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Acknowledgement of Country

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



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Department of the Premier and Cabinet

Statement of compliance

for the year ended 30 June 2022

Hon Mark McGowan BA LLB MLA

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

In accordance with section 63 of the Financial Management Act 2006,
I hereby submit for your information and presentation to the Parliament,
the Report of the Department of the Premier and Cabinet for the
financial year ended 30 June 2022.

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

A handwritten signature in black ink, appearing to read 'E. Roper', is positioned above a thin red horizontal line.

Emily Roper
Director General

This annual report has been prepared in accordance with the Public Sector Commission's
Public Sector Annual Reporting Framework for 2021-22 and has been structured accordingly.

Director General's overview

The front cover of this report offers a clever window into how far-reaching and wide-ranging our work has been this year.

In telling the story of our year, the picture as a whole also represents the way in which we have strived to deliver a state of excellence in our support to the Premier and Cabinet on work to improve the lives of Western Australians.

This year has seen another huge effort across all areas of the Department as we remained agile in meeting the challenges of the COVID-19 pandemic and continued to provide high quality policy and project advice and effective support across a range of matters, including the ongoing operations of Executive Government.

This focus on outcomes has seen us deliver results and progress significant reforms and priorities across all of our portfolio areas, and provide strong support to the Premier and the Ministers for Aboriginal Affairs, and Innovation and ICT.

Working closely with our colleagues across the sector, we played a pivotal role in supporting the State's safe and coordinated transition to living with COVID-19, and continued to assist response and recovery efforts through coordination and policy support related to testing and vaccination programs, and clear and timely communication of key messages, restrictions and public health and safety measures.

We continued to play a leading role in coordinating the digital transformation of the WA public sector through the work of our Office of Digital Government. Our implementation of the Digital Strategy for Western Australian Government took big strides forward this year in better meeting the needs of business and community, and strengthening the Government's cyber security capability. We also supported the establishment of the Digital Capability Fund and began to field targeted investment through the Fund to drive investment in digital transformation across Government that will enhance our sector's ICT capability for years to come. The Office of Digital Government also played a critical role in the establishment of the ServiceWA App which provided Western Australians with a centralised platform to access digital services during the pandemic and I look forward to the future services that will be delivered through this app.

Through the efforts of our dedicated Collie Delivery Unit, we continued to deliver on the Government's commitment to secure the long-term future of Collie as it transitions away from a dependence on the coal industry. Our support for the ongoing implementation of the Collie Just

Transition Plan and the work of the Just Transition Working Group, saw new industries established in the region and renewed investor interest in projects ranging from renewable energy and graphite processing, to emergency services vehicle manufacturing and tourism offerings.

The year also saw our Aboriginal Engagement team secure many significant achievements in Aboriginal Affairs that contribute to better outcomes for Aboriginal people across Western Australia. Notably, this year we supported the passage of the Aboriginal Cultural Heritage Bill 2021 through Parliament which provides transformative change to the way Aboriginal cultural heritage is valued and protected. Working in close consultation with Aboriginal stakeholders, we supported the delivery of the landmark Aboriginal Empowerment Strategy and the first WA Implementation Plan for Closing the Gap. We also supported major advancements in native title, with the delivery of the Yamatji Nation Indigenous Land Use Agreement, the historic Pila (formerly Gibson Desert) Nature Reserve Agreement, and further progression of the nationally significant South West Native Title Settlement.

These are just a few of our achievements. This report covers the myriad other achievements and progress made against a wide range of policy and project matters seen throughout the financial year.

Our strong working relationships with our stakeholders is a key driver behind our success. I acknowledge the effective relationships that our Department enjoys with the Premier, Hon Mark McGowan MLA, the Minister for Aboriginal Affairs, Hon Dr Tony Buti MLA, the Minister for Innovation and ICT (and former Minister for Aboriginal Affairs), the Hon Stephen Dawson MLC, and the former Minister for Innovation and ICT, the Hon Don Punch MLA, as well as the broader Cabinet and their offices.

I also recognise the collaborative spirit and commitment of our colleagues from across the public sector, most notably our central agency partners in the Departments of Treasury and Finance, and the Public Sector Commission, who seek to continually strengthen collaborative opportunities to maximise the public sector's impact. We appreciate you joining us in taking a one-Government approach to delivering results and better outcomes for Western Australians.

Through another year of challenges and firsts, I also continue to be inspired by the leadership and drive of my Corporate Executive team. Thank you to each of you for all your support this year.

And finally, to my staff, I have been grateful for your unwavering commitment to deliver excellence regardless of the circumstances, and for this, I say a most heartfelt thank you. This report stands as testament to your efforts, and I know that due all of that hard work, we are well positioned to achieve more for Western Australia in the year ahead.

A handwritten signature in black ink, appearing to read 'E. Roper', with a long horizontal flourish extending to the right.

Emily Roper, Director General
Department of the Premier and Cabinet

About the Department





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

Responsible Ministers

The Department reports to the Premier, the Hon Mark McGowan BA LLB MLA, Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations. Since 17 December 2021, the Department has also supported the Hon Stephen Dawson MLC in his role as Minister for Innovation and ICT and the Hon Dr Tony Buti BPE(Hons) DipEd MIR LLB(Hons) DPhil MLA as Minister for Aboriginal Affairs.

Prior to 17 December 2021, the Department reported to the Premier, the Hon Mark McGowan BA LLB MLA, Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations. The Department also supported the Hon Stephen Dawson MLC in his role as Minister for Aboriginal Affairs, and the Hon Don Punch BPsych BSocwk MBA MLA in his role as Minister for Innovation and ICT.

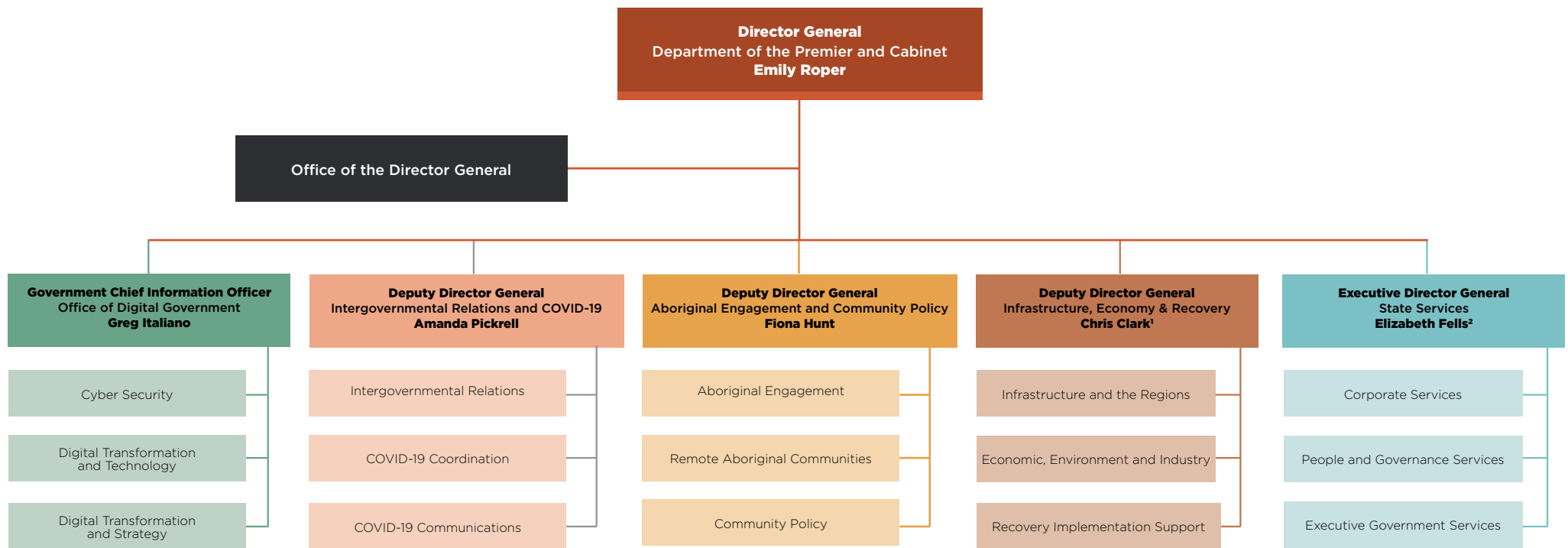
Chief Executive Officer

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

Department of the Premier and Cabinet

Organisational structure 2021-2022

for the year ended 30 June 2022



Notes to Organisational Chart

1. Stephanie Black was Deputy Director General Recovery Implementation and State Services until 31 October 2021. Brett Sadler was A/Deputy Director General Infrastructure, Economy and State Services from 1 November 2021 to 20 March 2022. Chris Clark was Deputy Director General Infrastructure, Economy and Recovery from 11 April 2022.

2 The position was established during the 2021/22 financial year. Elizabeth Fells was A/Executive Director from 21 March 2022.

Organisational structure

The Department is comprised of the following five divisions:

1. Intergovernmental Relations and COVID-19

Our Intergovernmental Relations and COVID-19 Division consists of three directorates – Intergovernmental Relations, COVID-19 Coordination and COVID-19 Communications.

The Division is responsible for:

- » leading the WA Government's engagement with the Australian Government, and States and Territories, including for emerging COVID-19 issues.
- » leading the development of advice to support the Premier's participation in National Cabinet meetings and coordinating action on outcomes.
- » providing advice and liaison with other jurisdictions on a range of policy, funding and reporting matters, including national funding agreements and negotiation strategies with the Commonwealth.
- » managing arrangements with the Australian Government for WA to provide services to the Indian Ocean Territories.
- » promoting engagement and increasing recognition of Western Australians in the Australian Honours and Awards program.
- » coordinating the WA Government's response to the Perth Casino Royal Commission.
- » supporting the Premier, Cabinet and State Recovery Controller with strategic coordination and policy to manage the WA Government's pandemic response.
- » communicating and managing information about COVID-19, and other WA Government priorities across a range of channels.
- » ensuring pandemic preparedness and response is built into all Government policies and strategies, and creating cross-agency pandemic management strategies, including leading work with the Australian Government on developing a quarantine facility.
- » working with partner agencies to develop strategies to manage COVID-19 in the community.

2. Aboriginal Engagement and Community Policy

Our Aboriginal Engagement and Community Policy Division consists of three directorates – Aboriginal Engagement, Remote Aboriginal Communities, and Community Policy.

The Division is responsible for:

- » supporting the Premier, the Minister for Aboriginal Affairs and other Cabinet Ministers to maximise social and wellbeing outcomes for Western Australia.
- » providing policy advice on Aboriginal affairs to embed strategic whole-of-Government approaches to engaging with Aboriginal people and communities.
- » driving systemic change across Government to improve the economic, health, social and cultural wellbeing of Aboriginal people and communities in Western Australia.
- » leading native title and land-based negotiations and coordination across relevant public sector agencies to resolve claims and leverage community defined opportunities.
- » implementing native title agreements and settlements.
- » leading engagement with Aboriginal community leaders to build effective relationships, delivering co-design policy and program outcomes.
- » protecting remote Aboriginal communities from the spread of COVID-19, and responding to issues affecting remote communities through the pandemic.
- » coordinating cross-Government policy development and advice on social policy matters, with a focus on long-term social challenges and supporting Western Australia's recovery from COVID-19.

3. Infrastructure, Economy and Recovery

Our Infrastructure, Economy and Recovery Division comprises three directorates – Infrastructure and the Regions; Economic, Environment and Industry; and Recovery Implementation Support.

The Division is responsible for:

- » providing oversight and supporting infrastructure delivery, including a more integrated delivery program.
- » coordinating the implementation of the Perth City Deal.
- » leading the delivery of WA Government commitments in Collie, including developing the Collie Just Transition Plan, and supporting the Collie community economic and social adjustment arising from a continued decline in demand for coal-fired electricity generation.
- » coordinating the delivery of the WA Recovery Plan across the public sector and providing support to the Public Sector Leadership Council, the State Recovery Controller, and the Premier and Cabinet regarding the State's economic and social recovery from COVID-19.
- » providing strategic advice and support for Government policy initiatives relating to the economy, infrastructure projects and the environment.
- » providing advice and support on free trade agreement and trade matters.
- » monitoring and advising on labour market trends, workforce constraints and industry impacts.

4. Office of Digital Government

Our Office of Digital Government (DGov) is comprised of three business units – Cyber Security, Digital Transformation and Strategy, and Digital Transformation and Technology.

DGov is responsible for:

- » leading and coordinating digital transformation across Government to improve service delivery and reduce regulatory burden for Western Australian people and businesses.
- » leading, coordinating whole-of-Government cyber security efforts to protect the WA Government's information, assets and service delivery from cyber threats.
- » delivering digital and data analytics services and advice across the public sector.
- » providing guidance and direction to agencies on how to accelerate their digital transformation.
- » developing and building whole-of-Government digital platforms, architectures and frameworks.
- » progressing prioritised initiatives, such as the WA Government's commitment to introducing Privacy and Responsible Information Sharing legislation for WA and investigating strategies to reduce the digital divide.
- » reporting on digital projects and initiatives that are delivered under the *Digital Strategy for the Western Australian Government 2021-2025* (the Digital Strategy), as part of the WA Government's Digital Strategy Roadmaps.

5. State Services

The State Services Division comprises three directorates – Corporate Services, People and Governance Services, and Executive Government Services.

The Division is responsible for:

- » providing strategic support and advice on the management and operation of State Parliament.
- » supporting the functions of Executive Council, Executive Government and Cabinet.
- » delivering executive services to the Premier, Ministers and Ministerial Office staff, Members of Parliament and Parliamentary Electorate Office staff.
- » hosting the Premier's community comment line and Government email service, and provision of responses and general advice to callers and correspondents.
- » supporting the Department's broader role, through services including corporate governance, audit and risk, finance, human resource management, organisational development, payroll, information and communication technology, information management, and communications and media support services to the Department, Ministers and the sector.

Senior Officers

Ms Emily Roper **Director General**

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

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

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



Ms Amanda Pickrell
Deputy Director General
Intergovernmental Relations and COVID-19

Amanda Pickrell is the Deputy Director General, Intergovernmental Relations and COVID-19. As the Deputy Director General, Amanda is responsible for leading engagement with the Australian and other State and Territory governments, supporting WA's COVID-19 pandemic response and leading State security matters.

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

Prior to the current role at DPC, Amanda worked for the Victorian Government, where she provided cross-government leadership on the review and reset of Victoria's hotel quarantine operations. Prior to this important work, Amanda had executive responsibility for environment, resources and energy matters in the Victorian Department of Premier and Cabinet and led the International Education Division in the Victorian Department of Jobs, Precincts and Regions for a number of years. Before joining the Victorian public sector, Amanda worked in Canberra for the Department of the Prime Minister and Cabinet, including in the areas of national security and cyber policy, and for the departments of regional development and defence.



Ms Fiona Hunt
Deputy Director General
Aboriginal Engagement and Community Policy

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

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

Mr Chris Clark
Deputy Director General
Infrastructure, Economy and Recovery

Chris Clark was appointed as the Deputy Director General, Infrastructure, Economy and Recovery in April 2022, bringing over 30 years of experience working in the public sector.

In this role, Chris is responsible for providing strategic policy advice to Government on a number of Government priorities, as well as working with government and industry to oversee the development and delivery of infrastructure projects.

Prior to this, Chris was the Deputy Director General, Resources and Project Facilitation at the Department of Jobs, Tourism, Science and Innovation. Chris' role entailed facilitating and assisting the development of State significant projects in areas ranging from the resources and oil and gas sector, through to agriculture and tourism.



Mr Greg Italiano
Government Chief Information Officer
Office of Digital Government

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

Greg brings more than 18 years of public sector experience to the position, and has previously held senior executive roles in the Western Australian Police Force, the Department of Health, the Department of Justice and the Department of Treasury.

Ms Elizabeth Fells
Executive Director
State Services

Elizabeth Fells is the Executive Director of State Services at the Department.

Prior to this role, Elizabeth worked in Invest and Trade WA at the Department of Jobs, Tourism, Science and Innovation, and as the Director of Federal-State Relations at the Department of the Premier and Cabinet.

Elizabeth has a wealth of experience from across the Commonwealth and State public sector, as well as international experience including as the CEO of the Australia - United Kingdom Chamber of Commerce in London, and as the Head of International Strategy at the Confederation of British Industry in London and Washington DC.



Departmental Composition 2021 - 2022



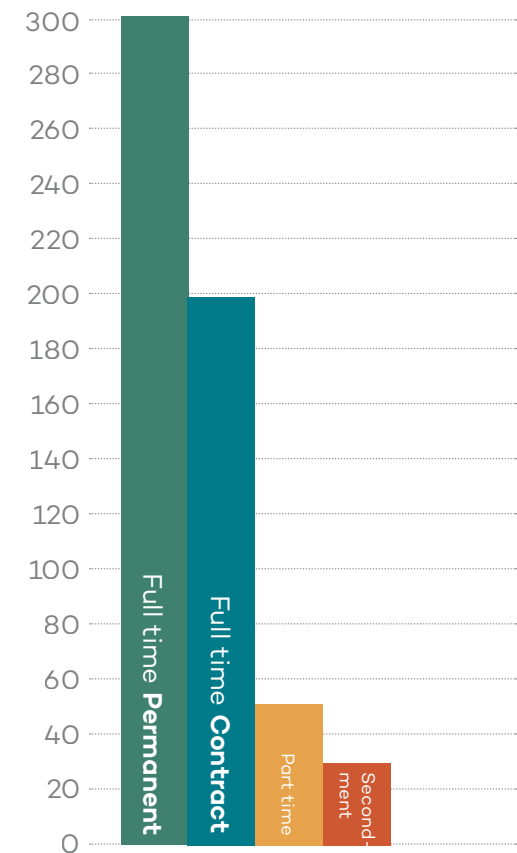
Age distribution

Age group		Number of employees	% of all DPC employees
< 25 years old		48	7.3%
25-34		208	31.7%
35-44		158	24.1%
45-54		127	19.4%
55-64		98	14.9%
> 64 years old		17	2.6%

Employment and industrial relations

Employee profile	2022	2021
Full-time permanent	303	290
Full-time contract	198	202
Part-time (FTE basis)	49.2	35.63
On secondment	30.4	45.89
Total	583.62	573.52

Source: Department of the Premier and Cabinet.





Diversity distribution

Diversity group	Representation
Female	62.8%
Youth (<25 years old)	7.3%
Culturally & Linguistically Diverse	13.1%
People with disability	3.1%
Aboriginal & Torres Strait Islander	2.9%

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

Setting our priorities

Our vision

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

Our purpose

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

Our values

Every day we value:



People

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

Leadership

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



Clarity

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

Openness

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

Our goals

Supporting the Premier and Cabinet

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

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

Driving digital transformation

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

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

Supporting Aboriginal economic and social development

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

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

Delivering key infrastructure and major projects

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

- » Develop, coordinate and implement State-significant infrastructure policy and coordinate infrastructure prioritisation; and facilitate policy, planning and development of infrastructure initiatives aligned to Government priorities.
- » Strategic advice to Government on infrastructure policy, issues, opportunities and initiatives, including influencing national policy; and coordinating the development of the Premier's response to the State's Strategic Infrastructure Strategy recommendations.
- » Facilitate and collaborate across Government and with external stakeholders to achieve economic, cultural and social outcomes through infrastructure development.
- » Provide leadership on strategic, complex and whole-of-Government infrastructure initiatives at the early stages of project concept development; and provide advice and oversight on major Government infrastructure initiatives.

Influencing economic and social development

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

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

Working with the Australian Government

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

- » Lead State Government advocacy to maximise the outcomes for Western Australia from our relationship with the Australian Government.
- » Drive sector collaboration on National reforms and National Partnership Agreements.
- » Work cooperatively with the Australian Government on counter-terrorism and security to enhance State prevention of, preparedness for, and recovery from terrorism and significant emergencies.
- » Lead the development of advice to support the Premier's participation in National Cabinet meetings and coordinate action on outcomes.

Performance Management Framework



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

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

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

Outcome based management structure relationship to Government Goal

Detail relating to the audited KPI information is located from page 124. Results show a comparison of key efficiency and key effectiveness targets and outcomes, forming part of the Department’s outcome based management structure.

Government Goal	Desired outcomes	Services
Strong and sustainable finances: Responsible, achievable, affordable budget management	Executive Government and Members of Parliament receive appropriate support	Administration of Executive Government Services
		Administration of Parliamentary Support
	The Premier and Ministers receive high quality, rigorous and timely policy advice	Government policy management – Whole-of-Government
		Government policy management – Aboriginal Affairs
		Government policy management – ICT
	Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth.	Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth

Key Service areas



Administration of Executive Government Services

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



Administration of Parliamentary support

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



Government policy management – Whole-of-Government

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



**Government policy management
– Aboriginal Affairs**

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



**Government policy management
– ICT**

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



Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth (Perth Casino Royal Commission)

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

Governance



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

Governance committees

The following internal corporate governance committees support decision-making in the Department.

Corporate Executive Committee

The Corporate Executive Committee (CorpEx) drives the strategic objectives of the Department and delivers accountable corporate performance aligned with those objectives.

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

Audit and Risk Management Committee

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

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

Administered Legislation



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

<i>Alteration of Statutory Designations Act 1974</i>
<i>Armorial Bearings Protection Act 1979</i>
<i>Constitution Act 1889</i>
<i>Constitution Acts Amendment Act 1899</i>
<i>COVID-19 Response and Economic Recovery Omnibus Act 2020</i>
<i>Daylight Saving Act 2006</i>
<i>Deputy Governor's Powers Act 1911</i>
<i>Discharged Servicemen's Badges Act 1967</i>
<i>Election of Senators Act 1903</i>
<i>Indian Ocean Territories (Administration of Laws) Act 1992</i>
<i>Machinery of Government (Miscellaneous Amendments) Act 2006</i>
<i>Members of Parliament (Financial Interests) Act 1992</i>
<i>Ministers' Titles Act 1925</i>
<i>Mutual Recognition (Western Australia) Act 2020</i>
<i>Noongar (Koorah, Nitja, Boordahwan) (Past, Present, Future) Recognition Act 2016</i>
<i>Parliamentary and Electorate Staff (Employment) Act 1992</i>
<i>Parliamentary Papers Act 1891</i>
<i>Parliamentary Privileges Act 1891</i>
<i>Public Sector Management Act 1994 (Part 4 only; remainder of Act administered by the Premier principally assisted by the Public Sector Commission)</i>
<i>Returned Servicemen's Badges Act 1953</i>
<i>Royal Commission (Custody of Records) Act 1992</i>
<i>Royal Commission into Commercial Activities of Government Act 1992</i>
<i>Royal Commissions Act 1968</i>
<i>Royal Powers Act 1953</i>
<i>Royal Style and Titles Act 1947</i>
<i>Standard Time Act 2005</i>

<i>State Flag Act 2006</i>
<i>Succession to the Crown Act 2015</i>
<i>Taxation (Staff Arrangements) Act 1969</i>
<i>Terrorism (Commonwealth Powers) Act 2002</i>
<i>Trans-Tasman Mutual Recognition (Western Australia) Act 2007</i>
<i>Western Australia Day (Renaming) Act 2012</i>

Other key legislation impacting our operations include:

<i>Corruption, Crime and Misconduct Act 2003</i>
<i>Disability Services Act 1993</i>
<i>Equal Opportunity Act 1984</i>
<i>Electoral Act 1907</i>
<i>Financial Management Act 2006</i>
<i>Freedom of Information Act 1992</i>
<i>Industrial Relations Act 1979</i>
<i>Minimum Conditions of Employment Act 1993</i>
<i>Parliamentary Commissioner Act 1971</i>
<i>Procurement Act 2020</i>
<i>Public and Bank Holidays Act 1972</i>
<i>Public Interest Disclosure Act 2003</i>
<i>Public Sector Management Act 1994</i>
<i>Salaries and Allowances Act 1975</i>
<i>State Records Act 2000</i>
<i>Work Health and Safety Act 2020</i>
<i>Workers Compensation and Injury Management Act 1981</i>

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

<i>Aboriginal Affairs Planning Authority Act 1972</i>

Significant achievements in 2021-22



Commonwealth-State engagement and reforms

Our Department's role in supporting intergovernmental relations maintained importance during this reporting period, in part due to the enhanced focus on federal-state engagement in response to the COVID-19 pandemic.

Over the course of the year we coordinated engagement with the Australian Government and other jurisdictions to collaborate on a range of policy, funding and reporting matters including:

- » supporting the Premier's participation in 24 National Cabinet meetings and numerous other associated meetings.
- » preparing for the implementation of the Automatic Mutual Recognition scheme for occupational registrations in Western Australia.
- » leading key federal-state funding agreement negotiations, including progression of major agreements on National Skills Reform, Housing and Homelessness, and the National Disability Insurance Scheme (NDIS).
- » pursuing policy and funding opportunities for the State arising from the 2022 Federal election.
- » providing support and strategic advice to the Premier, Ministers and Senior Officials on State and national security, emergency management and international relations.

COVID-19 response and recovery

As Western Australia – along with the rest of the world – continued to face the health and economic impacts from COVID-19, our Department again played a central role in supporting the State's ongoing response and recovery from the pandemic.

Throughout the year we provided cross-government leadership, policy coordination and communication of critical information about COVID-19 health and safety measures to the WA community. This important role involved:

- » working collaboratively with key COVID-response agencies to support the development and implementation of restrictions, border settings, vaccine hesitancy research and WA's Safe Transition Plan.
- » supporting a safe and coordinated transition by assisting with public health and social measures, the Critical Worker Furloughing Policy, and the non-health reallocation of rapid antigen tests to sectors and cohorts most in need.
- » working with agencies and key industry bodies to support the preparedness of remote Aboriginal communities to respond to COVID-19 outbreaks.
- » keeping the WA community updated on emergency restrictions, public health measures and high caseload settings, the COVID-19 vaccination program, and more recently, information about managing and living with COVID-19 in the community.

Integral to our role in responding to COVID-19 was the communication of information to the WA public through [WA.gov.au](https://www.wa.gov.au). The Department's administration of this website saw it become a trusted source of the latest information on COVID-19, with more than 21 million visits and 155 million page views since the onset of the pandemic.





Aboriginal affairs and native title agreements

In leading whole-of-Government policy development and coordination on Aboriginal affairs and native title, our Department continued to make significant progress in 2021-22 across policies, programs and initiatives that contribute to better outcomes for Aboriginal people.

The delivery of the Aboriginal Empowerment Strategy and the WA Implementation Plan for Closing the Gap were significant milestones that will inform the approach and actions of Government for years to come. During the reporting period, we commenced cross-agency coordination in relation to Closing the Gap to ensure implementation of the National Agreement is done in an effective and coordinated way, and linked to broader native title agreements where appropriate.

We also made significant progress working in partnership with Traditional Owners to advance native title matters in keeping with the WA Government's commitment to resolve native title compensation obligation by agreement. Major achievements throughout the year included our delivery of the nationally significant Yamatji Nation Indigenous Land Use Agreement, the South West Settlement Agreement, and the Pila (formerly Gibson Desert) Nature Reserve Agreement.

In all matters, we continued to engage with, and support, the Aboriginal Advisory Council of WA, and the Aboriginal Health Council WA (as the State's Coalition of Peaks partner), to develop initiatives that will drive systems change and enable community-controlled sector stewardship.

Digital transformation

Throughout the year, our Department continued to lead, support and coordinate the digital transformation of the WA public sector, including strengthening the WA Government's cyber security capability.

We have commenced working across Government on delivering the four key priorities under the Digital Strategy for the WA Government 2021-2025 – better services, informed decisions, safe and secure, and digitally inclusive. The Digital Strategy has set the digital transformation agenda for the Government over the next four years, and is already reorienting Government services and operations around the needs of business and the community.

We also supported the establishment of the WA Government's \$900 million Digital Capability Fund, and commenced coordination of the Fund to drive strategic and targeted investment in digital transformation across Government. The immediate impact of the Fund was clear in our first biannual Digital Roadmap, which included 21 initiatives across 13 agencies that are helping to progress the Digital Strategy.

One of the ways we are integrating and streamlining the way Government works to deliver better Government services is by building whole-of-Government digital platforms that can be reused by multiple agencies, such as the continued growth of WA.gov.au and our support for the development and rollout of the ServiceWA app.

During the reporting period, we also released Western Australia's Cyber Security Policy and continued to on-board agencies to the Cyber Security Operations Centre, providing greater visibility of threats against agency networks and further strengthening Government's ability to coordinate, detect and respond to cyber threats.



Perth Casino Royal Commission

Our Department continued to provide a support function to the Perth Casino Royal Commission (PCRC) during the reporting period. Our role providing administrative support for PCRC effectively ceased with the tabling of the Final Report in Parliament on 24 March 2022. From this date our role transitioned to leading the consideration of the Final Report's recommendations to inform the Government's response.

We also delivered on the Government's initial response to the Final Report's recommendations by overseeing priority legislative amendments to appoint an independent monitor and strengthen the State's regulatory powers to direct Crown Perth to address the PCRC findings.



Our performance



Supporting the Premier and Cabinet

Coordination of Cabinet and Government business

Our Department arranged Cabinet and Sub-committee meetings throughout 2021-22 to enable the Premier and Ministers to determine the legislative and executive policy of the Government, deliver on Government priorities and administer the State budget.

This included:

- » coordinating 95 Cabinet and Sub-committee meetings.
- » continued support for adaptive measures during COVID-19 to ensure that Ministers could attend meetings remotely.

We also:

- » provided support to the Governor and Ministers when sitting as Executive Council, with 34 meetings of Executive Council (26 scheduled and 8 special).
- » supported Parliament by facilitating the Royal Assent process for 44 Bills.
- » continued to promote collaboration and information sharing across the public sector by hosting nine Cabinet Liaison Officers Network meetings providing agencies with training and advice relating to Cabinet, Parliament and Executive Council processes.

Supporting COVID-19 response and recovery measures

In addition to supporting access to COVID-19 information on WA.gov.au, DGov also built the online registration system for the WA Government's free household RATs program. We also supported the 13COVID call centre with responding to enquiries on RAT orders.

In January 2022, our Department launched the ServiceWA App (the App), to support Western Australians through the WA Safe Transition Plan and provide users with a safe and secure way to check in to venues, show proof of vaccination, and access G2G passes for interstate travel.

Development of the App involved input from DGov, Health Support Services, Department of Finance and the WA Police Force, as well as cross-jurisdictional collaboration with Services Australia, the Australian Taxation Office and the Digital Transformation Agency.



Keeping the community safe and informed during the pandemic

Throughout 2021-22, our Department played a leading role in keeping the WA public safe and informed about the pandemic.

Our COVID-19 Communications team coordinated release of information about COVID-19 restrictions, G2G passes, testing and quarantine requirements, vaccinations, contact registers and SafeWA, the ServiceWA app and later the free Rapid Antigen Test (RAT) roll-out. Together with the Department of Health, we also provided information to culturally and linguistically diverse communities and Aboriginal stakeholders.

Our COVID-19 Coordination team led the development of WA's Safe Transition Plan, which delivered a roadmap that aimed to provide a soft landing following border restrictions easing, and prepare Western Australians for living with higher caseloads of COVID-19 in the community.

The team and our Office of Digital Government, also led cross-agency engagement with the Departments of Health and Finance for the development and delivery of the WA Free RAT Program.

The distribution of free RATs was an Australian first, with the tests distributed through a variety of initiatives across metropolitan and regional WA, including pop-up distribution sites which were coordinated by the COVID-19 Communications team at major events, shopping centres and train stations; schools and childcare centres, community resource centres, community service organisations, and remote communities. The program also included direct delivery to nearly 800,000 households in one of the largest logistics programs ever undertaken by the WA Government.





Supporting remote Aboriginal communities through the COVID-19 pandemic

Around 12,000 people, making up some 12 percent of Western Australia's Aboriginal population, live in approximately 200 permanent remote Aboriginal communities.

These communities remain some of Western Australia's most vulnerable communities due to their isolation, infrastructure and the underlying health conditions of some residents. Due to these risks, Remote Aboriginal Community Directions provided restricted access to these communities from 18 March 2020 to 15 June 2022.

In partnership with other agencies working

to limit any adverse impacts of the access restrictions, our Department supported remote Aboriginal communities across the year with:

- » assistance with the distribution of over 74,000 rapid antigen tests to residents of remote and town based Aboriginal communities;
- » translation of key messages into the Aboriginal languages Kriol, Martu and Ngaanyatjarra;
- » monitoring of vaccination rates in Remote Aboriginal Communities;
- » oversight of COVID-19 responses for remote Aboriginal communities to ensure they were appropriate; and
- » supporting communities through the pandemic, including helping to address urgent health and safety risks and improve community liveability.



Roll up for WA

Roll up for WA provided a call to action during the pandemic, with Western Australians encouraged to protect themselves, their families and their communities by getting vaccinated against COVID-19.

To help educate and encourage the WA community to get vaccinated, we worked with the Department of Health and the Vaccine Commander to develop a State-wide campaign that addressed key barriers to vaccination, including confidence, complacency and convenience. Apart from the usual channels, the campaign also featured at largescale community events including the Perth Royal Show, AFL Grand Final, Pride Festival and Summer and Super Vax Weekends.

Our Department also continued to coordinate outreach and engagement with culturally and linguistically diverse stakeholders, and support the Department of Health in encouraging vaccination uptake in Aboriginal communities.



Centre for National Resilience – Perth

Our Department worked closely with the Australian Government, Department of Finance and WA Government agencies to progress construction of the Centre for National Resilience in Bullsbrook and meet the State's obligations.

The purpose-built quarantine facility is designed to mitigate the spread of COVID-19 or other contagious diseases or natural disasters.

As part of the State's obligation, the WA Government has a license agreement with the Australian Government to operate the facility for 12 months, and will provide commissioning, maintenance and security services if quarantine operations are required in this time period.

Official visits and events

Our State Protocol and Events team coordinated a number of foreign visits to Western Australia after the reopening of interstate and international borders, and delivered numerous events and initiatives on behalf of the Premier in 2021-22. These included:

- » Community events associated with Cabinet visits to the electorates of Bateman-Bicton, Churchlands-Nedlands, Collie-Preston and the Kimberley;
- » First official visits to WA by diplomatic Heads of Mission (Ambassadors/High Commissioners) from India, Austria, El Salvador, Canada, Thailand, Indonesia, Israel, Malaysia and Denmark;
- » Support for visits by the Prime Minister of the Cook Islands and the Deputy Governor of East Java;
- » State Government hospitality events associated with foreign visits;
- » Welcome Home celebration for WA Members of the Olympic & Paralympic teams;
- » Reception for the Consular Corps of WA;
- » Reception for members of Taskforce Rodia;
- » Signing ceremony to commemorate the 35th Anniversary WA-Zhejiang Sister State Relationship; and
- » WA Government's involvement in Her Majesty The Queen's Platinum Jubilee celebrations.

Supporting Ministerial Offices

The Ministerial Support Unit (MSU) provided specialist advice and support to the Ministerial Offices during the year. MSU also managed the Ministerial Air Charter Service, enabling Ministers to access regional and remote areas across the State to fulfil their portfolio responsibilities and connect with the community, using the two Department-owned aircraft.

The Ministerial Liaison Unit (MLU) played its usual critical role in supporting the timely flow of correspondence between the Department and Ministerial Offices, as well as ensuring comments from the WA public reached the Premier and received a response from WA Government where needed. During the year, our MLU team handled a grand total of 77,626 related documents. The team also received 1,679 calls to the Premier's community comment line, roughly equating to 5,037 minutes of call time.



Supporting Members of Parliament

Our Department supported Members of Parliament and their staff to ensure they could conduct their parliamentary and electorate duties effectively.

In December 2021, we coordinated the Parliamentary Electorate Office Conference. Electorate and research officers from across the State attended the conference to learn about Aboriginal cultural awareness, and the new Code of Conduct for Parliamentary Electorate Office employees.

National Forums

During 2021-22, our Intergovernmental Relations team supported the Premier, Ministers and Senior Executives across Government at national forums, and when engaging with the Australian Government and other Governments to achieve positive outcomes for WA. This included supporting the Premier's participation at 24 National Cabinet meetings. This work was critical in ensuring that the WA Government's health and economic responses to COVID-19 supported WA's safe transition to living with COVID-19.

Media services for Ministerial Offices and the sector

Our Communications and Media Unit (CMU) continued to deliver its GovNews media monitoring service to Ministerial Offices and the broader sector, with large WA Government agencies such as the WA Police Force and the Departments of Communities, Health and Transport utilising the service.

As the pandemic continued, Ministerial media statements and media conferences continued to be a major medium of public information. The CMU team edited and distributed more than 2,000 media statements during the reporting period to support the distribution of public information about key Government priorities and updates. Work was also completed on a new subsidiary WA.gov.au website which ensures the public has up-to-date information on Cabinet Ministers and their portfolios.

The team also kept the public up to date on the latest actions and decisions of the Government through the Government Gazette, which saw more than 7,000 pages compiled by CMU.

Maintaining services during the pandemic

With COVID-19 entering the WA community for the first time this year, our Department continued to update its policies and procedures in line with the latest WA Health advice to prioritise staff safety and wellbeing, and ensure service continuity was maintained across the year.





Constitutional Centre's program expanded

The Constitutional Centre of Western Australia is a one-of-a-kind facility, aiming to educate Western Australians about our parliamentary and electoral system through school and community education programs. Our Centre team continued the delivery of these programs in 2021-22, and expanded their reach by also launching a number of digital programs and engaging with students through the annual State and National Schools Constitutional Conventions.

2021 Graduate Program

Our Graduate Program enabled graduates to gain experiences across the Department, providing them with valuable insights into the different functions of Government and opportunities to develop and apply their skills to key projects.

Graduates worked on critical projects in policy areas such as Intergovernmental Relations and COVID-19, Aboriginal Engagement, Community Policy, Infrastructure and the Economy. During the year, ten graduates completed the 2021 program and five graduates commenced the 2022 program.

Ally Network

In its first year, our Ally Network led a range of Departmental activities to spread the message of inclusion and acceptance of people of diverse sex, sexualities and genders.

The Network has over 100 members, and throughout the year hosted a Wear it Purple event, developed an Ally Network intranet page, flew the Pride flag outside Hale House and participated in the 2021 Pride March. The Network's leadership group also hosted training sessions for staff and regular networking events, contributing to a safe and respectful workplace culture.

Driving digital transformation by delivering the digital strategy

The Digital Strategy – a new era is launched

The Digital Strategy is delivering the WA Government's vision for digital reform and starting to change the way Western Australians interact with Government. The strategy puts Western Australian people, businesses and communities at its centre and sets the vision for a government that provides convenient and secure online services informed by quality data insights.

Our DGov team continued to progress implementation of the Digital Strategy across the WA Government during the year, as demonstrated by the sections below.

A formal Digital Strategy launch event was held in September 2021 with guests ranging from Government agencies to Government stakeholders coming together to hear a detailed rundown of the Strategy, and how it will guide the WA Government's service delivery into the future.

First publication of the Digital Strategy Roadmap

Published in February 2022, the Digital Strategy Roadmap includes 21 initiatives across 12 agencies that align with the Digital Strategy. The Roadmap provides an overview of the convenient, smart and secure digital projects that are planned to be delivered by 2025. It will be updated annually to track progress, as well as capture any new initiatives.



Convenient online services

Convenient online information for the Western Australian community

Our DGov team continues to support agencies in migrating web content to the whole-of-Government web platform, WA.gov.au. The one-Government approach to information and services reduces the costs to agencies, and provides a consistent user experience.

In 2021-22, a total of 81 agencies and Government web initiatives transitioned to the platform. Training was also completed by 376 staff in the whole-of-Government Content Management System with 149 active members on the platform.

There were over 91.7 million page views of WA.gov.au during the year, with content related to COVID-19 easily being the most accessed on the platform. The platform also proved capable of handling the weight of numbers accessing critical updates, with one example seeing over 564,000 unique visitors hit the site following the WA Government's announcement of its free RAT test program.



Laying the foundation for future service delivery

The ServiceWA App is built to provide the foundation for future online services delivery by the WA Government. It provides an integrated log-in and user interface that can give people and businesses easy access to services from any onboarded agency, without having to access physical offices, navigate disparate agency websites or prove their identity again and again.

Over 938,000 citizens have already downloaded the App, and as COVID-19 restrictions eased, the Department focused on expanding the App's list of services. In June 2022, FuelWatch was added as the first new service. It provides an easy to navigate, interactive map that allows users to find the best fuel price deals across WA.

The Department is continuing to explore future service offerings and features to meet the needs of Western Australians.

Secure online services

Expansion of the Cyber Security Unit

In 2021-22, DGov's Cyber Security Unit continued to lead, coordinate and support whole-of-Government cyber security efforts to protect the WA Government's information, assets and service delivery from cyber threats. An additional 15 technical and non-technical positions were established within the Department's Cyber Security Unit, increasing capability within the team.

DGov's Cyber Security Operations Centre (SOC) continued to provide visibility of threats against agency networks, improving the Government's ability to coordinate, detect and respond to cyber threats. As of June 2022, 31 agencies were on-boarded to the SOC.

Our Department released Western Australia's Cyber Security Policy in December 2021, outlining the measures that agencies are required to take to manage their cyber security risks. The Policy is a comprehensive approach to reducing the level of cyber security risk to its data and services

Building cyber capability across the sector

Our Cyber Security Unit continued to improve cyber security resilience in 2021-22, strengthening cooperation with external partners and increasing cyber security outreach across the public sector.

Through 2021-22, DGov continued its cyber security internship program, placing 16 students in other Government agencies which afforded them professional development opportunities and exposure to real-world cyber security scenarios.

In November 2021, DGov hosted the WA Government Executive Cyber Security Forum (Forum). Attended by representatives from over 40 Government agencies, the Forum topics included cyber security threats facing the public sector and covered how DGov is helping agencies mature cyber capabilities and defences. The Forum also included a practical tabletop game developed by the Department, the Cyber Security Cooperative Research Centre and Data61.

To support cyber security maturity uplift across Government, our Cyber Security Unit also provided a Phishing Training session for 283 public sector staff in February 2022.

Accelerating transformation through the Digital Capability Fund

The Digital Capability Fund (the Fund) was established to drive strategic and targeted investment in digital transformation across the sector and accelerate the delivery of the Digital Strategy. The administrative mechanisms for the Fund were approved in July 2021.

The Fund has a robust governance structure and oversight. The Minister for Innovation and ICT is responsible for overseeing and reporting on the operation of the Fund. DGov is responsible for administering the Fund, including the assessment and prioritisation of proposals. The Fund Steering Committee supports the Minister by independently reviewing and monitoring the administration of the Fund.

In 2021-22, the Fund approved 21 initiatives across 12 agencies to the amount of \$341.4 million. These initiatives align to the four strategic priorities in the Digital Strategy and a fifth priority that supports legacy system upgrades:

- » Better Services
- » Informed Decisions
- » Safe and Secure
- » Digitally Inclusive, and
- » Supporting Digital Foundations.

Supporting Aboriginal economic and social development

Implementing the National Agreement on Closing the Gap and the Aboriginal Empowerment Strategy

Our Aboriginal Engagement team was instrumental in developing the Aboriginal Empowerment Strategy and the first WA Implementation Plan on Closing the Gap, working in close consultation with Aboriginal stakeholders on both deliverables, which were then released by the WA Government in September 2021.

The Strategy outlines a high-level framework for how future WA Government policies, plans, initiatives and programs can contribute to better outcomes for Aboriginal people built around genuine partnerships and engagement with Aboriginal stakeholders, with strong accountability, and culturally responsive ways of working.

The first Implementation Plan details the actions that the WA Government is taking to deliver on the National Agreement on Closing the Gap. This first step provides a baseline to build from, and enables Aboriginal people and the broader public to clearly see what the WA Government has said it will do to deliver on its commitments.

Since the release of these milestone strategies, we have supported the WA Government in its efforts to realign WA's governance process through expanding the membership of existing bodies and creating new cross-agency forums to work in partnership with the Aboriginal community-controlled sector to expedite progress on Closing the Gap outcomes.

The WA Government has also committed to undertaking a community data project in the Kimberley region, improving the sharing of data with Aboriginal organisations and communities, as well as developing a place-based partnership in the East Kimberley with local Aboriginal organisations, local governments and the Australian Government. Our Department is working with the WA Country Health Service, the Aboriginal Health Council of WA and the Kimberley Aboriginal Medical Services on the scoping phase of the Kimberley data project.





Walking together to make a difference

**Aboriginal Advisory Council of
Western Australia**

During 2021-22, our Aboriginal Engagement directorate engaged with, and provided secretariat support for, the Aboriginal Advisory Council of Western Australia (the Council) in their advisory role to the WA Government on matters aiming to improve economic, social and cultural outcomes for Aboriginal people living in WA.

The Council welcomed the election of three new members this year: Ms Rowena Leslie, Mr Preston Thomas and Mr Fabian Tucker. Our Department acknowledges and give thanks to Mr Gordon Gray who retired in March 2022. Mr Gray was a long-standing member of the Council and the preceding Interim Aboriginal Working Group which was established in 2019.

There were five council meetings and two special meetings across the year, as well as five ministerial engagements and 18 executive engagements from public sector agencies. In a key outcome, the Council was instrumental in the development of the Aboriginal Empowerment Strategy.

Council Co-Chairs, Mr Marty Sibosado and Ms Gail Beck, and Council member Mrs Vicki O'Donnell OAM, Western Australia's only representative on the Coalition of Peaks, were also valued members of the Aboriginal Affairs Coordinating Committee working alongside of Directors General from Government agencies to assist the Minister for Aboriginal Affairs.

Aboriginal Affairs Coordinating Committee

Our Department continued to support the functions of the Aboriginal Affairs Coordinating Committee (AACC), which is the coordinating body for Aboriginal affairs, policies, services and programs.

The AACC is chaired by our Director General and members include the Co-Chairs of the Aboriginal Advisory Council of Western Australia, the Under Treasurer and Directors General of the Departments of Health, Education and Communities. The AACC also invites the participation of other persons who have special knowledge, experience or responsibility in relation to Aboriginal affairs.

In March 2022, the AACC endorsed the implementation of the National Agreement on Closing the Gap and Native Title policy as key priorities. Two Deputies Groups were established to support the AACC in the delivery of these priorities.

Financial provisions relating to the Aboriginal Affairs Coordinating Committee and the Aboriginal Advisory Council of Western Australia are available in the Department of Planning, Lands and Heritage's Annual Report under the Aboriginal Affairs Planning Authority section.

National Reconciliation Week and NAIDOC Week

Our Department continued to work in partnership with Reconciliation WA to further the State's reconciliation journey, and support and challenge all Western Australians to walk together to tackle the next steps in this journey. Support included filming digital Acknowledgements of Country for our Director General and some Ministers, and supporting planning for events and briefings across Government.

We applaud Reconciliation WA for all of their work in facilitating such an amazing program of events for both NAIDOC Week last year, and National Reconciliation Week this year. The innovations in working around COVID-19 restrictions and enabling Western Australians all across the State to participate in the events and activities was particularly inspiring. Participation from our staff in events across both weeks was strong and we enjoyed holding our own acknowledgements and celebrations here on Whadjuk Noongar Boodja in the grounds of Dumas House in West Perth.





Strengthening the Aboriginal Community Controlled Sector

To support implementation of the Aboriginal Empowerment Strategy and the WA Implementation Plan on Closing the Gap, the WA Government committed \$4.8 million to building the Aboriginal Community Controlled Organisation (ACCO) sector. Tasked with administering this investment, our Department provided \$1.4 million to the Aboriginal Health Council of WA, the only WA representative on the Coalition of Peaks, to establish a Social Services Committee and oversee the establishment of an ACCO Peak Body to support ACCOs that provide social services.

The remaining \$3.4 million is to be allocated to the ACCO sector, strengthening grants for the four Closing the Gap national priority sectors of health, housing, disability, and early childhood care and development. During the reporting period, our Aboriginal Engagement team commenced work with Lotterywest on a collaborative model to administer these grants.

We also commenced the development of a whole-of-Government ACCO Strategy to increase opportunities for ACCOs to provide services and coordinated investment.

Building Bidyadanga

We continued to progress the Bidyadanga Land Activation Project (Bidyadanga Project) to deliver land tenure reform in the Bidyadanga Aboriginal Community through an Indigenous Land Use Agreement.

This initiative is the first of its kind in Western Australia, recognising that economic transformation must be built on the Bidyadanga community's vision for the future, which cannot be realised without local leadership and the active participation of Karajarri native title holders and community members. These principles and objectives align with the Aboriginal Empowerment Strategy and the Closing the Gap priority reforms.

Land tenure change is a fundamental first step to ensure remote communities are sustainable and able to thrive. Land tenure reform, coupled with a plan to address coastal hazard and bushfire risk management, will unlock and activate land to create an appealing investment environment in Bidyadanga and support the growth of sustainable economic initiatives.

A range of land tenure, cultural mapping and governance workshops were completed with the Karajarri people and the Bidyadanga community residents to inform the co-design nature of the Bidyadanga Project. The comprehensive approach undertaken in Bidyadanga will lay a strong foundation for future investment by the Australian and WA Governments, in additional housing and community infrastructure.





Significant steps for native title

Celebrating the recognition of native title over the Pila Nature Reserve

In 2021-22, our native title team within Aboriginal Engagement played a key role in furthering the Gibson Desert Nature Reserve Compensation and Lurrtjurrulu Palakitjalu Settlement Agreement, executed in October 2020.

The Agreement covers approximately 19,000 square kilometres of land in the Gibson Desert, located roughly 1,800 kilometres north-east of Perth.

Under the Agreement, a new name was chosen and implemented this year, seeing the Reserve renamed the Pila Nature Reserve (formerly the Gibson Desert Nature Reserve). 'Pila' is a traditional Aboriginal name which describes the prevailing geography of the Reserve area, which means plains/flat country.

On 15 June 2022, in a historic native title determination, native title rights and interests were formally recognised over the Pila Nature Reserve with the Traditional Owners, the Yarnangu people.

This was the first determination in Australia to utilise the new Section 47C of the Native Title Act 1993 (Cth). This allowed for prior extinguishment of native title over the Pila Nature Reserve to be disregarded and for the native title rights and interests of the Yarnangu people to be wholly recognised over the Reserve.



Implementation of the South West Native Title Settlement

On 14 July 2021, our Department supported a signing ceremony at Parliament House to commemorate the first boodja (land) parcels to be transferred to the Noongar Boodja Trust (Trust) under the South West Native Title Settlement which was formalised last financial year.

The second of twelve annual \$60 million (plus indexation) State payments was made to the Trust in April 2022 to continue to grow the Noongar Future Fund and provide operational funding for the Settlement's seven Noongar Corporations.

During 2021-22, we supported significant progress made by the South West Aboriginal Land and Sea Council (SWALSC) and the Trustee in establishing the Settlement's Noongar Corporations and Trust Committees. This included the commencement of the Trust's Noongar Advisory Company, and SWALSC's successful transition to the Central Services Corporation. The establishment of the six Regional Corporations is also well advanced.

Our South West Settlement team within Aboriginal Engagement also continued to coordinate and support WA Government agencies in preparing for the commencement of partnership arrangements and benefits once the Regional Corporations are operational, including in relation to the conservation estate, Aboriginal heritage, housing, community development and economic participation. The shared goal is the delivery of long-term social, cultural and economic opportunities for Noongar people for generations to come.



First year of the Yamatji Nation Indigenous Land Use Agreement implementation

Covering approximately 48,000 square kilometres of land in the State's Mid-West region, the Yamatji Nation Indigenous Land Use Agreement (ILUA) aims to build a sustainable economic foundation for the Yamatji Nation and future generations. It also established the Yamatji Southern Regional Corporation (YSRC), to set the strategic direction of the Yamatji Nation, and the Bundi Yamatji Aboriginal Corporation, to hold native title rights and interests on trust for the Yamatji people.

Our Department supported the parties in progressing key commitments under the ILUA in partnership across the 2021-22 financial year. Key achievements include:

- » establishment of the Business Development Unit, co-designed with the YSRC to assist Yamatji businesses, to provide incubation support and link to regional procurement opportunities;
- » provision of \$378,000 in funding to the Trustee of the Yamatji Nation Charitable Trust to begin the process to upgrade facilities at the Lucky Bay tourism site and prepare a holistic tourism strategy for this site and Pink Lake;
- » the first payment of \$2 million under the Groundwater Investigations Project Agreement was made to enable extraction and development from the Yamatji Strategic Aboriginal Water Reserve;
- » a contract for the Yamatji Water Monitoring Training project has been finalised and the training program has commenced to provide Yamatji Nation people with the opportunity to train as water monitors; and
- » the first conservation estate under the agreement, Mungada Ridge National Park, was created on 17 January 2022 and jointly vested with the Bundi Yamatji Aboriginal Corporation.

During the reporting period, \$6.05 million was paid, taking the total to \$16 million transferred to date. There were also seven Yamatji Government Standards Heritage Agreements negotiated and agreed, to ensure protection of cultural heritage, and to ensure Yamatji people are consulted in relation to work undertaken on their Country.





The Wadjemup Project: Truth-telling & consultation

The Wadjemup Project is one of Australia's first large-scale acts of recognition related to the impacts of colonisation on Aboriginal people. The Aboriginal-led project is seeing the WA Government working in partnership with the Aboriginal community to deliver truth-telling, ceremony and commemoration strategies to formally acknowledge and reconcile the Aboriginal prison history on Wadjemup, which stretched for nearly a century from 1838-1931.

During the year, our Aboriginal Engagement team partnered with Aboriginal Productions and Promotions consultancy in delivering an Aboriginal Cultural Authority Framework for the Project. This process involved the project team delivering a number of consultations with Whadjuk Noongar Elders, as the Traditional Owners of Wadjemup, to design a Framework that would guide a State-wide conversation on the future of the Island's Aboriginal Burial

Ground and the old prison building known as the Quod. The Framework that has been formed through these workshops is ensuring cultural protocols are observed, and that Aboriginal people and communities with a connection to Wadjemup's prison history have the opportunity to safely have their say.

As the financial year drew to a close, our DPC Communications team supported the Project's Cultural Authority Group and the Aboriginal Engagement project team in facilitating State-wide conversations on the Burial Ground and Quod through the development of the Wadjemup Project Progress Report. The State-wide comment process was continuing at 30 June 2022, with outcomes to be collated in the new financial year and informing future stages of the project.

Delivering key infrastructure and major projects

Perth City Deal revitalising and re-energising the CBD

Throughout 2021-22, our Department maintained its role overseeing and coordinating cross-government implementation of Perth City Deal projects stemming from a 10-year partnership between the WA Government, Australian Government and City of Perth to sustainably transform and activate the Perth CBD through a range of infrastructure and non-infrastructure initiatives.

The City Deal Implementation Board, with representatives from the three levels of government, met three times over the course of the year.

In 2021-22, milestones for the Perth City Deal included:

- » commencement of early works on Edith Cowan University's (ECU) City Campus (funded by Federal and State Governments and ECU) and the Western Australian Cricket Association Ground Improvement Project;
- » progress of active transport projects in the CBD Transport Plan, with works underway for the Roe Street redevelopment and Trinity Shared Path initiatives, as well as the announcement of the consortium for the Swan River Bridge project;
- » release of the Masterplan for Perth Cultural Centre;
- » appointment of architects for the redevelopment of Perth's iconic, heritage-listed Concert Hall, Edith Cowan University's City Campus, the Western Australian Cricket Association Ground Improvement Project and the Common Ground Homelessness and Housing initiative in East Perth; and
- » completion of the pre-feasibility study for a World-class Aboriginal Cultural Centre (funded by the Federal and State Governments) enabling the project to commence planning and development of a business case.





Royal Commission into the Perth Casino Royal Commission

Our Department's role in supporting the Government's response to the Perth Casino Royal Commission Report is detailed in the Significant achievements in 2021-22 section on pages 35.

Influencing economic and social development

A Just Transition for Collie

Our Collie Delivery Unit continued to coordinate the WA Government's commitment to secure the long-term future of Collie as it transitions away from a dependence on the coal industry. Guided by Collie's Just Transition Plan, the reporting period saw our team continue to support stakeholders representing the workforce, industry, community and Government in continuing to work collaboratively to diversify the local economy and create long-term employment opportunities for the town's workforce.

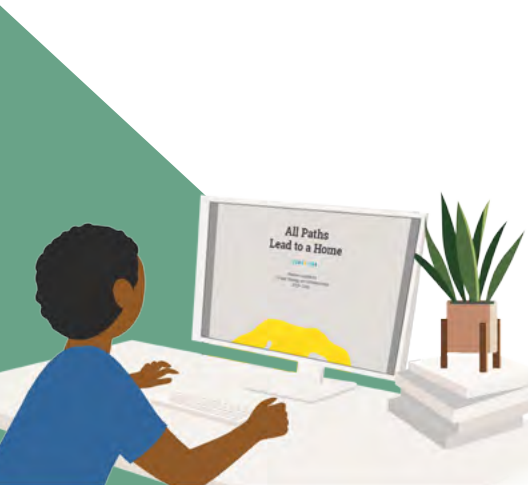
In 2021-22, these efforts brought new industries to Collie, including an emergency services vehicle manufacturing and a multipurpose emergency services hub. Fresh interest from investors has generated feasibility studies into a magnesium smelter and renewable energy hub. Progress was also made on work to establish WA's first graphite processing plant, a medicinal cannabis cultivation and processing facility, and a waste recycling plant in Collie.

Our Department also oversaw a variety of projects to drive the growth of Collie's tourism industry, such as the upgrade to the Throssell Street facades, additional murals for the Collie Mural Trail, and an expansion of the mountain bike trails in Wellington National Park. Collie is establishing itself as a world-class adventure

trail town, and new attractions have seen a 34 per cent increase in visitation to Wellington National Park from 2020-21 to 2021-22.

In June 2022, the WA Government announced that State owned coal fired power stations in Collie would be retired by 2030, with a further \$547.4 million allocated for industry attraction, training and workforce support through the phasing out of coal production. The Collie Delivery Unit will continue to be instrumental in supporting Collie and its workforce.





Supporting Communities Forum

Our Department continued to provide strong support for the Supporting Communities Forum during the financial year.

The Forum is co-chaired by Michelle Scott, Director, McCusker Centre for Citizenship, the University of Western Australia and Jodi Cant, Director General, Department of Finance. The Deputy Chair is respected Aboriginal leader, Kate George. Membership includes 10 Directors General and Commissioners from WA Government agencies and 16 senior leaders from the community services sector who come together to support the delivery of quality services and better outcomes for vulnerable Western Australians.

In 2021-22, the Forum focused on four key priorities identified by the Minister for Community Services, the Honourable Simone McGurk MLA, including:

- » implementation of the 10-year Strategy on Homelessness 2020–2030;
- » further development and implementation of the State's Community Services Outcomes Measurement Framework;
- » building capacity and capability to implement the National Principles for Child Safe Organisations; and
- » roll-out of COVID-19 vaccinations to vulnerable people and the community services sector workforce.

In early 2022, the Forum successfully delivered on the priority of supporting the Vaccine Commander and the Department of Health to achieve maximum roll-out of vaccinations to vulnerable people and cohorts, and the community services sector workforce.

Additionally, the Forum considered a variety of issues critical to the progression of recovery initiatives for the community services sector and broader WA community, including providing input on workforce planning within the community services sector, Aboriginal communities and the regions; the Closing the Gap Implementation Plan; and the State Commissioning Strategy.



Western Australian nominations for National Awards

Our Intergovernmental Relations team delivered a range of engagement and promotional activities to increase the number of Western Australians nominated for awards within the Australian Honours and Awards program.

During 2021–22, 120 Western Australians received Order of Australia medals, 35 Western Australians received Meritorious Service Awards and 15 Western Australians received Military Honours as part of the Australia Day and Queen's Birthday Honours Lists. The recipients were announced by the Governor-General.

Working with the Australian Government

The Office of State Security and Emergency Coordination (OSSEC)

OSSEC provided advice to the Premier, Ministers and Senior Executives on State security and emergency management policy matters. OSSEC worked with WA Government agencies, other jurisdictions and industry to support nationally coordinated approaches to national security and emergency management issues.

Indian Ocean Territories

Our Department manages arrangements with the Australian Government for WA to provide services to the Indian Ocean Territories. During 2021-22, we coordinated the negotiation of 20 agreements between the Australian Government and WA Government agencies. WA Government agencies delivered services to the value of approximately \$45 million to the Territories on behalf of the Australian Government.

National Royal Commissions

Our Department supported whole-of-Government input into the Royal Commission into Defence and Veteran Suicide and assisted the Department of Fire and Emergency Services to coordinate a whole-of-Government response to the Royal Commission into National Natural Disaster Arrangements.

National Agreements and Inquiries

Our Department collaborated with WA Government agencies and other jurisdictions on a range of policy, funding and reporting matters to progress the State's objectives. The Department also provided approval for negotiation strategies for key national funding agreements including the National Preschool Reform Agreement and the National Mental Health and Suicide Prevention Agreement. We also reviewed and advised on submissions to national inquiries and minor funding agreements.

Mutual Recognition Scheme

Supported by the Department of Treasury, our Intergovernmental Relations team led WA's introduction of the Automatic Mutual Recognition Scheme for occupational licences and registrations. The Scheme makes it easier for interstate workers in over 40 occupations to work in WA by removing the need to apply or pay for a second licence.

Disclosures and legal compliance



Freedom of Information

The Department assisted the public to access available documents it holds at the lowest possible cost. In 2021-22, 71 new valid Freedom of Information (FOI) applications were received. A further 7 applications were carried over from the previous year. Of these, 12 applications were withdrawn by the applicant.

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

In 2021-22 the Department continued to assist Ministerial offices in processing their FOI applications.

Freedom of Information Applications Summary 2021-22

Applications	Total
Carried Over	7
Received	71
Total	78
- Total Finalised	64
- Refused to deal with*	6
- Transferred	2
- Carried Forward	6

* *Freedom of Information Act 1992, s20* – applicants are advised if the Department refuses to deal with an application

Freedom of Information Applications Decided 2021-22

	Total	Personal Information	Non-Personal Information
Full Access	14	7	7
Edited Access	16	0	16
Deferred Access	0	0	0
Section 26 Refused Access**	17	0	17
Access Refused	8	0	5
Withdrawn	12	0	12
Total decisions	64	7	57

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

Other legal requirements

Personal Use of Credit Cards

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

Detail	2020-21	2021-22
The number of instances the Western Australian Government Purchasing Card has been used for personal purposes	15	13
The aggregate amount of personal use expenditure for the reporting period	\$625.38	\$636.59
The aggregate amount of personal use expenditure settled by a due date	\$498.27	\$467.15
The aggregate amount of personal use expenditure settled after the date	\$127.11	\$169.44
The aggregate amount of personal use expenditure outstanding at the end of the reporting period	-	\$50.00
The number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-	-

Compliance with the Electoral Act 1907

In accordance with section 175ZE of the Electoral Act 1907, the agency incurred the following expenditure in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. Total expenditure for 2021-22 was \$18,166,184, with the increase attributable to important public health and safety messaging related to the COVID-19 pandemic..

Summary of expenditure by organisation class 2021-22

Advertising Agencies	\$4,080,611
Market Research Organisations	\$176,513
Polling Organisations	\$0
Direct Mail Organisations	\$5,639
Media Advertising Agencies	\$13,903,421
Total Advertising Expenditure	\$18,166,184

**Detail of Expenditure by
Organisation Class 2021-22**

RECIPIENT

Advertising Agencies

Diversus	\$13,081
DrawHistory	\$52,268
RARE Creative thinking	\$3,575,050
Scamper Design	\$675
Soundbyte Studios & Sandbox Productions	\$352,001
Wunderman Thompson Pty Ltd	\$27,760
Zaccaria Concerts and Touring Pty Ltd	\$54,970
Discus On Demand	\$635
Scott Print	\$4,172
Sub-Total Advertising Agencies	\$4,080,611

Market Research Organisations

Marketforce	\$176,513
Sub-Total Market Research Organisations	\$176,513

Polling Organisations

Nil	\$0
Sub-Total Polling Organisations	\$0

Direct Mail Organisations

Australia Post	\$5,639
Sub-Total Direct Mail Organisations	\$5,639

Media Advertising Agencies

Initiative Media Australia Pty Ltd	\$13,837,319
onQ Digital Group Pty Ltd	\$23,970
West Australian Newspapers Limited	\$20,000
Telstra	\$22,132
Sub-Total Media Advertising Agencies	\$13,903,421
GRAND TOTAL EXPENDITURE UNDER SECTION 175ZE	\$ 18,166,184

Compliance with the Disability Services Act 1993

The Department reports annually on progress with its Disability Access and Inclusion Plan (DAIP) and the information used by the Minister for Disability Services to report to Parliament. The Department complies with the requirements of the plan.

Compliance with the Public Sector Management Act 1994

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

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

Compliance with the State Records Act 2000

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

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

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

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

State Records Commission Requirements	Department Compliance Action
Whether the efficiency and effectiveness of the organisation's record keeping systems have been evaluated, or if not when such evaluation is proposed.	The Department has an approved and current Record Keeping Program (RKP). RKPs have been prepared and signed by all Ministers and the Parliamentary Secretary of the Cabinet. The next RKP review is due December 2023.
The nature and extent of the record keeping training program conducted by, or for, the organisation.	All staff are required to complete online records awareness training (RAT) to provide them with a sound understanding of record keeping roles and responsibilities. Additional training tools include fact sheets, advice, training manuals and videos. A compliant records system captures electronic records; this year 939 people used the system and 279 records system training sessions were held.
Whether the efficiency and effectiveness of the record keeping training program has been reviewed or alternatively when this is planned to be done.	164 people were enrolled in the online RAT course following recruitment, and 77% of those enrolled have completed the course. Feedback from RAT course participants indicated an 92% approval of the content. The majority of respondents indicated an improved understanding of record keeping roles and responsibilities at completion.
Assurance that the organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's Record Keeping Plan	The Department's online induction program covers archives and record keeping responsibilities. The Department requires all staff to attend Accountable and Ethical Decision Making training which is based around the Department's Code of Conduct. This training covers record keeping. All support materials are on the intranet for staff.

Government policy requirements

Occupational Safety, Health and Injury Management

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

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

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

	2019-20	2020-21	2021-22	Target	Comments
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate	0%	0.50%	0%	0 or 10% reduction in incidence rate	Zero lost time to injury and disease incidents in 2021-22
Lost time injury and severity rate	0%	0.40%	0%	0 or 10% reduction in incidence rate	
Percentage of injured workers returned to work within 13 weeks	N/A	100%	N/A	Greater than or equal to 80%	
Percentage of injured workers returned to work within 26 weeks	N/A	N/A	N/A	Greater than or equal to 80%	
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	82%	40.85%	55%	Greater than or equal to 80%	Staffing movements, COVID interruptions, and review of the online training module following the introduction of new work and health safety legislation have delayed enrolments and resulted in a lower percentage of training completion for the financial year.

Board and Committee Remuneration

Audit and Risk Management Committee

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Hourly Rate	Gross Remuneration for the Financial Year
Chair	Gordon Robertson	Hourly Rate	1 Jul 2021 – 12 Feb 2022	2 Years	\$200	\$3,105
Member	Greg Italiano	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Fiona Hunt	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Judith Stewart	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	James Lim	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Kathlene Oliver	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Stephanie Black	N/A	1 Jul 2021 – 31 Oct 2021	16 Months	N/A	\$0
Member	Brett Sadler	N/A	1 Nov 2021 – 20 Mar 2022	5 Months	N/A	\$0
Member	Chris Clark	N/A	11 Apr 2022 – 30 Jun 2022	2 Years	N/A	\$0

Supporting Communities Forum

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Rate	Gross Remuneration for the Financial Year
Co-Chair	Michelle Scott	Annual Fee	1 Jul 2021 – 30 Jun 2022	2 Years	\$31,750	\$31,750
Co-Chair	Jodi Cant	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Deputy Chair	Kate George	Sitting Fee*	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Louise Giolitto	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Dan Minchin	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0
Member	Tricia Murray	N/A	1 Jul 2021 – 30 Jun 2022	2 Years	N/A	\$0

Position Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Rate	Gross Remuneration for the Financial Year
Member	Maria Osman***	Sitting Fee	1 Jul 2021 – 30 Jun 2022	3 Years	\$680 per day, \$442 per ½ day	\$442
Member	Julie Waylen	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Sandy McKiernan**	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Debra Zanella	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Felicite Black	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Kate Chaney***	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Justine Colyer	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Emma Jarvis	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Melissa Perry	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Denver D'Cruz	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Kelda Oppermann	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Mike Rowe***	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Adam Tomison	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Lisa Rodgers	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	David Russell-Weisz	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Emily Roper***	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Jennifer McGrath	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Lannie Chopping***	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Ralph Addis***	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0
Member	Sharyn O'Neill	N/A	1 Jul 2021 – 30 Jun 2022	3 Years	N/A	\$0

* Kate George was entitled to a sitting fee but chose not to claim it. ** Sandy McKiernan is appointed new CEO of Youth Affairs Council of Western Australia and as a member of the Forum representing the youth sector in place of previous CEO Ross Wortham.

*** As a result of State elections in 2021 and Federal elections in 2022, there were movements in membership including new Directors General replacing previous or retired Directors General.

WA Multicultural Policy Framework

The Department's Multicultural Plan 2021-2023 is based on the WA Multicultural Policy Framework and includes initiatives such as increasing cultural competency skills, coordinating multicultural events and addressing racism and discrimination.

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

Audited financial statements





Auditor General

INDEPENDENT AUDITOR'S REPORT 2022

Department of the Premier and Cabinet

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

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

- the Statement of Financial Position at 30 June 2022, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Administered schedules comprising the Administered assets and liabilities at 30 June 2022 and the Administered income and expenses by service for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department of the Premier and Cabinet for the year ended 30 June 2022 and the financial position at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director General is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Department.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department of the Premier and Cabinet. The controls exercised by the Director General are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department of the Premier and Cabinet are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2022.

The Director General's responsibilities

The Director General is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department of the Premier and Cabinet for the year ended 30 June 2022. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Department of the Premier and Cabinet are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2022.

Matter of significance

The Department received an exemption from the Under Treasurer from reporting the following key performance indicator for the year ended 30 June 2022:

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

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

The Director General's responsibilities for the key performance indicators

The Director General is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Director General determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

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

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

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2022, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Department of the Premier and Cabinet for the year ended 30 June 2022 included in the annual report on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
2 September 2022

Department of the Premier and Cabinet

Certification of Financial Statements

for the reporting period ended 30 June 2022

The accompanying financial statements of the Department of the Premier and Cabinet have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ending 30 June 2022 and the financial position as at 30 June 2022.

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



André Brender-A-Brandis
Chief Finance Officer

01 September 2022



Emily Roper
Accountable Authority

01 September 2022

Department of the Premier and Cabinet

Statement of Comprehensive Income

for the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	101,748	101,979
Supplies and services	2.3	51,747	37,863
Depreciation and amortisation expense	4.1.1; 4.2; 4.3.1	2,416	2,309
Finance costs	6.3	32	22
Accommodation expenses	2.3	19,454	20,431
Grants and subsidies	2.2	24,819	20,262
Loss on disposal of non-current assets	2.4	27	2
Perth Casino Royal Commission expenditure	2.3	13,003	3,756
Other expenses	2.3	3,582	2,327
Total cost of services		216,828	188,951
INCOME			
Sales of goods	3.2	50	799
Other income	3.4	200	886
Commonwealth grants	3.3	1,199	601
Total income		1,449	2,286
Net Cost of Services		215,379	186,665

	Notes	2022 \$'000	2021 \$'000
Income from State Government			
Service appropriation	3.1	181,331	173,039
Perth Casino Royal Commission appropriation	3.1	12,946	3,688
Income from other public sector entities	3.1	15,444	2,453
Services received free of charge	3.1	7,914	7,552
Royalties for Regions Fund	3.1	861	4,461
Total income from State Government		218,496	191,193
Surplus for the period		3,117	4,528
Total comprehensive income for the period		3,117	4,528

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

Department of the Premier and Cabinet

Statement of Financial Position

as at 30 June 2022

	Notes	2022 \$'000	2021 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	6.1	42,515	28,035
Restricted cash and cash equivalents	6.1	15,833	15,596
Receivables	5.1	4,535	3,452
Amounts receivable for services	5.2	13,310	11,117
Other current assets	5.3	3,513	3,225
Total Current Assets		79,706	61,425
Non-Current Assets			
Restricted cash and cash equivalents	6.1	2,206	1,785
Amounts receivable for services	5.2	24,342	24,342
Property, plant and equipment	4.1	5,471	5,789
Right-of-use assets	4.2	617	547
Intangible assets	4.3	303	505
Total Non-Current Assets		32,939	32,968
Total assets		112,645	94,393

	Notes	2022 \$'000	2021 \$'000
LIABILITIES			
Current Liabilities			
Payables	5.4	13,527	8,582
Provisions	2.1 (b)	18,919	17,532
Lease liabilities	6.2	257	224
Grant liabilities	5.5	-	1,725
Total Current Liabilities		32,703	28,063
Non-Current Liabilities			
Lease liabilities	6.2	376	332
Provisions	2.1(b)	4,839	4,571
Total Non-Current Liabilities		5,215	4,903
Total Liabilities		37,918	32,966
NET ASSETS		74,727	61,427
EQUITY			
Contributed equity		48,344	38,161
Accumulated surplus		26,383	23,266
TOTAL EQUITY		74,727	61,427

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

Department of the Premier and Cabinet

Statement of Changes in Equity

for the year ended 30 June 2022

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2020		40,588	18,738	59,326
Surplus		-	4,528	4,528
Transactions with owners in their capacity as owners:				
Capital appropriation		373	-	373
Distribution to owner ^(a)		(2,800)	-	(2,800)
Total		(2,427)	4,528	2,101
Balance at 30 June 2021		38,161	23,266	61,427
Balance at 1 July 2021		38,161	23,266	61,427
Surplus		-	3,117	3,117
Transactions with owners in their capacity as owners:				
Capital appropriation		10,183	-	10,183
Total		10,183	3,117	13,300
Balance at 30 June 2022		48,344	26,383	74,727

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

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

Department of the Premier and Cabinet

Statement of Cash Flows

for the year ended 30 June 2022

	2022 \$'000	2021 \$'000
CASH FLOWS FROM STATE GOVERNMENT		
Service appropriation	179,057	170,627
Perth Casino Royal Commission appropriation	12,946	3,688
Funds from other public sector entities	15,835	3,223
Capital appropriation	10,183	373
Holding account drawdowns	81	81
Royalties for Regions Fund	861	4,461
Net cash provided by State Government	218,963	182,453
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(99,075)	(100,315)
Supplies and services	(42,829)	(29,417)
Finance costs	(32)	(22)
Accommodation	(19,398)	(21,599)
Grants and subsidies	(25,049)	(20,426)
GST payments on purchases	(8,661)	(6,364)
Perth Casino Royal Commission expenditure	(14,013)	(2,744)
Other payments	(3,256)	(2,412)
Receipts		
Other income	187	886
Sales of goods	14	857
Commonwealth grants and contributions	1,204	596

	2022 \$'000	2021 \$'000
GST receipts on sales	217	230
GST receipts from taxation authority	8,557	6,356
Other receipts	144	172
Net cash used in operating activities	(201,990)	(174,202)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments		
Purchase of non-current assets	(1,476)	(900)
Net cash used in investing activities	(1,476)	(900)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments		
Principal elements of lease payments	(359)	(339)
Distribution to Owner ^(a)	-	(2,800)
Net cash used in financing activities	(359)	(3,139)
Net increase in cash and cash equivalents	15,138	4,212
Cash and cash equivalents at the beginning of period	45,416	41,204
Cash and Cash Equivalents at the End of Period	60,554	45,416

(a) Appropriation relating to the Noongar Land Fund (\$2.8 million) transferred to the Department of Treasury to establish the Noongar Land Fund Special Purpose Account in 2020/21.

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

Department of the Premier and Cabinet

Administered Income and Expenses

for the year ended 30 June 2022

	2022 \$'000	2021 \$'000
INCOME FROM ADMINISTERED ITEMS		
Income		
Administered appropriation:		
South West Native Title Settlement	63,398	60,000
Yamatji Nation Indigenous Land Use Agreement	10,420	10,900
Gibson Desert Nature Reserve Compensation Agreement	200	-
Total administered income	74,018	70,900
Expenses		
Grants and subsidies:		
South West Native Title Settlement	-	691,911
Yamatji Nation Indigenous Land Use Agreement	-	320,989
Interest Expense:		
South West Native Title Settlement	19,452	-
Yamatji Nation Indigenous Land Use Agreement	8,714	-
Gibson Desert Nature Reserve Compensation Agreement	32	-
Revaluation of Native Title Agreements: ^(a)		
South West Native Title Settlement	35,390	-
Yamatji Nation Indigenous Land Use Agreement	29,084	-
Gibson Desert Nature Reserve Compensation Agreement	1,525	-
Total administered expenses	94,197	1,012,900

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

Department of the Premier and Cabinet

Administered assets and liabilities

As at 30 June 2022

	2022 \$'000	2021 \$'000
ADMINISTERED LIABILITIES		
Current liabilities		
Provisions - South West Native Title Settlement	63,833	59,412
Provisions - Yamatji Nation Indigenous Land Use Agreement	12,532	9,879
Provisions - Gibson Desert Nature Reserve Compensation Agreement	198	-
Total current liabilities	76,563	69,291
Non-current liabilities		
Provisions - South West Native Title Settlement	563,515	572,499
Provisions - Yamatji Nation Indigenous Land Use Agreement	327,103	300,210
Provisions - Gibson Desert Nature Reserve Compensation Agreement	1,159	-
Total non-current liabilities	891,777	872,709
TOTAL ADMINISTERED LIABILITIES	968,340	942,000

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

Department of the Premier and Cabinet

Notes to the Financial Statements

1. Basis of preparation

The Department of the Premier and Cabinet (The Department) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Department is a not-for-profit entity (as profit is not its principal objective). A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements. These annual financial statements were authorised for issue by the Accountable Authority of the Department on 01 September 2022.

Statement of compliance

These general purpose financial statements are prepared in accordance with:

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

The FMA and TIs take precedence over AASs. Several AASs are modified by the TIs to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Accounting for Goods and Services Tax (GST)

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

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

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

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Administered items

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

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

The accrual basis of accounting and applicable AASs have been adopted.

Comparative information

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

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

Judgments and estimates

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

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Department's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Department in achieving its objectives and the relevant notes are:

	Notes	2022 \$'000	2021 \$'000
Employee benefits expenses	2.1 (a)	101,748	101,979
Employee related provisions	2.1 (b)	23,758	22,103
Grants and subsidies	2.2	24,819	20,262
Other expenditure	2.3	87,786	64,377
Losses on disposal of assets	2.4	27	2

2.1 (a) Employee benefits expenses

	2022 \$'000	2021 \$'000
Employee benefits ⁽ⁱ⁾	91,850	89,334
Termination benefits ⁽ⁱⁱ⁾	698	4,368
Superannuation - defined contribution plans ⁽ⁱⁱⁱ⁾	9,200	8,277
Total employee benefits expenses	101,748	101,979
Add: AASB 16 Non-monetary benefits ^(iv)	398	346
Less: Employee contributions ^(v) (per the statement of comprehensive income)	(181)	(177)
Net employee benefits	101,965	102,148

(i) Employee Benefits:

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

(ii) Termination benefits:

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

(iii) Superannuation:

The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, the Government Employees Superannuation Board schemes, or other superannuation funds.

(iv) AASB 16 Non-monetary benefits:

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

(v) Employee contributions

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

2.1 (b) Employee related provisions

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

	2022 \$'000	2021 \$'000
CURRENT		
Employee benefits provisions:		
Annual leave ⁽ⁱ⁾	11,068	9,764
Long service leave ⁽ⁱⁱ⁾	7,790	7,712
	18,858	17,476
Other provisions:		
Employment on-costs ⁽ⁱⁱⁱ⁾	61	56
Total current employee related provisions	18,919	17,532
NON-CURRENT		
Employee benefits provisions:		
Long service leave ⁽ⁱⁱ⁾	4,824	4,557
Other provisions:		
Employment on-costs ⁽ⁱⁱⁱ⁾	15	14
Total non-current employee related provisions	4,839	4,571
Total employee related provisions	23,758	22,103

(i) Annual leave liabilities:

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

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

(ii) Long service leave liabilities:

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

Pre-conditional and conditional long service leave provisions are classified as **non-current liabilities** because the Department has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Department does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

(iii) Employment on costs:

These involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

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

	2022 \$'000	2021 \$'000
Employment on-cost provision:		
Carrying amount at start of the period	70	70
Additional provisions recognised	6	-
Carrying amount at end of the period	76	70

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Department's long service leave provision. These include:

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

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.2 Grants and subsidies

	2022 \$'000	2021 \$'000
Recurrent		
Subsidies and community grants	3,393	5,622
Government agency grants	10,963	4,732
External grants	10,463	9,908
Total grants and subsidies	24,819	20,262

Transactions in which the Department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant or subsidy expenses'. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

2.3 Other Expenditure

	2022 \$'000	2021 \$'000
Supplies and services		
Professional services	28,764	20,110
Aircraft operating costs	6,008	5,474
Travel	1,868	1,292
Communications	1,736	1,885
Consumables	3,130	2,328
Lease of motor vehicles	237	265
Security	289	249
Advertising	18,197	5,720
Systems development and maintenance	2,856	2,820
Other administration costs	1,276	1,302
Sub-total supplies and services	64,361	41,445
Less Perth Casino Royal Commission supplies and services ^(c)	(12,614)	(3,582)
Total supplies and services	51,747	37,863
Accommodation Expenses		
Office rentals		
Department of Finance	5,466	5,692
Other ^(a)	13,363	13,798
Repairs and maintenance	529	664
Contract - cleaning services	481	450
Sub-total accommodation expenses	19,839	20,604
Less Perth Casino Royal Commission accommodation expenses ^(c)	(385)	(173)
Total accommodation expenses	19,454	20,431

	2022 \$'000	2021 \$'000
Other expenses		
Other staff costs	1,003	351
Computer software licenses	2,207	1,550
Employment on-cost ^(b)	153	217
Audit Fees - Internal/External	223	210
Sub-total other expenses	3,586	2,328
Less Perth Casino Royal Commission other expenses ^(c)	(4)	(1)
Total other expenses	3,582	2,327
Sub-total Other Expenditure	74,783	60,621
Sub-total Perth Casino Royal Commission	13,003	3,756
Total Other Expenditure	87,786	64,377

- (a) Contracts for Dumas House and Parliamentary Electorate Offices are with the Department of Finance Building Management and Works through Jones Lang Lasalle (WA) Pty Ltd as agents.
- (b) Includes workers' compensation insurance.
- (c) Total expenditure for the year ending 30 June 2022 for Perth Casino Royal Commission was \$13 million (2021: \$3.8 million). The expenditure is separately disclosed as its administrative functions are governed under the *Royal Commissions Act 1968*. The Department is only providing services to support the Perth Casino Royal Commission.

Supplies and services

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

Accommodation expenses

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Department of the Premier and Cabinet and the Department of Finance for the leasing of office accommodation contain significant substitution rights. They include:

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

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

Other expenses

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

Employee on-cost

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at note 2.1(b) 'Employee related provisions'. Superannuation

contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Expected credit loss expense

Expected credit loss is recognised for movement in allowance for impairment of trade receivables. Please refer to note 5.1. Movement in the allowance for impairment of trade receivables for more details.

2.4 Losses on disposal of non-current assets

	2022 \$'000	2021 \$'000
Net proceeds from disposal of non-current assets		
Right-of-use assets	61	-
Carrying amount of non-current assets disposed		
Right-of-use assets	(60)	(2)
Office establishment	(1)	-
Office Equipment	(27)	-
Net losses on disposal	27	2

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

3 Our funding sources

How we obtain our funding

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

	Notes	2022 \$'000	2021 \$'000
Income from State Government	3.1	218,496	191,193
Sale of goods	3.2	50	799
Commonwealth grants and contributions	3.3	1,199	601
Other income	3.4	200	886

3.1 Income from State Government

	2022 \$'000	2021 \$'000
Appropriation received during the period:		
Service appropriation	181,331	173,039
Appropriation for the Perth Casino Royal Commission	12,946	3,688
Total Appropriation received ^(a)	194,277	176,727
Income received from other public sector entities during the period: ^(b)		
Sale of goods from the government gazette publishing	1,039	277
Other revenue (expenditure recoup)	1,230	382
Grants and subsidies ^(c)	13,175	1,794
Total Income received from other public sector entities	15,444	2,453

	2022 \$'000	2021 \$'000
Services received free of charge from other public sector entities during the period:		
Department of Finance - lease administration services and depreciation on fit-outs	4,057	3,144
Department of Justice - legal services	525	4,117
State Solicitor's Office - legal services	3,323	-
Public Sector Commission - Accommodation and electricity charges for Dumas House	-	170
Department of Education - communication representatives for COVID-19 pandemic unit	-	70
Department of Primary Industries and Regional Development - support the Department in its obligations under applicable legislation	-	35
Department of Planning, Land and Heritage - Provision of SAPPR public map viewer and Inquiry Access	8	15
Department of Water and Environmental Regulation – Director General representation at committee meeting	1	1
Total services received ^(d)	7,914	7,552
Royalties for Regions Fund:		
- Regional Community Services Account ^(e)	861	4,461
Total Royalties for Regions Fund	861	4,461
Total income from State Government	218,496	191,193

- (a) **Appropriations** are recognised as income at the fair value of consideration received in the period in which the Department gains control of the appropriated funds. The Department gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.
- (b) **Income from other public sector entities** is recognised as income when the Department has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Department receives the funds.
- (c) **Grants and subsidies** The Department recognised grant income upon receipt during the year from Department of Health (COVID19 communication), Department of Finance (Rapid Antigen Tests distributions) and Department of Jobs, Tourism, Science and Innovation (Cyber Security Cooperative Research Centre).
The Department received grant income for the ServiceWA Phase 2 in 2021. ServiceWA grants are recognised as income when the Department achieves milestones specified in the grant agreement.
- (d) **Resources Received Free of Charge:**
Where services have been received free of charge, the Department recognises income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.
- (e) **Regional Community Services Account:**
This is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as revenue when the Department receives the funds. The Department has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.

Department of the Premier and Cabinet

Summary of Consolidated Account Appropriations

for the year ended 30 June 2022

	2022 Budget Estimate \$'000	2022 Supplementary Funding \$'000	2022 Revised Budget \$'000	2022 Actual \$'000	2022 Variance \$'000
Delivery of Services					
Item 5 Net amount appropriated to deliver services	172,065	12,713	184,778	192,706	7,928
Section 25 Transfer of service appropriation	-	-	-	-	-
Amount Authorised by Other Statutes:					
- <i>Salaries and Allowances Act 1975</i>	1,571	-	1,571	1,571	-
Total appropriations provided to deliver services	173,636	12,713	186,349	194,277	7,928
Capital					
Item 95 Capital Appropriation	3,855	(7)	3,848	10,183	6,335
Item 116 Capital Appropriation	-	-	-	-	-
Administered Transactions					
Item 6 Administered grants, subsidies and other transfer payments	71,190	2,835	74,025	74,018	(7)
Total Administered transactions	71,190	2,835	74,025	74,018	(7)
Grand Total	248,681	15,541	264,222	278,478	14,256

Note 9 'Explanatory Statement' provides details of significant variations between estimates and actual results for 30 June 2022.

3.2 Sale of Goods

	2022 \$'000	2021 \$'000
Sale of goods from the Government Gazette Publishing	50	799

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

3.3 Commonwealth grants and contributions

	2022 \$'000	2021 \$'000
Indian Ocean Territories ^(a)	599	601
Perth City Deal Perth Aboriginal Cultural Centre ^(b)	600	-
Total Commonwealth grants contributions	1,199	601

- (a) The funding received from the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications for Indian Ocean Territories is to fund the salaries and on-costs for a State Coordinator and an Administrative Officer. The arrangement between the Department and the Commonwealth Government requires the Department to:
- protect the State's legal, financial and political interests;
 - provide a first point of contact in Indian Ocean Territories (IOT) matters for State Agencies; and to
 - facilitate the Commonwealth Government's objective of comparability of rights, standards and services in the IOT consistent with those of Western Australia.

- (b) Grant revenue received for a pre-feasibility study of an Aboriginal Cultural Centre in Western Australia. This funding has been transferred to the Department of Local Government, Sport and Cultural Industries who will lead the delivery of the business case and future planning stages of the Aboriginal Cultural Centre in partnership with the Department of Finance.

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

3.4 Other income

	2022 \$'000	2021 \$'000
Contributions by eligible officers to the Government's Vehicle Schemes	181	177
Services provided to other agencies	5	4
Recoups	2	703
Miscellaneous funding	12	2
Total other revenue	200	886

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

4 Key Assets

Assets the Department utilises for economic benefit or service potential

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

	Notes	2022 \$'000	2021 \$'000
Property, plant and equipment	4.1	5,471	5,789
Right-of-use assets	4.2	617	547
Intangible assets	4.3	303	505

4.1 Property, plant and equipment

Year ended 30 June 2022	Computer Hardware \$'000	Furniture and Fittings \$'000	Aircraft \$'000	Office Equipment \$'000	Office Establishment \$'000	Total \$'000
1 July 2021						
Gross carrying amount	2,325	120	5,790	1,560	10,630	20,425
Accumulated Depreciation	(2,321)	(104)	(1,805)	(1,163)	(9,243)	(14,636)
Carrying amount at start of the period	4	16	3,985	397	1,387	5,789
Additions	-	-	43	101	1,332	1,476
Disposals	-	-	-	(27)	(1)	(28)
Depreciation	(2)	(3)	(726)	(112)	(923)	(1,766)
Carrying amount at 30 June 2022	2	13	3,302	359	1,795	5,471
Gross carrying amount	2,286	120	5,833	932	11,596	20,767
Accumulated Depreciation	(2,284)	(107)	(2,531)	(573)	(9,801)	(15,296)

Initial recognition

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

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

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

Subsequent measurement

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

Significant assumptions and judgements

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

4.1.1 Depreciation and impairment

Charge for the period

	2022 \$'000	2021 \$'000
Depreciation		
Computer hardware	2	7
Furniture and fittings	3	3
Aircraft	726	701
Office equipment	112	125
Office establishment	923	873
Total depreciation for the period	1,766	1,709

As at 30 June 2022 there were no indications of impairment to property, plant and equipment.

Useful lives

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

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

Asset	Useful life
Computer hardware	3 years
Furniture and fittings	10 years
Aircraft	8 years
Office equipment	5 years
Office establishment	4 - 10 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written-down to the recoverable amount and an impairment loss is recognised.

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

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

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

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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

4.2 Right-of-use assets

	Vehicles \$'000
Carry amount at beginning of period	547
Additions	496
Disposals	(60)
Depreciation	(366)
Net carrying amount as at end of period	617

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

Initial recognition

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

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

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

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

The Department has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.1.

4.3 Intangible assets

	Computer Software \$'000
Year ended 30 June 2022	
1 July 2021	
Gross carrying amount	3,955
Accumulated amortisation	(3,450)
Carrying amount at start of the period	505
Additions	82
Amortisation expense	(284)
Carrying amount at end of period	303

Initial recognition

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

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

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

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

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

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

Website costs

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

Computer software

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

Subsequent measurement

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

4.3.1 Amortisation and impairment

Amortisation

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Department have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

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

	2022 \$'000	2021 \$'000
Charge for the period		
Computer software amortisation	284	275
Total amortisation for the period	284	275

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

Impairment

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2022 there were no indications of impairment to intangible assets.

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

There were no indications of impairment of property, plant and equipment, and intangible assets at 30 June 2022.

5. Other assets and liabilities

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

	Notes	2022 \$'000	2021 \$'000
Receivables	5.1	4,535	3,452
Amounts receivable for services	5.2	37,652	35,459
Other current assets	5.3	3,513	3,225
Payables	5.4	13,527	8,582
Grant Liabilities	5.5	-	1,725

5.1 Receivables

	2022 \$'000	2021 \$'000
Current		
Trade receivables	3,437	2,455
Allowance for impairment of receivables	(13)	(13)
GST receivable	1,111	1,010
Total current receivables	4,535	3,452

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment).

The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

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

5.2 Amounts receivable for services (Holding Account)

	2022 \$'000	2021 \$'000
Current	13,310	11,117
Non-current	24,342	24,342
Balance at end of the period	37,652	35,459

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

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

5.3 Other current assets

	2022 \$'000	2021 \$'000
Prepayments	3,513	3,225
Total other current assets	3,513	3,225

Other current assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

5.4 Payables

	2022 \$'000	2021 \$'000
Current		
Trade payables	4,887	4,412
Payable to Treasury	2,092	-
Accrued salaries	1,809	1,843
Accrued expenses	4,530	2,150
FBT Liabilities	209	177
Total payables	13,527	8,582

Payables are recognised at the amounts payable when the Department becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement is generally within 30 days.

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

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

5.5 Grant Liabilities

	2022 \$'000	2021 \$'000
Opening balance at the beginning of the period	1,725	908
Additions	-	1,725
Income recognised in the reporting period	(1,725)	(908)
Closing balance at the end of the period	-	1,725

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

6. Financing

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

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

6.1 Cash and cash equivalents

	2022 \$'000	2021 \$'000
Cash and cash equivalents	42,515	28,035
Restricted cash and cash equivalents	18,039	17,381
Balance at end of period	60,554	45,416
Restricted Cash and Cash Equivalents		
Current		
Land and Equity Fund	4,976	6,193
Mineral Incentive Special Purpose Account (Note 8.5)	7,366	7,434
Royalties for Regions	1,399	1,969
Payable to Treasury	2,092	-
Non-current		
Accrued salaries suspense account ^(a)	2,206	1,785

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

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

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

6.2 Lease Liabilities

	2022 \$'000	2021 \$'000
Not later than one year	257	224
Later than one year and not later than five years	374	330
Later than five years	2	2
	633	556
Current	257	224
Non-current	376	332
Total lease liabilities	633	556

Initial measurement

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Department as part of the present value calculation of lease liability include:

- » Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- » Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- » Amounts expected to be payable by the lessee under residual value guarantees;
- » The exercise price of purchase options (where these are reasonably certain to be exercised);
- » Payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease; and
- » Periods covered by extension or termination options are only included in the lease term by the Department if the lease is reasonably certain to be extended (or not terminated).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

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

Subsequent measurement

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

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

This section should be read in conjunction with note 4.2.

	2022 \$'000	2021 \$'000
Lease expenses recognised in the Statement of Comprehensive Income		
Lease interest expense	32	22
Total lease expense	32	22

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

6.3 Finance costs

	2022 \$'000	2021 \$'000
Lease interest expense	32	22
Finance costs expensed	32	22

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

7 Financial instruments and contingencies

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

	Notes
Financial Instruments	7.1
Contingent liabilities and assets	7.2
Commitments	7.3

7.1 Financial instruments

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

	2022 \$'000	2021 \$'000
Financial Assets		
Cash and cash equivalents	60,554	45,416

Financial assets at amortised cost ^(a)	41,076	37,901
Total financial assets	101,630	83,317
Financial Liabilities		
Financial liabilities at amortised cost ^(b)	11,509	6,562
Total financial liabilities	11,509	6,562

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

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

7.2 Contingent liabilities and contingent assets

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

7.2.1 Contingent liabilities

The Department has two contingent liabilities at 30 June 2022 relating to compensation obligations under the *Native Title Act 1993* (Cth) (NTA).

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

While there are a number of compensation matters underway, there

are two particular compensation matters that are progressing towards agreement and expected to be resolved during the next financial year.

The first matter has been the subject of Federal Court litigation and mediation, with agreement-in-principle recently reached between the parties. The financial terms of the agreement in-principle have been considered by the Expenditure Review Committee. However, pending the finalisation of the agreement (including authorisation by all parties) it is not appropriate to disclose the total cost of the package as it may prejudice the resolution of the matter.

The second matter has been the subject of compensation negotiations outside of the Federal Court process. Agreement in principle has not yet been reached, and the total amount of the package has not yet been finalised. As above, there is a significant risk to the finalisation of the negotiations if the potential liability was publicly disclosed in advance of the agreement being reached.

Given the sensitivities of both matters, and the likely prejudice to the negotiations, the full extent of the contingent liabilities are not disclosed.

The Commonwealth's *Native Title Act 1993*, as amended, creates a potential liability for all jurisdictions for compensation for the loss or impairment of Native Title rights and interests that occurred after 31 October 1975. There are currently 38 Native Title claimant applications, and 134 Native Title determinations in Western Australia.

7.2.2 Contingent assets

There were no contingent assets at 30 June 2022 or 30 June 2021.

7.3 Commitments

There were no capital commitments at 30 June 2022 or 30 June 2021.

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Special purpose accounts	8.5
Remuneration of auditors	8.6
Supplementary financial information	8.7

8.1 Events occurring after the end of the reporting period

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

8.2 Initial application of Australian Accounting Standards

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

8.3 Key management personnel

The Department has determined key management personnel to include the responsible Cabinet Ministers and senior officers of the Department. However, the Department is not obliged to

compensate the responsible Cabinet Ministers and therefore disclosures in relation to Cabinet Ministers' compensation may be found in the Annual Report on State Finances.

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

	2022	2021
Compensation Band (\$)		
30,001 – 40,000 ^(a)	2	-
40,001 – 41,000 ^(b)	2	-
50,001 – 60,000 ^(c)	1	1
60,001 – 70,000 ^(d)	1	1
70,001 – 80,000	2	-
80,001 – 90,000	-	1
90,001 – 100,000	-	2
100,001 – 110,000	1	1
110,001 – 120,000 ^(e)	1	-
120,001 – 130,000	-	1
130,001 – 140,000	1	-
140,001 – 150,000	2	-
150,001 – 160,000 ^(f)	1	-
160,001 – 170,000	-	-
170,001 – 180,000	1	1
180,001 – 190,000	-	2

190,001 – 200,000	-	3
200,001 – 210,000 ^(g)	4	-
210,001 – 220,000	1	3
220,001 – 230,000	3	1
230,001 – 240,000	-	1
250,001 – 260,000	2	2
280,001 – 290,000	1	-
290,001 – 300,000	1	-
360,001 – 370,000	1	2
430,001 – 440,000	-	1
500,001 – 510,000	1	-
	2022 \$'000	2021 \$'000
Total Compensation of Senior Officers	5,083	4,525

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

- (a) Includes a Director who departed 10/10/21
- (b) Includes a Director who departed 19/11/21
- (c) Includes a Director who departed 30/9/21
- (d) Includes a Director who departed 3/1/22
- (e) Includes a Director who commenced 4/10/21 and departed 22/4/22
- (f) Includes a Director who commenced 1/10/21
- (g) Includes a Director who departed 14/5/22

No Senior Officers are members of the Pension Scheme.

8.4 Related party transactions

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

- » all Cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- » all senior officers and their close family members, and their controlled or jointly controlled entities;
- » other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- » associates and joint ventures of a wholly-owned public sector entity; and
- » the Government Employees Superannuation Board (GESB).

Material transactions with related parties

During the year the Department procured legal services from a service provider totalling approximately \$6.6 million. The Key Management Personnel of the service provider is a related party of a Minister.

8.5 Special purpose accounts

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

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

	2022 \$'000	2021 \$'000
Balance at the start of the year	35,431	35,300
Receipts	125	131
Payments	(35,556)	-
Balance at the end of the year	-	35,431

The account was set up in December 2013 and closed in June 2022.

Beverley Land Agreement - Ballardong People Claim Group

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

	2022 \$'000	2021 \$'000
Balance at the start of the year	9	9
Receipts	7	-
Payments	-	-
Balance at the end of the year	16	9

The account was set up in January 2018.

Native Title Holder Incentive for Mineral Exploration and Land Access Account

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

	2022 \$'000	2021 \$'000
Balance at the start of the year	7,434	7,437
Receipts: Appropriations	25	25
Payments	(93)	(28)
Balance at the end of the year	7,366	7,434

The account was set up in September 2012.

8.6 Remuneration of auditors

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

	2022 \$'000	2021 \$'000
Auditing the accounts, financial statements, controls and performance indicators	179	164

8.7 Supplementary financial information

(a) Write-offs

During the financial year Nil was written-off under the authority of section 48 of the FMA (2021: Nil).

(b) Losses through theft, defaults and other causes

There were no losses through theft, defaults and other causes during the year (2021: Nil).

(c) Forgiveness of debts

There were no forgiveness (or waiver) of debts by the Department during the year (2021: Nil).

(d) Gifts of public property

	2022 \$'000	2021 \$'000
Gifts of public property provided by the Department	4	37
	4	37

9 Explanatory statement

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

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

9.1 Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2022, and between the actual results for 2022 and 2021 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of:

- Total Cost of Services of the prior year for the Statement of Comprehensive Income and Statement of Cash Flows (\$1.890 million), and
- Total Assets of the estimate for the Statement of Financial Position (\$0.835 million).

9.1.1 Statement of Comprehensive Income Variances

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
Expenses						
Employee benefits expense		105,519	101,748	101,979	(3,771)	(231)
Supplies and services	1	49,315	51,747	37,863	2,432	13,884
Depreciation and amortisation expense		2,274	2,416	2,309	142	107
Finance costs		39	32	22	(7)	10
Accommodation expenses		19,735	19,454	20,431	(281)	(977)
Grants and subsidies	A, 2	17,639	24,819	20,262	7,180	4,557
Loss on disposal of non-current assets		-	27	2	27	25
Perth Casino Royal Commission expenditure	B, 3	5,000	13,003	3,756	8,003	9,247
Other expenses		2,069	3,582	2,327	1,513	1,255
Total Cost of Services		201,590	216,828	188,951	15,238	27,877
Income						
Sales		476	50	799	(426)	(749)
Other revenue		323	200	886	(123)	(686)
Grants and subsidies	C	2,000	-	-	(2,000)	-
Commonwealth Government grants and contributions		510	1,199	601	689	598
Total income other than income from State Government		3,309	1,449	2,286	(1,860)	(837)
Net Cost of Services		198,281	215,379	186,665	17,098	28,714

9.1.1 Statement of Comprehensive Income Variances (contd)

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
Income from State Government						
Service appropriation		168,636	181,331	173,039	12,695	8,292
Perth Casino Royal Commission appropriation	D, 4	5,000	12,946	3,688	7,946	9,258
Income from other public sector entities	E, 5	1,241	15,444	2,453	14,203	12,991
Services received free of charge		6,400	7,914	7,552	1,514	362
Royalties for Regions Fund	6	1,437	861	4,461	(576)	(3,600)
Total income from State Government		182,714	218,496	191,193	35,782	27,303
(Deficit)/Surplus for the Period		(15,567)	3,117	4,528	18,684	(1,411)
Total Comprehensive Income for the Period		(15,567)	3,117	4,528	18,684	(1,411)

Major estimate and actual (2022) variance narratives

- A. The actual expenditure for Grants and Subsidies exceeded the budget by \$7.2 million (41%). This was mainly due to an additional one-off donation to Telethon (\$4 million), as well as a contribution to the Red Cross Appeal Fund for the floods in New South Wales and Queensland and Celebrate WA.
- B. The actual expenditure for the Perth Casino Royal Commission exceeded the budget by \$8 million (160%). This represents additional costs due to an extension of the duration of the Royal Commission.
- C. Grants and subsidies revenue was \$2 million (100%) less than the budget. This is due to the transfer of the funding for the Aboriginal Cultural Centre (\$1.4 million) and Perth City Deal (\$0.6 million) to the Department of Local Government, Sport and Cultural Industries.
- D. The actual appropriation for the Perth Casino Royal Commission exceeded the budget by \$7.9 million (159%). This represents additional costs due to an extension of the duration of the Royal Commission.
- E. Income from other public sector entities was higher \$14.2 million (1,144%) than the budget. This is mainly due to \$10.9 million received from the Department of Health for the COVID-19 vaccination campaign as well as \$1.7 million received for the ServiceWA project from other departments.

Major actual (2022) and comparative (2021) variance narratives

1. The \$13.9 million (37%) increase in Supplies and Services mainly reflects the increased expenditure relating to COVID-19 media campaign co-ordination and communication, the COVID-19 Quarantine Project and Ministerial oversight and administration of Parliamentary Electorate Offices
2. The \$4.6 million (22%) increase in Grants and Subsidies expenditure mainly reflects an increased Telethon donation (\$4 million) as well as a contribution to the Red Cross Appeal Fund for the floods in New South Wales and Queensland.
3. The \$9.2 million (246%) increase in the Perth Casino Royal Commission expenditure represents the costs, comprising mainly of legal fees to finalise the Commission, which was extended to March 2022.
4. The \$9.3 million (251%) increase in the Perth Royal Commission appropriation represents the funding to meet the additional costs due to an extension of the duration of the Royal Commission.
5. The \$13 million (530%) increase in income from other public sector entities mainly reflects funding from the Department of Health for the COVID-19 vaccination campaign (\$10.9 million) and ServiceWA Project funding (\$1.7m).
6. The \$3.6 million (81%) reduction in Royalties for Regions funding reflects the completion of the Wellington Dam Mural and Collie Art Trail and the Remote Aboriginal Communities COVID-19 Emergency Relief Project.

9.1.2 Statement of Financial Position Variances

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
Assets						
Current Assets						
Cash and cash equivalents		15,842	42,515	28,035	26,673	14,480
Restricted cash and cash equivalents		14,697	15,833	15,596	1,136	237
Receivables		2,276	4,535	3,452	2,259	1,083
Amounts receivable for services		8,624	13,310	11,117	4,686	2,193
Other current assets		3,305	3,513	3,225	208	288
Total Current Assets		44,744	79,706	61,425	34,962	18,281
Non-Current Assets						
Restricted cash and cash equivalents		1,854	2,206	1,785	352	421
Amounts receivable for services		29,027	24,342	24,342	(4,685)	-
Property, plant and equipment	F	7,396	5,471	5,789	(1,925)	(318)
Right-of-use assets		-	617	547	617	70
Intangible assets		463	303	505	(160)	(202)
Total Non-Current Assets		38,740	32,939	32,968	(5,801)	(29)
TOTAL ASSETS		83,484	112,645	94,393	29,161	18,252
Liabilities						
Current Liabilities						
Payables		5,095	13,527	8,582	8,432	4,945
Provisions	G	16,809	18,919	17,532	2,110	1,387

9.1.2 Statement of Financial Position Variances (contd)

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
Lease Liabilities		251	257	224	6	33
Grant Liabilities	7	-	-	1,725	-	(1,725)
Total Current Liabilities		22,155	32,703	28,063	10,548	4,640
Non-Current Liabilities						
Lease Liabilities		258	376	332	118	44
Provisions	H	3,234	4,839	4,571	1,605	268
Total Non-Current Liabilities		3,492	5,215	4,903	1,723	312
TOTAL LIABILITIES		25,647	37,918	32,966	12,271	4,952
NET ASSETS		57,837	74,727	61,427	16,890	13,300
Equity						
Contributed equity		19,682	48,344	38,161	28,662	10,183
Accumulated surplus/(deficit)		38,155	26,383	23,266	(11,772)	3,117
TOTAL EQUITY		57,387	74,727	61,427	16,890	13,300

Major Estimate and Actual (2022) Variance Narratives

- F. Property plant and equipment was \$1.9 million (26%) less than the budget, as a result of delays in undertaking and completing office establishment works during the year.
- G. Current provisions were \$2.1 million (13%) higher than the budget, representing an increase in accrued staff leave entitlements. The increase is the result of less leave taken due to the existing workforce delivering on priorities with less leave taken due to the COVID-19 pandemic.
- H. Non-current provisions were \$1.6 million (50%) higher than the budget, representing an increase in accrued staff leave entitlements. The increase is the result of less long service leave taken due to the existing workforce delivering on priorities with less leave taken due to the COVID-19 pandemic.

Major Actual (2022) and Comparative (2021) Variance Narratives

- 7. The \$1.7 million (100%) decrease in grant liabilities represents the decrease in the recognition of the revenue received in advance from other agencies for the Service WA project.

9.1.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		166,362	179,057	170,627	12,695	8,430
Perth Casino Royal Commission appropriation	I, 8	5,000	12,946	3,688	7,946	9,258
Funds from other public sector entities	J, 9	1,241	15,835	3,223	14,594	12,612
Capital appropriation	K, 10	3,855	10,183	373	6,328	9,810
Holding account drawdowns		81	81	81	-	-
Royalties for Regions Fund	11	1,437	861	4,461	(576)	(3,600)
Net cash provided by State Government		177,976	218,963	182,453	40,987	36,510
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits		(105,519)	(99,075)	(100,315)	6,444	1,240
Supplies and services	12	(44,442)	(42,829)	(29,417)	1,613	(13,412)
Finance costs		(39)	(32)	(22)	7	(10)
Accommodation	13	(18,767)	(19,398)	(21,599)	(631)	2,201
Grants and subsidies	L, 14	(17,639)	(25,049)	(20,426)	(7,410)	(4,623)
GST payments on purchases	M, 15	(6,161)	(8,661)	(6,364)	(2,500)	(2,297)
Perth Casino Royal Commission expenditure	N, 16	(5,000)	(14,013)	(2,744)	(9,013)	(11,269)
Other payments		(1,919)	(3,256)	(2,412)	(1,337)	(844)

9.1.3 Statement of Cash Flows Variances (contd)

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
Receipts						
Other revenue		-	187	886	187	(699)
Sale		456	14	857	(442)	(843)
Commonwealth grants and contributions		510	1,204	596	694	608
GST receipts of sales		-	217	230	217	(13)
GST receipts from taxation authority	O, 17	6,161	8,557	6,356	2,396	2,201
Grants and subsidies	P	2,000	-	-	(2,000)	-
Other receipts		323	144	172	(179)	(28)
Net cash used in operating activities		(190,036)	(201,990)	(174,202)	(11,954)	(27,788)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets	Q	(3,561)	(1,476)	(900)	(2,085)	(576)
Net cash used in investing activities		(3,561)	(1,476)	(900)	(2,085)	(576)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal elements of lease payments		(375)	(359)	(339)	16	(20)
Distribution to owners	18	-	-	(2,800)	-	2,800
Net cash used in financing activities		(375)	(359)	(3,139)	16	(2,780)
Net increase/(decrease) in cash and cash equivalents		(15,996)	15,138	4,212	31,134	10,926
Cash and cash equivalents at the beginning of period		48,389	45,416	41,204	(2,973)	4,212
Cash and Cash Equivalents at the end of period		32,393	60,554	45,416	28,161	15,138

Major Estimate and Actual (2022) Variance Narratives

- I. Appropriation for the Perth Casino Royal Commission is \$7.9 million (159%) higher than the budget. This reflects increased funding required due to the extended period of the Royal Commission.
- J. Funds from other public sector entities is \$14.6 million (1,176%) higher than the budget. This mainly reflects funding from the Department of Health for the COVID-19 vaccination campaign (\$10.9 million). Other increases include funds received from other Departments, including the GovNews initiative and the Wonder out Yonder Campaign.
- K. Capital appropriation was \$6.3 million (164%) higher than the budget, due to funding received from the Whole of Government Digital Capability Fund for the Accelerating Citizen Centric Digital Services and Cyber Security Capability.
- L. Payments for the Grants and subsidies were \$7.4 million (42%) higher than the budget. This was mainly due to an increased Telethon donation (\$4 million), and a contribution to the Red Cross Appeal Fund for the floods in New South Wales and Queensland and Celebrate WA.
- M. GST payments on purchases exceeded the budget by \$2.5 million (41%), due to higher expenditure than included in the budget, associated with the Perth Casino Royal Commission and increased expenditure for the COVID-19 media campaign.
- N. Payments for the Perth Casino Royal Commission were \$9 million (180%) higher than budget. This represents additional costs due to an extension of the duration of the Royal Commission.
- O. GST receipts from the Australian Taxation Office exceeded the budget by \$2.4 million (39%). This is mainly due to higher expenditure with GST than included in the budget, associated with the Perth Casino Royal Commission and COVID-19 Communications.

- P. Grants and subsidies is \$2 million (100%) lower than budget. This reflects the transfer of the project and funding for the Aboriginal Cultural Centre (\$1.4 million) and the Perth City Deal (\$0.6 million) to the Department of Local Government, Sport, and Cultural Industries.
- Q. Payments for purchase of non-current physical assets was \$2.1 million (59%) less than budget due to delays in the completion of expected office establishment works during the year.

Variances between actual results for 2022 and 2021

- 8. The Perth Casino Royal Commission appropriation increase of \$9.3 million (251%) represents the additional funding required for the extended duration of the Royal Commission.
- 9. Funds from other public sector entities increased by \$12.6 million (391%). This mainly reflects funding from the Department of Health for the COVID-19 vaccination campaign (\$10.9 million).
- 10. Capital appropriation increase \$9.8 million (2,630%). The increase in capital appropriation represents additional cash received to fund asset investment including electoral office fit-outs and funding from the Whole of Government Digital Capability Fund (\$6.3 million) for the Accelerating Citizen Centric Digital Services and Cyber Security Capability.
- 11. The \$3.6 million (81%) reduction in Royalties for Regions funding reflects the completion of the Wellington Dam Mural and Collie Art Trail and the Remote Aboriginal Communities COVID-19 Emergency Relief Project.
- 12. The \$13.4 million (46%) increase in payments for supplies and services mainly reflects the expenditure relating to COVID-19 media campaign and increased Office of Digital Government projects.

13. Payments for accommodation decreased by \$2.2 million (10%), due to realised savings following a review of lease variations and extensions of the Department's Government Office Accommodation arrangements by the Department of Finance. Accommodation repairs and maintenance were also lower in 2021-22 than the prior year.
14. The \$4.6 million (23%) increase in grants and subsidies mainly reflects an increased Telethon donation (\$4 million) and contributions to the Red Cross Appeal Fund for the floods in New South Wales and Queensland.
15. The \$2.3 million (36%) increase in GST payments on purchases is due to increased payments for goods and services related to the COVID-19 media campaign and the Perth Casino Royal Commission.
16. The \$11.3 million (411%) increase in payments for the Perth Casino Royal Commission represents increased expenditure due to an extended period for the Royal Commission.
17. The \$2.2 million (35%) increase in GST receipts from the Australian Taxation Office is mainly due to the increase in refunds from increased payments for goods and services related to the COVID-19 media campaign and the Perth Casino Royal Commission.
18. Distribution to owner payments decreased by \$2.8 million (100%), as the 2020-21 represented a one-off return of funding to the consolidated account for the Southwest Settlement Special Purpose Account.

9.2 Explanatory statement for administered items

This explanatory section explains variations in the financial performance of the Department undertaking transactions as an agent of the government, as detailed in the administered schedules.

	Notes
Contingent liabilities	9.2.1
Explanatory statement for administered items	9.2.2

South West Native Title Settlement

The South West Native Title Settlement is a landmark Native Title agreement, negotiated between the Noongar people and the Western Australian Government. The Settlement is a significant step towards self-determination and includes six Indigenous Land Use Agreements (ILUAs). The Settlement is the most comprehensive of its kind in Australia to date. The Settlement involves around 30,000 Noongar people and covers approximately 200,000 km² of the State's south west region. Legal challenges to the Settlement were dismissed by the High Court in November 2020 and the six ILUAs came into effect in late February 2021.

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

Yamatji Nation Indigenous Land Use Agreement

The Yamatji Nation Indigenous Land Use Agreement settles Native Title claims over 48,000 km² of land and water in the Geraldton region. The Agreement was finalised in April 2021.

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

Gibson Desert Nature Reserve Compensation Agreement

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

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

9.2.1 Contingent Liabilities

South West Native Title Settlement

Under the South West Settlement Indigenous Land Use Agreement, a State-managed Noongar Land Fund of up to a maximum of \$46.85 million (of which \$5.249 million has been included as a payable in Administered Liabilities) will, subject to meeting certain conditions, be used over 10 years to meet the Settlement's land, joint management and heritage objectives through the development of effective partnerships between the Noongar Regional Corporations and the State's key land/heritage agencies.

Yamatji Nation Indigenous Land Use Agreement

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

All the above items were considered to not meet the definition of a liability on the basis that the government maintains discretion with regards to disbursement of these funds.

9.2.2 Explanatory Statement for Administered items

All variances between the original budget and actual results for 2022, and between the actual results for 2022 and 2021 are shown below. Narratives are provided for key major variances which are greater than 10% and 1% of prior year Total Administered Items (i.e. 1% of \$70,900).

	Variance Note	Estimate 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2022 and 2021 \$'000
INCOME FROM ADMINISTERED ITEMS						
Income						
Administered appropriation:						
South West Native Title Settlement		63,850	63,398	60,000	(452)	3,398
Yamatji Nation Indigenous Land Use Agreement		10,140	10,420	10,900	280	(480)
Gibson Desert Nature Reserve Compensation Agreement		-	200	-	200	200
Total Administered Income		73,990	74,018	70,900	(172)	2,918
Expenses						
Grants and subsidies:						
South West Native Title Settlement	1, A	63,850	-	691,911	(63,850)	(691,911)
Yamatji Nation Indigenous Land Use Agreement	1, A	10,140	-	320,989	(10,140)	(320,989)
Interest expense:						
South West Native Title Settlement	1, A	-	19,452	-	19,452	19,452
Yamatji Nation Indigenous Land Use Agreement	1, A	-	8,714	-	8,714	8,714
Gibson Desert Nature Reserve Compensation Agreement		-	32	-	32	32

Revaluation of Native Title Agreements:						
South West Native Title Settlement	2, B	-	35,390	-	35,390	35,390
Yamatji Nation Indigenous Land Use Agreement	2, B	-	29,084	-	29,084	29,084
Gibson Desert Nature Reserve Compensation Agreement	2, B	-	1,525	-	1,525	1,525
Total Administered Expenses			73,990	94,197	1,012,900	20,207
						(918,703)

Major estimate and actual (2022) variance narratives:

1. The estimate for administered items was based on the expected cash outflows for the two native title arrangements. Actual expenditure represents the additional grants and subsidies during the current year as well as the interest expense from unwinding of the present value of the liabilities.
2. Variance relates to the remeasurement of the administered liabilities in respect of CPI and the discount rate applied.

Major actual (2022) and comparative (2021) variance narratives:

- A. Variance is due to the prior year representing the first year of the liabilities being recognised under the Land Use Agreement. The current year represents the additional grants and subsidies incurred during the year as well as the interest expense from unwinding of the present value of the liabilities.
- B. Variance relates to the remeasurement of the administered liabilities in respect of CPI and the discount rate applied.

Key Performance Indicator information



I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of the Premier and Cabinet's performance, and fairly represent the performance of the Department of the Premier and Cabinet for the financial year ended 30 June 2022.



Emily Roper
Accountable Authority
1 September 2022

Performance Indicators

The Department delivered services to achieve the Government Goal of Strong and Sustainable Finances: Responsible, achievable, affordable budget management.

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

- Outcome 1:** Executive Government, Leader of the Opposition Party, Leader of the Non-Government Party and Members of Parliament receive appropriate support.
- Outcome 2:** The Premier and Ministers receive high quality, rigorous and timely policy advice.
- Outcome 3:** Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth.
- Service 1:** Administration of Executive Government Services
- Service 2:** Administration of Parliamentary Support
- Service 3:** Government Policy Management – Whole-of-Government
- Service 4:** Government Policy Management – Aboriginal Affairs
- Service 5:** Government Policy Management – Information and Communications Technology (ICT)
- Service 6:** Supporting the Royal Commission to inquire into and report on the affairs of Crown Casino Perth¹

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

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

¹ The Department received approval from the Under Treasurer on 18 June 2021 to create an additional service output for the Royal Commission for 2020-21 and 2021-22 and not report on the KPIs linked to the Royal Commission during 2020-21 and 2021-22. As a result, no data or measurements are recorded or reported.

Key Effectiveness Indicators

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

1.1 Targets for support services are met or exceeded

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

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

This indicator reports the satisfaction levels of Executive Government, Leaders of the Opposition parties, Members of Parliament and their staff for corporate services delivered by the Department that enable them to meet their Parliamentary obligations.

The Annual Expectations Survey is distributed to all stakeholders for completion, which consists of various questions relating to the timeliness and quality of a range of corporate services delivered by the Department. The survey population was 95 and the response rate was 71%. Support recipients are asked to rate both the timeliness and quality of each service on a scale of one to five as follows:

- » 1 means services were well below expectations;
- » 2 means services were somewhat below expectations;
- » 3 means services met expectations;
- » 4 means services were somewhat above expectations;
- » 5 means services were well above expectations.

Outcome 1 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual	Actual	Actual	Target	Actual
1.1 Targets for support services are met or exceeded	100%	100%	99%	99%	99%
1.2 Service recipients' confirmation that services provided enable the obligations of Executive Government and MPs to be met.	4.0 ¹	3.9	3.8	4.0	3.9

1 The methodology with this Indicator was amended in 2018–19. The Annual Expectations Survey now includes the Members of Parliament. This change does not significantly impact on prior years' results

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

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

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

The Annual Expectations Survey is distributed to the Premier and Ministers for completion and consists of various questions relating to the timeliness and quality of a range of policy services delivered by the Department. The survey population was 17 and the response rate was 82%. The Premier and Ministers are asked to rate both the timeliness and quality of each service on a scale of one to five as follows:

- » 1 means services were well below expectations;
- » 2 means services were somewhat below expectations;
- » 3 means services met expectations;
- » 4 means services were somewhat above expectations;
- » 5 means services were well above expectations.

Outcome 2 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual	Actual	Actual	Target	Actual
2.1 The Premier and Ministers' confirmation that high quality and timely policy advice is provided	3.7	3.4	3.2	3.0	3.5

Key Efficiency Indicators

Service 1 – Administration of Executive Government Services

1.1 Average operating cost of Ministerial Offices (including the Premier), the Leader of the Opposition Party and the Leader of the Non-Government Party.

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

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

This indicator reports the average operational expense for each Ministerial Office (but also includes the Leader of the Opposition and Leader of the Non-Government offices) plus a proportion of the cost of corporate support allocated on an FTE basis.

1.2 The average cost of support provided to Ministerial Offices (including the Premier), the Leader of the Opposition Party and the Leader of the Non-Government Party.

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

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

This indicator reports the average operational expense for each Ministerial Office (but also includes the Leader of the Opposition and Leader of the Non-Government offices) plus a proportion of the cost of corporate support allocated on an FTE basis.

Service 1 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
1.1 Average operating cost per ministerial office (including Premier's Office, Leader of the Opposition and Leader of the Non-Government Offices).	2,959	2,856	3,053	2,924	3,156 ¹
1.2 Average cost of support provided per ministerial office (including Premier's Office, Leader of the Opposition and Leader of the Non-Government Offices).	492	522	662	542	625 ²

1 The increase in average cost of per Ministerial Office is largely due to an increase in the overhead and an increased pro-rata share of the \$1.4m increase in the resources received free of charge at 30 June 2022. There is also an increase in costs related to Air Charter.

2 The increase in the average cost of support provided per Ministerial Office compared to the budget target mainly relates to increased costs for Media and Communications and drivers in the Government Garage.

Service 2 – Administration of Parliamentary Support

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

2.1 Average cost of entitlements per Member of Parliament

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

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

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

2.2 Average cost of support provided per Member of Parliament

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

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

Service 2 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
2.1 Average cost of Entitlements per Member of Parliament	400	351	365	354	349
2.2 Average cost of Support Provided per Member of Parliament	14	21	27	22	30 ¹

1 The increase in the average cost of support per Member of Parliament compared to the budget target reflects additional higher than budgeted costs for the Entitlements branch as well as an increased pro-rata share of the \$1.4m increase in the resources received free of charge at 30 June 2022.

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

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

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

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

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

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

Service 3 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
3.1 The average cost to deliver whole-of-government policy advice per applicable FTE	233	223	246	255	352 ¹

- 1 The increase in the average cost to deliver Policy Advice for Government Policy Management – Whole of Government is mainly due to considerable costs relating to COVID-19 Coordination, Communications and the Media Campaign which were not included in the 2021-22 Budget Papers.

Service 4 – Government Policy Management – Aboriginal Affairs

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

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

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

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

Service 4 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
4.1 The average cost to deliver Aboriginal affairs policy advice per applicable FTE.	305	300	309	425	271 ¹

1 The decrease in the average cost to deliver Policy Advice for Aboriginal Affairs compared to the budget target is largely due to \$24m budgeted for the South West Settlement which has been transferred back to Treasury. It is no longer in the 2021-22 budget or actuals. Further reductions are due to \$2m budgeted for the Aboriginal Cultural Centre which was transferred to DLGSC and a decrease in resources received free of charge from the SSO.

Service 5 – Government Policy Management – ICT

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

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

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

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

Service 5 – Annual Comparison

	2018-19	2019-20	2020-21	2021-22	
	Actual (\$'000)	Actual (\$'000)	Actual (\$'000)	Target (\$'000)	Actual (\$'000)
5.1 Average cost to deliver information and communications technology policy advice per applicable FTE	274	211	233	215	257 ²

2 The increase in costs for the Government Policy Management – ICT compared to the budget target mainly reflects the increased costs for the Cyber Security Capability and Citizen Centric Digital Services initiatives not included in the 2021-22 Budget Papers.



