>(0.8)</u>	<u>(0.8)</u>	<u>0.8</u>	<u>0.8</u>

30 June 2008

Financial Assets

Cash and cash equivalents	564	(56)	(56)	56	56
Receivables	76	(8)	(8)	8	8
Other Financial Assets	112	(11)	(11)	11	11
	<u>752</u>	<u>(75)</u>	<u>(75)</u>	<u>75</u>	<u>75</u>

Financial Liabilities

Payables	14	(1)	(1)	1	1
Provisions	129	(13)	(13)	13	13
Other liabilities	1,644	(524)	(1,802)	414	1,431
	<u>1,787</u>	<u>(538)</u>	<u>(1,816)</u>	<u>428</u>	<u>1,445</u>

Fair Values

All financial assets and liabilities recognised in the balance sheet, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2009

36 Events occurring after the balance sheet date

After the reporting date the functions and net assets of Office of Road Safety were transferred to The Department of Main Roads. There were no other significant events effecting the operations of the Department of the Premier and Cabinet.

37 Affiliated Bodies

Salaries and Allowances Tribunal

The Tribunal, established by section 5 of the *Salaries and Allowances Act 1975*, is a government affiliated body and is funded via parliamentary appropriation. The Tribunal is not subject to operational control by the Department.

38 Contingent liabilities and contingent assets

Contingent Liabilities

An appeal against the dismissal of a claim for damages estimated at \$80m was heard in March 2009. As at the time of this report the Court has not handed down its decision. It is considered likely but not certain that the State will overall be successful in its defence of the appeal.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Department is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated - remediation required or possibly contaminated - investigation required, the Department may have a liability in respect of investigation or remediation expenses. The Department has no known or suspected contaminated sites.

Contingent Assets

The Department has no contingent assets.

**CERTIFICATION OF PERFORMANCE INDICATORS
FOR THE YEAR ENDING 30 JUNE 2009**

I hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of the Premier and Cabinet's performance, and fairly represent the performance of the Department of the Premier and Cabinet for the financial year ended 30 June 2009.

A handwritten signature in black ink, appearing to read 'P Conran', is enclosed in a light blue rectangular box.

P Conran
ACCOUNTABLE AUTHORITY

31 August 2009

KEY PERFORMANCE INDICATOR REPORT
for the year ending 30 June 2009

The Department of the Premier and Cabinet's mission is to:

“Support the Premier and Cabinet in achieving the Government's vision for all Western Australians, through leadership and coordination and the promotion of excellence in the public sector”.

The Department achieves these objectives by planning and resourcing its functions and activities to ensure that it is able to address current and emerging Government priorities. During 2008/09, Service 7 (Support for implementation of the State's Road Safety Initiatives) reported to Hon R F Johnson, MLA Minister for Police; Emergency Services; Road Safety.

Agency Level Outcomes

Given the diverse range of activities undertaken by the Department of the Premier and Cabinet in support of its mission, six agency level outcomes have been identified. These are:

- *The Premier's requirements and those of Cabinet are met. (Services 1-3)*
- *The Premier's obligations as Minister for Public Sector Management are met. (Service 4)*
- *A secure, confidential and time critical printing and publishing service for Parliament and Government. (Service 5)*
- *Increased level of community awareness of the Western Australian and Commonwealth Constitutions, and the Australian Federal system of government. (Service 6)*
- *Reducing the number of fatalities in Western Australia through the implementation of road safety programs. (Service 7)*
- *The strategic transformation of the operations of Government, using technology as a tool, to improve internal efficiency, service delivery to citizens and community participation. (Service 8)*

During 2008/09, the functions undertaken by services 4 and 8 were transferred to the Public Sector Commission which commenced operation on the 28 November 2008, and consequently, performance reporting for services 4 and 8 applies to the period 1 July 2008 – 27 November 2008 only.

Achievement of Agency Level Outcomes

Key effectiveness indicators provide a measure of the extent to which the activities undertaken by the Department have achieved, or have made progress towards achieving the agency level outcomes. Key efficiency indicators provide a measure of the cost of inputs required to achieve those outcomes. The key efficiency indicators reported include all costs associated with the particular product or service identified and, in aggregate, the total cost of the service. Some key efficiency indicators are an aggregation of internal measures captured for management and other purposes. Corporate and Executive Support costs are distributed across services on a Full-time Equivalent (FTE) basis, and are included in the key efficiency indicators (except where otherwise stated). The value of grants administered is excluded from key efficiency indicators since it is considered that such expenditure is not a cost of delivering service.

A corporate services costing allocation methodology adopted in 1999/00 has been applied consistently to derive a value for corporate services provided free of charge to external client agencies. This methodology was reviewed following roll-in to the Office of Shared Services, and again following the transfer of functions to the Public Sector Commission on 28 November 2008.

With the exception of the key effectiveness indicator shared by services 1-3, key effectiveness and key efficiency indicators are reported at service level.

OUTCOME

The Premier’s requirements and those of Cabinet are met.

KEY EFFECTIVENESS INDICATORS

The extent to which the needs of the Premier and Cabinet are met by services provided by the Department of the Premier and Cabinet.

The degree to which the Premier’s Office and Ministerial Office expectations are met by services provided by the Department, derived from the results of the annual expectations survey issued to the Premier’s Office and Ministerial Offices is the key effectiveness indicator for Services 1-3. Unless otherwise indicated, the rating is a value between one and five, where a value of one indicates that services were well below client expectations and five that services were well above client expectations. A value of three indicates that provision of services met expectations. This data is reported in accordance with recommendations of the Australian Bureau of Statistics.

The survey instruments used in 2008/09 are consistent with those used for prior periods although response rates have varied over the three years reported for comparative purposes. As in previous years, some 2008/09 respondents were unable to evaluate all services provided.

	05/06 Actual	06/07 Actual	07/08 Actual	08/09 Target	08/09 Actual
The extent to which the needs of the Premier and Cabinet are met by services provided by the Department of the Premier and Cabinet.	3.2	3.2	3.1	3.2	3.6

Responses were received from the Office of the Premier and 15 of 16 Ministerial Offices, a combined response rate of 88%. Responses to the question seeking a general rating for all services delivered were used to derive this indicator. One ministerial office advised that they had not had enough contact with DPC functions to be able to provide an informed response, and one ministerial office did not respond. The Department knows of no circumstances that might have caused the non-respondent ministerial office to respond differently to those offices that completed the surveys.

Community preparedness to cope with acts of terrorism or other significant emergency.

The Office of State Security and Emergency Coordination provides advice to the Premier on security planning and emergency management, coordinates cross-government activities including the National Counter-Terrorism Exercise Program and represents the State on national and Commonwealth government forums. The key effectiveness indicator on the following page reported for the first time establishes a baseline using data published by the Australian Bureau of Statistics. This data identifies the community’s preparedness to cope with acts of terrorism or other significant emergencies and reports the proportion of the population who had:

- (i). available stored drinking water (more than 20 litres);
- (ii). food that does not need cooking or refrigeration (7-14 days);
- (iii). a torch ready for use;
- (iv). portable radio with working batteries; and
- (v). landline telephone.

Responsibility for enhancing community resilience to the consequences of a major terrorist incident or significant emergencies is shared by many government agencies that are at the front line of service delivery including Fire and Emergency Services, WA Police Department and the Health Department, and any movement in this indicator will be as result of the combined efforts of all agencies along with private sector and community actions.

	08/09 Target	08/09 Actual
The extent of the community's preparedness to cope with the consequences of a terrorism attack or other significant emergency.	N/A	49%

Data sourced from ABS Community Preparedness for Emergencies - WA 4818.5 October 2007

SERVICES

The principal clients of the Department of the Premier and Cabinet are the Premier as the Head of Government and Minister for State Development, and the Cabinet Ministers. Services provided for the Premier and Cabinet include, but are not limited to:

- the provision of strategic advice;
- support for Ministers;
- support for Members of Parliament;
- the organisation of Cabinet and Executive Council meetings; and
- the provision of executive and administrative support.

Service 1: SUPPORT FOR THE PREMIER AS HEAD OF GOVERNMENT.

The Department provides administrative support and advice to assist the Premier in discharging his responsibilities as Head of Government. This service includes the promotion of Western Australia's interests overseas, communication of major Government initiatives and promotion of services to the Western Australian community.

KEY EFFICIENCY INDICATORS

The costs of the three major activities undertaken are the key efficiency indicators for this service. The prime focus for this service is support for the Premier as Head of Government. In addition to policy advice and professional support, the Office of the Premier provides administrative and secretariat services to the Premier.

The remaining indicators recognise the importance of Western Australia's overseas representation, and the media and communication services provided to the Premier and to Ministers.

Overseas Offices are maintained in Europe (London), the Middle East (Dubai) and North Asia (Tokyo and Kobe) to attract foreign investment to Western Australia and promote Western Australian products and services. Media and communication costs include the co-ordination and monitoring of media releases and articles and the preparation of advice and correspondence associated with matters requiring the Premier's involvement.

The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$000s)	06/07 Actual (\$000s)	07/08 Actual (\$000s)	08/09 Target (\$000s)	08/09 Actual (\$000s)
Cost of services provided to support the Premier ^(a)	3,140	3,488	3,591	4,097	3,687 ^(b)
Average cost of representing WA interests overseas (per region)	1,532	1,653	1,669	1,647	1,742
Average cost of media and communication services provided to each Minister (including the Premier) ^(c)	175	204	221	244	226 ^(d)

- (a) End of contract payments of \$4,961 in 2006/07 and \$774,482 in 2008/09 are excluded from this efficiency indicator as they are not considered to be a normal recurrent cost of operation.
- (b) The decrease in the 2008/09 actual cost of services provided to support the Premier compared with the 2008/09 target is the result of a reduction in expenditure resulting from the part year effect of the 3% efficiency dividend, the reduction in Ministerial office staffing, and savings in media and marketing expenditure.
- (c) End of contract payments of \$76,281 in 2005/06 and \$63,767 in 2008/09 are excluded from these efficiency indicators as they are not considered to be a normal recurrent cost of operation.
- (d) The decrease in the 2008/09 actual average cost of media and communication services compared with the 2008/09 target is the result of a small increase in number of ministers serviced and a reduction in expenditure resulting from the part year effect of the 3% efficiency dividend, media and marketing savings, and salary savings during the transition period after the change of government in September 2008.

Service 2: MANAGEMENT OF MATTERS OF STATE.

The Department provides services to support the functions of Executive Government; the administration of entitlements and services to Members of Parliament; and administrative support for Ministerial Offices and the Leader(s) of the Opposition. For convenience, the functions of Office of State Security and Emergency Coordination are also reported under Service 2.

KEY EFFICIENCY INDICATORS

Key efficiency indicators for this service are the average cost of:

- the operation of, and providing administrative services to Ministers and Members of Parliament;
- providing Executive Government Services; and
- undertaking security initiatives and programs.

Support provided to Ministers and Members of Parliament includes office staffing, policy advice, general administration services, travel and accommodation, and the provision of executive and corporate services. Two key efficiency indicators are reported, the first is the average operational costs of Ministerial Offices and the second is the average cost of administrative support provided to those offices.

Similarly, the entitlements of Members of Parliament as determined by the Salaries and Allowances Tribunal or fixed by the Government constitute a significant proportion of the expenditure for this service and are non-discretionary. Therefore, expenditure on Members' entitlements is reported separately from the cost of administrative support.

The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$000s)	06/07 Actual (\$000s)	07/08 Actual (\$000s)	08/09 Target (\$000s)	08/09 Actual (\$000s)
Average operating cost per Ministerial Office (including the Leaders of the Opposition) ^(a)	1,494	1,652	1,826	1,998	1,725 ^{(b)(c)}
Average cost of administration provided for each Ministerial Office (including the Leaders of the Opposition)	373	566	622	604	521 ^{(d)(e)}
Average entitlement cost per Member of Parliament ^(f)	248	289	303	315	342 ^(g)
Average cost of administration per Member of Parliament	10	10	16	16	12 ^(h)
Average cost of providing an Executive Government Service ⁽ⁱ⁾	12	18	21	22	30 ^{(j)(k)}
Average cost of initiatives and programs undertaken to address terrorism and other significant emergencies ^(l)	41	85	117	167	104 ^{(m)(n)}

- (a) End of contract payments of \$1,344,673 in 2005/06, \$296,257 in 2006/07 and \$1,999,885 in 2008/09 have been excluded from this efficiency indicator as they are considered to be abnormal.
- (b) The decrease in the 2008/09 actual average operating cost per Ministerial Office compared with the 2007/08 actual is principally due to the reduction in expenditure resulting from the part year effect of 25% reduction in ministerial office staffing and the part year effect of the 3% efficiency dividend, salary savings during the transition period following the change in government, and the increase in the number of ministers appointed by the incoming government; partially offset by the increase in appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase.
- (c) The decrease in the 2008/09 actual average operating cost per Ministerial Office compared with the 2008/09 target is principally due to the reduction in expenditure resulting from the part year effect of 25% reduction in ministerial office staffing and the part year effect of 3% efficiency dividend, salary savings during the transition period following the change in government and the increase in the number of ministers appointed by the incoming government.
- (d) The decrease in the 2008/09 actual average cost of administration per Ministerial Office compared with the 2007/08 actual is principally the outcome of the significant reduction in ministerial air charter expense in a General Election year combined with the part year effect of the 3% efficiency dividend and the increase in the number of ministers appointed by the incoming government; partially offset by the increase in appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase.
- (e) The decrease in the 2008/09 actual average cost of administration per Ministerial Office compared with the 2008/09 target is principally the outcome of the significant reduction in ministerial air charter expense in a General Election year, the part year effect of the 3% efficiency dividend, and the increase in the number of ministers appointed by the incoming government, partially offset by the misallocation of the formalities and security expenditure to this key efficiency indicator rather than the indicator 'Average cost of administration per Member of Parliament'.
- (f) End of contract payments of \$124,743 in 2005/06 and \$1,309,771 in 2008/09 have been excluded from this efficiency indicator as they are not considered to be a normal recurrent cost of operation.
- (g) The increase in the 2008/09 actual average entitlement cost per Member compared with the 2007/08 actual is principally expenditure associated with the establishment of electorate offices for Members of Parliament following the electoral redistribution and an increase in the overall size of Parliament, and an increase in appropriation for rent and outgoings and the Electorate and Research Officers General Agreement 2008 wages increase; partially offset by the part year effect of the 3% efficiency dividend.

- (h) *The decrease in the 2008/09 actual average cost of administration per Member compared with the 2007/08 actual and 2008/09 target is principally due to a reassessment of cost allocation, changes in leave provisions and the part-year effect of the 3% efficiency dividend.*
- (i) *An Executive Government Service is an Executive Council meeting supported; an official guest received or a hospitality function organised, and the correspondence service provided for the Premier.*
- (j) *The increase in the 2008/09 actual average cost per Executive Government Service compared with the 2007/08 target is principally the result of a 15% reduction in the number of services provided in a General Election year, the increased appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase, changes in leave provisions and higher protocol expenditure, partially offset by the part year effect of the 3% efficiency dividend.*
- (k) *The increase in the 2008/09 actual average cost per Executive Government Service compared with the 2008/09 target is principally the result of a 14% reduction in the number of services provided in a General Election year and a change in leave provisions and higher protocol expenditure; partially offset by the part year effect of the 3% efficiency dividend. The variance between the 2008/09 actual and 2008/09 target was further compounded by the misallocation of projected 2008/09 formalities and security expenditure to the key efficiency indicator 'Average cost of administration per Ministerial Office' instead of this indicator.*
- (l) *Grants of \$87,116 in 2006/07 Actual, \$120,721 in 2007/08 Actual, \$125,000 in 2008/09 Target and \$170,618 in 2008/09 have been excluded from this efficiency indicator as grants are not considered to be service delivery expense.*
- (m) *The decrease in the 2008/09 actual average cost per initiative and program compared with the 2007/08 actual is principally the outcome of the 27% increase in number of initiatives and programs and the part year effect of the 3% efficiency dividend; partially offset by additional appropriation for the Public Service General Agreement 2008 salary increase and rent and outgoings, and an increased provision for depreciation.*
- (n) *The decrease in the 2008/09 actual average cost per initiative and program compared with the 2008/09 target is principally the outcome of the 27% increase in number of initiatives and programs and the part year effect of the 3% efficiency dividend.*

Expenditure on inquiries, commissions, non-core functions, and community service obligations of \$3,239,054, miscellaneous donations and grants of \$943,233 and corporate services valued at \$1,363,905 provided free of charge to:

- the Public Sector Commission,
- the Office of the Public Sector Standards Commissioner,
- the Parliamentary Commissioner for Administrative Investigations (Ombudsman); and
- the Department of Treasury and Finance.

is excluded from the key efficiency indicators reported for this service.

Service 3 MANAGEMENT OF POLICY

The Department provides advice to and co-ordination for the Premier and Cabinet on key policy matters to ensure an effective government-wide perspective in social, environmental, economic, regional, and sustainability policy areas, and advice on whole of government positions on federal reform, treaties, defence, and other matters raised through the Council of Australian Governments and the Council for Australian Federation whilst managing and coordinating Western Australian Government input into intergovernmental negotiations. The Department also provides support for the functions of Cabinet and Parliament.

KEY EFFICIENCY INDICATORS

The average cost per employee hour of policy advice, development and co-ordination, extrapolated from work samples is the key efficiency indicator for this service.

The early General Election in September 2008 occurred when work sampling was normally scheduled to take place. The restructure of Cabinet and Policy division delayed work sampling and only one sample was taken in 2008/09. As this indicator is a moving average of data collected continuously for several years, it is considered that collection of a single sample in 2008/09 is not likely to have had a material impact on the number of hours reported.

The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$)	06/07 Actual (\$)	07/08 Actual (\$)	08/09 Target (\$)	08/09 Actual (\$)
Average cost per hour of policy advice, development and co-ordination ^{(a)(b)}	91	93	149	181	125 ^{(c)(d)}
Average cost of providing an Executive Government Service ^(e)	N/A	12,690	13,412	13,524	20,385 ^(g)

- (a) *End of contract payments of \$160,537 in 2005/06 and \$671,292 in 2008/09 have been excluded from this efficiency indicator as they are not considered to be a normal recurrent cost of operation.*
- (b) *Grant expenditure of \$883,727 in 2005/06, \$591,554 in 2006/07, \$555,373 in 2007/08 and \$399,324 in 2008/09 has been excluded from this key efficiency indicator, as grants are not considered to be a service delivery expense.*
- (c) *The decrease in the 2008/09 actual average cost of policy advice, development and coordination compared with the 2007/08 actual is principally the part year effect of the 25% reduction in policy office staff, the 3% efficiency dividend and media and marketing savings, and salary savings during the transition period following the change in government; partially offset by the increased appropriation for rent and outgoings, the Public Service General Agreement 2008 salary increase, a reduction in the number of hours of policy advice, development and coordination and the expenditure of additional funding provided in 2008/09 to assist the towns of Ravensthorpe and Hopetoun following the closure of the BHP Billiton nickel mine.*
- (d) *The decrease in the 2008/09 actual average cost of policy advice, development and coordination compared with the 2008/09 target is principally the outcome of the part year effect of the 25% reduction in policy office staff, 3% efficiency dividend and media and marketing savings and salary savings during the transition period following the change in government; partially offset by a reduction in the number of hours of policy advice, development and coordination and the expenditure of additional funding provided in 2008/09 to assist the towns of Ravensthorpe and Hopetoun following the closure of the BHP Billiton nickel mine.*
- (e) *An Executive Government Service is a Cabinet Meeting or Parliamentary Sitting Day supported by officers of the Cabinet and Policy Division.*
- (f) *The increase in the 2008/09 actual average cost per Executive Government Service compared with the 2007/08 actual is principally the outcome of the 28% reduction in the number of services provided in a General Election year plus the additional appropriation for the increase in rent and outgoings and the Public Service General Agreement 2008 wages increase, partially offset by the part year effect of the 3% efficiency dividend.*
- (g) *The increase in the 2008/09 actual average cost per Executive Government Service compared with the 2008/09 target is principally the outcome of the 25% reduction in the number of services provided in a General Election year, partially offset by the part year effect of the 3% efficiency dividend.*

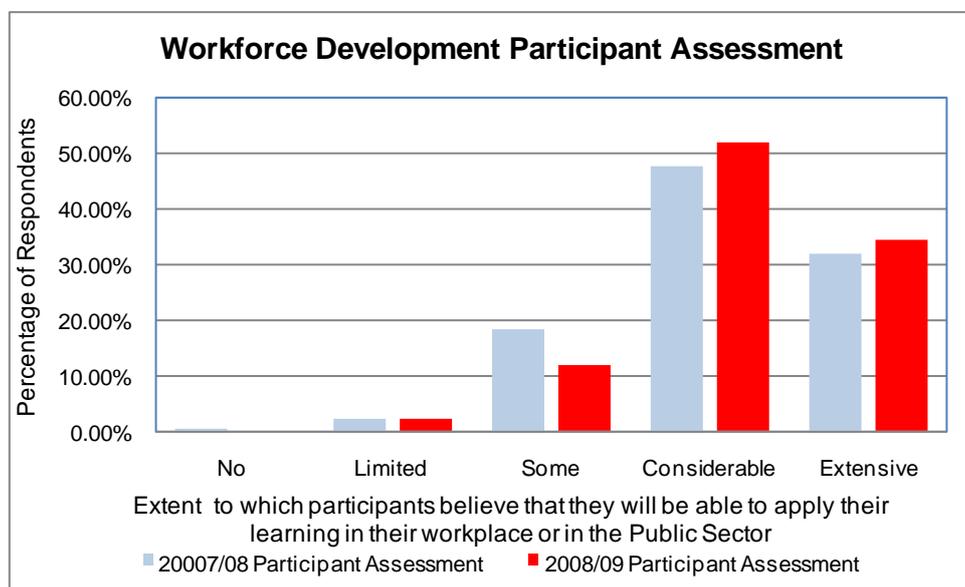
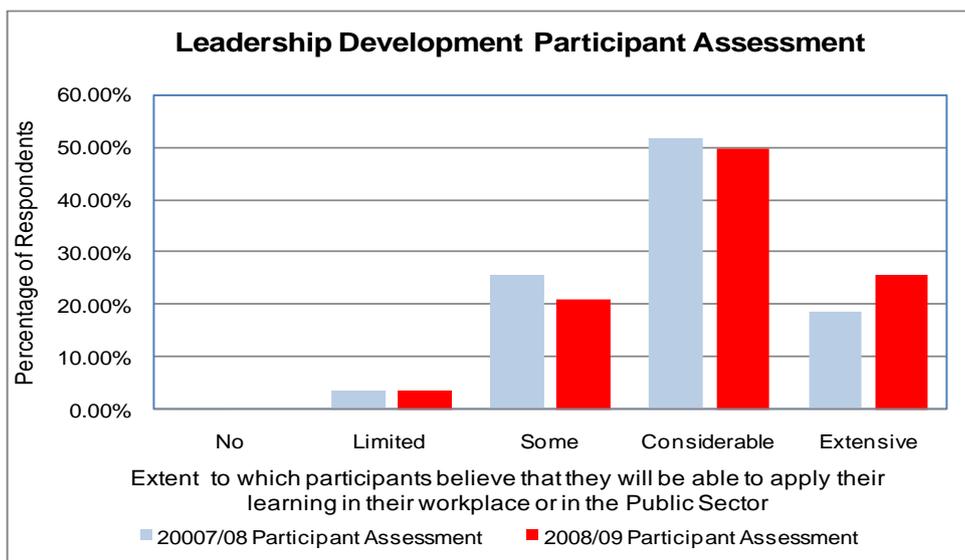
OUTCOME

The Premier’s obligations as Minister for Public Sector Management are met.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators for this service apply to the first five months of 2008/09 only and consequently are not fully comparable to those reported for 2007/08.

Internal data is used for the following key effectiveness indicators. The leadership and workforce development data is derived from assessment forms provided to participants for completion at the conclusion of each event. The overall response rates were 87% for leadership development participants and 79% for workforce development participants. The following graphs show participant assessment on a 1-5 scale ranging from ‘not at all’ to ‘a great deal’ of the extent to which they consider that they will be able to apply the learning from participation in the development event in their workplace for the benefit of their agency, or within the public sector generally. 99.7% of leadership development and 97% of workforce development respondents indicated that they would be able to apply at least some of the learning in their workplace.



The 2008/09 leadership development data excludes 32 participants in the Leadership Assessment initiative who were asked to respond to a 'yes/no' question about whether the learning from in 360 degree leadership profile and professional coaching could be applied for the benefit of their agency, or within the public sector generally. All responded in the affirmative.

The workforce development participant assessment data excludes 138 participants in the 2007/08 graduate program series and 133 participants in the 2008/09 graduate program series who were only asked to respond to a 'yes/no' question about whether they would be applying the learning from their participation in the event for the benefit of their agency or the public sector generally. 100 graduates (72%) responded positively in 2007/08 and 107 graduates (80%) responded positively in 2008/09.

The web-based client survey for the second indicator was administered by an external service provider in June 2009 using the same questions as the previous surveys. Chief Executive Officers from 151 government agencies and instrumentalities were invited to participate, and to nominate up to five additional staff from their agency to respond to the e-survey. 94 agencies responded to the survey, a 62% response rate.

	07/08 Actual	08/09 Target	08/09 Actual
Proportion of clients who indicate that the provision of employment and organisational management services were appropriate, timely and met their requirements.	93%	90%	85%

Service 4 SUPPORT FOR THE PREMIER AS MINISTER FOR PUBLIC SECTOR MANAGEMENT

The Public Sector Management Division was transferred to the Public Sector Commission on 28 November 2008. Consequently, the data reported for this service applies only to the first five months of the 2008/09 financial year.

The Department previously provided advice, assistance and support to the Premier and the public sector on a range of public sector management matters, including:

- functions under the *Public Sector Management Act 1994*, including as the employer of Chief Executive Officers and manager of the Senior Executive Service;
- best practice in human resource management including recruitment, employment, professional development, skills training and deployment;
- whole-of-government reporting on public sector workforce demographics, trends and management issues; and
- support for organizational restructuring and promotion of whole-of-government management improvement strategies and special projects.

Clients for those services were principally the Premier and chief executive officers.

The Senior Executive Service, including chief executive officers, is established under the *Public Sector Management Act 1994*. The Department supported chief executive officer appointment processes, development programs, and provided products and services. The Department also co-ordinated public-sector redeployment policy and practices, co-ordinated some sector-wide recruitment programs, and provided expertise to support whole of government organisational improvement initiatives.

The Department supported the Government’s on-line Recruitment Advertising Management System and produced the monthly “InterSector” magazine and publications related to workforce demographic and management issues and other matters.

KEY EFFICIENCY INDICATORS

The key efficiency indicators focused on the delivery of Leadership Development and Public Sector Improvement initiatives. For the purposes of the second indicator, a client to whom public sector management advice is provided is a government department, agency or instrumentality. The services provided include advice on a wide range of Senior Executive Service and non-Senior Executive Service employment matters, recruitment, redeployment; and organisational policy development, support for functional reviews, and management of the Premier’s Awards program.

The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	07/08 Actual (\$)	08/09 Target (\$)	08/09 Actual (\$)^(a)
Average cost per leadership development participant ^(b)	807	859	629 ^(c)
Average cost per client to whom public sector management advice is provided ^(d)	96,221	81,519	28,247 ^(e)
Average cost per workforce development participant ^(b)	1,283	921	1,140 ^(f)

- (a) *This service was transferred to the Public Sector Commission on 28 November 2008, and accordingly, key efficiency indicators reported for 2008/09 are based on 5 months expenditure and may not be fully comparable with the 2008/09 target and past periods. The part year effect of the 3% efficiency dividend is not reflected in these indicators as it was applied following transfer of this function to the Public Sector Commission.*
- (b) *Grants expenditure of \$96,770 in 2007/08 has been excluded from these efficiency indicators as grants are not considered to be a service delivery expense.*
- (c) *The decrease in the 2008/09 actual average cost per leadership development participant compared with the 2007/08 actual and 2008/09 target is principally the outcome of a lower actual cost of operation for 5 months rather than the variance in the number of participants (although on a proportional basis, participation rates in 2008/09 were significantly lower than 2007/08 actual or 2008/09 target). 2008/09 actual expenditure included the part period effect of the increase in appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase.*
- (d) *Copyright expenditure of \$2,313,135 in 2007/08 and \$4,944 in 2008/09 has been excluded from the average cost per client to whom public sector management advice is provided as it is not considered to be a cost of service delivery.*
- (e) *The decrease in the 2008/09 actual average cost per client compared with the 2007/08 actual and 2008/09 target is principally the outcome of a lower actual cost of operation for 5 months, and a significant increase in the number of public sector bodies identified as clients. 2008/09 actual expenditure includes the part period effect of the increase in appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase.*
- (f) *The decrease in the 2008/09 actual average cost per workforce development participant compared with the 2007/08 actual and 2008/09 target is principally the outcome of a lower actual cost of operation for 5 months rather than any variance in the number of participants (on a proportional basis, participation rates in 2008/09 were significantly lower than 2007/08 actual or 2008/09 target). 2008/09 actual expenditure includes the part period effect of the increase in appropriation for rent and outgoings and the Public Service General Agreement 2008 wages increase.*

OUTCOME

A secure, confidential and time critical printing and publishing service for Parliament and Government.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators measure the extent to which timely, secure and confidential printing and publishing is achieved. Parliamentary documents such as Hansard and Legislative Bills must be delivered to the respective Houses of Parliament within determined timeframes. The first key effectiveness indicator reports the percentage of documents provided within those timeframes.

Certain documents are not to be publicly released until tabled in Parliament (for example, Royal Commission and Inquiry proceedings), or prior to scheduled publishing dates (for example, Government Gazette). The second key effectiveness indicator reports the proportion of documents produced and released in accordance with these security and confidentiality requirements.

	05/06 Actual	06/07 Actual	07/08 Actual	08/09 Target	08/09 Actual
Proportion of Parliamentary documents produced and delivered within agreed timeframes established by each House of Parliament	100%	99.85%	100%	100%	100%
Proportion of documents produced and released in accordance with security and confidentiality requirements	100%	99.72%	100%	100%	100%

Service 5 PARLIAMENTARY, STATUTORY AND LEGISLATIVE PUBLISHING SERVICE

The Department provides secure, confidential and time critical printing and publishing services to meet Parliamentary and Government requirements. All costs of managing the State Law Publisher office, its staffing and equipment are included in the key efficiency indicators for this service.

KEY EFFICIENCY INDICATORS

The key efficiency indicators are the average cost per printing image (a printing image is a single pass of a document through the printing machine) and the average cost per publication. The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$)	06/07 Actual (\$)	07/08 Actual (\$)	08/09 Target (\$)	08/09 Actual (\$)
Average cost per printing image produced	0.08	0.09	0.10	0.11	0.17 ^(a)
Average cost of publications sold	6.43	8.63	11.65	12.10	12.51

(a) *The increase in the 2008/09 actual average cost per printing image compared with the 2007/08 actual and 2008/09 target is principally the outcome of a 36% reduction in the number of printing images produced in an Election year.*

OUTCOME

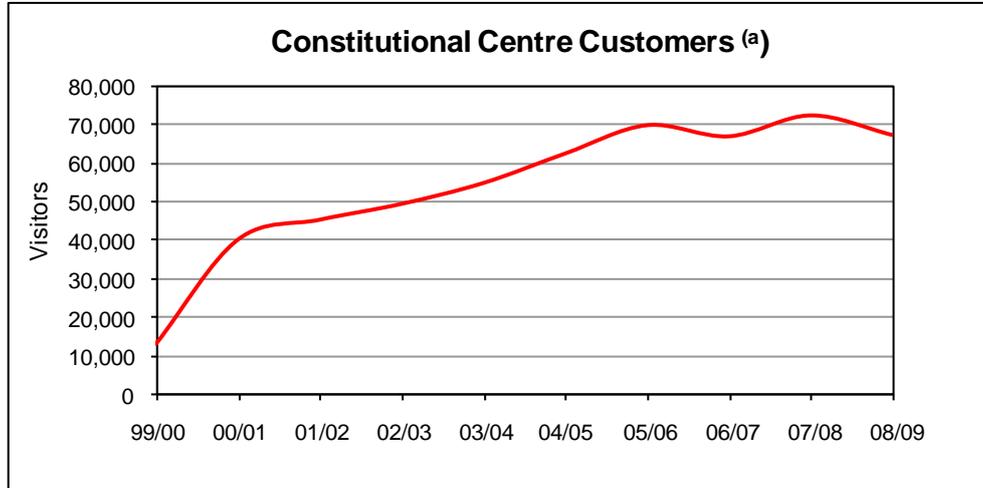
Increased level of community awareness of the Western Australian and Commonwealth Constitutions, and the Australian Federal system of government.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators demonstrate the demand for services provided by the Constitutional Centre. The first indicator reports the annual growth in visitor numbers; and the second indicator reports growth in the number of successful downloading of information about Constitutional matters.

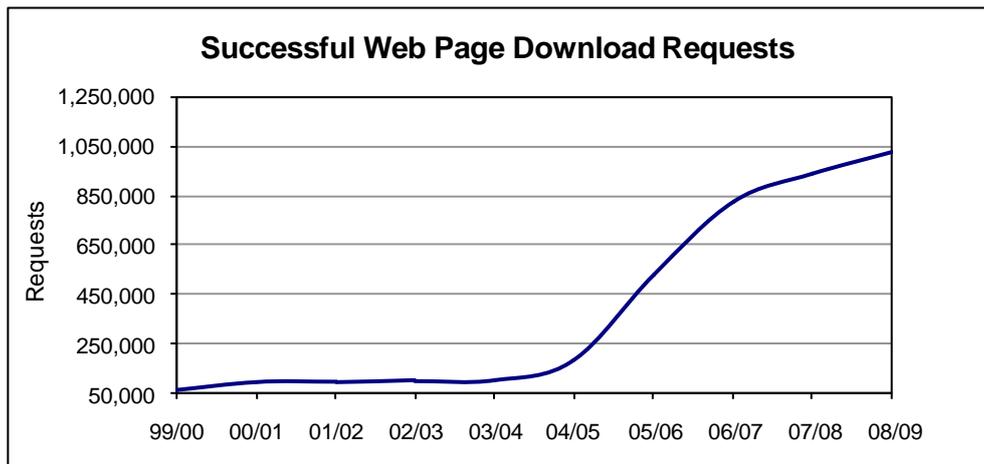
The Constitutional Centre conducts a range of exhibitions and programs providing information about the Western Australian and Commonwealth Constitutions, and the Federal system of government. The following chart shows a sharp growth in visitor numbers from 1999/00 to 2000/01 slowing through 2001/02 to 2002/03 and a steady rise through 2002/03 and 2004/05 before slowing again in 2005/06. The 8.3% decrease in the number of visitors in 2008/09 reversed the similar increase in 2007/08, and the 2008/09 target of 7% growth was not achieved.

This reduction in 2008/09 is largely due to reduced attendances at the Constitutional Centre's Royal Show program, and lower metropolitan and regional school participation in programs conducted during the first half of 2008/09. The lower rate of participation in Constitutional Centre programs is thought in part to be due to the residual effect of the half cohort in primary schools and teacher industrial action in the first half of 2008/09.



(a) Following review of the data published for this indicator, visitor numbers to an Electoral Commission managed facility operated within the Constitutional Centre precinct have been removed resulting in material reduction in the number of customers for all periods reported.

The Constitutional Centre Web pages are a source of constitutional information for students and the general public. In 2008/09, the number of successful downloads increased by 9% compared with 2007/08 as the chart on the following page demonstrates. This increase exceeded the 2008/09 target which indicated no growth. There is a sustained level of demand for this facility, and this data shows the website's use by the community as a way of accessing information about constitutional matters and the federal system of government.



Service 6 MANAGEMENT OF THE CONSTITUTIONAL CENTRE PROGRAMS

The Government is committed to helping educate the community about the Western Australian and Commonwealth Constitutions, and the Federal system of government through the provision of exhibitions and programs at the Constitutional Centre.

KEY EFFICIENCY INDICATOR

The cost per customer of the Centre is the key efficiency measure for this function. The costs reported for this indicator includes a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$)	06/07 Actual (\$)	07/08 Actual (\$)	08/09 Target (\$)	08/09 Actual (\$)
Average cost per customer of the Constitutional Centre ^{(a)(b)}	14.16	15.20	13.85	12.96	16.50 ^{(c)(d)}

- (a) Following review of data published for this indicator, visitor numbers to an Electoral Commission-managed facility operated within the Constitutional Centre precinct have been removed from this indicator for all periods reported, other than 2008/09 target resulting in a material variation in average cost per customer. Recalculation of the 2008/09 Target by removal of the average number of visitors to the Electoral Commission (8,500 over the three years 2005/06 -2007/08) would increase the average cost per customer to \$14.51.
- (b) Grants expenditure of \$322,333 in 2005/06 and \$410,000 in 2006/07 and \$270,000 in 2007/08 and \$20,000 in 2008/09 has been excluded from this efficiency indicator as grants are not considered to be a service delivery expense.
- (c) The increase in the 2008/09 actual average cost per customer compared with the 2007/08 actual is principally the outcome of a 8% reduction in the number of visitors to the Constitutional Centre, the Royal Show display and Regional Education events in 2008/09 plus the part-year effect of media and marketing savings and the 3% efficiency dividend, and a significant increase in leave provisions, partially offset by increased appropriation for General Agreement 2008 salary increases.
- (d) The increase in the 2008/09 actual average cost per customer compared with the 2008/09 target is principally the outcome of the removal of 8,094 attendees at the Electoral Commission managed facility in 2008/09 actual, a 5% reduction in the number of visitors to the Constitutional Centre, the Royal Show display and Regional Education events in 2008/09 and the part-year effect of media and marketing savings and the 3% efficiency dividend, and a significant increase in leave provisions.

OUTCOME

Reducing the number of fatalities in Western Australia through the implementation of road safety programs.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators for this across Government and community outcome, report the number of deaths per 100,000 estimated resident population resulting from road crashes and serious injuries resulting from road crashes per 100,000 estimated resident population (defined as hospital admissions). *Towards Zero: Getting There Together Road Safety Strategy 2008-2020* estimates a 40% reduction in the number of people killed or seriously injured on WA roads can be achieved by 2020 with the timely and effective implementation of key initiatives. The indicators for 2008/09 are consistent with those of the previous strategy but will be subject to further review for improvement as part of the implementation of *Towards Zero*.

In calendar year 2008, there were 209 people killed in road crashes on Western Australian roads. As a result the Western Australian fatality rate per 100,000 population (9.6 deaths per 100,000 population) remained above the Australian rate of 6.8 deaths per 100,000 residential population but was lower than the Northern Territory at 34.1. The Australian Capital Territory (a predominately urban environment) had the lowest fatality rate of 4.1 deaths per 100,000 residential population.

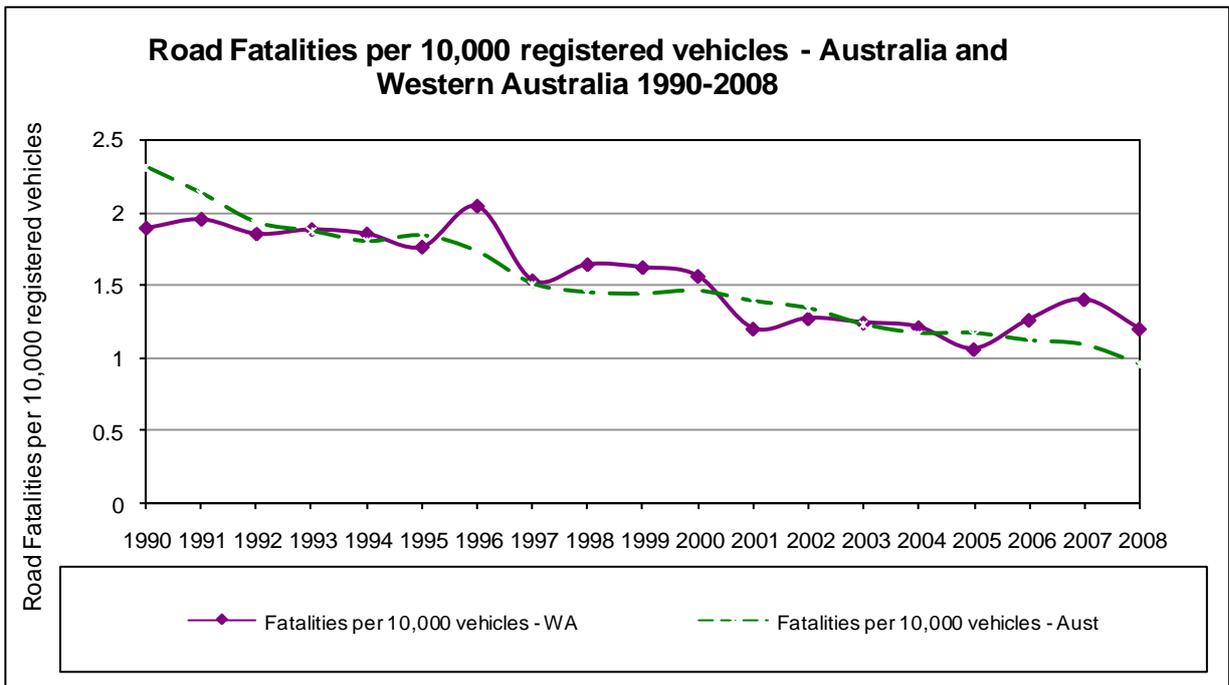
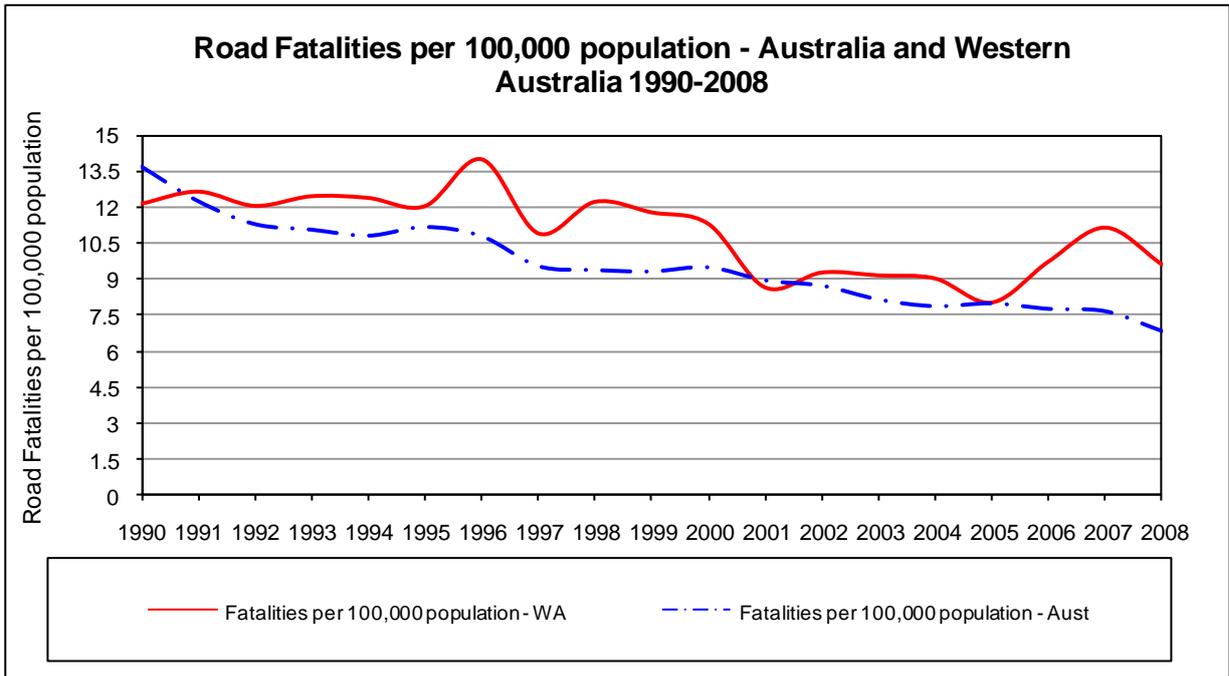
The fatality rate of 1.2 deaths per 10,000 registered vehicles for Western Australia is higher than the Australian average rate of 1.0 death per 10,000 registered vehicles.

The graphs on the following page demonstrate the extent of change in the fatality rate per 100,000 residential population and per 10,000 registered vehicles over time for Western Australia, and for Australia as a whole. Fatality rates both nationally, and for Western Australia show a long term downward trend, with Western Australia showing sharper fluctuations than Australia as a whole.

Western Australia experienced a 27% reduction in the number of road deaths between 2001 and 2005, with a record low year in 2005 (162 deaths). Since then there have been increases in the number of deaths on Western Australian roads – 201 in 2006 and 236 in 2007. During 2008 there was a decrease in the number of deaths to 209, an 11% reduction, however it is too early to say whether this decrease is part of a consistent trend or is a short term variation. The reported result is consistent with the target set in the 2008/09 budget statements.

WA has an evidence-based, strategic approach to road safety, which is consistent with international best practice. *Towards Zero* estimates a 40% reduction in the number of people killed or seriously injured on WA roads may be achieved with implementation of key initiatives. While 2008 has shown a downward trend from the previous year, vigorous action will be required to bring fatality rates in line with the proposed targets.

For improvement in the short term, evidence indicates the need to integrate behaviour change programs with improved enforcement; and address impaired driving, restraint use, graduated licensing and speed choices. Investing in road infrastructure improvements, reflecting on the appropriateness of WA's speed limits and promoting the take-up of safer vehicles are key initiatives that will provide substantial and sustainable improvements over the medium and longer term.



Data for these tables are sourced from:

Fatality rates per 100,000 population

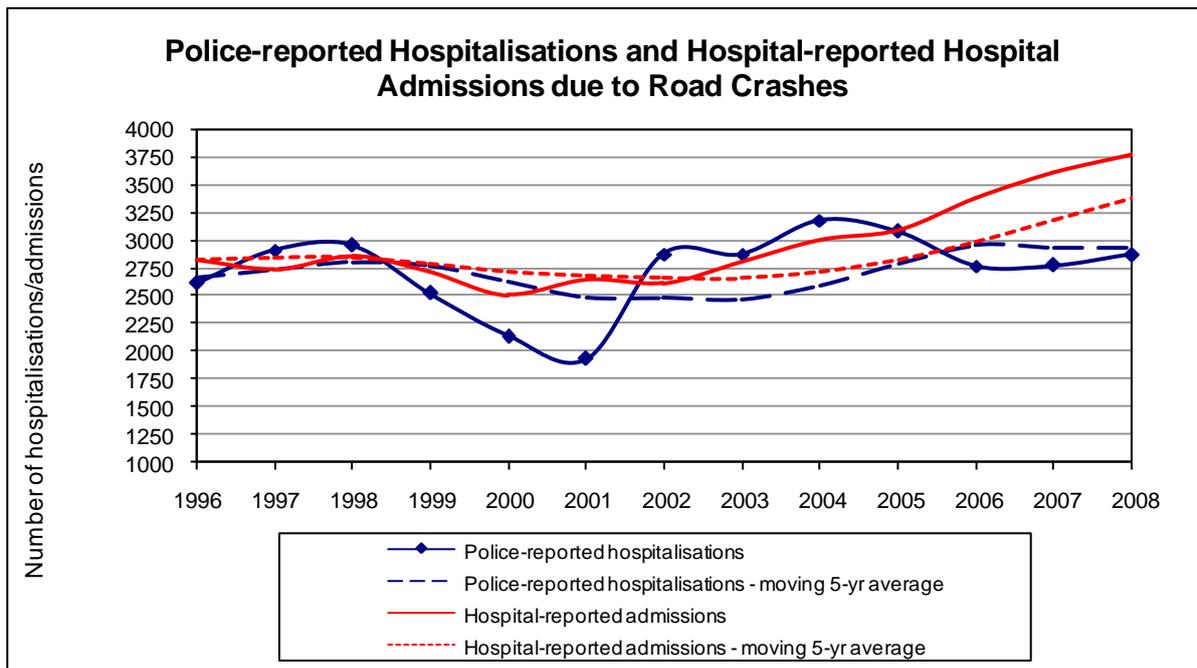
1991- Taken from *Road Deaths Australia: 2004 Statistical Summary, ATSB June 2005.*
 1990 and 1992-2008 Taken from *Road Deaths Australia: 2008 Statistical Summary, ATSB May 2009.*

WA 2008 fatality rate calculated using current ABS population estimates taken from ABS Australian Demographics Statistics, cat. no. 3101.0, June 2008).

Fatality rates per 10,000 vehicles

The number of registered motor vehicles taken from ABS Motor Vehicle Census, cat. no. 9309.0, March 2008.

Calculated for Australia using the number of fatalities from ATSB Road Deaths Australia 2004 and 2008. Calculated for Western Australia using the number of fatalities derived from the IRIS Data from Main Roads, Western Australia.



Data for this table is sourced from:

- Police reported crash data maintained by Main Roads Western Australia.
- Hospital reported admissions maintained by the Health Department Western Australia.
- 2008 data is preliminary and is expected to change. At this point in time not all hospital discharges have been coded for the latter half of the 2008 and the data is therefore considered incomplete. Data represents a count of those admitted to hospital for a traffic accident and may include those who have died after admission. In 1999 there was a 'break in series'. A change in classification from ICD-9 to ICD-10 means that data prior and after this time should be compared with caution.

Note: Scale does not start at zero.

As shown in the graph above, Police reported 2,871 people hospitalised in 2008 (132 per 100,000 population), a slight (4%) increase from the previous year. Preliminary hospital reported admission data for the same period indicates 3,783 people were admitted to hospital as a result of their involvement in road crashes (174 per 100,000 population), a 5% increase from 2007. As noted in the past, differences between hospital reported admissions and police reported hospitalisations are a result of differences in definitions and methods of data collection. The Police and hospital reported hospitalisation rates included in the 2008/09 budget statements were 134 and 173 respectively. The 2008/09 actual rates are generally comparable with those forecasts.

Service 7 SUPPORT FOR IMPLEMENTATION OF THE STATE'S ROAD SAFETY INITIATIVES

Support is provided to Government and the Road Safety Council agencies to develop, implement, monitor and evaluate the State's road safety initiatives.

KEY EFFICIENCY INDICATORS

The first key efficiency indicator reports the average cost for major awareness-raising campaigns targeting speeding, drink-driving, driver fatigue and seatbelt non-compliance and supporting campaigns (for example, double demerits, safer vehicles), conducted during the year. The second key efficiency indicator reports on road safety initiatives conducted by the Office of Road Safety on behalf of the Road Safety Council (RSC), including road safety policy and strategy implementation, research, data collection, monitoring and reporting. The third

key efficiency indicator is the average costs per FTE required to provide support to the RSC, including executive support, coordination, preparation of papers for consideration and administering the Road Trauma Trust Fund. This cost includes salaries and salary-related expenses. The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$000s)	06/07 Actual (\$000s)	07/08 Actual (\$000s)	08/09 (Target (\$000s)	08/09 Actual (\$000s)
Average cost of awareness-raising campaigns	1,049	590	615	410	515 ^{(a)(b)}
Average cost of road safety initiatives ^(c)	294	950	569	751	670 ^{(d)(e)}
Average cost per FTE for support services to the Road Safety Council ^(f)	204	351	192	154	227 ^{(g)(h)}

- (a) The decrease in the 2008/09 actual average cost of awareness-raising campaigns compared with the 2007/08 actual is principally an outcome of the redirection of Road Trauma Trust Fund financial resources into key road safety initiatives, an increase in number of campaigns, the part year effect of the 3% efficiency dividend and media and marketing savings, partially offset by the additional appropriation for the Public Service General Agreement 2008 wages increase.
- (b) The increase in the 2008/09 actual average cost of awareness-raising campaigns compared with the 2008/09 target is principally the outcome of a 17% decrease in number of campaigns, the part year effect of the 3% efficiency dividend and media and marketing savings, and delays in approval of planned campaigns due to early general election.
- (c) Grants expenditure of \$8,943,560 in 2005/06, \$4,748,893 in 2006/07, \$15,212,616 in 2007/08 and \$22,833,786 in 2008/09 have been excluded from this key efficiency indicator as grants are not considered to be a service delivery expense.
- (d) The increase in the 2008/09 actual average cost of road safety initiatives compared with the 2007/08 actual is principally the outcome of the redirection of Road Trauma Trust Fund resources from campaigns into key road safety initiatives and the additional appropriation for the Public Service General Agreement 2008 wages increase, partially offset by the part year effect of the 3% efficiency dividend and media and marketing savings.
- (e) The decrease in the 2008/09 actual average cost of road safety initiatives compared with the 2007/08 actual is principally the outcome of underspending of redirected Road Trauma Trust Fund resources due to delays in approval for procurement associated with the early General Election, and the part year effect of the 3% efficiency dividend and media and marketing savings, partially offset by a 12% decrease in the number of initiatives undertaken.
- (f) This key efficiency indicator relates to resources allocated to provide support to the Road Safety Council, and to undertake policy development and the provision of policy advice. It is expressed as an average cost per full time equivalent (FTE) and includes salary and contingency expenditures, that is, it is not the average salary for an FTE. For this indicator, FTE's are treated as units of effort. 5.7 FTEs (approximately 24% of the Office of Road Safety's staffing resources) were required to support the Road Safety Council, develop policy and provide policy advice during 2008/09.
- (g) The increase in the 2008/09 actual average cost for FTE for support services compared with the 2007/08 actual is principally the outcome of a 33% increase in FTE resourcing allocated to support of the Road Safety Council and additional appropriation provided for the Public Service General Agreement 2008 wages increase, partially offset by the part year effect of the 3% efficiency dividend and media and marketing savings.
- (h) The increase in the 2008/09 actual average cost for FTE for support services compared with the 2008/09 target is principally the outcome of a 26% increase in level of resourcing allocated to support of the Road Safety Council, partially offset by the part year effect of the 3% efficiency dividend and media and marketing savings.

OUTCOME

The strategic transformation of the operations of Government, using technology as a tool, to improve internal efficiency, service delivery to citizens and community participation.

The key effectiveness indicator applies to 5 months only in 2008/09 and consequently may not be fully comparable with past periods.

KEY EFFECTIVENESS INDICATORS

The key effectiveness indicators for this service were the extent to which Departments adopt and implement the policies, standards and guidelines developed by the Office, and satisfaction ratings from the Strategic Management Council e-Government Sub-Committee and the Premier's Office.

The first indicator reports the level of agency commitment to implementation of e-government policies, standards and guidelines, developed by the Office and endorsed by the Strategic Management Council e-Government Sub-Committee to improve internal efficiency, service delivery to citizens and community participation. Twenty-four Departments were surveyed to assess the degree to which they had adopted policies, standards and guidelines issued in relation to State Government Web Sites and the WA Electronic Government Interoperability Framework. A 100% response rate to this survey was achieved.

Due to the timing of the early General Election held on 6 September 2008, no data is available for the second and third key effectiveness indicators for 2008/09. It was not practical to seek the survey data required from the former Premier and members of the e-Government Sub-Committee prior to the election, and the incoming government's decision to transfer the functions performed by this service to the Public Sector Commission led to the abolition of the e-Government Sub-Committee (which did not meet in 2008/09). As the current Premier had no interaction with the Office of e-Government in the period leading up to the transfer of the function in November 2008, the e-government question was removed from the Premier's Office survey.

	05/06 Actual	06/07 Actual	07/08 Actual	08/09 Target	08/09 Actual
Proportion of Departments that adopt and implement policies, standards and guidelines developed by the Office.	91%	95%	91%	78%	83%
Strategic Management Council e-Government Sub-Committee's satisfaction with quality and timeliness of work undertaken to support the committee.	3.4	3.4	3.5	3.4	N/A
Premier's Office satisfaction with advice and support provided.	3	4	3	3	N/A

Service 8 E-GOVERNMENT POLICY AND COORDINATION

The functions undertaken by Office of e-Government were transferred to the Public Sector Commission on 28 November 2008. Consequently, the data reported only applies to the first five months of the 2008/09 financial year.

The Office of e-Government was responsible for:

- promoting and leading the implementation of the e-Government Strategy for the Western Australian Public Sector;
- developing a policy framework, standards and guidelines that are consistent with the e-Government Strategy for the Western Australian Public Sector, and with national and international best practice;
- coordinating and facilitating cross sector implementation of the e- Government Strategy for the Western Australian Public Sector and policy framework;
- initiating, leading and coordinating strategic e-government projects that deliver improved internal efficiencies, integrated service delivery and greater opportunities for community participation; and
- encouraging a better understanding of e-government and promoting its benefits to the public sector, business and the community.

KEY EFFICIENCY INDICATORS

The key efficiency indicators were the average cost per Department of adopting and implementing policies, standards and guidelines, and the average cost per significant e-government initiative in which the Office was involved. These indicators were identified to appropriately recognise the allocation of resources to major activities designed to achieve approved e-government objectives.

The costs reported for each of these indicators include a proportion of the cost of executive support and corporate services allocated on an FTE basis.

	05/06 Actual (\$000s)	06/07 Actual (\$000s)	07/08 Actual (\$000s)	08/09 Target (\$000s)	08/09 Actual (\$000s)^(a)
Average cost per Department that adopts and implements policies, standards and guidelines	93	38	47	78	20
Average cost per significant e-government initiative in which the Office is involved ^(b)	131	219	189	331	144

(a) *This service was transferred to the Public Sector Commission on 28 November 2008, and accordingly, key efficiency indicators reported for 2008/09 are based on 5 months expenditure and may not be fully comparable with the 2008/09 target and past periods. The variance between the 2008/09 actual, 2007/08 actual and 2008/09 target indicator costs is principally due to the transfer of this service after only 5 months of operation in 2008/09 and the lesser expenditure used as the basis for calculation of the indicators.*

With respect to the first indicator, average cost per department that adopts and implements policies, standards and guidelines, the number of departments was constant for 2007/08 actual, 2008/09 target and 2008/09 actual. For the second indicator, average cost per significant e-government initiative, while there was a significant reduction in the number of initiatives in 2008/09 actual compared with 2008/09 actual, while the 2008/09 actual and 2008/09 target were similar. The additional appropriation for the Public Service General Agreement 2008 wages increase and rent and outgoings applicable to the 5 months for which this service operated have been taken into account in calculating these indicator values, but because the function was transferred partway through the year, the effect on the on the indicator values is considered to be immaterial. The part year effect of the 3% efficiency dividend is not reflected in these indicators as it was applied following transfer of this function to the Public Sector Commission.

(b) *Grants expenditure of \$1,070 in 2006/07 and \$1,000 in 2007/08 has been excluded from this key efficiency indicator as grants are not considered to be a cost of service delivery.*

MINISTERIAL DIRECTIVES

Treasurer's Instruction 903 (12) requires disclosing information on any Ministerial directives relevant to the setting of desired outcomes or operational objectives, the achievement of desired outcomes or operational objectives, investment activities, and financing activities.

The Department received no Ministerial directives during the period 2007/08.

OTHER FINANCIAL DISCLOSURES

Pricing Policies

Fees and charges for publications, Government Gazette advertising and subscription services are generally increased in line with the CPI as advised by the Department of Treasury and Finance (DTF). Rates are structured to recover all costs including overheads, and are part of the budget process with increases being approved by the responsible Minister and DTF.

Capital Works Expenditure Summary

During the 2008/09 financial year the Department provided fit-outs to Electorate and Minister's offices as a result of changes following the State Election. Expenditure on fit-outs totalled \$1.504M. The Department purchased a new 'Nuvera Digital Production System' for the State Law Publisher at a total cost of \$0.650M. Commissioning was completed in August 2009.

Employment and Industrial Relations

Staff Profile

The figures contained in both of the following tables represent actual headcount of employees as at the 30 June in the respective years.

Number of Employees by Categories - Department

	2008/09*	2007/08
Full-time Permanent	251	331
Part-time Permanent	27	35
Full-time Contract	170	211
Part-time Contract	27	45
On Secondment - In	69	84
On Secondment - Out	23	27

* The reduction of employee numbers in all categories in 2008/09 is due principally to the targeted staffing reduction applied to Ministerial Offices, the Policy Division and the Government Media Office, and the transfer of functions to the Public Sector Commission on 28 November 2008.

Number of Employees by Categories - Electorate Offices*

	2008/09	2007/08
Full-time Contract	110	98
Part-time Contract	142	178

* The Department provides administrative support to Electorate Office employees, however they are employed by the Presiding Officers of Parliament.

Training and Development

Courses organised by the Department during 2008/09 include:

- Job Application and Interview Skills Course;
- Recruitment & Selection;
- Accountable and Ethical Decision Making in the WA Public Sector; and
- Senior First Aid Training

GOVERNANCE DISCLOSURES

Contracts with Senior Officers

The Department has a Policy and Operational Procedures in relation to Conflicts of Interest. This requires all employees to declare any perceived, potential or real conflicts of interest as they arise.

In addition, in accordance with the requirements of the Public Sector Management Act 1994, the Department's Policy and Operational Procedures on Outside Employment require all employees to seek permission to engage in both paid and unpaid activities unrelated to their duties. Any conflicts of interest must be identified and addressed by the applicant in their submission to the Director General.

At the date of reporting, other than normal contracts of employment of service, no senior officers, or firms of which the senior officers are members, or entities in which senior officers have substantial interests, had any existing or proposed contracts with the Department and senior officers.

Internal Audit

The internal audit services are contracted with the operations being overseen by the Manager, Corporate Governance and Review. The results of all audits are reported to the Director General and the Department's Internal Audit Committee. Copies of the reports are also forwarded to the Office of the Auditor General.

The Department's Internal Audit Charter was reviewed and amended following the transfer of certain functions to the newly created Public Sector Commission on 28 November 2008.

The Department's Internal Audit Committee met on three occasions during the financial year. Seventeen audits were scheduled and fifteen completed during the financial year 2008/09.

Risk Management

The Department's risk management policy has been reviewed and a revised draft is currently under consideration having regard to Public Sector Commissioner's Circulars, legislation and risk management and business continuity planning guidelines issued by RiskCover. The policy was last reviewed and updated in 2005.

OTHER LEGAL REQUIREMENTS

Statement of Compliance with the *Disability Services Act 1993*

The prime focus of the Department's operations is to support the Premier and Cabinet in achieving the Government's vision for all Western Australians, through leadership and coordination and the promotion of excellence in the public sector. Accordingly, the Department provides limited services directly to the community or people with disabilities, their families and carers. However, the Department is committed to ensuring its services and facilities are fully accessible to people with disabilities where applicable.

The Department's initial Disability Access and Inclusion Plan (DAIP) was developed and lodged with the Disability Services Commission in July 2007 in accordance with the *Disability Services Amendment Act 2004*. The Plan is currently being upgraded to reflect structural changes that have occurred to date following the change of Government in September 2008. This will reflect the transfer of a number of functions to the new Public Sector Commission and other State Government agencies.

Specific strategies related to the six DAIP outcomes have not changed during the year and continue to be implemented on an ongoing basis and are subject to review when necessary.

During the year the Government's Common Badging was changed to the State Government Badge which included the State Coat of Arms as part of the Badge. This change necessitated development of a completely new Style Guide that took into consideration the 'protocols' associated with use of the State Coat of Arms.

As part of this process the Disability Services Commission was consulted and given the opportunity to have input with development of the new State Government Badge Style Guide. This ensured that the State Government Badge Style Guide itself, as well as the styles recommended in the Guide for government stationery were designed with consideration for access by people with disabilities. The input from the Disability Services Commission proved to be very beneficial and the resulting State Government Badge Style Guide and contact information on government stationery are now in a format that provides wider access for all sectors of the community.

The Department participates in the supported work teams program and encourages people with disabilities to apply for vacant positions and other more specific recruitment programs such as our Graduate Development Program.

Statement of Compliance with the *Electoral Act 1907* - Section 175ZE (Advertising)

Section 175ZE of the *Electoral Act 1907* requires the inclusion of a statement detailing all expenditure incurred by, or on behalf of, the agency in the reporting period in relation to advertising agencies, market research, polling, direct mail and media advertising organisations. Detailed compliance information is outlined in Appendix 1.

Statement of Compliance with the *State Records Act 2000* - Section 19 and State Records Commission Standards, Standard 2, Principle 6

Section 19 of the *State Records Act 2000* requires all agencies to have an approved Recordkeeping Plan that must be complied with by the organisation and its officers.

The Department has a recordkeeping plan approved until 2012. The plan covers records of the Department, Cabinet, Executive Council and Ministers'. Bureau services are also provided to the Public Sector Commission.

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

State Records Commission Requirement	Department Compliance Action
Whether the efficiency and effectiveness of the organisation's recordkeeping systems has been evaluated or alternatively when such evaluation is proposed.	<ul style="list-style-type: none"> • an internal audit was conducted by a contracted internal audit firm to review the comprehensiveness of the recordkeeping plan and compliance with State Records Commission principles and standards. The auditor found the quality of management control to be satisfactory and assessed the risk exposure as being low. The report commented that more work was required to improve compliance with State Records Commission Standard 8 (Digital Recordkeeping); • to support compliance with Standard 8 the Department is continuing to implement a system to capture electronic records; this year 189 sessions and 245 hours of training was provided to support a general records system user base of 300 people; • records management procedures and the controlled vocabulary are reviewed annually and approved before use; and • disposal authorities (Department, Ministers' and Inquiries) are current and a review is not required until 2011.
The nature and extent of the recordkeeping training program conducted by or for the organisation.	<ul style="list-style-type: none"> • the Department uses the online self paced records awareness training system (RAT) endorsed by the State Records Office. Training is offered to all staff to give them a standardised understanding of recordkeeping roles and responsibilities; • participation statistics for the Department are 258 enrolled and 82% complete, while statistics for Minister's from the change in government are 189 enrolled and 70% complete; and • this year 42 records related publications were produced and published online and in print including induction books, service updates and training manuals.
Whether the efficiency and effectiveness of the recordkeeping training program has been reviewed or alternatively when this is planned to be done.	<ul style="list-style-type: none"> • the RAT includes a feedback process to assist in improving the course, to date participants have indicated a 93% approval of content and 98% of participants have indicated an improved understanding of recordkeeping roles and responsibilities; and • a revised ministerial recordkeeping program was produced and has been endorsed by all Ministers' Offices.
Assurance that the organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's recordkeeping plan.	<ul style="list-style-type: none"> • the recordkeeping induction book is revised and new versions released annually. This induction book is included in the Department's staff induction package; and • recordkeeping roles and responsibilities are also included in accountability and ethical decision making training and the Department's Code of Conduct.

Statement of Compliance with the *Public Sector Management Act 1994 - Section 31 (1)*

1. In the administration of the Department of the Premier and Cabinet, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and our Code of Conduct.
2. I have put in place procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the statement made in paragraph 1 is correct.
3. The applications made for breach of standards review and the corresponding outcomes for the reporting period are:

Number Lodged.....	1
Number of breaches found, including details of multiple breaches per application.....	0
Number still under review.....	0
Number Withdrawn.....	1

Code of Ethics and Code of Conduct

The Department continues to achieve a high level of compliance with the Code of Ethics and Code of Conduct. There were no complaints lodged in 2008/09 relating to non-compliance with the ethical code.

Disciplinary Investigations

The Department conducted one investigation into alleged breaches of discipline during the year. At 30 June 2009, this investigation was ongoing and no finding had been reached.



P Conran
DIRECTOR GENERAL

GOVERNMENT POLICY REQUIREMENTS

REDUCING THE RISK OF CORRUPTION AND MISCONDUCT THROUGH PROMOTION OF ACCOUNTABLE AND ETHICAL DECISION MAKING

The Department’s revised and expanded Code of Conduct was released in October 2008 and a copy provided to every employee. Participation in Accountability and Ethical Decision Making training is mandatory, and the program that commenced in 2007/08 is now delivered to all employees commencing employment with the Department, including a targeted program for ministerial staff. The Director General briefed incoming Government Ministers on their statutory and administrative obligations, and comprehensive briefings were provided to all Chiefs of Staff and ministerial staff.

Further review of the Department’s Promoting Ethical and Accountable Behaviour Plan (refer Premier’s Circular 2005/02 - Corruption Prevention) is taking place to ensure its close alignment to the Department’s strategic directions (including risk management) following the change in Government and transfer of functions to the Public Sector Commission in November 2008. The Plan promotes contemporary approaches to corruption prevention and the principles outlined in the Corruption and Crime Commission’s Misconduct Resistance publication, and supports the fundamental principles underpinning the Department’s Accountability and Ethical Decision Making training program.

Occupational Safety, Health and Injury Management

The Department is committed to providing a healthy, safe, and accident free workplace for all its employees, contractors and visitors by complying with the *Occupational Safety and Health Act 1984* and *Worker’s Compensation and Injury Management Act 1981*. The Occupational Safety and Health Policy launched during 2006/07 incorporates a Return to Work Program and Injury Management System for the Department. These have been reviewed during 2008/09.

Planned activities in 2009/10 will be the identification and training of Occupational Safety and Health Representatives for all areas of the Department. Appropriate managers and staff will be trained and delegated to effect safety improvements as identified through safety audit or in response to reported incidents. An Occupational Safety and Health Committee will be formed from this group with all reported incidents to be referred for discussion, mitigation or correction.

The Department has developed and included an Injury Management framework within its Occupational Safety and Health Policy which promotes the early and safe return to work for staff. The Injury Management System is yet to be tested due to the negligible Lost Time Injury (LTI) cases currently being supported through workers compensation.

Occupational Safety and Health Performance Indicators

Indicator	Target 2008/09	2007/08	2008/09	Variance
Number of fatalities	Zero	0	0	0
Lost time injury/diseases (LTI/D) incidence rate	Zero or 10% reduction on previous year	4	1	-3
Lost time injury severity rate	Zero or 10% improvement on previous year	0	0	0

There was only one Lost Time Injury/Disease incidence and it was minor in nature and only nine days work time was lost. The employee affected returned to work prior to their anticipated recovery time.

SUBSTANTIVE EQUALITY

The Department made little progress in continuing with the implementation of its Substantive Equality Plan in accordance with the public sector Policy Framework for Substantive Equality. This was mainly as a result of structural changes forecast to the Department following the result of the general election in September 2008 and the transfer of some functions to form the Public Sector Commission in late November.

The objective of the policy framework is to achieve substantive equality in the Western Australian public sector by eliminating systemic racial discrimination in the provision of public sector services and to promote sensitivity to the different needs of client groups.

Following the work carried out on the initiative by the former Office of e-Government as part of the Department, the Office of Road Safety was the next area chosen to implement the policy. Some preliminary work was undertaken and an assessment conducted by a contracted consultant. However, this was not proceeded with owing to the imminent transfer of the Office. Other areas of the Department due to address the policy framework have not commenced consideration of the framework owing to structural changes implemented during the year.

The Department remains at Level One in terms of the policy framework and a fresh response to implementing the framework will be required.

OTHER CORPORATE INFORMATION

FREEDOM OF INFORMATION (FOI)

The Department aims to assist the public to access available documents held by the Department at the least possible cost.

Seventy-nine new valid applications were received during the year. Of these, seven applications were transferred in full to another public sector agency for processing and five applications were withdrawn by the applicant. A further five applications were carried over from the previous year.

The table below provides a breakdown of the FOI applications that were finalised during this period. A more comprehensive breakdown of this agency's statistics is provided in the Information Commissioner of Western Australia's Annual Report - www.foi.wa.gov.au.

The Department's FOI Statement is provided at Appendix 3 of this report.

In 2008/09 the Department continued to provide FOI support to the Salaries and Allowances Tribunal and Public Sector Commission as a bureau service and training and advice to FOI Coordinators at Ministerial Offices.

FOI APPLICATIONS

	2008/2009			2007/2008		
	Total			Total		
Carried Over	5	-	-	9	-	-
Received	79	-	-	59	-	-
Total handled	84	-	-	68	-	-
Applications Decided in Year		Personal Information	Non-Personal Information		Personal Information	Non-Personal Information
Full Access	11	0	11	19	0	19
Edited Access	31	2	29	16	2	14
Deferred Access	0	0	0	0	0	0
Section 28 Access	0	0	0	0	0	0
Access Refused	23	0	23	22	2	20
TOTAL DECISIONS	65	2	63	57	4	53
Transfer to other Agencies	7	-	-	2	-	-
Withdrawn	5	-	-	4	-	-
Total Applications Finalised	77	-	-	63	-	-
<i>Carried Forward</i>	7	-	-	5	-	-

APPENDICES

APPENDIX 1

STATEMENT OF EXPENDITURE

Electoral Act 1907 Section 175ZE

In compliance with Section 175ZE of the *Electoral Act 1907*, the Department of the Premier and Cabinet is required to report on expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

Details are as follows:

(a)	Expenditure with Advertising Agencies	\$3,754,637⁽¹⁾
	303 Advertising Freeway Design Impact Communications Key 2 Design Adcorp	Spice Creative Marketforce Mills Wilson The Brains Trust Goolarri Media
	<i>⁽¹⁾ This includes \$3,522,465 expenditure incurred by the Office of Road Safety.</i>	
(b)	Expenditure with Market Research Agencies	\$60,306⁽²⁾
	Media Monitors Aust P/L	
	<i>⁽²⁾ This includes \$60,306 expenditure incurred by the Office of Road Safety.</i>	
(c)	Expenditure with Polling Agencies	\$774,824⁽³⁾
	Synovate Pty Ltd	
	<i>⁽³⁾ This includes \$715,414 expenditure incurred by the Office of Road Safety and \$36,010 incurred by the Government Media Office.</i>	
(d)	Expenditure with Direct Mail Agencies	NIL
(e)	Expenditure with Media Advertising Agencies	\$1,995,202⁽⁴⁾
	Marketforce Express Media Decisions WA	
	<i>⁽⁴⁾ This includes \$1,962,879 expenditure incurred by the Office of Road Safety.</i>	
	TOTAL EXPENDITURE	\$6,584,969

APPENDIX 2

THE SECOND BARNETT MINISTRY (as at 30 June 2009)

Honourable Colin James Barnett MEd MLA
Premier; Minister for State Development

Honourable Dr Kim Desmond Hames MB BS JP MLA
Deputy Premier; Minister for Health; Indigenous Affairs

Honourable Norman Frederick Moore BA DipEd JP MLC
Minister for Mines and Petroleum; Fisheries; Electoral Affairs

Honourable Brendon John Grylls MLA
Minister for Regional Development; Lands; Minister Assisting the Minister for State Development;
Minister Assisting the Minister for Transport

Honourable Dr Elizabeth Constable MA(Syd) DipEd(UNE) MEd(Harvard) PhD(UWA) MLA
Minister for Education; Tourism

Honourable Simon McDonnell O'Brien MLC
Minister for Transport; Disability Services

Honourable Troy Raymond Buswell BEd MLA
Treasurer; Minister for Commerce; Science and Innovation; Minister for Housing and Works

Honourable Rob Frank Johnson JP MLA
Minister for Police; Emergency Services; Road Safety

Honourable Terry Keith Waldron MLA
Minister for Sport and Recreation; Racing and Gaming; Minister Assisting the Minister for Health

Honourable John Howard Dadley Day BSc BDSc MLA
Minister for Planning; Culture and the Arts

Honourable Peter Charles Collier BA DipEd MLC
Minister for Energy; Training

Honourable Charles Christian Porter BA(Hons) BEd LLB(UWA) MSc(Dist) LSE MLA
Attorney General; Minister for Corrective Services

Honourable Robyn Mary McSweeney JP MLC
Minister for Child Protection; Community Services; Seniors and Volunteering; Women's Interests

Honourable Dr Graham Gibson Jacobs MBBS FRACGP MLA
Minister for Water; Mental Health

Honourable Giovanni Mario Castrilli MLA
Minister for Local Government; Heritage; Citizenship and Multicultural Interests

Honourable Donald Terry Redmond MLA
Minister for Agriculture and Food; Forestry; Minister Assisting the Minister for Education

Honourable Donna Evelyn Mary Faragher MEd(Hons) BA(Hons) GradDipEd JP MLC
Minister for Environment; Youth

APPENDIX 3

FREEDOM OF INFORMATION – INFORMATION STATEMENT

Freedom of Information Operations

The Freedom of Information Act 1992 ("the *FOI Act*"), which came into effect on 1 November 1993, created a general right of access to documents held by State and Local government agencies. The *FOI Act* requires agencies to make available details about the kind of information they hold and enables persons to ensure that personal information held by government agencies about them is "accurate, complete, up to date and not misleading".

It is the aim of the Department of the Premier and Cabinet to make information available promptly, for the least possible cost and wherever possible documents will be provided outside the FOI process.

Receipt of FOI Applications

FOI applications, payments, correspondence and general inquiries may be directed to the Department's FOI Coordinator, 28th Floor, 197 St George's Terrace, Perth, 6000 (Tel: (08) 9222 9409; Fax: (08) 9222 9690). FOI application forms are available from the Department's internet website at <http://www.foi.dpc.wa.gov.au/> or by contacting the FOI Coordinator.

Processing of Applications

The Department's FOI Unit is responsible for administering the processing of FOI applications within the agency. The FOI Coordinator and Assistant FOI Coordinator liaise with the Department's designated decision makers/internal reviewers to facilitate the processing of all applications in accordance with the *FOI Act*. The FOI Unit is the initial contact point for members of the community, applicants, third parties, the Office of the Information Commissioner and other public sector agencies for all FOI-related matters.

Fees and Charges

The rate of fees and charges are set under the *FOI Act*. Apart from the application fee for non-personal information all charges are discretionary. Details of fees and charges are listed below:

- Personal information about applicant – no fee
- Application fee (for non-personal information) - \$30.00
- charge for time taken dealing with the application – \$30.00 per hour
- charge for access time supervised by staff – \$30.00 per hour
- charges for photocopying - \$30.00 per hour for staff time and 20c per copy
- charges for staff time in transcribing information from a tape or other device
\$30.00 per hour
- charge for duplicating a tape, film or computer information – actual cost
- charge for delivery, packaging and postage – actual cost

Rights of Review

The *FOI Act* provides that applicants that are dissatisfied with a decision of the Department have the right to have that decision reviewed. In accordance with section 40 of the *FOI Act*,

internal review applications should be forwarded in writing to the Department within 30 calendar days after the date of the Department's initial Notice of Decision.

Following an internal review, if any matter remains in dispute applicants are advised of their right to request the Information Commissioner to conduct an "external review" of the matter. In certain instances, questions of law that arise in the course of dealing with a complaint may be referred to the Supreme Court. No fees or charges apply to internal or external reviews.

Documents Held by the Agency

The Department can trace its history through records back to the colonial settlement of Western Australia. These historical records (archives) are available for research at the State Archives. Records about the Department's role and responsibilities will continue to be an important part of the State's history.

The Department's records are arranged using activities based classification and include information about the following functions and activities:

Cabinet Support
Civics
Community Response (correspondence received by the Premier on current issues)
Commissions
Cultural Diversity
Economic Policy
Elected Members (*administrative support matters for elected members of the State Government*)
Environmental Policy
Federal Policy
Governance (*legislative and parliamentary processes*)
Government Initiatives (*projects of the elected government managed by the Department*)
Intergovernmental Relations
International Relations
Ministers' Support (administrative support matters for Ministers)
Official Protocol
Premier's Support (administrative support matters for the Premier)
Public Sector (review and development of the Western Australian public sector)
Regional Policy
Royal Visits
Social Policy
Treaties
Vice Regal
Workforce Management (*of Western Australian public sector workers*)

Broad categories of documents currently available to the public can be accessed through the Department of the Premier and Cabinet's website www.dpc.wa.gov.au (publications, quick links) or by telephoning the Department's Freedom of Information Unit on 9222 9409 or 9222 9414.

The Department's Library has an extensive collection of information. The broad subject areas covered by the Library include: auditing, banking and taxation, economics, financial management, human resource planning, public finance, management, performance management, public administration, political science, training - executive development, sustainability and E-Government.

The library is not open to members of the public; however, access to library material can be obtained through inter-library arrangements.

Public Participation in the Formulation of Policy and Performance of Agency Functions

The Department's primary mission lies in the provision of services to the Premier and Cabinet. The avenues for public participation in the formulation of the agency's policy making and performance are limited and depend largely upon the nature of the particular portfolios held by the Premier of the day.

How to Apply to Amend Your Personal Information

You can apply to the FOI Coordinator for correction or amendment of any documents containing your personal information.

The application must be in writing, and you must give as much information as you can to show how or why the Department's records are inaccurate, incomplete, out of date or misleading.

If the Department decides to amend the information it will usually alter the record, or add a further note in relation to the record.

The Department will inform you of its decision, and reasons, together with your right of review if you are not satisfied.

APPENDIX 4

PUBLICATIONS

During the year the Department of the Premier and Cabinet issued the following publications:

Public Sector Management

- Public Sector Workforce Profile 2007
- Rethinking Recruitment Publications
 - Capability Profile Level 1- 6
 - Role of the Job Contact Person
 - Streamlining your Recruitment Processes
 - Tips for Candidate Care
 - Tips for Induction Programs
 - Tips for Recruitment Advertising
 - Induction Checklist
- 2008 Premier's Awards Profile
- Guidelines for Mentoring in the WA Public Sector
 - Factsheet Mentorees
 - Factsheet Mentors
 - Factsheet Mentoring Program
- Redeployment and Redundancy Manual
- Redeployment Brochure
- Editions of InterSector

State Law Publisher

- Client Information Newsletter – *Electronic format* – Weekly
- Price Catalogues for Legislation and for Stationery – electronic format – varying according to changes to legislation and stationery – legislation average 3/week, stationery average 1/month
- Calendar for 2009

Office of Road Safety

Publications

- Road Safety Council's Towards Zero Recommended Strategy 2008-2020
- Road Safety Council's Recommended Action plan 2009-2011
- 2006 Crash Book
- MP's Towards Zero Newsletter No. 2 Oct 2008
- Towards Zero The Strategy Background
- Motorcycle Forum
- Road safety partnership Program
- Workplace Road Safety booklet

Information Kits, Leaflets, Posters, Brochures – Topics

- Novice Driver
- A Guide to Revised Traffic Infringement Penalties in WA
- Mates Place
- Drink Driving
- Restraints
- Fatigue
- Unlicensed Drivers x 6
- Speed Dial
- Drink Wallet Card
- Leaflets – Beer, Wine and Unlicensed Drivers

Freedom of Information

- Annual Information Statement (see Appendix 3)