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Director General's Overview

The Department of Finance continues to be a central government agency providing strategic advice, leadership and cost-effective services to our customers.

I joined as Director General in August 2018 enthusiastic about enhancing Finance's role within the public sector and becoming functional leaders in delivering the whole-of-government targets outlined in the WA Government's *Our Priorities: Sharing Prosperity* strategy.

We are an agency that delivers a wide variety of services to our customers. Put simply, we advise, build, buy and collect.

This year we have advised Government and our agency counterparts on whole-of-government reform initiatives, including leading the *Enhance Public Sector Procurement* reform initiative. A framework has been developed with an intent to make it easier for suppliers and contractors to do business with

government and reduce the confusion experienced by public sector employees in procuring goods services and works.

We again played a significant role in the construction of major public infrastructure, including the New Museum project, while also delivering new developments and upgrades to schools, health facilities and prisons. This year we delivered more than 75 projects with a combined budget of approximately \$480 million on behalf of other departments including Education, Justice and Health.

Finance continues to realise significant savings in government procurement by using government's buying power to get value-for-money on behalf of the taxpayer. I am particularly impressed with the savings we have generated through the electricity Common Use Arrangement (CUA).

We collected around \$7 billion of revenue on behalf of government for civic use, and did so with the customer in mind. Our ongoing focus on the transition to digital services provides flexibility and reduces the administrative burden on the taxpayer.

This year marked the start of an organisational review. We have listened to our customers and staff and are reorganising our structure to improve services to our wide range of stakeholders and better utilise the talent we have within the business.

We are conducting business with our values in mind.

We are **bold and innovative** as evident in our approach to digital solutions.

We are **committed** to realising savings for government and the taxpayer, as demonstrated by the \$113 million in savings for the Government Office Accommodation Reform Program.

We are **passionate** about modernising the way in which the public service operates through the transition to Activity Based Work – an agile, collaborative and sustainable work environment.

We are **inspiring and influential** in our implementation of the Aboriginal Procurement Policy. We recognise the benefits that government contracts can have on Aboriginal communities and the new employment opportunities that they can create for Aboriginal people across the State.

We are **honest and respectful**. Finance staff are located across the State, including in 12 regional offices, and we value honest and respectful communication with each other and our customers. Finance invests in its people, through training and events, mentoring opportunities and our nationally recognised graduate program.

There were plenty of challenges we faced over the past year. I am particularly focused on getting the right people in the right jobs while also improving our gender and diversity balance. How can we deliver services to the public if we do not accurately reflect the public?

We remain committed to responding to our challenges and to delivering practical, cost-effective and quality outcomes across government to benefit Western Australians.

I joined as Director General in August 2018 enthusiastic about enhancing Finance's role within the public sector and becoming functional leaders in delivering the whole-of-government targets

Jodi Cant – Director General



Year in review

4%

Four per cent of government contracts were awarded to Aboriginal businesses in the first six months of the Aboriginal Procurement Policy, representing a 400 per cent exceedance of the first year target.

\$113m

Achieved a total saving of more than \$113 million as part of the Government Office Accommodation Reform Program.

75

Delivered more than 75 infrastructure projects with a combined budget in excess of \$480 million.

160,000

MAINTENANCE REQUESTS

Actioned more than 160,000 maintenance requests from government agencies across the financial year.

97%

A 97 per cent satisfaction rate in Finance procurement professionalism.



AUSTRALIA'S
NUMBER 1 GRADUATE
EMPLOYER VOTED BY
GRADUATES.

850  330

Transitioned approximately 850 on premise servers to 330 virtual servers using cloud technology.

7 OF 20

Contributed to 7 of the 20 whole-of-government reform projects, including leading the *Enhance Public Sector Procurement* initiative.

\$7b

COLLECTED AROUND
\$7 BILLION TAXATION
REVENUE ON BEHALF
OF GOVERNMENT.

 560,000m²

Manage over 560,000 square metres of office accommodation in leased and owned buildings across the State.

33

Manage 33 CUA contracts through which \$1 billion of goods and services is purchased annually.



Overview

Agency Performance

Financial Statements

Key Performance Indicators

Disclosures

Operational Structure and Governance

One Finance

This year Finance commenced its organisational transformation project – One Finance. We have considered our existing structure and thoroughly engaged with our customers and staff, which has resulted in us refining our vision and structure to better deliver advice and services to our customers.

We started by reflecting on our role within the whole-of-government reform agenda. We leveraged insights from sector-wide reviews, including the State Government's Service Priority Review and the Special Inquiry into Government Programs and Projects, to determine where we can add value to government. We undertook a period of self-reflection to determine how we can go from a solid central agency to a high performing central agency.

Several Corporate Executive workshops were held to develop and debate the new organisational structure and operational plans. Finance staff were engaged to uncover opportunities to streamline processes, encourage innovation and reduce duplication within the Department.

As a result, the Department of Finance has a new proposed structure, which has been showcased to staff for consultation. The structure is based on our core business – Advise, Build, Buy and Collect – and where we add value across the sector.

Mission

Our mission remains the same – driving practical, cost-effective and quality outcomes across government to benefit Western Australians – and we are delivering this via three specific ongoing objectives:

1. placing customers at the centre of all we do;
2. being outcomes focused – collaborative, innovative and values-led; and
3. becoming the best place to work in government with engaged, inspired and proud staff.

Values

There is an increased focus on our values; delivering services that are reflective of being:

- ▶ **bold and innovative**
- ▶ **inspiring and influential**
- ▶ **passionate and committed**
- ▶ **honest and respectful**

Examples of our values in action this year are showcased as case studies throughout the Annual Report.

Consultation with staff will continue into the next financial year with a confirmed operating structure expected to be mobilised in early 2020.

The transition to the new structure is expected to be challenging but the Corporate Executive strongly believe it will position the agency to achieve its new objectives and become a stronger asset for government.

Enabling legislation

The Department of Finance was established as a department on 1 July 2011, under section 35 of the *Public Sector Management Act 1994*.

Responsible Minister

The Department of Finance reports to the Minister for Finance, held by the Hon Ben Wyatt MLA.

Committees

As part of the transformation to the new structural model we have streamlined our processes to be more efficient and customer focused. As a result, the following committees were disbanded this year:

- Finance and Procurement Committee;
- People and Communications Committee; and
- Digital Services Information Committee.

The functions and responsibilities of these committees have transferred to the Corporate Executive.

The Audit and Risk Management Committee also supports Finance's Corporate Executive.

Legislation administered

The Department of Finance assists the Minister for Finance, the Hon Ben Wyatt MLA, in the administration of the following Acts:

▶ *Betting Tax Act 2018*

▶ *Betting Tax Assessment Act 2018*

▶ *Commonwealth Places (Mirror Taxes Administration) Act 1999*

▶ *First Home Owner Grant Act 2000*

▶ *First Home Owner Grant Amendment Act 2003*

▶ *Duties Act 2008*

▶ *Land Tax Act 2002*

▶ *Land Tax Assessment Act 2002*

▶ *Pay-roll Tax Act 2002*

▶ *Pay-roll Tax Assessment Act 2002*

▶ *Pay-roll Tax (Indigenous Wages) Rebate Act 2012*

▶ *Pay-roll Tax Rebate Act 2012*

▶ *Rates and Charges (Rebates and Deferments) Act 1992*

▶ *Pay-roll Tax Rebate Act 2010*

▶ *Stamp Act 1921*

▶ *Stamp Amendment (Assessment) Act 2005*

▶ *Public Works Act 1902*

▶ *Stamp Amendment (Budget) Act 2002*

▶ *Taxation Administration (Consequential Provisions) Act 2002*

▶ *Taxation Administration Act 2003*

▶ *State Supply Commission Act 1991*

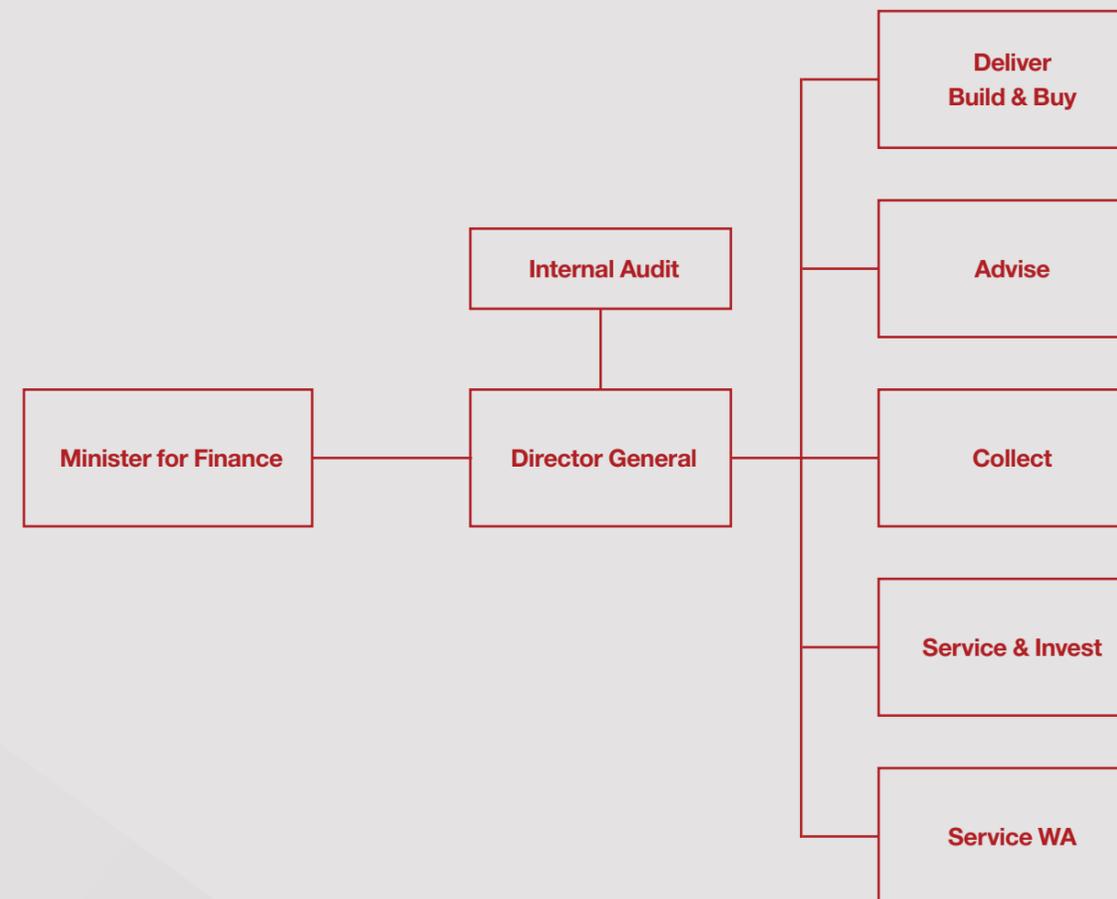




Organisational structure - Current



Functional structure - Proposed



Performance Management Framework

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Finance works to facilitate the efficient operation of government.

Relationship to government goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to.

The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes.

The key efficiency indicators monitor the relationship between the services delivered and the resources used to produce the service.

Shared responsibilities with other agencies

Integral to the success of both the Department and the Government is the ability to partner with others.

As a central agency, the Department works closely across the sector to facilitate the efficient operation of government, informed decision-making and value-for-money outcomes for Western Australians.

This is achieved through providing leadership and strategic advice to government on initiatives to improve the operations and management of services across the public sector.

Government goals	Desired outcomes	Services
Sustainable Finances		
Responsible financial management and better service delivery.	Due and payable revenue is collected and eligible grants, subsidies and rebates paid.	1. Revenue assessment and collection, and grants and subsidies administration.
	Value for money from public sector procurement.	2. Development and management of Common Use Contract Arrangements, State Fleet leasing and disposal, and providing facilitation service for agency specific contracts.
	Efficient and effective corporate services to client agencies.	3. Corporate services to client agencies.
	Value for money from the management of the Government's non-residential buildings and public works.	4. Leads the planning, delivery, management and maintenance of government buildings, projects and office accommodation. 5. Leads the planning and delivery of major government buildings.

Summary of key performance indicators is on page [50-51](#).
Details of key performance indicators are on page [124-143](#).





Finance is a strategic adviser to the WA Government, and government departments and agencies. We are central in providing advice on government reform projects, project management, procurement and policy.

Advise

Build

Finance oversees the development and maintenance of major and other non-residential building assets including the New Museum project plus several school, health and prison projects. We also manage government office accommodation to drive efficiencies and savings to the WA taxpayer.

We are leaders in government procurement. We leverage our buying power to secure lower-cost products and services across government and apply our expertise to deliver value for money to the WA taxpayer.

Buy

Collect

Finance collects around \$7 billion of revenue annually on behalf of government and administers the payment of grants and subsidies to the community.