



Department of the Premier and Cabinet

Annual Report 2002/2003

197 St Georges Terrace, Perth Western Australia 6000
Telephone: (08) 9222 9888 Fax: (08) 9322 1213
Email: admin@dpc.wa.gov.au
Website: www.dpc.wa.gov.au

Hon Dr G I Gallop BEd MA MPhil DPhil MLA
PREMIER

In accordance with section 62 of the Financial Administration and Audit Act 1985, I hereby submit for your information and presentation to Parliament, the Annual Report for the Department of the Premier and Cabinet, for the year ended 30 June 2003.

The Report has been prepared in accordance with the provisions of the Financial Administration and Audit Act 1985.

A handwritten signature in black ink, appearing to read 'M C Wauchope', written in a cursive style.

M C Wauchope
DIRECTOR GENERAL

29 August 2003

TABLE OF CONTENTS

Year in Review.....	1
Department Overview.	3
Senior Officers.....	6
Organisational Structure.....	9
Statement of Compliance.....	10
Compliance Reporting Requirements.....	11
Output 1 – Support for the Premier as Head of Government.....	13
Output 2 – Management of Matters of State.....	23
Output 3 – Management of Policy.....	34
Output 4 – Support for the Premier as Minister for Public Sector Management	40
Output 5 – Parliamentary, Statutory and Legislative Publishing Services.....	53
Output 6 – Management of the Constitutional Centre Programs.....	56
Output 7 – Promotion and Support of Multiculturalism in Western Australia.....	59
Output 8 – Native Title Policy Development, Implementation and Negotiation.....	64
Output 9 – Science and Innovation Promotion and Support.....	68
Output 10 – Support for the Implementation of the State’s Road Safety Initiatives.....	72
Output 11 – E-Government Policy and Coordination.....	75
Affiliated Bodies – Salaries and Allowances Tribunal.....	80
Corporate and Other Services.....	82
Performance Indicators.....	92
Financial Statements.....	117
Appendices.....	152

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Principal Address

Governor Stirling Tower
197 St George’s Terrace
PERTH WA 6000

Telephone: (08) 9222 9888

Facsimile: (08) 9322 1213

E-mail: admin@dpc.wa.gov.au

Web: www.dpc.wa.gov.au

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THE YEAR IN REVIEW

The Department of the Premier and Cabinet is responsible for

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

The Department has been extremely busy during the year providing support to the Premier and Cabinet and other major client groups. The various divisions of the Department have continued to provide a high level of service to their respective clients across a broad spectrum of functions and activities.

During the year, the Department has grown in size and complexity with the addition of a number of new outputs and functions that were transferred to the Department as a result of Machinery of Government and Functional Review Taskforce recommendations.

The Office of Science and Innovation was established to develop and manage Government science and innovation policy, programs and projects, and provide support to the Premier's Science Council. The Office of Science and Innovation also has a key role in promoting science and innovation opportunities for Western Australia. During the year the Office took part in a successful bid for \$23.5 million for a Major National Research Facilities grant for research for the international, \$US 1 billion, Square Kilometre Array (SKA) radio telescope project.

The Office of Road Safety joined the Department as road safety continues to be a high priority within the community. The Department committed over \$19 million towards road safety initiatives.

The Office of E-Government was established to oversee the transformation of Government operations, using technology as a tool to improve internal efficiency, service delivery to citizens and community participation.

The Premier opened the Middle East Trade Office in Dubai, United Arab Emirates, in October 2002. The Office is responsible for the development of trade and investment opportunities for Western Australia within the Middle East region.

The Functional Review Taskforce, established to undertake the Review of the Effective Delivery of Government Priorities, reported in December 2002. The Taskforce recommendations endorsed by Cabinet, included a number of whole of government measures to improve the efficiency and effectiveness of the public sector. Implementation of a number of the reforms commenced during the year, with the Department playing a key role in their coordination and implementation.

The Department also continued to coordinate the implementation of Machinery of Government reforms including the review of all statutory authorities.

The Department coordinated the preparation of a number of important sustainability strategies including the *State Water Strategy* and *Focus on the Future: The Western Australian State Sustainability Strategy: Consultation Draft*. Extensive public consultation was undertaken in the development of both strategies.

To address the public liability and professional indemnity crisis, the Department lead the development of the *Civil Liability Act 2002*, *Insurance Commission of WA Amendment Act 2002* and the *Civil Liability Amendment Bill 2003*.

Assistance was provided to the Active Ageing Taskforce in completing its review of the State's policies concerning ageing population. Recommendations were made to Government about a new policy framework for managing the ageing of our community.

A draft Multicultural Charter for Western Australia was developed and released for public comment by the Premier during Harmony Week.

The Government released its response to the Gordon Inquiry, *Putting People First* ('the Response') which was tabled in Parliament on 3 December 2002. The Response set the priorities for addressing the safety for women and children in Aboriginal communities. The Department is responsible for the implementation of a number of the initiatives outlined within the Response. The Government tabled the First Progress Update on the Implementation of *Putting People First*, in Parliament on 24 June 2003.

The Department played a key role in providing information to the community following the Bali terrorist attacks on 12 October 2002. The Government announced that a Memorial would be built in Kings Park to commemorate those Western Australians who died, or were injured, and to acknowledge those who provided support following the incident. Following extensive consultation with families, key stakeholders and the public, a final design for the Memorial was chosen and construction will be completed in time for the first anniversary of the attacks.

The Department, through its representation on a number of National and State Committees, continues to provide advice to the Premier on matters associated with security and emergency management in Western Australia. This included participating with the Commonwealth and other State and Territory Governments in the formulation and establishment of the new National Counter-Terrorism Committee, and the drafting of the new National Counter-Terrorism Plan. The Department also participated in the National Foot and Mouth Disease simulation, *Exercise Minotaur*, which tested national coordination and communication in the event of an outbreak.

This year has seen the departure of various members of staff through lifestyle choices, career advancement or retirement. Their contributions are valued and they will all be missed. The commitment and dedication they showed throughout their careers have been outstanding.

I would also like to take this opportunity to formally congratulate the Agent General, Mr Robert Fisher, for his recent award as a Member of the Order of Australia.

Finally, I would like to take this opportunity to express my appreciation of the professional and dedicated service provided by all Department staff during the year.



M C WAUCHOPE
DIRECTOR GENERAL

DEPARTMENT OVERVIEW

RESPONSIBLE MINISTER

The Department reports to the Hon Dr G I Gallop BEd MA MPhil DPhil, MLA, in his capacity as Premier; Minister for Public Sector Management; Federal Affairs; Science; Citizenship and Multicultural Interests.

CHIEF EXECUTIVE OFFICER

The Chief Executive Officer of the Department is Mr Malcolm Wauchope. Mr Wauchope is also the Accountable Officer for the Department, as prescribed in section 52 of the Financial Administration and Audit Act 1985.

MISSION

The mission of the Department is

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

The Output Structure to support the achievement of this mission comprises the following:

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

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

Management of Matters of State (Output 2)

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

- support for the functions of Executive Government;
- administration of entitlements for Members of Parliament;
- support for Ministerial Offices and the Leaders of the Opposition Parties;
- developing whole of government positions on treaties, defence, federal reform and other matters raised through the Council of Australian Governments;
- managing and coordinating Western Australian Government input into federal negotiations; and
- coordinating delivery of Government services provided to the Indian Ocean Territories on behalf of the Commonwealth Government.

This output also includes the corporate services function provided to the Office of the Public Sector Standards Commissioner, Anti-Corruption Commission, the Governor’s Establishment, the Parliamentary Commissioner for Administrative Investigations and the Department of Treasury and Finance.

Management of Policy (Output 3)

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

- Citizens and Civics
- Crime Prevention
- Economic Policy
- Environmental Policy
- Regional Policy
- Social Policy
- Sustainability

The Policy Division also provides support to Cabinet Standing Committees. The Cabinet Standing Committees have endorsed terms of reference which include over viewing Cabinet decision-making and advising Cabinet on the impact of Government policies and decisions on Western Australian communities. The Standing Committees' key priorities include developing policies, which include social and environmental, as well as economic and regional objectives.

Support for the Premier as Minister for Public Sector Management (Output 4)

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

- functions under the *Public Sector Management Act*, including as the employer of Chief Executive Officers (CEOs) and manager of the Senior Executive Service;
- quality human resource management and change, including redeployment and recruitment programs and management and workforce development;
- whole of Government reporting on public sector workforce demographics, trends and management issues; and
- support for organisational restructuring following the Machinery of Government review and promotion of whole of government management improvement strategies and special projects.

Parliamentary, Statutory and Legislative Publishing Services (Output 5)

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

Management of the Constitutional Centre Programs (Output 6)

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

Promotion and Support of Multiculturalism in Western Australia (Output 7)

The Office of Multicultural Interests assists in delivering Government's commitments set out in the Western Australian Charter of Multiculturalism by:

- promoting the ideals of multiculturalism to public sector agencies and the community; and
- developing and influencing policies that reflect the principles of multiculturalism.

Native Title Policy Development, Implementation and Negotiation (Output 8)

The Office of Native Title implements Government's Native Title objectives through:

- resolution of Native Title Applications;
- minimising the State's exposure to compensation liability for invalid future acts and/or compensation for the extinguishment or impairment of native title;
- resolution of native title compensation applications, wherever possible, by agreement;
- developing and implementing policies, procedures and practices across Government that ensure the future act regime is administered efficiently and consistently; and
- negotiation and involvement in the implementation of project agreements.

Science and Innovation Promotion and Support (Output 9)

The Office coordinates implementation of Government's Innovate WA policy and strategy by;

- undertaking science policy development and providing support to the Premier's Science Council;
- identifying and promoting science and innovation opportunities;
- supporting the development of Western Australian research capability and infrastructure;
- administering research scholarships and fellowships; and
- promoting science and innovation in schools and through the Scitech Discovery Centre.

Support for the Implementation of the State's Road Safety Initiatives (Output 10)

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

E-Government Policy and Coordination (Output 11)

The Office will:

- develop an e-government strategy for the public sector;
- develop a policy framework, standards and guidelines that are consistent with national and international best practice;
- coordinate and facilitate cross sector implementation of the strategy and policy framework;
- initiate, lead and coordinate strategic e-government projects; and
- encourage a better understanding of e-government and promote its benefits to the public sector, business and the community.

**SENIOR OFFICERS
AS AT 30 JUNE 2003**

DIRECTOR GENERAL

MR MALCOLM WAUCHOPE B Com (Hons), M Com

Mr Wauchope was appointed to the position of Director General in October 1997 and reappointed in October 2002 having previously held the positions of Chief Executive, Office of State Administration and Chief Executive, Department of the Premier. Mr Wauchope has 30 years public sector experience and held senior positions in the Treasury Department prior to joining the Department of the Premier and Cabinet. In addition to holding the position of Director General, Mr Wauchope is the State representative on the Council for the Order of Australia and has been Clerk of the Executive Council since 1987.

CHIEF POLICY ADVISOR, POLICY DIVISION

MR DAVID HATT B Ed, JP

Recently appointed to head the Policy Division of Department of the Premier and Cabinet, Mr Hatt has held numerous positions in the State Government as an adviser to four Premiers and as a senior public servant. Mr Hatt was Chief Executive of the Department of Planning and Urban Development from 1988-1993, Chairman of the Joondalup Development Corporation and the inaugural Chairman of the Western Australian Land Authority (LandCorp). Mr Hatt also held senior positions in Government sports administration at State and Commonwealth level and for seven years was the Chief Executive of the Fremantle Football Club in the Australian Football League. He is currently Chairman of the AFL Research and Development Board.

CHIEF OF STAFF, OFFICE OF THE PREMIER

MR SEAN WALSH

For the four years prior to taking up his current position, Mr Walsh was Chief of Staff to Dr Gallop while he was the Leader of the Opposition. This followed a period as a consultant in the private sector and nine years as a Principal Private Secretary and adviser with the previous Labor government.

ASSISTANT DIRECTOR GENERAL, STATE ADMINISTRATION AND PUBLIC SECTOR MANAGEMENT

MR GEOFF HAY B Com (Hons)

Mr Hay was appointed to the position of Assistant Director General, State Administration and Public Sector Management in February 2002 following periods of acting in the positions of Assistant Director General, State Administration, and Assistant Director General, Public Sector Management. Prior to that Mr Hay held the position of Assistant Under Treasurer at the Treasury Department. Mr Hay has over 20 years of experience in the public sector and in addition to the Treasury Department, he has been employed by the Department of Corrective Services and the Fremantle Port Authority.

MANAGER, STATE LAW PUBLISHER AND GOVERNMENT PRINTER

MR JOHN STRIJK

Mr Strijk was appointed to the position of Manager, State Law Publisher and Government Printer, in June 1996 having previously acted in the position of Director, State Print. Mr Strijk has over 30 years public sector experience and occupied various positions in the Department of State Services, State Print.

EXECUTIVE DIRECTOR, OFFICE OF MULTICULTURAL INTERESTS

DR LEELA DE MEL BA (Hons) MA PhD

Dr de Mel was appointed to the position of Executive Director, Office of Multicultural Interests in March 2002. Prior to this appointment, she held the positions of Principal Performance Analyst, Office of the Auditor General, and Manager of Monitoring and Evaluation, Aboriginal Affairs Department. She has also held positions in the Department of Training, Office of Higher Education and the Health Department.

EXECUTIVE DIRECTOR, OFFICE OF NATIVE TITLE

MS ANNE DE SOYZA BJuris LLB BA

Ms De Soyza was appointed to the position of Executive Director, Office of Native Title, in March 2002. Ms De Soyza was admitted to practice in Western Australia in 1990 and worked as a lawyer both in private practice and for the Aboriginal Legal Service of Western Australia (Inc). Ms De Soyza has also worked with the National Native Title Tribunal. In recent years she has worked with the Parliamentary Joint Committee on Native Title and the Aboriginal and Torres Strait Islander Land Fund and the Commonwealth Attorney-General's Department in Canberra before returning to Perth to join the Department of the Premier and Cabinet in her current position. She is widely published in the areas of history and native title law and practice and is currently an author for the legal publisher Butterworths.

CHIEF SCIENTIST, OFFICE OF SCIENCE AND INNOVATION

DR BRUCE HOBBS BSc(Hons) PhD FAA

Dr Hobbs was appointed Chief Scientist of Western Australia and Executive Director of the Office of Science and Innovation at the Department of the Premier and Cabinet in 2003. Previously, he was the Deputy Chief Executive at CSIRO. Following a distinguished academic career in Australia and the United States, including a position of Foundation Professor of Earth Sciences at Monash University, Dr Hobbs joined CSIRO in 1984 as Chief Research Scientist, Division of Geomechanics, Melbourne. He was promoted to the position of Chief of Geomechanics in 1988 and in 1992 he was appointed to the position of Chief of CSIRO Exploration and Mining. In February 2000, he was appointed Deputy Chief Executive of Minerals and Energy, CSIRO. He is a Fellow of the Australian Academy of Science.

EXECUTIVE DIRECTOR, OFFICE OF ROAD SAFETY

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

Mr Cameron was appointed as Executive Director, Office of Road Safety, in October 2000 in the Department of Transport and joined the Department on 1 July 2002 with the transfer of the Office. Mr Cameron started his public service as a teacher in 1984 and has had various roles in the Education and Health Departments, the WA Drug Abuse Strategy Office and a professional teaching association. He has also lectured and written university health promotion courses and has written curriculum materials for the Curriculum Council. He is a member of the Road Safety Council.

ACTING EXECUTIVE DIRECTOR, OFFICE OF E-GOVERNMENT

MS JENNY SALES BSc, Grad Dip Bus

Ms Sales was appointed in an acting capacity to the position of Executive Director, Office of E-Government from 3 February 2003. Ms Sales was appointed to the position of Assistant Director General, Corporate and Business Services in April 2002. Ms Sales has over 18 years experience in the public sector and prior to joining the Department of the Premier and Cabinet in 1997, held positions in the Department of Land Administration, Department of Commerce and Trade and Department of Productivity and Labour Relations.

DIRECTOR, OFFICE OF FEDERAL AFFAIRS

MRS PETRICE JUDGE B Psych, M Psych

Mrs Judge has managed the Federal Affairs area since her appointment in 1991. Her previous roles included management of social policy, multi-skilling and performance management. Overall, she has over 30 years' experience in the public sector. Prior to moving to the Department of the Premier and Cabinet, Mrs Judge spent 16 years practising as a psychologist and clinical psychologist in prisons welfare and health. She also had responsibility for the provision of state-wide psychological services. Mrs Judge is the State's representative at Senior Officials' Meetings which provide advice to the Prime Minister, and Premiers and Chief Ministers at the Council of Australian Governments.

ACTING DIRECTOR, OFFICE OF CRIME PREVENTION

MR GARY HAMLEY

Mr Hamley was appointed in an acting capacity as Director, Office of Crime Prevention in 2001. He was previously the Director of the SAFER W.A. Unit in the Department of the Premier and Cabinet. Mr Hamley has over 30 years experience in the Western Australian Public Sector and has held positions as a Ministerial Chief of Staff in a range of portfolio areas.

DIRECTOR, CONSTITUTIONAL CENTRE

MS BETTY O'ROURKE BEd

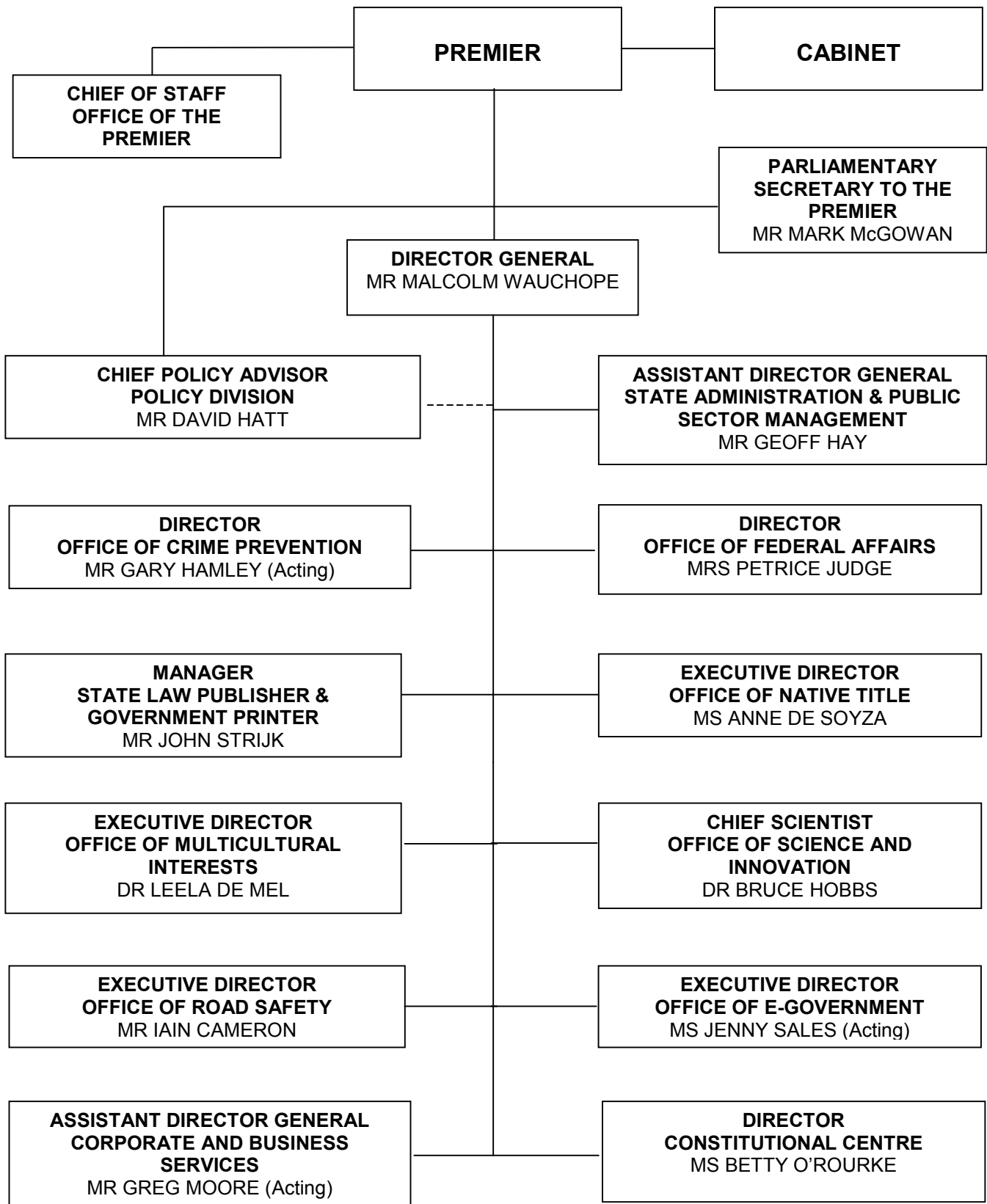
Ms O'Rourke was appointed as Director of the Constitutional Centre of Western Australia in February 2000. Ms O'Rourke had 15 years experience as a teacher before spending the following 6 years as Head of Public Programs at the Western Australian Museum.

ACTING ASSISTANT DIRECTOR GENERAL, CORPORATE AND BUSINESS SERVICES

MR GREG MOORE B Bus, Grad Dip Bus

Mr Moore was appointed in an acting capacity to the position of Assistant Director General, Corporate and Business Services, from 3 February 2003. Mr Moore has over 35 years experience in the public sector and prior to joining the Department of the Premier and Cabinet in 1987, held positions in the Public Service Commission, Office of Industrial Relations and the Department of Labour and Industry.

DEPARTMENT OF THE PREMIER AND CABINET
ORGANISATIONAL STRUCTURE



**STATEMENT OF COMPLIANCE
WITH RELEVANT WRITTEN LAW**

The Department was established under the Public Sector Management Act 1994. Statutes committed to the administration of the Premier; Minister for Public Sector Management; Federal Affairs; Science; Citizenship and Multicultural Interests, as at 30 June 2003, were:

LEGISLATION ADMINISTERED BY THE DEPARTMENT

<i>Agent General Act</i>	<i>Parliamentary and Electorate Staff (Employment) Act</i>
<i>Alteration of Statutory Designations Act</i>	<i>Parliamentary Commissioner Act</i>
<i>Anti-Corruption Commission Act</i>	<i>Parliamentary Privileges Act</i>
<i>Armorial Bearings Protection Act</i>	<i>Public Interest Disclosure Act</i>
<i>Civil Liability Act</i>	<i>Public Sector Management Act</i>
<i>Constitution Act</i>	<i>Returned Servicemen's Badges Act</i>
<i>Constitution Acts Amendment Act</i>	<i>Royal Commissions Act</i>
<i>Daylight Saving Act</i>	<i>Royal Commission (Custody of Records) Act</i>
<i>Discharged Servicemen's Badges Act</i>	<i>Royal Commission Into Commercial Activities of Government Act</i>
<i>Election of Senators Act</i>	<i>Salaries and Allowances Act</i>
<i>Equal Opportunity Act (Part IX)</i>	<i>Terrorism (Commonwealth Powers) Act</i>
<i>Governor's Establishment Act</i>	<i>Titles (Validation) and Native Title (Effect of Past Acts) Act</i>
<i>Indian Ocean Territories (Administration of Laws) Act</i>	<i>Unauthorised Documents Act</i>
<i>Members of Parliament (Financial Interests) Act</i>	
<i>Mutual Recognition (Western Australia) Act</i>	
<i>Native Title (State Provisions) Act</i>	

LEGISLATION IMPACTING ON THE DEPARTMENT'S ACTIVITIES

<i>Disability Services Act</i>	<i>Road Safety Council Act</i>
<i>Equal Opportunity Act</i>	<i>State Records Act</i>
<i>Financial Administration and Audit Act</i>	<i>State Supply Commission Act</i>
<i>Freedom of Information Act</i>	<i>Workers' Compensation and Rehabilitation Act</i>
<i>Government Employees' Superannuation Act</i>	<i>Workplace Agreements Act</i>
<i>Industrial Relations Act</i>	
<i>Library Board of Western Australia Act</i>	
<i>Minimum Conditions of Employment Act</i>	
<i>Occupational Safety and Health Act</i>	
<i>Public and Bank Holidays Act</i>	
<i>Public Interest Disclosure Act</i>	
<i>Public Sector Management Act</i>	

**COMPLIANCE
REPORTING REQUIREMENTS**

The Department has achieved a high level of compliance with public sector standards in human resource management, the Code of Ethics and Code of Conduct.

Existing controls and checks are considered sufficient to provide a reasonable assurance of compliance with the standards and ethical codes. Auditing is conducted on a regular basis as part of the internal audit program. The applications made for a breach of standards review and the corresponding outcomes for the reporting period are:

Number Lodged – 1
Breaches Found – 0
Multiple Breaches – N/A
Applications Under Review – N/A
Material Breaches – 0
Breaches Withdrawn - 1

Existing procedures and checks satisfy me that the Department has achieved a high level of compliance.

DISCIPLINARY INVESTIGATIONS

The Department did not receive any alleged claims for breaches of discipline during the year.

DISABILITY SERVICES ACT 1993

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

The Department has addressed each of the five Disability Services Plan Outcomes as follows:

- Outcome 1: Existing services are adapted to ensure they meet the needs of people with disabilities. No action required.
- Outcome 2: Access to buildings and facilities is improved. No action required.
- Outcome 3: Information about services is provided in formats, which meet the communication requirements of people with disabilities. No action required.
- Outcome 4: Advice and services are delivered by staff who are aware of, and understand, the needs of people with disabilities. No action required.
- Outcome 5: Opportunities are provided for people with disabilities to participate in public consultations, grievance mechanisms and decision-making processes. No action required.

The Department's Disability Services Plan, prepared in accordance with section 29 of the *Disability Services Act 1993*, was revised in June 2001.

ELECTORAL ACT 1907

Appendix 1 details the information required to be presented by the Department to comply with Section 175ZE of the *Electoral Act 1907*.



M C Wauchope
DIRECTOR GENERAL

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

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

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Overseas regions in which WA is represented	3	3	See note (a)
Offices supported (Premier's Office)	1	1	
Media and communication clients serviced	14	14	
Quality			
Premier's Office satisfaction with quality of support provided	4.0	4.0	
Client satisfaction with quality of media and communication services	3.7	3.8	
Timeliness			
Premier's Office satisfaction with timeliness of support provided	4.0	4.0	
Client satisfaction with timeliness of media and communication services	3.7	3.7	
Cost			
Average cost of representing WA interests overseas (per region)	\$1,756,539	\$1,438,762	See note (a)
Average cost per office supported (Premier's Office)	\$3,950,652	\$3,307,942	See note (b)
Average media and communication cost per client	\$202,983	\$215,667	

(a) *This quantity and cost indicator that formerly reported the number and average cost per overseas offices was reviewed prior to commencing the annual reporting process. For consistency, it has been amended and now reports the average cost of representation per region (for Europe, the Middle East and North Asia). The estimated actual figures from the 2003/04 budget statements have been recast to reflect this change. The actual average cost shows a significant reduction compared with the estimated cost reported in the budget statements. Principally, this is a result of the stronger exchange rate, and reduction in the estimated expenditure for the Dubai Office that was opened during the year.*

(b) *The significant decrease in actual cost compared to the estimated actual cost for the operation of the Premier's Office is due to underspending for the Community Liaison function as salary costs for this function were met by the Government Media Office while the estimated actual cost was allocated to the Premier's Office.*

PREMIER'S OFFICE

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

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

The Premier has direct responsibility for the overseas offices in Japan, London and Dubai and staff in the Premier's Office assist in liaising with these overseas offices.

Staff also provide contact and liaison points for matters directly involving the Premier and attend meetings and follow up on matters arising from these meetings.

EUROPEAN OFFICE

The Office continually monitors business developments and activities that are likely to have an impact on Western Australia's trade and investment activities with Europe. It is actively engaged in promoting inward investment into Western Australia, particularly in the area of value-enhancing, secondary processing of the State's natural resource assets. The Office has continued to promote trade development opportunities for Western Australian business in both the industrial and consumer markets.

Resources Sector

The Office has continued to vigorously promote Western Australia at various resources-specific conferences and exhibitions.

Oil and Gas - Offshore Northern Seas 2002

The Office participated in the Offshore Northern Seas 2002 oil and gas exhibition, Stavanger, Norway, during August 2002.

In addition to undertaking an investment promotion presentation to British and Norwegian oil and gas industry representatives at a briefing organised by the European Office, the Agent General escorted HE King Harald V of Norway and the British Minister for Energy, Brian Wilson, during their visits to the WA stand at the exhibition.

An industry mission from Western Australia that included Woodside Energy participated in the exhibition and made a presentation at the investment briefing.

Oil and Gas - AustralAsian Oil and Gas 2003, AOG 2003 Exhibition

With the support and assistance of the Office, two oil and gas missions visited Perth in March 2003 to participate at AOG 2003 and meet with local industry and evaluate the business and investment climate in the State. A series of briefings and networking sessions were arranged for the visiting companies to meet with their local counterparts. The visit, of over 60 companies from the United Kingdom and Norway, is an indication of the high level of interest in the State and the potential for investment through joint ventures, technology transfer and manufacture under licence.

Other Activities

The Office was also involved in a number of other conferences and briefings in Europe and the United Kingdom promoting the resources sector.

Continuous contact has been maintained with various major resource related companies to ensure awareness is maintained about Western Australia's specific interests in downstream processing and value enhancing in the mineral commodities arena.

Agricultural Sector

The investment promotion momentum, started in 2001/2002 in the pig and dairy sector, has intensified, resulting in 55 farmers from the United Kingdom and Denmark visiting Western Australia on specialised tour programmes during October and November 2002, with an additional 9 farmers visiting throughout the year.

The joint investment attraction promotion in the pig and dairy sectors with the Department of Agriculture involved extensive support from the agricultural industry (primary producers, bankers, real estate agents, processors and associations), Shire Councils, Regional Development Associations, and other government departments such as the Environmental Protection Authority and the Small Business Development Corporation.

The pig and dairy investment attraction programme was extended to the Netherlands through participation at a farming-specific migration fair, Emigraria 2003, in January. A representative from the Office also gave a presentation on agricultural and fisheries investment opportunities in Western Australia as part of its involvement in the event.

Staff represented the Department of Agriculture at Congrilaït 2002, the World Dairy Congress, Paris, France, and at the 'Fine Food Exhibition 2002', London in September 2002.

Ongoing assistance and support has also been provided to various other food, beverage and agricultural companies.

Lobsters

Liaison with representatives of the Western Rock Lobster Development Association of Western Australia has been undertaken in an attempt to persuade European Union (EU) member countries and officials to grant an Autonomous Tariff Quota (ATQ) that would provide tariff concessions for up to 2000 tonnes per year of Western Rock Lobster. This would result in a "new market" for the Western Australian lobster industry worth between \$60-\$70 million per year.

A number of promotional events featuring Western Rock Lobster were held with the assistance of Australian Ambassadors and High Commissioners based in major EU Countries.

Visitors

Visits of note during the year included HE Lt General John Sanderson AC, Governor of Western Australia and Mrs Sanderson, who visited the United Kingdom, Germany and Italy. The programme, which was organised with support from the Australian Ambassadors in Germany and Italy, provided the Governor with the opportunity to promote the investment, business and tourism development climate in the State to a wide and varied audience of business, social and cultural organisations.

Various Ministerial and Government departmental visit programmes and appointment schedules were arranged during the year on behalf of:

Deputy Premier; Treasurer and Minister for Energy;
Minister for State Development;
Minister for Planning and Infrastructure;
Minister for Health;
Attorney General;
Department of Mineral and Petroleum Resources, and
Department of Industry and Technology.

Child Migration

The Agent General represented the Government of Western Australia at the First International Conference on Child Migrants that was held in New Orleans in October 2002. Mr Fisher presented a keynote address on *Records - Windows to the Past - The Western Australian Experience*.

Information and Communications Technology Industry Sector

Western Australia has been actively promoted as an investment location to European Information and Communications Technology (ICT) based companies seeking to establish a presence in the Australia/South East Asian market.

The Office was represented at the Telecommunications Managers' Association tradeshow 2002, Brighton, UK, with follow up being effected with over 35 companies.

The Office was also involved in an ICT industry mission to Europe in March 2003 led by the Minister for State Development.

Other Industry Sectors

Business migration remained a key objective of the Office with participation in the *Opportunities Abroad* exhibition, York, June 2002.

An audience of about 80 attended a business migration seminar on Western Australia, which took place in Amsterdam, September 2002.

The Office also participated in Europe's largest emigration exhibition, *Emigrate 2003*. Participants at the three day event, held in March 2003, included the Small Business Development Corporation and various Western Australian financial services sector representatives and migration agents. The event included a series of investment briefings on Western Australia and was part of the Minister for State Development's March 2003 visit programme.

The Office has liaised with all Western Australian Universities and TAFE to promote their particular educational capabilities to a very wide student audience in Europe, to accord with the Premier's launch of an education strategy promoting greater participation of international students in Western Australia. It participated in the October 2002 Scandinavian Educational Tour involving four WA Universities, and also took part in the Annual European Association of International Educationalists Fair in Portugal and has since represented various educational institutions at events to promote the merits of Western Australia's higher education system.

There has been an involvement in numerous social and cultural activities including the July 2002 launch of the Perth International Arts Festival; the Perth Convention and Exhibition Centre promotion (December 2002); the Freycinet Collection auction (September 2002) and the WA Youth Orchestra European Tour in January 2003.

NORTH ASIA AGENCY

Western Australia – Hyogo Sister State Relationship

The North Asia Agency, together with the Department of Industry and Resources, played a major role in the development of the Hyogo-Kansai Strategy, which was launched by Hon Clive Brown in February 2003.

The Strategy incorporates a number of activities and initiatives aimed at enhancing economic cooperation between the two states. To commence this yearlong program of events, two seminars were conducted in Bunbury and Perth in April 2003. At the seminars, which targeted Western Australia exporters interested in the Japan market, the Manager of the Kobe Office and officials from the Hyogo Prefectural Government made presentations. Approximately 80 company representatives attended each seminar, where a successful exporting client company of the Agency presented a case study.

The Agency also assisted an IT mission from Hyogo to Western Australia in June 2003, as a precursor to a Western Australia mission to Hyogo, set for November 2003.

Visit to Japan by Premier Gallop

The Agency coordinated the Premier's itinerary for his visit to Hyogo Prefecture and Tokyo in July 2002.

The Premier delivered the keynote address at the Hyogo Global Environmental Forum and furthered the initiative to move the existing sister-state relationship from a cultural base to one of economic and business exchanges. Hyogo Governor Ido welcomed this initiative and pledged cooperation.

In Tokyo, the Premier met with representatives from Western Australia's major gas and minerals clients, and furthered ongoing investment projects. The Premier also met with Japanese Vice Foreign Minister Sugiura to discuss issues of mutual concern regarding the relationship between Australia and Japan.

DME Projects for the Burrup Peninsula

The Agency coordinated the provision of assistance to two separate Japanese consortia to undertake feasibility studies regarding potential investments in di methyl ether (DME) production facilities for the Burrup Peninsula. The consortia are Japan DME (JDME), led by Mitsubishi Gas Chemical and DME International (DMEI), led by the JFE Group (formerly NKK). The value of each project is estimated at \$800 million (\$1.6 billion total). Production of DME is scheduled for commencement in late 2006. The product will be marketed in Japan from 2007 as an alternative fuel. The Japanese Government fully supports the production of DME by the two consortia, which will make Western Australia the first centre of DME production in the world. Each plant will employ approximately 200 staff and both projects will be significant customers of liquefied natural gas.

Liaison with Major Trading Companies

The Agency is coordinating potential investment into forestry projects including equity in a pulp mill. Assistance is also being provided to a major Japanese trading company to examine a water treatment plant project for Esperance. Both of these projects are ongoing.

Two events were held in December 2002 to promote Western Australian wine and food to a collective of major trading companies and related clients. Attendees deemed both events a success and 5 of the exhibiting wineries have secured export contracts with Japanese importers and distributors. Similar events are planned for November/December 2003.

Trade Promotion Activities

Comprehensive assistance was provided to Tukka Pty Ltd, a Perth-based representative of six wineries, for marketing activities in Japan in September 2002. As a result of the liaison activities, an import contract was concluded with the Mottox Company.

Direct assistance and additional marketing was provided to Donnelly River Wines and Wellnet International, resulting in the maintenance of an import contract.

Successful trade and investment seminars, focusing on opportunities in Geraldton and the Mid West, were conducted in Osaka and Kagoshima in June 2003. These seminars were well attended and identified a number of potential investors with whom the Agency will conduct ongoing work.

Agribusiness Activities

Assistance was provided to the Department of Agriculture to achieve registration of a Western Australian apple variety with the Japanese government, which will pave the way for future exports. The registration is a very detailed process and approval is expected to take at least 18 months.

The Agency played a pivotal role in organising the visits of two Japanese agribusiness investor groups to Western Australia. A total of 30 potential investors took part in the visits, which were conducted in September 2002 and February 2003.

Together with Agwest, a booth was presented at the annual JETRO Investment Fair, which attracted over 30,000 visitors and garnered over 100 enquiries regarding agribusiness investment opportunities in Western Australia.

Western Australian beef producer Top Cattle benefited from substantial introductions and visit coordination for potential importers in the Kyushu region of Japan.

Market Reports Issued

Market status and export potential reports were issued on jarrah, lupins, beef, pork, apples, potatoes, fruit and vegetable juices, lobsters and chilli during the year.

Survey work was conducted for the Environment and Public Affairs Committee (EPAC) of the Legislative Council of WA on genetically modified organisms. This work involved comprehensive interviewing and follow-up work with a number of Japanese importers and related food and beverage organisations.

Austrade Osaka

The services of Austrade Osaka were engaged between January and June 2003 to assist the Kobe office in its marketing activities and providing research data on various markets, specifically on markets within the Kansai region. The markets covered included education, wine, water tanks, IT and a number of food products. The services provided were a valuable asset for the Kobe Office, which began trade promotion activity from mid 2002 for the first time.

WESTERN AUSTRALIAN TRADE OFFICE (WATO) – DUBAI, UNITED ARAB EMIRATES (UAE)

The Premier opened the Dubai Office in late October 2002. The Office is responsible for trade development and investment attraction from the Middle Eastern region. In its first eight months of operation a number of significant successes were achieved for Western Australian exporters. Mr Chris Heyesen was appointed as the Regional Director for the Office on 18 October 2002.

Major Achievements

In conjunction with the opening of the office the Premier led one of the largest trade missions ever to visit Dubai from Australia. Over 90 businessmen and officials participated in the mission. Some 350 people attended an official dinner for the opening of the Office which showcased Western Australian food, and also many other Western Australia products and services. Follow up from the mission has been positive, with many of the companies returning to the region during the year and achieving new export sales.

Western Australia participated in two major trade exhibitions in Dubai (Arab Health & Gulf Foods).

WATO Dubai coordinated two Ministerial visits:

- Minister for Agriculture and Fisheries visit to Oman for discussions with the Ministry of Fisheries and the Ministry of Petroleum and Gas, and to Dubai for the opening of Gulf Foods; and
- Minister for Planning and Infrastructure visit to Dubai for discussions with Emirates Airline and the UAE Minister of Transport and Telecommunications.

Agricultural Sector

The UAE is the largest single market for Western Australian fresh food, with exports totalling A\$18 million in 2001, which included A\$9 million of fresh fruit and vegetables. The establishment of the direct air link between Perth and Dubai in August 2002, which now operates daily, has opened new trade opportunities throughout the region. Airfreight business is particularly strong with an increase in perishable products being shipped from Perth during the year.

Thirty two Western Australian companies were represented at the Gulf Food Fair held from 23 to 26 February 2003 in Dubai. The biennial Fair is the major food and beverage event held in the region. The Departments of Agriculture and Industry and Resources coordinated the delegation and the Minister for Agriculture and Fisheries also visited the exhibition.

As a result of the October trade mission, during which the Minister for Agriculture and Fisheries established contacts with the Carrefour Hypermarket chain in Dubai, a delegation from Carrefour, including purchasing managers for meat and fresh produce visited Western Australia in February 2003. Hosted by the Department of Agriculture, meetings were held with approximately 20 major suppliers of meat, fresh produce and seafood.

Building and Construction

Companies in the building and construction sectors continue to find success in the Middle Eastern market. Companies such as Multiplex, CCD Australia Consulting Engineers and Cox Group, who have formed a joint venture in the UAE, are continuing to secure contracts in the construction and security systems sectors.

Woods Bagot recently signed a contract for the construction of a A\$200 million technical college in Doha, Qatar, after winning the design work for the project in January 2002. The firm has also completed a master plan for the Al Ain University in the UAE.

The Perth office of architectural firm Buchan Group announced in June that they would be designing a 75-bed maternity hospital in the UAE that is due for completion in 2005.

Aqua Technics and Barnettts Architectural Hardware join the ranks of Western Australian companies who have established local offices in Dubai.

Education

The Department of Education has been holding ongoing discussions with the UAE Ministry of Education and Youth about the possibility of assisting with the development of new curricula. It has also been working with the UAE Ministry of Public Works and Housing to develop a Uniform Education Brief to ensure the building and construction of education facilities supports curriculum development.

Health

In direct response to the Premier's visit to the UAE last year, His Highness Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler, Minister of Finance & Industry and President of the Department of Health and Medical Services (DOHMS), Dubai, directed the Director General of DOHMS to lead a delegation to WA. The 7-member delegation visited Western Australia in June 2003.

In a program coordinated by WATO and the Department of Industry and Resources, the delegation visited the Department of Health, Royal Perth Hospital, Princess Margaret Hospital for Children, Telethon Institute for Child Health Research, Collaborative Training and Education Centre, St John of God Hospital, Lions Eye Institute and St John Ambulance.

The feedback from DOHMS regarding this visit was extremely positive and is likely to lead to commercial outcomes over the next year.

Tourism

As a result of the severe acute respiratory syndrome (SARS) there was an increased interest in the new Emirates direct flights that avoided the high risk areas of Asia. The original schedule of four flights a week was increased to daily direct flights in mid-May 2003. This has the potential to increase the overall number of visitors arriving in Western Australia on Emirates flights by 75%. It is anticipated that the increased flight frequency could bring a further \$40 million boost to tourism revenue. The Emirates Dubai-Perth air route also has connections to 14 European cities, including Manchester, Malta and Istanbul, creating further possible trade and tourism opportunities.

In April/May 2003 the Western Australian Tourism Commission participated in the 10th Arabian Travel Market (ATM) and the Emirates Worldwide Holiday Brochure Launch. The Minister for Planning and Infrastructure also attended the ATM.

Iraq Reconstruction

Many Western Australian companies have expressed an interest in opportunities arising from the Iraq reconstruction efforts. Most interest is from construction and related industries and power companies. However, it is generally understood that reconstruction projects in Iraq will be of a long-term nature.

Western Australian farmers also have a strong interest in developments in Iraq, particularly with regard to the wheat market.

Regional Issues

The issue which dominated most of the region for much of the year, particularly during the February to May 2003 period, was the war in Iraq. The general uncertainty caused many major decisions to be delayed during this period, and tourism in particular was badly affected.

However, within weeks of the actual outbreak of war business activity increased as the uncertainty was lifted due to the realisation that there would be little or no effect in countries other than Iraq itself.

The presence of WATO Dubai served to provide an avenue for Western Australian companies to maintain their business contacts even when they were not comfortable travelling to the region.

GOVERNMENT MEDIA OFFICE

The Government Media Office co-ordinated and distributed information to the media, facilitated liaison between all Ministers and media outlets, and provided administrative support for Ministerial Media Advisers.

The Office ensured country, rural and suburban media received Government information services of a quality equal to that provided to major metropolitan outlets.

In total, 2,579 media statements were issued during the year.

A key role was played in providing information to media organisations and the wider community following the Bali terrorist attack on October 12, 2002. Two months after the tragedy, the Government staged a special breakfast, attended by Premier, honouring approximately 400 Government workers and volunteers involved in the emergency operation.

During the year, Cabinet visits were organised to Wanneroo, Narrogin, Karratha, Southern River, Donnybrook, Joondalup, Rockingham and Kununurra.

PHYSICAL ACTIVITIES TASKFORCE

In 2001, the Premier launched the Physical Activity Taskforce aimed to increase the proportion of the Western Australian population who undertake sufficient physical activity for a health benefit by 5%, from 58% to 63%, over ten years from 2001 to 2011.

Achievements of the Taskforce over the past year include: the commencement of the Taskforce's ten year communications and advocacy strategy; repeat of the 1999 physical activity survey of Western Australian adults; establishment of the Local Government Working Group; and implementation of new (and continuation of existing) physical activity strategies by key Taskforce departments.

GORDON INQUIRY

Following the Coronial Inquest into the death of 15 year old Susan Taylor, the Government established a formal inquiry¹ headed by Magistrate Sue Gordon. The report by the Inquiry ran to over 640 pages and made 197 findings and recommendations. The Government's response to the Gordon Inquiry, *Putting People First* (the Response) was tabled in Parliament on 3 December 2002. The Response set the priorities in addressing safety for women and children in Aboriginal communities, and established an across-Government collaboration model for achieving integrated, interagency outcomes. The model also builds on the collaborative relationship with the Aboriginal community established under the Statement of Commitment between the Western Australian State Government and the Aboriginal & Torres Strait Islander Commission.

The Response covers a wide range of initiatives supported by \$67 million of funding over the next four years. The Department is responsible for a number of areas including the Community Futures Foundation and the Community Partnerships Fund. The departmental initiatives total \$8.445 million over four years, some of which will be expended through other Government agencies. The implementation of the Response is being coordinated through a Directors' General Group and a Senior Officers' Group, with representation from the agencies with key responsibilities for implementation. These two interagency groups are supported by a Secretariat reporting to the Director General.

One of the commitments in the Response was bi-annual reporting on progress. The First Progress Update on the Implementation of *Putting People First* was tabled in Parliament on 24 June 2003 and is available on the Premier's web-site.

¹ Inquiry into Response by Government Agencies to Complaints of Family Violence and Child Abuse in Aboriginal Communities.

**OUTPUT TWO
MANAGEMENT OF MATTERS OF STATE**

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

- support for the functions of Executive Government;
- administration of entitlements for Members of Parliament;
- support for Ministerial Offices and the Leaders of the Opposition Parties;
- developing whole of government positions on treaties, defence, federal reform and other matters raised through the Council of Australian Governments;
- managing and coordinating Western Australian Government input into federal negotiations; and
- coordinating delivery of Government services provided to the Indian Ocean Territories on behalf of the Commonwealth Government.

This output also includes the corporate services function provided to the Anti-Corruption Commission; Governor's Establishment; the Office of the Public Sector Standards Commissioner, the Parliamentary Commissioner for Administrative Investigations; and the Department of Treasury and Finance.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Ministerial Offices supported (including the Leader of the Opposition)	15	15	
Members of Parliament provided with entitlements	91	91	
Executive Government Services provided	280	290	
Responses provided to the public on behalf of the Premier	14,700	15,622	
Briefings in Federal Affairs matters provided to the Premier as Minister for Federal Affairs.	75	164	<i>See note (a)</i>
Developed, monitored and reviewed Indian Ocean Territory Service Delivery Agreements	30	30	
Quality			
Ministerial Office satisfaction with quality of service provided	3.3	3.6	
Members of Parliament satisfaction with quality of service provided	3.2	3.2	
Client satisfaction with quality of Executive Government and correspondence services provided	3.4	4.0	
Timeliness			
Ministerial Office satisfaction with timeliness of services provided	3.3	3.5	
Members of Parliament satisfaction with timeliness of services provided	3.2	3.2	
Client satisfaction with timeliness of Executive Government and correspondence services provided	3.3	4.0	
Cost ^(a)			
Average operating cost per Ministerial Office (including Leaders of the Opposition)	\$1,378,689	\$1,365,761	
Average cost of administration per Ministerial Office (including Leaders of the Opposition)	\$331,806	\$300,809	<i>See note (b)</i>
Average entitlement cost per Member of Parliament	\$204,433	\$195,390	
Average cost of administration per Member of Parliament	\$5,334	\$5,244	
Average cost per Executive Government Service	\$15,176	\$12,400	<i>See note (c)</i>

ANNUAL REPORT – 2002/2003

Average cost per response provided to the public on behalf of the Premier	\$55	\$38	See note (d)
Average cost per briefing provided to the Premier	\$8,252	\$3,670	See note (a)
Average cost of administration per Indian Ocean Territory Service Delivery Agreement	\$7,214	\$6,425	
Cost of Support provided to Inquiries and Community Service Obligations	\$4,649,573	\$3,041,922	See note (e)
Community service grants excluded	\$644,000	\$671,044	
Corporate Services provided to external agencies	\$756,658	\$720,016	
Severance(s) excluded		\$231,489	See note (f)

- (a) *The number of briefings provided to the Premier as Minister for Federal Affairs increased substantially as a result of issues arising from Council of Australian Governments (COAG) meetings dealing with matters such as terrorism and external policy issues. The 120% increase in the number of briefings provided results in a proportionate reduction in the average cost per briefing.*
- (b) *The reduction in average cost of administration per Ministerial Office between the estimated actual reported in the budget statements and the actual cost is due to savings in Ministerial Air Charter expenses and in operational expenses for other Ministerial Office support services.*
- (c) *The average cost per Executive Government service reduced from the figure reported in the budget statements due to a 4% increase in the number of services and operational savings made in functions included in this indicator.*
- (d) *The decrease in cost per response provided on behalf of the Premier is primarily due to expenditure savings in the Correspondence function and a small increase in the number of responses provided.*
- (e) *The decrease in the cost of support provided to Inquiries and Community Service Obligations from that reported in the budget statements is principally due to a significant underspending in 2002/03 by the Functional Review Implementation Taskforce arising from delays in recruiting staff and incurring services and contract expenditures. It is anticipated that these funds will be expended in 2003/04.*
- (f) *Severances excluded from the actual average operating cost per Ministerial Office were not excluded from the estimated actual figure reported in the budget statements on advice from Department of Treasury and Finance.*

SUPPORT TO MINISTERS AND LEADERS OF THE OPPOSITION

Services provided on behalf of the Premier include support for the functions of Executive Government, administration of the entitlements of Members of Parliament, and support for Ministerial Offices and the Leaders of the Opposition parties.

The Department continued to provide corporate services to the Office of the Leader of the Opposition and the Office of the Leader of the Second Party in Opposition during the year.

The Department convenes a Merit Panel, which assesses the merits of any intended secondments and appointments to Ministerial Offices, together with any assessment of the designation and salary to be offered. This results in a consistent approach to the appointment of staff across all Ministerial Offices. The Merit Panel met on 18 occasions and considered 125 submissions during the year.

CABINET SERVICES

The Department continued to provide procedural, operational and other services to Cabinet, including:

- the programming of Cabinet business and setting of agendas;
- the monitoring of submissions presented to Cabinet to ensure that they conform with the guidelines set down in the Cabinet Handbook;
- ensuring that members of Cabinet have all relevant information relating to issues that may impact on one or more of their agencies through the Cabinet referral process;
- providing advice to Ministers, departments and agencies on Cabinet operations and requirements;
- recording and distributing Cabinet submissions and decisions in a secure manner;
- monitoring and recording appointments to Government boards and committees; and
- maintaining a register of people who have expressed an interest in being appointed to Government boards and committees.

There were 50 Cabinet meetings held between 1 July 2002 and 30 June 2003, including 2 Special Meetings held on 26 November 2002 and 14 May 2003, and 8 Regional meetings.

The 8 Regional meetings were held on the following dates: Wanneroo - 8 July 2002; Narrogin - 12 August 2002; Karratha - 3 September 2002; Southern River - 4 November 2002; Donnybrook - 18 February 2003; Joondalup - 24 March 2003; Rockingham - 28 April 2003 and Kununurra - 27 May 2003. A total of 983 submissions were considered by Cabinet.

PARLIAMENTARY SERVICES

The Second Session of the Thirty-Sixth Parliament commenced on 13 August 2002 and continued until 27 June 2003.

Assistance was provided to the Government with its legislative program, including administrative support for the Legislation Standing Committee of Cabinet on the drafting and printing of Bills, overseeing their introduction to Parliament and monitoring their progress through both Houses. In particular, assistance was provided in relation to legislation for which the Premier was responsible. The Governor's Messages for legislation to appropriate revenue were also coordinated.

Support and advice was also given to the Leader of the House in the Legislative Assembly and the Leader of the Government in the Legislative Council while Parliament was sitting.

Responses were given to parliamentary questions asked of the Premier and Ministers where a response involved more than one portfolio. There were 2,357 Questions on Notice and 1,958 Questions Without Notice.

The Department advised the Government generally on parliamentary procedures and arranged the tabling of annual reports of departments and agencies in accordance with the requirements of the *Financial Administration and Audit Act 1985*. Assistance was also provided to departments and agencies in lodging their annual reports electronically on the database developed by Parliament and the State Law Publisher.

83 Government Bills were passed during the year.

CONSTITUTIONAL AND VICE-REGAL

The Department arranged the formalities associated with 44 temporary allocations of ministerial portfolios during the year to provide for Ministers' short-term absences from office.

Arrangements were made by the Department on 9 occasions during the year for the appointment of a deputy of the Governor to exercise the powers and functions of the office when the Governor was formally absent from office.

Assistance was provided to the Premier in arranging 3 reconstitutions of the Ministry during the year. The composition of the Ministry at 30 June 2003 is shown at Appendix 2.

EXECUTIVE COUNCIL

Throughout the year, the Department continued to provide administrative and research support to the Executive Council and acted as a contact point for inquiries. The Director General, Mr M C Wauchope, the Manager, Executive Government and Security Services, Mr R C Spencer, and the Principal Policy Officer, Office of the Director General, Ms M Travers, are the Department officers empowered to perform the duties of Clerk of the Executive Council. Ms Travers was appointed on 29 October 2002.

The Department coordinated 26 regular meetings of the Executive Council and 17 special meetings during the year. The total number of submissions processed was 1,028.

COMMUNITY ACCESS AND CORRESPONDENCE

The Department provides a Community Access service that enables the public to convey their views to the Premier. Departmental officers attended 12 interviews of members of the public on behalf of the Premier and responded to 3,138 telephone calls to the Community Access telephone line. Officers also provided administrative assistance and responded to 305 calls from the public arising from the Premier's regular radio talk-back sessions.

The contact details for the Community Access service are as follows:

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

The Department continued to service the Premier's correspondence needs during the year. The Correspondence Secretariat prepared 12,167 items of correspondence for the Premier.

ENTITLEMENTS

The Department administers and provides advice in respect of a range of travel, vehicle and other entitlements provided for Members of Parliament, Ministers and others.

Support and assistance was also provided to Members and their staff in the administration of their Parliamentary Electorate Offices located throughout the State. In particular, the Department facilitated the relocation of 7 electorate offices and conducted visits to 21 others as part of an organised visit program to liaise with staff, determine any general maintenance requirements and organise the replacement of furniture and equipment where necessary.

The 2003 Parliamentary Electorate and Research Officers Seminar held in Perth on 26 and 27 February 2003 was arranged and coordinated by the Department.

TRANSPORT

The Department, through the Government Garage, coordinated the delivery of vehicle and driver services to the Premier, Ministers and certain designated Office Holders. It also administered the operational leasing facilities for departmental vehicles. A major review of vehicle and driver services commenced in May 2003 and is expected to be completed by December 2003.

SECURITY AND EMERGENCY MANAGEMENT

The Department, through its representation on the State Emergency Management Committee (SEMC), the National Counter-Terrorism Committee (NCTC) and Executive Committee and the Regional Operations and Planning Advisory Committee (ROPAC) of Coastwatch, continued to provide advice and support to the Premier on matters associated with security and emergency management in Western Australia. This included:

- participating in the national Foot and Mouth Disease simulation exercise “*Exercise Minotaur*” in September 2002;
- coordinating the recovery arrangements put in place in Western Australia in the wake of the Bali bombings in October 2002 and providing advice and assistance to the Lord Mayor’s Distress Relief Fund in its assessment of claims for financial assistance received from bombing victims and their families;
- participating with the Commonwealth and other State and Territory Governments in the formulation and establishment of the new National Counter-Terrorism Committee and the drafting of the National Counter-Terrorism Plan;
- hosting a workshop at the 2003 Emergency Management Conference entitled “*Recovering from an Emergency – Good Luck or Good Management?*”;
- hosting and coordinating the national counter-terrorism exercise “*Operation Raw Horizon*” held in Perth in March 2003; and
- establishing detailed security profile databases for Ministers’ Offices and private residences and for all parliamentary electorate offices.

EVENTS AND VISIT MANAGEMENT SERVICES

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

State Visit Management

The Department was responsible for the coordination of 32 visit programs during the year. The categories of visits coordinated by the Department were as follows:

- 1 Royal Visit;
- 1 Visit by a Minister of a Foreign Government;
- 20 Visits by Ambassadors and High Commissioners;
- 4 Visits by Consuls and Consuls-General;
- 4 Overseas visits by the Premier; and
- 2 Other visits.

Significant visits included:

- the visit to Western Australia by His Excellency Mr Lu Ruihua, Governor of Guangdong Province, People's Republic of China from 22 - 24 November 2002; and
- the visit by His Royal Highness The Earl of Wessex from 27 – 29 November 2002 in conjunction with the Duke of Edinburgh's Award (WA Division) Inc.

Assistance was also provided with the coordination of another three visits to Western Australia:

- the visit by His Excellency Mr Lu Zushan, First Vice Governor of Zhejiang Province, People's Republic of China in September 2002;
- the visit by His Excellency Mr Zhang Guo Bao, Vice Chairman, State Development Commission, People's Republic of China in October 2002 for the signing of agreements for the export of LNG to the People's Republic of China; and
- the visit by the former Governor of Hyogo Prefecture, Japan, Dr Toshitami Kaihara in February 2003.

Specific assistance was provided with the planning and coordination of the Premier's official visits to Japan and the Republic of Korea in July 2002; to the People's Republic of China in September 2002; the United Arab Emirates in November 2002 and Malaysia in May 2003.

Advice was provided to the Premier and Ministers on matters relating to the issue of invitations to foreign dignitaries to visit Western Australia and, through liaison with the Department of the Prime Minister and Cabinet, sought to promote the inclusion of Western Australia in relevant guests of government visit itineraries.

Dignitary Protection and Media Accreditation

As part of its visit management role, the Department maintained close liaison with protective security agencies especially in relation to dignitary protection and media accreditation. The Department was represented at the annual meeting of the National Counter Terrorism Committee's Dignitary Protection Managers' Forum held in Canberra in June 2003.

Calls on the Premier

In addition to arranging official visits, advice and assistance was provided to the Premier's Office for calls on the Premier by overseas visitors. These included representatives of foreign governments on private or working visits, trade and business missions, as well as visiting Australian diplomats.

Close liaison was maintained with the Department of Foreign Affairs and Trade regarding the guidelines on official Australian contact with representatives of foreign states, political entities and organisations and advice provided as required to the Premier.

Consular Corps Liaison

As part of its visit management services, close liaison was maintained with the Consular Corps in Western Australia. Apart from arranging official calls for newly appointed career Consuls-General and Consuls, the Branch is responsible for the issue of Consular Corps licence plates.

Advice was provided to the Premier on matters affecting the Consular Corps, such as privileges and immunities of foreign representatives and precedence among members of the Consular Corps.

Hospitality, Ceremonial and Special Event Management

A total of 49 hospitality, ceremonial and special events were arranged by the Department during the year. These included receptions, dinners and luncheons for distinguished visitors, hosted by the Premier or Ministers on his behalf. The Department also provided advice to the Premier and Ministers on the guidelines for the provision of official hospitality.

Special events were organised following the terrorist attacks in Bali on 12 October 2002. On the day of National Mourning for the victims of the Bali tragedy on 20 October 2002 approximately 2,000 Western Australians joined the Governor and Premier at a State tribute in Government House Gardens. Subsequently, the Premier hosted a function in appreciation of the outstanding contribution made by personnel from the various public and private sector and community organisations during the Bali tragedy.

Other significant hospitality functions, ceremonial and special events arranged during the year included:

- functions hosted by the Premier for several high level overseas delegations, including those led by His Excellency Mr Lu Ruihua, Governor of the Guangdong Province of the People's Republic of China (22 November 2002), His Highness Sheikh Mohammed bin Khalifa Al Maktoum (2 May 2003) and His Excellency Mr Qadhi Saeed Al Murooshid, Director General, Department of Health and Medical Services in the Government of Dubai (18 June 2003);
- hospitality functions associated with eight Regional Cabinet meetings held throughout Western Australia. On each occasion working breakfasts were arranged for between 50 and 70 local government and business representatives and community luncheons for between 200 and 300 guests; and
- a State/Civic Welcome and Reception for the Western Australian Members of the Australian Commonwealth Games Team on 9 August 2002 and a State/Civic Welcome for members of the Australian 2003 World Cup Cricket Team on 25 March 2003.

Assistance was also provided to the Commonwealth Government with arrangements for the Welcome Home Parade to honour Australian Defence Force and Defence civilian personnel who contributed to operations in the Middle East, which was held in Perth on 20 June 2003.

Travel Services

Advice was provided to the Premier and Ministers on the issue of diplomatic passports and visas for overseas travel, and to other government officers regarding the issue of official passports.

Official Gifts

The Department is responsible for administering the Government's guidelines relating to the acceptance and offering of gifts by Ministers and in accordance with these guidelines maintains a register of gifts given and received by the Premier and Ministers.

The Department is responsible for the selection, purchase and allocation of appropriate official gifts for presentation by the Premier to dignitaries visiting Western Australia and during overseas visits and for the provision of advice to Ministers on appropriate official gifts for presentation. A database of recommended gift suppliers and craftspeople is maintained.

CELEBRATION / RECOGNITION AND PROMOTION MANAGEMENT

The Department manages services provided for the recognition of special achievements and celebrations for Western Australians, through the administration of Bravery Awards and arranges the issue of congratulatory messages from the Premier.

It also manages services provided for promotion of the State through the provision of presentation packs to exchange students and teachers and through the administration of the State Flag allocation and loan schemes.

Bravery

Administrative support was provided to the Western Australian representative on the Australian Bravery Decorations Committee (ABDC). During the year, a total of 26 Western Australians were considered, with 12 awards conferred – five Bravery Medals and seven Commendations for Brave Conduct. The ABDC met in Canberra in October 2002 and April 2003 and considered a total of 188 nominations from all States and Territories.

Congratulatory Messages

The issue of congratulatory messages from the Premier is arranged for occasions such as Golden and Diamond Wedding Anniversaries and 100th Birthdays. During the year, 488 messages were arranged.

Flag Loans, Flag Allocation Scheme and Student Presentation Packs

The flag allocation scheme, introduced in 1997, where all Western Australian Members of Parliament receive an annual allocation of ten State Flags for presentation to community organisations was administered. During the year allocations were made to 35 Members on request.

In addition, the Department continued to operate a flag loan service within the State, whereby the National, State and Aboriginal and Torres Strait Islander Flags are made available for short-term loan. During the year, requests were received for the loan of 56 flags.

A supply of insignia presentation packs was arranged for exchange students travelling overseas. A total of 32 presentation packs were provided during the year.

PROJECTED ACTIVITIES

As at 30 June 2003, preliminary planning has begun for a number of major visits and events, including:

- a reception hosted by the Premier to celebrate the success of the Perth Glory Soccer Club in winning the Grand Final of the National Soccer League 2002/2003 (held on 28 July 2003);
- official visits by the Premier to North East Asia (August 2003) and Europe (September 2003);
- an official visit by His Royal Highness the Crown Prince of Thailand (August 2003);
- the Bali Memorial Dedication Ceremony (12 October 2003); and
- functions associated with three planned Regional Cabinet Meetings.

The 2003 Rugby World Cup matches to be played in Perth in October 2003 may also result in an increased number of visits by foreign dignitaries.

THE AUSTRALIAN HONOURS SYSTEM

Her Majesty The Queen established the Australian Honours system in 1975. The system recognises outstanding achievement and commitment by Australians who have contributed to our country in a way that encourages and reinforces the highest community standards and values.

The Director General is Western Australia's Representative on the Council for the Order of Australia and the Chair of the State selection panel for the Public Service Medal.

A total of 112 awards were made to Western Australians in the Australia Day and Queen's Birthday Honours Lists. In addition, some 1,350 Western Australians were awarded a commemorative Centenary Medal to recognise their achievements and contribution to Australian society or government.

FEDERAL AFFAIRS

Advice was provided for the Premier in relation to Heads of Government negotiations at the December 2002 Council of Australian Governments' meeting and Leaders' Forum to reach agreement on Counter-Terrorism, Handguns, Insurance (Public Liability and Professional Indemnity Insurance, Medical Indemnity, Terrorism Insurance), Water Property Rights, Child Protection, Ageing, Review of the Mutual Recognition Agreement and the Trans Tasman Mutual Recognition Arrangement, and various Intergovernmental Agreements.

Western Australia's contribution to the Council of Australian Governments' agreement to restrict the availability and use of handguns in the Australian community, particularly concealable ones, was coordinated and overseen by the Department. Measures included legislative change to restrict the classes of handguns able to be imported or possessed for sporting and historical collection purposes, and an accompanying compensation (buyback) scheme.

On behalf of the Premier, the topic '*The Social and Economic Implications of Australia's Ageing Population*' was negotiated as the inaugural national public policy issue initiated by State and Territory Leaders for discussion at the Council of Australian Governments and follow-up collaborative action.

The Department coordinated and oversaw Western Australia's contribution to the implementation of the Council of Australian Governments' agreement to establish nationally consistent legislation to prohibit human cloning and other unacceptable practices; principles for the regulation of research on embryos; and a framework for the oversight of Assisted Reproductive Technology clinical practice.

A major exercise managed by the Department was Western Australia's participation in the National Foot and Mouth Disease Simulation '*Exercise Minotaur*', which tested national coordination and communication arrangements in the event of an outbreak.

The Department facilitated and led high level negotiations between the Commonwealth and relevant State agencies, and convened and participated in working groups to progress high priority defence issues of strategic importance to Western Australia, including an exchange of strategic planning information, engagement on Defence Industry issues such as the Collins Class submarines and Fremantle Class Patrol Boats, and regional security, such as the protection of the State's coastline.

Negotiations on proposals to expand the Lancelin Defence Training Area were facilitated and the Department has been involved in contributing whole-of-government input to the Public Environmental Review Process and ongoing evaluation of alternative sites.

The Department has ensured that Western Australia's interests were protected in international treaty negotiations. This included managing the development of Western Australia's input into Australia's initial offer under the World Trade Organisation General Agreement on Trade in Services, Western Australia's initial reservations under the Singapore-Australia Free Trade Agreement and Western Australia's submission into the International Undertaking on Plant Genetic Resources. The Department has also participated in initial briefings provided by the Commonwealth for the Australia-United States Free Trade Agreement.

INDIAN OCEAN TERRITORIES

Assistance was provided to the Commonwealth in the provision of services under applied Western Australian legislation in the Indian Ocean Territories of Christmas and the Cocos (Keeling) Islands. The service delivery of up to 30 State agencies was monitored and 2 new Service Delivery Arrangements were prepared.

The arrangements of 17 State agencies that were set to expire during the year were also reviewed in conjunction with the Commonwealth. All arrangements were recommended for renewal and renegotiated for a further four years.

A submission was provided to the Commonwealth Government's Senate Economics Legislation Committee on the *Space Activities Amendment Bill 2002 (Cth)*. The primary concern for Western Australia was the protection of petroleum facilities in the North-West Shelf from exposure to rocket launches from Christmas Island.

A submission and evidence was also provided at an inquiry into Australia's External Territories conducted by the Joint Standing Committee on the National Capital and External Territories.

BALI MEMORIAL

On 12 December 2002, the Premier announced that Kings Park and Botanic Garden would be the site for a Memorial to those Western Australians who died, or were injured, in the Bali terrorist attacks on 12 October 2002. The Memorial is also to acknowledge volunteers, health workers and emergency service personnel who provided support following the incident.

The Premier's Parliamentary Secretary, Mr Mark McGowan MLA, was appointed to chair a Steering Committee to oversee all stages of the Bali Memorial's development.

Families and key stakeholders were included in the decision-making process.

Three architects were selected to submit a design for the Memorial based upon a design brief. Families and the public chose the design created by architectural firm Donaldson and Warn.

A site adjacent to Bellevue Terrace was selected, which has sweeping views of the river and the city.

A managing contractor has been appointed to oversee the construction and ensure that the Memorial is completed on time and within budget. The detailed design of the Memorial has been finalised and on-site works commence in July 2003.

The Memorial is to be built in time to commemorate the first anniversary of the Bali terrorist attacks. The Department has also commenced planning towards the Dedication Ceremony that will take place on the anniversary.

**OUTPUT THREE
MANAGEMENT OF POLICY**

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

- Citizens and Civics
- Crime Prevention
- Economic Policy
- Environmental Policy
- Regional Policy
- Social Policy, and
- Sustainability

The Policy Division also provides support to Cabinet Standing Committees. The Cabinet Standing Committees have endorsed terms of reference which include over viewing Cabinet decision-making and advising Cabinet on the impact of Government policies and decisions on Western Australian communities. The Standing Committees' key priorities include developing policies, which include social and environmental, as well as economic and regional objectives.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Provision of information (hours)	13,300	15,034	<i>See note (a).</i>
Policy coordination and review (hours)	21,100	21,704	<i>See note (a)</i>
Policy development (hours)	16,300	17,843	<i>See note (a)</i>
Project management (hours)	8,100	10,280	<i>See note (a)</i>
Quality			
Premier's Office satisfaction with quality of services provided	4.0	2.0	
Ministerial Office satisfaction with quality of services provided	3.4	3.1	
Timeliness			
Premier's Office satisfaction with timeliness of services provided	4.0	2.0	
Ministerial Office satisfaction with timeliness of services provided	3.4	3.1	
Cost			
Average cost per hour of provision of information	\$109	\$104	<i>See note (a)</i>
Average cost per hour of policy coordination and review	\$151	\$95	<i>See note (a)</i>
Average cost per hour of policy development	\$88	\$85	<i>See note (a)</i>
Average cost per hour of project management	\$81	\$117	<i>See note (a)</i>
Value of grants excluded	\$3,122,000	\$1,583,449	<i>See note (b)</i>
Severance(s) excluded		\$136,396	<i>See note (c)</i>

(a) *The level of resourcing for this output was reduced following the Policy Office Review that resulted in the Federal Affairs and Indian Ocean Territories functions being transferred to Output 2. Work sampling conducted during 2002/03 led to marginal changes in the allocation of hours to the four indicators, contributing to variations in the average cost per hour. However, the significant variations are principally due to overspending and underspending in various Policy Office functions that have a variable effect on the average cost per hour as the cost of indicators are based on full time equivalent (FTE) allocations at a cost centre (functional) level. That is, the percentage of expenditure at a cost centre level allocated to each of these four quantity and cost indicators is based on the number of hours expressed as a percentage. This approach can lead to markedly different costs allocations for the component elements of these indicators.*

- (b) *The level of Crime Prevention grant expenditure for 2002/03 was substantially lower than forecast during the midyear review process, due to delays in receipt and processing of grant applications. Approval will be sought to carryover unspent grant funds to meet commitments in 2003/04.*
- (c) *Severances excluded from the actual average costs for all indicators were not excluded from the estimated actual figure reported in the budget statements on advice from Department of Treasury and Finance.*

ENVIRONMENTAL POLICY

The Department provided support to the Standing Committee on Environmental Policy, which met eight times during the year.

Contributions were made to a number of environment-related initiatives with whole of government implications. These included:

- coordinating consultation concerning, and preparation of, a State Water Strategy for Western Australia;
- coordinating the signing of the bilateral agreement between the State and Commonwealth for the Natural Heritage Trust Extension;
- assisting in the development of the *Contaminated Sites Bill 2002*, which adopts a comprehensive approach to the identification, classification and remediation of contaminated sites; and
- coordinating development of a program to implement the Government's policy commitments on urban bushland conservation.

REGIONAL POLICY

The Department provided support to the Standing Committee on Regional Policy, which met 12 times during the year, including a regional meeting.

Contributions were made to a number of regional initiatives with whole of government implications. During the year the Department:

- formulated, in partnership with the Department of Local Government and Regional Development, a Draft Regional Policy Statement to provide a framework for the sustainable economic, environmental and social development of regional Western Australia. The Department will continue an active role in the finalisation, implementation and review of the Policy Statement;
- assisted in the administration of the Regional Investment Fund. Examples of funding provided includes the Wharf at Carnarvon Boat Harbour - Gascoyne region (\$1,000,000); Waste Recycling Project - Goldfields-Esperance region (\$367,479); Fairbridge Redevelopment Program – Peel region (\$1,200,000); Development of historic town of Cossack - Pilbara region (\$1,300,000); Collie Entrance Tourism Precinct - South West region (\$500,000); Gravity Discovery Centre – Wheatbelt region (\$500,000); with over \$2.8 m quarantined for Indigenous communities as a response to the Gordon Inquiry;
- assisted in the development of a connections policy for regional WA as part of the Regional Electricity Supply Committee;

- participated in the operations of the Institute for Regional Development, the Institute for Service Professions, the W.A. Planning Commission, the Ministerial Advisory Committee on Housing, the Disability Services Commission Board and the Gascoyne-Murchison Strategy as part of Regional Capacity Building;
- contributed to the Review of the Regional Headworks Development Scheme and has promoted the continuation of the Scheme as a component of the Regional Infrastructure Fund;
- contributed to the development of the Peel Sustainability Plan 2020 and commenced a similar initiative for the other eight regions;
- supported the program of Regional Investment Tours, with tours conducted in the Gascoyne during September 2002 and the Peel/South West region in March 2003;
- assisted with the development of a planning and management strategy for the Carnarvon/Ningaloo Coastal region;
- established and provided support to the Premier's Rockingham Planning and Development Taskforce;
- contributed to the establishment of a partnership between the Disability Services Commission and Regional Development Commissions on disability access issues; and
- prepared reports on Public Sector Employment in regional Western Australia.

SOCIAL POLICY

The Department provided support to the Standing Committee on Social Policy, which met 10 times during the year.

Contributions were made to a number of social initiatives with whole of government implications. These included:

- coordination of the Government's \$75 million response to the *Inquiry into Response by Government Agencies to Complaints of Family Violence and Child Abuse in Aboriginal Communities*.
- playing a central role in assisting the Premier to secure the Prime Minister's agreement to enter into a bilateral agreement to tackle sexual abuse and family violence in Indigenous communities;
- establishment of an Early Years Taskforce to develop strategies to improve the coordination of Government services at the local level and to engage the community in service delivery;
- establishment of a monitoring process to ensure the efficient implementation of the Government's \$32 million Homelessness Strategy; and
- assistance provided to the Active Ageing Taskforce to complete its review of Western Australia's ageing policies and make recommendations to Government about a new policy framework for managing the ageing of our community.

ECONOMIC POLICY

The Department provided support to the Cabinet Standing Committee on Economic Policy in its work programme of developing economic policies that promote the State's long-term economic development. The Cabinet Standing Committee met 7 times in during the year.

Contributions were made to a number of economic initiatives with whole of government implications.

These included:

- taking a lead role in the development of the *Civil Liability Act 2002*, the *Insurance Commission of WA Amendment Act* and the *Civil Liability Amendment Bill 2003* in response to the public liability and professional indemnity crisis;
- initiating and commencing research and writing of a publication to promote Western Australia internationally that will enhance investment, trade and tourism to the State;
- producing a major Trade Issues report that focused on strategic trends and key issues in international trade from a Western Australian perspective. The report was discussed and adopted by the Cabinet Standing Committee on Economic Policy as a basis for developing a more strategic engagement in trade development for Western Australia;
- providing regular briefing notes on contentious issues and policy advice to the Premier on all economic issues going to Cabinet, and information and policy advice on issues being discussed in Parliament;
- supporting a CEO taskforce as a mechanism to ensure an adequate public sector response to the public liability insurance issue, and to oversee the implementation of a risk management campaign in response to the public liability and professional indemnity crisis;
- providing support for five national summits, including one held in Perth, attended by Ministers from other States and the Commonwealth to address national solutions to insurance issues; and
- coordinating the public consultation process for the Review of Retail Trading Hours.

SUSTAINABILITY POLICY

The Department coordinated the production of '*Focus on the Future: The Western Australian State Sustainability Strategy: Consultation Draft*' released by the Premier and widely circulated for public comment on 13 September 2002. The draft Strategy is a comprehensive response to sustainability across Government, with 249 proposed actions across 42 priority areas.

The public comment period was open until February 2003 and 176 written submissions on the draft Strategy were received from the public, non-government organisations, industry associations, businesses, companies and government agencies.

Other public consultation initiatives on the draft Strategy, coordinated by the Department, included six public workshops in Perth and twenty-two public meetings across Western Australia.

Since the draft Strategy's release on 13 September 2002, the Sustainability Policy Unit has given 153 presentations on the Strategy to community, professional and government organisations.

The Department supported the establishment and operation of the State – Local Government Sustainability Roundtable to develop a Sustainability Partnership Agreement with Local Government in support of implementing the final State Sustainability Strategy. A series of workshops was also undertaken with representatives from local governments to identify matters for inclusion in the Sustainability Partnership Agreement.

CITIZENS AND CIVICS

The Department completed and presented to the Premier a draft framework for a whole of government policy and key strategic areas entitled '*A Voice for All: Strengthening Democracy*'.

An intensive series of workshops were held to identify the steps which advance and implement citizenship initiatives. The workshops were strongly supported by government agencies. Feedback will be incorporated into the Five Year Strategic Plan, to be completed by October 2003.

Following the success of the '*Consulting Citizens: A Resource Guide*' produced in 2002, a Companion Guide, '*Consulting Citizens: Planning for Success*' (addressing planning, risk management, methodologies and evaluation) has been produced.

The Department hosted the Consultations Reference Group throughout the year. The Group provides information, advice and assistance to agencies undertaking significant consultation projects to help develop a more robust consultative culture across government.

In co-operation with the Institute of Public Administration, the Department undertook a series of public sector workshops in community consultation and participatory deliberative practice. Over 330 public sector participants have now received training in best practice consultative techniques. These workshops build upon the successful consultations guide, '*Consulting Citizens: A Resource Guide*'.

A community website *Citizenscape* (www.citizenscape.wa.gov.au) was launched to assist citizens to develop a better understanding of democratic institutions and processes, build people's capacity as proactive citizens, and address fragmentation by encouraging links across generations, cultures and locations. *Citizenscape* includes a Consultations Catalogue that provides information on consultations across the government sector.

A video entitled '*Debunking Myths: An Intergenerational Debate*' has also been produced to highlight intergenerational issues of stereotyping and safety.

OFFICE OF CRIME PREVENTION

The Department published the findings of a statewide review of existing crime prevention structures, strategies and funding programs. The report '*New Structures for Crime Prevention: Review of the Structures for Crime Prevention in Western Australia*' was released in October 2002 for public comment. The report demonstrated the need to streamline the structure and take a more strategic approach to community safety and crime prevention around the State.

The report also recognised the need to build capacity in community, meaningfully engage volunteers, and provide greater input and support to achieve better outcomes of safer communities and crime prevention.

The Government is finalising its consideration of proposed new directions for crime prevention. A State Crime Prevention Strategy is being developed to provide the blueprint for the State's crime prevention efforts and resource allocation to prevent crime and its causes.

A Burglary Reduction Task Force has been established to lead and coordinate action on policy and key pilot projects to reduce the incidence of burglary in Western Australia. A feasibility study into place management to prevent burglary in industrial areas has also been initiated.

The main focus for the Burglary Reduction Task Force is to:

- conduct pilot studies at two metropolitan sites with coordinated multi-strategy approaches based on burglary features specific to the locations; and
- consider the minimum standards for planning, building and tenancy codes with a view to making recommendation to Government.

The suburbs of Morley and Bentley have been selected for the pilots based on:

- level of burglary;
- willingness of Local Government participation; and
- neighbourhood watch readiness.

In response to business sector concerns about the high levels of burglary in industrial settings, the Office of Crime Prevention has initiated a '*Crime Prevention Through Environmental Design*' (CPTED) feasibility study in the Welshpool/ Kewdale/Carlisle industrial area.

The study will examine issues and make recommendations in relation to natural, mechanical and organised responses for:

- controlled entry and exit points to business locations and logical grid groupings or street blocks;
- creating boundaries for legitimate site users that provide a sense of solidarity while reducing opportunities for offenders;
- business associations and Business Watch; and
- the necessary commitment by property owners and managers to ensure compliance with building maintenance requirements.

A crime prevention needs analysis has been initiated for Western Australia. A multi-indicator analysis is being undertaken to examine the rate of crime risk in locations in Western Australia. This will be based on crime statistics, current demographics and socio economic indexes relative to State averages.

The analysis will inform the development of the State Crime Prevention Strategy and identify the parts of the State that are at highest risk of crime. This will assist in targeting the State's efforts to prevent and reduce crime. The project will also produce individual crime profiles for all Local Government areas. This will assist local crime prevention and reduction efforts.

The Office of Crime Prevention continues to administer grant programs totalling \$3.198 million for Local Government and community crime prevention activities.

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

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

- functions under the *Public Sector Management Act 1994*, including as the employer of Chief Executive Officers and manager of the Senior Executive Service;
- quality human resource management and change, including redeployment and recruitment programs and management and workforce development;
- whole-of-government reporting on public sector workforce demographics, trends and management issues; and
- support for organisational restructuring following the Machinery of Government review and promotion of whole of government management improvement strategies and special projects.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Senior Executive Service members managed (Including CEOs)	371	364	<i>See note (a)</i>
Publications provided for the public sector	38	37	
Public Sector Management recruitment and redeployment services	785	823	
Hours of workforce development provided	3,800	6,159	<i>See note (b)</i>
Hours of policy advice and policy implementation provided	18,600	18,600	
Public Sector Management (PSM) Program participants	20	41	<i>See note (c)</i>
Quality			
Premier's Office satisfaction with quality of support as employer of public sector CEOs and Manager of the SES	3.0	3.0	
User satisfaction with quality of publications provided for the public sector	N/A	N/A	<i>See note (d)</i>
Agency satisfaction with quality of Public Sector Management recruitment and redeployment services	3.5	3.4	
Participant satisfaction with the quality of workforce development provided	3.2	4.1	
Client satisfaction with the relevance of policy advice and implementation support provided	3.1	4.2	
Participant satisfaction with the relevance of the PSM Program	4.0	4.9	
Timeliness			
Premier's Office satisfaction with timeliness of support as employer of public sector CEOs and Manager of the SES	3.0	3.0	
Percentage of publications produced within required timeframe	100%	100%	
Agency satisfaction with timeliness of Public Sector Management recruitment and redeployment services	3.5	3.4	
Participant satisfaction with the timeliness of workforce development provided	3.2	3.8	
Client satisfaction with the timeliness of policy advice and implementation support provided	3.1	4.2	
Cost ^(b)			
Average cost per Senior Executive Service Member (including CEOs)	\$1,488	\$1,420	
Average cost per Public Sector Management recruitment and redeployment service	\$1,906	\$1,882	
Average cost per hour of workforce development provided	\$168	\$130	<i>See note (b)</i>

ANNUAL REPORT – 2002/2003

Average cost per publication issued for public sector	\$42,304	\$38,387	
Average cost per hour of policy advice and policy implementation provided	\$104	\$85	See note (e)
Average cost per PSM Program participant	\$20,859	\$6,220	See note (c)
Copyright administered on behalf of Government	\$1,200,000	\$953,343	See note (f)
Grants excluded	\$265,000	\$325,385	See note (g)

- (a) *The number of SES members continues to decrease in accordance with the Government targets as restructuring and other changes identified in the Machinery of Government and Functional Review initiatives are implemented.*
- (b) *The actual hours of workforce development increased by 61% from the estimated actual figure published in the budget statements, leading to a substantial decrease in the average cost per hour. However, increased expenses in delivering these additional hours of workforce development limit the extent of the consequent reduction in the average cost per hour.*
- (c) *The Public Sector Management Program is a joint initiative between Commonwealth, State and Local Governments, hosted by the Department. It is self-funding from participant fees. During preparation of the budget statements, it was estimated that only one intake occur during 2002/03, however a second program commenced in April 2003 resulting in the increase in participant numbers and a decrease in the average cost per participant.*
- (d) *Reader surveys are conducted every second year (no reader survey conducted during 2002/03) with the next survey scheduled for 2003/04.*
- (e) *The average cost per hour of policy advice and policy implementation provided reduced from that estimated in the budget statements from early receipt of sponsorship revenue to be carried over to the 2003/04 Premier's Awards.*
- (f) *Government copyright expenditure was significantly less than the figure estimated in the budget statements. Government's copyright payment for 2002/03 is to be paid in 2003/04 as negotiations with the Copyright Australia Ltd over the State's liability are not yet concluded. It is anticipated that the obligation for 2002/03 will significantly exceed the unspent appropriation.*
- (g) *The grants expenditure for the period exceeded the estimates provided in the budget statements due to timing variances and a change in the quantum of Commonwealth funds received and passed on to agencies participating in targeted employment programs.*

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

ADVICE, ASSISTANCE AND SUPPORT TO THE MINISTER

The Department has provided advice, assistance and support to the Minister in relation to Machinery of Government Taskforce recommendations and policy matters.

Machinery of Government

During the year, the Departments of Transport, Industry and Technology and Training were abolished. The Department of Education was redesignated the Department of Education and Training, the Department of Mineral and Petroleum Resources became the Department of Industry and Resources and the Department of Land Administration was renamed the Department of Land Information.

The Department undertook ongoing monitoring and reporting to Cabinet on the implementation of the Machinery of Government Taskforce 2001 ('MOG') recommendations.

Reviews of statutory authorities were a major component. During 2002/03 most reviews were completed and it is expected that 106 statutory authorities will remain from the original 180 once the full range of recommendations has been put into effect and legislation has been passed where necessary to reconfigure or abolish agencies.

Advice and assistance was also provided in relation to the reviews and proposed restructures of various agencies, including the Department of Land Administration and the Western Australian Land Authority, Department of Education and Training and the Department of Fisheries.

Advice was also provided to agencies on the drafting of miscellaneous legislative amendments related to MOG reforms regarding the structure of the public sector.

Policy support

Executive support was provided to 7 meetings of the Strategic Management Council. This Council comprises the Directors General of the 21 departments of State and is chaired by the Premier.

The Department also provided advice and policy development for the Government's response to the public liability insurance crisis.

Chief Executive Officers

The Department was responsible for:

- performance management for Chief Executive Officers across the public sector. This includes reviewing the performance criteria in Chief Executive Officer performance agreements to ensure that they are consistent with the requirements of Ministers and with government policy; and
- appointment of Chief Executive Officers. During the year, the Department managed 12 Chief Executive Officer (CEO) appointments and 4 CEO reappointments. This included coordination of the advertising of positions and the selection process, as well as management of the contractual and remuneration arrangements for appointees.

The following appointments were made during the reporting year:

CEO	AGENCY	APPOINTMENT/ REAPPOINTMENT	DATE TERM OF APPOINTMENT COMMENCED
Richard Curry	Department of Indigenous Affairs	Appointment	1 Jul 2002
Allan (Royce) Standish #	West Coast College of TAFE	Appointment	9 Jul 2002
Greg Martin	Planning and Infrastructure, Department for	Appointment	29 Jul 2002
Caroline (Jane) Brazier	Community Development, Department for	Appointment	4 Sept 2002

ANNUAL REPORT – 2002/2003

CEO	AGENCY	APPOINTMENT/ REAPPOINTMENT	DATE TERM OF APPOINTMENT COMMENCED
Mal Wauchope	Premier and Cabinet, Department of the	Reappointment	21 Oct 2002
Richard Muirhead	Western Australian Tourism Commission	Reappointment	4 Nov 2002
Menno Henneveld	Main Roads, Western Australia	Appointment	2 Dec 2002
Gary Stokes	State Supply Commission	Appointment	10 Dec 2002
Maree De Lacey	Peel Development Commission	Appointment	16 Dec 2002
Peter Mahler	C Y O'Connor College of TAFE	Appointment	24 Dec 2002
Brian Bradley	Consumer and Employment Protection, Department of	Appointment	24 Dec 2002
Peter Farrell	Government Employees Superannuation Board	Reappointment	30 Dec 2002 (reappointment for six-month period)
Wendy Burns	South West Regional College of TAFE	Appointment	30 Jan 2003
Norma Jeffery	Curriculum Council	Appointment	13 May 2003
Harry Neesham	WorkCover WA	Reappointment	19 May 2003
Susan Jones	Gascoyne Development Commission	Appointment	16 June 2003

Appointed by way of transfer

Senior Executive Service

As part of Machinery of Government reforms, public sector agencies have undertaken to reduce the size of the senior executive service (SES) workforce. Two years ago there were 422 SES members. This number has now been reduced to 364 as at 30 June 2003.

All applications for classification or reclassification of positions within the Senior Executive Service are assessed by the Department. During the year, a total of 72 applications were assessed.

Classification Requests (New Positions)	58
Reclassification Requests	10
Temporary Special Allowance Requests	5
TOTAL	72

The Department also continued to manage Management Initiated Retirements within the Senior Executive Service. During the year, 10 Management Initiated Retirements were accepted by senior executives.

REVIEWS

The Functional Review Taskforce, established in June 2002 to undertake the “Review of The Effective Delivery of Government Priorities,” was chaired by Mr Michael Costello AO, with other members being Mr Allan Skinner PSM (former Director General of the Department of Land Administration), the Director General, Department of the Premier and Cabinet, and the Under Treasurer.

The Taskforce reported to Government in December 2002 with 89 recommendations related directly to outcomes that would:

- ensure that agency resources are being used to achieve effective and efficient delivery of government priorities;
- achieve identifiable and deliverable savings of at least \$50 million per year; and
- constrain expenditure growth.

Cabinet subsequently endorsed the majority of the 89 wide-ranging recommendations contained within the report. These included:

- whole of government reforms encompassing corporate services and procurement, E-Government, and capital investment and asset management;
- structural changes, including the establishment of the Department of Education and Training and Department of Industry and Resources; and
- saving initiatives covering individual agency programs and activities.

A Functional Review Implementation Team (FRIT), which reports directly to the Strategic Management Council of Directors General, has been established to coordinate and monitor implementation of the Cabinet endorsed recommendations and progress of the Corporate Services Reform. A small group of line agency personnel have been seconded to FRIT to support the ongoing reform agendas of the Functional Review Taskforce, including the significant Corporate Services Reform Project.

Implementation of approximately 50% of the recommendations was finalised by 30 June 2003.

A consulting firm, Deloitte Touche Tohmatsu, has been appointed to undertake a strategic review of corporate services provision within the Western Australian Government sector. Extensive sector wide consultation has occurred from April through to June 2003 to assist in the development of preferred model/s for shared corporate service provision.

A Strategic Business Plan, including possible models for corporate service reform, has been finalised and has undergone review by the Strategic Management Council prior to going to Cabinet in late July 2003. The Business Plan contained with the Report quantifies potential savings that will flow from the reform. The approach for the second phase of the reform, collecting baseline performance data, is in development and as such, signals that the Corporate Services reform initiative is on task as planned.

COORDINATION OF AND SUPPORT FOR MANAGEMENT IMPROVEMENT IN THE PUBLIC SECTOR

There were a number of key management improvement initiatives undertaken during the year.

Feedback from agencies was sought to assist the Department to improve its service. The following is a sample of comments received.

Feedback from Agencies

- *“The support provided in clarifying the process was beneficial”*
- *“I believe we should have been included earlier”*
- *“Helpful – relevant issues were explained and the final product was better than what we had previously provided”*
- *“Excellent customer focussed service provided”*

Strategic Management

In response to earlier reviews by the Auditor General and the Ombudsman, a whole of government complaints management policy framework and implementation strategy was facilitated in partnership with the Strategic Management Council. It is anticipated that the framework will be finalised in the coming year.

During the financial year, 17 new Premier’s Circulars were issued and 46 replaced or rescinded. One Ministerial Office Memorandum was issued.

Management of the Western Australian public sector’s copyright royalty obligations was provided under the *Copyright Act 1968 (Cth)*. During the year, an agreement on liability to 30 June 2002 was finalised.

A new policy, titled ‘*Funding and Purchasing Community Services*’, was developed in consultation with human services departments and the non-government sector. The policy advances reforms to departmental purchasing practices to promote flexibility, innovation and responsiveness in meeting community needs, whilst maintaining accountability and value for money.

The ‘*Annual Report Framework for 2002/2003*’, which provides agencies with guidelines of all annual reporting requirements, was updated. A new reporting item has been added requiring relevant agencies to report on their energy saving initiatives against the Energy Smart Government policy. The Framework also makes reference to an updated set of Treasurer’s Instructions.

Human Resource Management

The Department continued to provide an advisory service on public sector human resource management. The service primarily provides:

- advice and information for practitioners on interpreting the *Public Sector Management Act 1994* and subsidiary legislation;
- advice to practitioners and managers on a range of human resource management issues including classification determination, discipline, remuneration, and performance management;
- human resource policy development for the public sector; and
- advice on human resource policy matters to the Minister for Public Sector Management.

Entry Level Employment

A database of candidates suitable for base grade clerical vacancies and traineeships from which public sector agencies are able to recruit was maintained.

There were 606 entry level vacancies filled from the central database in response to agency requests during the year, an increase of 19.6% from last year. The majority (88%) were female.

Total Entry Level Positions Filled

	Male	Female	Total	Percent
Trainee	28	43	71#	11.72%
Level 1	170	365	535	88.28%
	198	408	606	100.00%

Does not include school based trainees or trainees recruited by other public sector agencies

A total of 56 entry level positions were filled by Indigenous people, most of whom were clerical trainees. Since 1998, the Department has coordinated a joint State/Commonwealth Aboriginal Employment Agreement, which provides for Commonwealth funding to support the recruitment of Indigenous trainees.

Entry Level Positions Filled by Indigenous People

	Male	Female	Total	Percent
Trainee	12	27	39	69.64%
Level 1	5	12	17	30.36%
	17	39	56	100.00%

The success of the Entry Level Disability Employment Program that ended on 30 June 2002 appears to have contributed to increased activity in the program this financial year. Demand from jobseekers was so great that the Public Sector Recruitment Test was administered on 21 separate occasions for groups of up to 20 people with disabilities at each sitting.

This increase in demand from jobseekers was matched by an increase in interest from employers and resulted in 93 placements this financial year, up from 71 last financial year. This year's placement comprised 9 trainee placements (5 male and 4 female), 9 permanent Level 1 placements (4 male and 5 female) and 75 Level 1 contract placements (30 male and 45 female). The total of 93 placements represented a 31% increase over last year's results.

Entry Level Positions Filled by People with Disabilities

	Male	Female	Total	Percent
Trainee	5	4	9	9.68%
Level 1 permanent	4	5	9	9.68%
Level 1 contract	30	45	75	80.65%
	39	54	93	100.00%

The Department commenced implementation of the Youth Options Program to ensure that the Western Australian public sector has a highly qualified and skilled workforce now and in the future. The program is a key element of the Government of Western Australia's election commitment and will provide young Western Australians between 15 and 24 years of age with opportunities to experience the public sector workplace through a range of structured entry-level employment and training initiatives in metropolitan and regional locations.

In partnership with the Department of Education and Training, 314 young people were placed in traineeships in public sector agencies in metropolitan and regional areas through the Access Government Traineeships strategy. The strategy targets people less than 25 years of age and is not limited to employing only clerical trainees. This figure includes young people shown in the table on page 46 – Total Entry Level Positions Filled.

During the year, 108 trainees commenced full-time and part-time traineeships in Certificate II or III Business. This included traineeships for Indigenous people and people with disabilities.

In addition to the full time positions, 2002/2003 saw the largest metropolitan intake of 37 school based trainees since the inaugural program commenced in 1998. Seventeen public sector agencies participated. Trainees under this part-time program spend three days a week at school and the remaining two days a week in a public sector agency during years 11 and 12.

Redeployment and Redundancy Management

The Department has responsibility for the maintenance of the redeployment and redundancy management framework, and provides strategic and policy advice on relevant issues to Government and to public sector employers.

Public sector agencies manage their own redeployees and refer them to public sector vacancies via an Internet based registration system.

During the year two changes were made to the management of redeployment in the public sector.

- redeployment registration requests were subject to closer scrutiny and tests, and a proactive approach was taken in vacancy matching, referral and placement processes; and

- the standard severance payment for permanent public sector employees who accept offers of voluntary severance was increased to 3 weeks pay for each complete year of continuous service served in the public sector up to a maximum of 52 weeks pay.

The change to voluntary severance policy came into effect on 16 May 2003 but voluntary severance will only be offered in circumstances where a good business case justifies its application. Redeployment continues as the priority for the management of surplus employees.

One hundred and forty five employees were registered for redeployment, which represents an approximate 47.1% decrease on the number of registrations in 2001/2002. Registrations emanated from a total of 46 public sector agencies.

As at 30 June 2003, 133 public sector employees were registered for redeployment on the Department's redeployment database. Of these, 6 employees were currently placed in secondment positions.

A total of 154 placements of surplus employees were recorded during the year.

The average number of vacant positions referred to the Department each month during the year was 473.

A total of 314 employees accepted offers of voluntary severance during the financial year, a decrease of 70.3% on the previous year.

Programs

Attendances for executive development programs more than doubled from last year. The Leadership Enhancement Program attracted 34 participants during the year. The Executive Seminar Series attracted 120 -130 registrations for each event, and Executive Skills Programs, covering Strategic Financial Management, Workforce Planning and Ethical Leadership, were all well attended. The Women in Leadership Program continued.

The Department completed its first full year as the Western Australian host agency for the Public Sector Management Program, which is pitched at middle managers from Commonwealth, State and Local Government. Highlights for the year included the successful implementation of a new national curriculum and the launch of the new Western Australian website at www.psmprogram.wa.gov.au/.

A Fellowship Program was developed and implemented in partnership with Curtin University and the Institute of Public Administration Australia. The Program offers senior public sector officers a three-month placement at Curtin Business School to carry out applied research on topics of relevance to the sector. Three participants were selected as the inaugural fellows and completed their fellowships in March 2003.

Career development programs underwent a comprehensive internal review during the year, with significant recommendations for reform beginning in 2003/4, including the development of new programs and more specific targeting of programs. Attendances were slightly down on last year, as the winding down of the existing suite of programs began.

Summary of Events and Attendances

The following summarises program activity during the year:

PROGRAM CATEGORY	NO. OF EVENTS	REGISTRATIONS	HOURS
Leadership & Management Programs #	28	957	2,745
Policy Programs	4	332	513
Career Development Programs	31	409	2,901
TOTALS	63	1,698	6,159

Does not include the Public Sector Management program

Awards

The Premier's Awards for Excellence in Public Sector Management continued to be a high profile, successful celebration of achievements in the Western Australian public sector. The 2002 Awards categories were refined to reflect the principles of a 'triple bottom line' approach to achieving economic, social and environmental improvements for the benefit of all Western Australians. For the first time, Education and Skills Development was included as a category. A panel comprising eminent Western Australians from the private sector, academia and the community judged the applications. Professor Mike Wood from Curtin University chaired the panel.

In 2002 the winners in the seven categories were:

- **Social and Community Development** – Department of Indigenous Affairs for *My Body Belongs to Me – An Awareness Video for Aboriginal Communities*;
- **Economic Development** – Esperance Port Authority for *Esperance Port Upgrade*;
- **Sustainable Environment** – Department of Environmental Protection, Department for Planning and Infrastructure and Water and Rivers Commission for *The Bush Forever Project 1997-2010*;
- **Services to Regional and Remote Communities** – Fire and Emergency Services Authority of Western Australia for *The 'Mary G' Campaign*;
- **Education and Skills Development** – Mandurah Senior College, Challenger TAFE and Murdoch University for *Peel Education and TAFE Campus*;
- **Management Improvement and Governance** – Department of Justice and University of Western Australia for *Risk Assessment Model for Managing Offenders in the Community*; and
- **Innovation** – Department of Fisheries for *Building a Better Yabby: Improving the Viability of Yabby Farming in Regional WA by Breeding Sterile All-Males*.

My Body Belongs to Me – An Awareness Video for Aboriginal Communities was awarded the 2002 Premier's Award for Excellence.

WORKFORCE ANALYSIS

Human Resource Minimum Obligatory Information Requirements (HR MOIR)

An information system based on Human Resource Minimum Obligatory Information Requirements (HR MOIR) facilitated strategic management of the Government's workforce and evaluation of critical human resource management issues.

Regular reports are provided to assist agencies to evaluate and continuously improve aspects of their own human resource management practices. The publication entitled *Profile of the Western Australian State Government Workforce* has been produced annually since 1994.

Workforce Planning Liaison Group

Agencies undertaking workforce planning were supported through the establishment of a Workforce Planning Liaison Group. The numbers of State public sector agencies involved grew to 16 in 2003. This group has proven to be an extremely effective mechanism for experienced planners to share ideas and work through common workforce planning issues.

All new workforce planning developments or models, including the Workforce Beyond 2000 Series of reports, and a Framework for Workforce Planning, have been incorporated into a web based Workforce Planning Toolkit available at www.dpc.wa.gov.au/psmd/wptoolkit.

Research into the Ageing Population

Continued support was provided to the joint research project with the Centre for Labour Market Research to identify the implications of an ageing population on public sector recruitment and retention. The project is on schedule for completion in October 2003. A number of outputs are expected to be released through this year including:

- major report into the impact of population ageing on the Western Australia Public Sector Workforce 2001 - 2021. This report will provide a literature review, current status report of the sector, projections up to 2021 and gap analysis information;
- simulation Modelling Software package for use by the Public Sector Management Division. This simulation package will allow assumptions to be varied, and the creation of alternative projections; and
- a report into the recruitment, selection, retention and early retirement issues currently facing the Public Sector Workforce.

The Department has continued to monitor the impact of the ageing workforce on the WA Public Sector. Ongoing support of workforce planning through the coordination of a Workforce Planning and Liaison Group, and the requirement for CEOs to report on Workforce Planning initiatives within their agencies, have helped to raise the profile of issues related to mature-age workers.

Strategies have been developed and implemented to retain experienced mature-age workers, and increase representation of youth in the public sector. The Department provides executive support to a forum of Chief Executive Officers considering youth employment. An Ageing Workforce Discussion Paper on *'Phased Retirement Schemes – Are they an Option for the Public Sector?'* has recently been published on PSMD website. This paper focuses on the issues surrounding phased retirement in the Public Sector and outlines a number of policy and communication issues.

HRM Benchmarking

Nine public sector agencies plus a Health Consortium continue to undertake human resource management benchmarking covering about a third of the Western Australian public sector workforce. The exercise provides analysis and reporting on a range of efficiency and effectiveness measures of human resource management. Half yearly reports feature agency results, comparisons to other consortium agencies, and comparisons to public sector and Australian "All Industry" benchmarks.

Outcomes from this benchmarking exercise were featured in a free seminar for over 60 public sector managers and HR professionals in October 2002. A review paper has been prepared on the achievements of the benchmarking project.

Five workshops were run in May 2003 to introduce a broader range of agencies to the concept of benchmarking, using the Comparative Analysis Tool that draws on HR MOIR Data.

HR Qualitative Analysis

A consortium of nine agencies has undertaken a qualitative analysis of the perceptions of the human resource function in their agencies. The report on the first data collection identified several areas for consideration including:

- a lack of understanding of how Human Resource Management can be used as a tool to achieve business outcomes;
- issues pertaining to respect and trust in working relationships;
- difficulties with the recruitment and selection process; and
- the importance of training and career development in agencies.

A second qualitative analysis of the perceptions of the human resource function in a consortium of agencies is soon to be completed.

FACILITATE COMMUNICATION NETWORKS AND SERVICES AMONG PUBLIC SECTOR EMPLOYEES

Key initiatives

The Department coordinated a range of Internet based workforce analysis and communication services including:

- an Internet site that provides ready access to a wide range of publications and services relevant to CEOs, managers, human resource staff and all public sector employees (<http://www.dpc.wa.gov.au/psmd>);
- "HRshare", an email discussion forum established in 1997 for open discussion on human resource issues, which now has more than 2,000 subscribers.
- "pswa-announce", with 3,300 members, that helps inform employees about relevant publications, training and development opportunities and temporary vacancies; and
- "pswa-jobs", with 2,500 members, which provides email-based advertising of job opportunities in the Western Australian State Government public sector.

The Policy Officers' Network was also launched during the year. This initiative consists of an electronic network and a series of seminars providing information and professional development for policy practitioners across the public sector. Since its launch in February 2003, more than 870 people have joined the network, and attendances at the four seminars held have totalled more than 500.

The growing number of subscribers to these email lists indicate increasing acceptance of electronic communication, and further strategies to engage the power of this medium are under consideration.

INFORMATION ABOUT THE PUBLIC SECTOR

Contacts and Publications

The Department maintains contact lists of key Western Australian State Government agencies and Statutory Authorities, including:

- mail list (also available for download in Microsoft Word merge format);
- telephone, facsimile and website directory with links to web sites ; and
- e-mail directory.

These have been made available on the Public Sector Management Division website at www.dpc.wa.gov.au/psmd, together with a range publications on aspects of public sector management. The list of publications issued by the Division during the year is included in Appendix 3.

Graduate Opportunities Booklet

The annual graduate opportunities booklet provides Western Australian university undergraduates with information on working in the public sector, including specific details of the graduate programs of 12 public sector agencies. This strategy enables graduates to be employed in permanent positions on successful completion of an in-house graduate development program.

Intersector Magazine

During the year, there were 24 editions of the Intersector magazine published. Approximately 11,500 copies of InterSector are printed and distributed to over 3,000 different locations for all public sector employees throughout the State. InterSector is freely accessible worldwide every fortnight on publication day via the Internet at www.dpc.wa.gov.au/psmd/intersector.

The magazine incorporates the Government Career Opportunities job advertisements section plus up to date information on contemporary public sector management issues.

The contract for the implementation of a fully integrated Recruitment Advertising and Management System (RAMS) is about to be let. This system will integrate the centralized recruitment functions managed by the Department, including redeployment, job advertising in InterSector and clerical entry-level recruitment, into the wider recruitment process undertaken by agencies. Significant cost and efficiency savings are anticipated from RAMS.

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

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

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Printing images produced	12,500,000	12,900,000	
Publications sold	350,000	418,624	<i>See note (a)</i>
Quality			
Client satisfaction with quality of service provided	92%	94%	
Timeliness			
Parliamentary documents produced on time	100%	99.8%	
Cost			
Average cost per printing image produced	\$0.12	\$0.08	<i>See note (b)</i>
Average cost per publication sold	\$6.25	\$5.04	<i>See note (a) & (b)</i>

(a) *A 20% increase in the number of publications sold from that estimated in the budget statements has contributed to 20% reduction in the average cost per publication sold.*

(b) *The average cost per printing image and publication sold reduced significantly from the estimates provided in the budget statements following a substantial reduction in the provision for pension liability advised by the Government Employee's Superannuation Board, although this has been partially offset by increased Capital User Charges for this output.*

CLIENT SURVEY

The annual client survey of State Law Publisher clients was conducted during the year to:

- measure the level of satisfaction with the services provided;
- identify opportunities to develop new products and services; and
- receive feedback on whether the changes and services, implemented as a result of past surveys, have been beneficial.

The survey results indicated that 94% of clients surveyed were either highly satisfied or satisfied with the levels of customer service they received from the State Law Publisher. The result illustrates there has not been a significant fluctuation in client levels of satisfaction with an overall increase of 1% on the previous year's result.

REPRINTS PROGRAM

The reprints program, fostered jointly with the Parliamentary Counsel's Office, resulted in 227 titles of legislation being consolidated and reprinted during the year. Support for this program will continue, with completion expected within three years.

INDUSTRIAL GAZETTE DATABASE

A database of the Western Australian Industrial Gazettes was developed and published on the State Law Publisher's website. The service provides access to the most recently published Gazettes as well as an archive of all Gazettes and Indexes published since January 1996. The service was made available on a subscription basis early in the financial year.

LEGISLATION PRICING SURVEY

The State Law Publisher conducted a pricing survey of its counterparts in other States and the Northern Territory. The survey information on legislation products is shared with the States that participate and is used for benchmarking and comparative purposes. Surveys have been conducted approximately every 2 to 3 years in the past and have been well supported by the other States and the Northern Territory.

PARLIAMENTARY SUPPORT

Continued support for the Parliament was provided during the year with the production of chamber documents, Bills, Weekly Hansard and the Bound Volumes of Hansard. Various electronic documents were also processed and placed onto the Parliament's website including annual reports, which were placed into the tabled papers database.

SUPPORT TO THE ROYAL COMMISSION AND GOVERNMENT INQUIRY

The State Law Publisher provided support during the year to the Royal Commission '*Into Whether There Has Been Corrupt Or Criminal Conduct By Any Western Australian Police Officer*'. Support ranged from assistance with production of various stationery and miscellaneous requirements, publishing and dissemination of the interim report, and the provision of website facilities and hosting of the Commission's home page.

CLIENT INFORMATION BULLETIN

A new client information bulletin was launched in February 2003. The new service provides a summarised update on legislation activity on a weekly basis. Information contained in the bulletin includes Proclamations, Acts assented to, Bills introduced in Parliament and their various stages of progress, subsidiary legislation gazetted, titles disallowed by Parliament, repealed and reprinted legislation, and Government Gazettes published for the week.

The bulletin is published on Friday of each week and is distributed via email, free of charge, to clients who register on the State Law Publisher website. At 30 June 2003, there were in excess of 300 clients receiving this service.

GOVERNMENT PRINTER'S CONFERENCE

The 2002 Government Printer's Conference was hosted by the Northern Territory Government Printer and was held on 22 and 23 August 2002. The Conference was attended by Government Printers from New South Wales, Queensland, Tasmania, Papua New Guinea, Western Australia and the Northern Territory.

The Conference is held on a bi-annual basis, and provides an opportunity for the Government Printers from each State to discuss common issues, trends in technology, and exchange ideas on the publishing and dissemination of legislation and statutory information.

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

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

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Customers of the Constitutional Centre	60,000	59,645	
Quality			
Client satisfaction with Constitutional Centre programs	4.7	4.8	
Timeliness			
Client satisfaction with timeliness of services provided	4.7	4.8	
Cost			
Average cost per customer of the Constitutional Centre	\$18.95	\$17.61	
Grants excluded	\$57,000	\$116,455	<i>See note (a)</i>

(a) *The increase in actual grant expenditure for 2002/03 from that published as the estimated actual in the 2003/04 budget statements is the result of an oversight with regard to carryover from 2001/02 not taken into account during the mid-year review.*

Since 1997, the Constitutional Centre has been promoting public awareness of our federal system of government, with particular emphasis on its constitutional basis, encouraging balanced debate, and educating the general public of Western Australia about our electoral and parliamentary systems. The Centre is the only one of its kind in Australia.

An Advisory Board supports the Centre and consists of:

Mr Malcolm McCusker, QC. (Chairperson)	Mr Robert O'Connor, QC
Professor David Black	Mr John Pritchard
Mrs Anne Conti	Mrs Irene Stainton
Mrs Janice Dudley	Hon. Ian Taylor (Deputy Chairperson)
Mr Bill Hassell	

EXHIBITIONS

Work has commenced on the permanent exhibition on Western Australia that will be launched during the 175th anniversary of the founding of the Swan River colony. In addition, the Centre hosted the following travelling exhibitions during the year:

- *Bringing the House Down 2001(July 2002) and Cartoons 2002 Life, Love & Politics (May 2003)* – These two travelling exhibitions from the National Museum of Australia featured the finalists in the annual competition for the best political cartoons published in Australian newspapers in the preceding year. The exhibitions formed the basis of education programs using cartoons to interpret current events; and
- *I Am Woman Hear Me Draw (October 2002)* – An exhibition of cartoons by Judy Horacek, that explored women's issues, was used as part of a special schools and public lecture program.

PROGRAM HIGHLIGHTS

Participation in programs held by the Constitutional Centre continued to grow. School participation increased again as a result of new programs and the move towards delivering some outreach programs in schools. Use of the Constitutional Centre website also increased by more than 60%.

Joint Civics Education Outreach Program

The Parliamentary Education Office, the Electoral Education Centre and the Constitutional Centre combined to develop and deliver an ongoing Civics Education program in regional areas of Western Australia in September 2002. The trial program targeted the Bunbury and Albany regions, and expressions of interest were received for around 4000 students in schools in these areas.

Mature Adults Learning Association

The Mature Adults Learning Association conducted two ten-week seasons in August 2002 and March 2003, with around 450 participants attending each day. Lecturers included His Excellency the Governor, the Attorney General's Department, the President of the Legislative Council, the Leader of the Opposition's Office, the Ombudsman, the Electoral Commissioner, the Auditor General, the Equal Opportunity Commissioner and the Department of Treasury and Finance.

Establishment of the 2004 Co-ordinating Committee

In August 2002, the Premier established the 2004 Co-ordinating Committee to oversee the events and activities that will commemorate the 175th anniversary of the founding of the Swan River Colony. The Constitutional Centre will provide the secretariat for this project and monitor and evaluate outcomes. Funding of \$1.25 million has been allocated to the project.

Members of the Co-ordinating Committee include:

Hon John Cowdell MLC, President of the Legislative Council (Chairman)
Prof Tom Stannage, Curtin University
Mr Michal Lewi, National Trust Councillor & WA History Foundation
Dr Jenny Gregory, University of WA Press & WA History Foundation
Dr Lenore Layman, Murdoch University & WA History Foundation
Prof David Black, Parliament
Prof Harry Phillips, Edith Cowan University & Parliament
Dr Sue Graham-Taylor, Western Australian Museum
Ms Janice Dudley, Citizens & Civics Unit
Dr Leela de Mel, Office of Multicultural Interests
Ms Irene Stainton, Indigenous Affairs
Ms Noela Taylor, Women's Interests
Ms Kate O'Shaughnessy, Youth Representative
Prof Geoffrey Bolton, Murdoch University
Mr Glen Bennett, Education Department
Dr Ronda Jamieson, Battye Library
Mr Ben Harvey, Office of the Premier
Ms Betty O'Rourke, Constitutional Centre
Ms Cassandra Landre, Constitutional Centre

Western Australian Schools Constitutional Convention

The annual Schools Convention in September 2002, attended by 180 students from around the State, considered the issues of rights and responsibilities in Australia. Attending students were eligible to apply to represent the State at the National Convention in Canberra in March 2003, and fifteen students from the convention were selected.

Royal Show

The Constitutional Centre again provided an exhibition at the Perth Royal Show in September 2002, where visitor numbers rose to 9,800 compared with 8,400 last year. Centre publications were very popular at the Show, especially a new book *Governors and Premiers of Western Australia*.

Proclamation Programs

A two-week schools program was run in October 2002 in conjunction with the Parliament and Electoral Education. All schools and every library in the State received a kit containing 6 posters, a newsletter, bookmarks, Proclamation Day Booklet and the new *Governors and Premiers of Western Australia* book. Celebrate WA worked with the Centre and co-ordinated the regional community aspect of the program, while the City of Perth undertook a large number of projects to mark the day.

On 21 October 2002, the Premier announced the Proclamation Day Grants for 2002. A two-year grant of \$18,000 was awarded to Dr Mary Anne Jebb for research on Aboriginal Governance, and a one year \$8,000 grant to Mr Roy Laming for research on the role of Ministers. The Premier also launched a book by Albany author, Les Johnson, *Major Edmund Lockyer: Forgotten Australian Pioneer*.

Harmony Week

In conjunction with the Office of Multicultural Interests the Centre held a convention for 152 Year 10 students during Harmony Week in March 2003. The topic explored was Human Rights and the Constitution. In addition, a program for Year 6 and 7 students on the theme of mutual respect was undertaken. A joint newsletter was sent to every school in the State.

The Western Australian Constitution: Retrospect and Prospect

A joint conference on the State Constitution was held in March 2003 with the Australian Association for Constitutional Law. Participants included the Premier, who delivered the John Forrest Inaugural Lecture, academics, past and present Members of Parliament and the Governor. Around 100 people attended the conference.

Secession – Public Talk

To mark the 70th anniversary of the 1933 referendum on Secession, Professor Greg Craven of Notre Dame University gave a public lecture in May 2003 on Secession and Federations. Around 150 people attended.

Other Programs

The Centre also sponsored a number of civics education programs. These included the *Society and Environment Educator's Forum: Visions and Values in a Democratic Society* (October) and the *Discovering Democracy Conference* (November). The Office for Children and Young People's Policy Youth Summit, with primary students to develop of a Children's Strategy, was also sponsored.

**OUTPUT SEVEN
PROMOTION AND SUPPORT OF MULTICULTURALISM IN WESTERN
AUSTRALIA**

The Office of Multicultural Interests assists in delivering Government's commitments relating to Multiculturalism by:

- promoting the ideals of multiculturalism to public sector agencies and the community; and
- developing and influencing policies that reflect the principles of multiculturalism.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Initiatives undertaken to promote multicultural principles to the wider community	14	25	<i>See note (a)</i>
Initiatives undertaken to support public sector agency implementation of policies and practices reflecting the principles of multiculturalism	8	10	<i>See note (a)</i>
Units of major policy development and/or research undertaken	21	31	<i>See note (a)</i>
Multicultural grants administered	95	112	<i>See note (b)</i>
Quality			
Ministerial satisfaction with the quality of policy initiatives	4.0	3.4	
Proportion of public sector agencies satisfied with support received from the Office of Multicultural Interests	N/A	N/A	
Proportion of initiatives meeting targeted objectives	N/A	N/A	
Timeliness			
Ministerial satisfaction with the timeliness of policy initiatives	4.0	3.3	
Proportion of policy development and research projects within 10% of planned project time	N/A	N/A	
Cost			
Average cost per initiative undertaken to promote multicultural principles to the wider community	\$50,868	\$36,475	<i>See note (a)</i>
Average cost per initiative undertaken to support public sector agency implementation of policies and practices reflecting the principles of multiculturalism	\$49,011	\$38,492	<i>See note (a)</i>
Average cost per unit of major policy development and/or research undertaken	\$49,171	\$16,199	<i>See note (a)</i>
Average cost of administration per grant	\$1,907	\$1,777	<i>See note (b)</i>
Value of grants administered	\$475,000	\$376,287	<i>See note (c)</i>
Severances excluded	\$372,966	\$372,966	

- (a) *Estimates for the numeric indicator values published in the budget statements were made with the best information available at the time. As these indicators were new, the estimates were conservative and the actual values in some instances are substantially greater. In each case, the increase in quantity has led to a reduction in the cost indicator value, although these changes are not directly proportional. As with the numeric values, the cost indicators were based on full time equivalent (FTE) estimates that varied when calculated at the end of the year.*
- (b) *The number of grants administered during 2002/03 exceeded the number forecast in the budget statements, leading to a consequent reduction in the average cost of administration per grant.*
- (c) *Community grants approved but unpaid at 30 June 2003 will be paid out during 2003/04.*

KEY INITIATIVES

Strategic Directions

Western Australia has established a new strategic direction founded on rights-based multiculturalism that is inclusive and focuses on social equality and empowering all Western Australians to participate equitably in the democratic process. The framework of the new strategic direction was outlined in the Office of Multicultural Interest's (OMI) Strategic Plan 2003 – 2005, the key objectives of which are:

- promoting the ideals of multiculturalism;
- enhancing equity and access; and
- empowering communities.

Western Australian Charter of Multiculturalism

Western Australia has developed a draft Charter of Multiculturalism to explicitly recognise the fact that the people of Western Australia are of different linguistic, religious, racial and ethnic backgrounds, and to promote equal rights, participation and responsibilities of all Western Australians within an inclusive society. Launched for public comment by the Premier during Harmony Week, the Charter attempts to rectify misconceptions about multiculturalism and is unique in acknowledging the status of Indigenous people as the first Australians.

The Charter is based on the principles of democratic pluralism and differentiated citizenship. It is a statement of principle upon which the provision of services to minority groups will be based.

A sub-committee of the Anti-Racism Steering Committee developed the first draft of the Charter, subsequently endorsed by the Anti-Racism Steering Committee, and circulated to the public sector to ascertain how agencies will fulfil their commitments. It was then launched for public comment.

Twenty-six workshops on the Charter are being held throughout the State. The workshops provide a forum for different groups and community organisations to have input into the way in which the principles outlined in the Charter may be implemented. The feedback will be collated and presented to the Anti-Racism Steering Committee for consideration prior to the draft Charter being forwarded to Cabinet for endorsement.

Anti-Racism Strategy

The Anti-Racism Steering Committee, chaired by the Premier, to oversee the formulation of anti-racism strategies, has prioritised several projects to be developed and piloted in conjunction with the relevant public sector agencies. They are:

- *Public Sector and Racism* – In conjunction with the Equal Opportunity Commission and the Office of the Public Sector Standards Commissioner, a project focusing on recruitment, awareness raising and service delivery will be piloted in three public sector agencies, including a central agency such as the Department of Premier and Cabinet;
- *Schools and Racism* – work continued in conjunction with the Department of Education and Training on a pilot project to be run in three identified schools that have a large, diverse student population, to ascertain the extent to which racism, both individual and systemic, is manifested within the schools, and to develop and implement effective strategies to address the issues;

- *Racial and Religious Freedom Discussion Paper* – A discussion paper canvassing the legal options available for addressing racial and religious vilification has been commissioned. The paper will provide the basis for consultation with the Western Australian community regarding the most appropriate method of addressing the causes and impacts of vilification; and
- *Sport and Racism* – A proposal has been developed to facilitate the inclusion and increased participation of ethnic and indigenous youth in identified sporting and recreational activities and associations. The proposal also addresses the development of a best practice model that will combat all racist behaviour on and off the sporting field. The intention is to pilot the project in two sports.

A proposal for a local government project has also been developed and endorsed by the Anti-Racism Steering Committee.

Language Services Needs Analysis

A Needs Analysis of Interpreter and Translator Services in Western Australia has been commissioned. The objective of this analysis is to collate available information on translator and interpreter services in Western Australia in order to gain a good understanding of the issues relating to the current service structure and the availability of services for Western Australians who need assistance with English.

An Advisory Committee has been appointed to advise the consultants undertaking the analysis. The analysis will also involve the development of options to address the issues and the final report will be presented to the Premier for consideration in September 2003.

Harmony Week 2003

In 2003, Harmony Day was expanded to Harmony Week (14-21 March 2003) to recognise Western Australia's cultural diversity, and to commemorate the International Day for the Elimination of Racial Discrimination on 21 March 2003. Highlights included:

- *Walking Common Ground* – The Premier, the Opposition Leader and community leaders led a community walk of hundreds of Western Australians of all ages and backgrounds who took the opportunity to put their foot down against racism. The walk concluded with the launch of the WA Charter of Multiculturalism;
- *Primary School Convention* – Year 6 and 7 students from selected schools attended one of 6 sessions of activities culminating in the creation of books of artwork and poetry on the theme of mutual respect;
- *Secondary School Convention and Youth Declaration* – Year 10 students from metropolitan schools developed a Youth Communiqué on Human Rights and Racism;
- *Hypothetical* – ‘*All in the Same Boat – contemporary issues for a multicultural society*’, this presentation was undertaken in partnership with the Law Society of Western Australia to stimulate discussion and debate regarding principles and contemporary issues surrounding multiculturalism and racism;
- *Vice Chancellors' Oration* – The oration was delivered by the 2003 Australian of the Year, Professor Fiona Stanley, and focussed on the impact of racism on health outcomes for Indigenous Australians;
- *The Minister for Citizenship and Multicultural Interests Multicultural Awards* – The Premier presented these awards to acknowledge the outstanding performance and achievements of Western Australians involved in the advancement of multiculturalism, human rights and anti-racism; and

- *Community Events around the State* – Small grants were offered to 30 community organisations around the State to celebrate Harmony Week.

Skilled Migration Unit

In Western Australia, although business migrants are strongly supported by the Small Business Development Corporation, there is no public sector mechanism for supporting skilled migrants. Research has begun into the establishment of a Skilled Migration Unit in the public sector to support skilled migrants.

Temporary Protection Visa Interagency Working Party

Western Australia has established an interdepartmental working group to develop a coordinated approach to addressing the gaps in settlement services provided by the Commonwealth to Temporary Protection Visa holders. Mr Tony McRae will chair the working group.

Communications Strategy

Communication initiatives during the year included:

Publications

A quarterly newsletter is published to inform communities about government services and policy initiatives. In addition, some educational and promotional material was produced, including a colourful poster featuring a collage of faces within a map of WA to convey the important message that all Western Australians have the same rights and responsibilities regardless of cultural background. A free desk brochure *Racial Abuse is Wrong* was also produced. Printed in Hindi, Arabic and English, the brochure provided contact details for key organisations that can assist people who have experienced incidences of racial discrimination.

Radio Program

Mosaic, a new, 90 minute weekly radio program prepared, produced and broadcast by the Office was launched in March 2003 by the Premier. The program is designed to give a new voice to Western Australians from different cultural backgrounds whose views may not always be heard in other environments. The program aims to promote an understanding of multiculturalism; showcase the achievements and contributions of ethnic communities in WA; facilitate the exchange of information on multiculturalism and issues affecting ethnic communities; empower communities through dissemination of information and talkback; provide information, community profiles and profiles of community leaders; and provide a mechanism for direct feedback to government through talkback and discussion. The program also provides a 30-minute slot for emerging communities.

TV Documentary on Multiculturalism

Commissioned for commercial television, this program confronts the stereotyping of people from different cultural backgrounds; addresses common misconceptions about multiculturalism; and promotes the principles of inclusive and differentiated citizenship laid down in the draft Western Australian Charter of Multiculturalism. The documentary will follow a group of about 12 Western Australians from different cultural backgrounds going about their day-to-day lives.

These people will be seen in different situations, touching on such areas as business, food, art and sport. The Premier will feature in the documentary. Filming is planned for July 2003.

WA Multicultural Services Directory

The draft WA Multicultural Services Directory was released for public comment at the official launch of Harmony Week 2003. The new Directory will be a critical resource for service providers, clients, community organisations and public sector agencies dealing with migrant, refugee groups and people of culturally and linguistically diverse backgrounds.

Seminar Series

The following seminars have been held:

- *Ethnic Minorities in Times of International Crisis: Lessons learned from a Study of Canada's First National Internment Operations 1914-1920* by Professor Lubomyr Luciuk; and
- *The Australian Multicultural Experience and Global Connections* by Hass Dellal, Executive Director of the Australian Multicultural Foundation.

MAJOR ONGOING PROGRAMS

Online WA Multicultural Communities

This ongoing initiative established a multicultural network on the Internet through the provision of on-line services to ethnic communities and community service organisations in Western Australia. The number of websites featured on the network has increased to 450 and there is a steady stream of new members joining.

Grants and Sponsorship Program

An annual \$300,000 Community Grants Program is administered to not-for-profit community-based organisations. The Program provided 46 grants and sponsorships to a range of projects during the year.

**OUTPUT EIGHT
NATIVE TITLE POLICY DEVELOPMENT, IMPLEMENTATION AND NEGOTIATION**

The Office of Native Title implements Government's Native Title objectives through:

- resolution of Native Title Applications;
- minimising the State's exposure to compensation liability for invalid future acts and/or compensation for the extinguishment or impairment of native title;
- resolution of native title compensation applications wherever possible by agreement;
- developing and implementing policies, procedures and practices across Government that ensure the future act regime is administered efficiently and consistently; and
- negotiation and involvement in the implementation of project agreements.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Native title determinations resolved	1	1	
Project agreements in course of implementation	3	3	
Grants administered	7	7	
Quality			
Premier's and Ministerial Office satisfaction with quality of services provided	3.5	3.1	
Timeliness			
Premier's and Ministerial Office satisfaction with timeliness of services provided	3.5	3.1	
Cost			
Average cost per native title determination resolved	\$2,002,930	\$1,591,009	<i>See note (a)</i>
Average cost per project agreement in course of implementation	\$582,412	\$462,634	<i>See note (a)</i>
Average cost per grant administered	\$73,055	\$58,031	<i>See note (a)</i>
Value of grants excluded	\$789,000	\$2,662,417	<i>See note (b)</i>

(a) *The average cost per native title determination, project agreement in course of implementation and grant administered, demonstrates a substantial reduction from the estimates published in the budget statements. This variation is primarily due to significant underspending within the output, although it is partially offset by an increase in Capital User Charge beyond that estimated at budget preparation time.*

(b) *On Department of Treasury and Finance advice, estimated grants expenditure published in the budget statements excluded an amount of \$2 million that had been placed into a Departmental Trust Account for the benefit of the Burrup Native Title Representative Bodies. Further investigation of the appropriate accounting treatment for this transaction has now revealed that it should be shown as expenditure in 2002/03.*

POLICY DEVELOPMENT

The Department is implementing the Government's policy commitments to pursue the settlement of native title claims by consent, rather than litigation, wherever possible, and to improve the operation of the *Native Title Act 1993* (Cth) ('the Native Title Act') future act processes in Western Australia.

The Wand Review

The *Review of the Native Title Claim Process in Western Australia* (the Wand Review) made 56 Recommendations to Government in September 2001. Of those recommendations only 5 as yet remain wholly unaddressed by Government. Additionally, the Government has addressed, either partially or wholly, 15 recommendations through administrative processes.

In October 2002, the Department released the '*Guidelines for the Provision of Evidentiary Material in Support of Applications for a Determination of Native Title*' ('the Guidelines') as the major Government response to the recommendations of the Wand Review.

The Guidelines set out the Government's approach to negotiations regarding the resolution of native title matters, and clearly establish the information government requires in making a decision on the possibility of settling a native title application by agreement.

Approximately two thirds of the recommendations of the Wand Review were responded to in the Guidelines.

A number of the recommendations of the Wand Review were broadly administrative in intent and have been implemented, including the establishment of the Office of Native Title as a specialist native title policy unit within Government. This also accords with the Review's recommendation regarding the establishment of a native title unit with sufficient status within government to implement a whole of government approach to native title policy.

Other recommendations of the Review relate to Government policy support for a workable native title system, such as a recommendation that the Government support an approach to the Commonwealth for additional funding for Native Title Representative Bodies, this has been done at every available opportunity.

A number of recommendations are still being considered, such as a possible review of the *Aboriginal Heritage Act 1972 (WA)*, consideration of a legislative process that provides for the grant of inalienable freehold to Aboriginal Corporations, and various recommendations regarding the Aboriginal Lands Trust.

These are not matters that are the responsibility of the Department, however Government, as a whole, continues to assess its response to these matters.

The Government, through the Department of Indigenous Affairs, has held an independent review into the Aboriginal Lands Trust, and has held extensive negotiations with Aboriginal groups over joint management proposals for Western Australia's national parks. The Government's initiative in respect of national parks provides a remedy for the effect that the High Court decision in *Ward v Western Australia* has had in relation to the survival of native title in national parks in the State. That decision, handed down on 8 August 2002, had the effect of finding that any surviving native title would be extinguished in many national parks and conservation areas in Western Australia.

Of the 14 recommendations of the Wand Review which are either not yet addressed or have been dealt with only partially, Government will announce its response in due course, which will include the release of a revised version of the Guidelines.

Report of the Technical Taskforce on Mineral Tenements and Land Titles Applications

In November 2001, the Government released the *Report of the Technical Taskforce on Mineral Tenements and Land Titles Applications* ('Technical Taskforce') that reviewed the operation of the future act processes of the *Native Title Act* in Western Australia. The Department is implementing the Government's first stage response to the Technical Taskforce by:

- creating a Heritage Protection Working Group;
- creating a Mining Recommendation Working Group; and
- providing funds for the employment of future act officers in the Department of Industry and Resources and each of the Native Title Representative Bodies.

Further details on this response are provided below in the section titled "Future Acts".

NATIVE TITLE APPLICATIONS

The policy approach to mediate, where possible, has resulted in the achievement of one mediated native title settlement in the State during the year. On 27 September 2002 the Federal Court of Australia recognised the native title rights and interests of the Martu people over 135,000km of unallocated Crown land, which formed most of the area covered by the Martu people's native title application. Negotiations that led to the determination were conducted over several months and involved the Martu group, two overlapping applicant groups, the State, Telstra and several mining parties.

The application, lodged on 26 June 1996, covers 163,000km² of land in the Gibson and Great Sandy Deserts, including the Rudall River National Park, a number of small reserves, a large area of unallocated crown land and parts of the Canning Stock Route. The balance of the application is being settled in a subsequent negotiation process. The determination made on 27 September 2002 is the largest determination of native title in Australia

During the year, the Department also worked towards the resolution of a number of other native title claims by agreement, including the Kimberley claims - Bardi Jawi and Wanjinja Wunggurr Willinggin and Mirriuwung Gajerrong, Karrajarri (the balance of the Martu claim) and 2 central desert claims - Warburton Mantamaru and Irrunytju Papalunkutja.

FUTURE ACTS

The Office of Native Title established the Heritage Protection Working Group and a Grants Program for the Native Title Representative Bodies which are intended to operate, along with proposed amendments to the *Mining Act 1978*, to reduce the backlog of mining tenement applications, and generally to make the process of mining tenement grants more efficient.

A Mining Recommendation Working Group was established to consider the issues raised in the recommendations of the Technical Taskforce on Mineral Tenements and Land Title Applications. The purpose of the group was to provide recommendations to the Minister for State Development in relation to:

- transitional amendments to the *Mining Act 1978* to assist the clearing of the existing backlog of applications for mining leases by allowing the reversion back to applications for prospecting/exploration licenses;
- longer-term amendments to the *Mining Act 1978* to assist in the timely determination of mining tenement applications that are the subject of the future act procedures of the *Native Title Act*, and to ensure that the backlog of mining tenement applications does not reoccur; and
- administrative and procedural requirements to give effect to the recommendations.

The Heritage Protection Working Group consists of State and Federal Government representatives (including representation from the Office of Native Title), mining industry groups and Native Title Representative Bodies, for the purpose of developing template heritage protection agreements. The Taskforce report proposed that there be five regional agreements. The use of these template agreements should, in the long term, streamline the processing of applications for prospecting/exploration licences by reducing the number of objections lodged by native title parties to the expedited procedure under the *Native Title Act*.

The Office of Native Title received Cabinet endorsement for the allocation of resources to fund 11 additional Future Act Officers ('FAOs') over a four-year period to target the mining tenement application backlog. This funding is now being disbursed in six monthly increments to the Department of Industry and Resources (4 FAOs), the Goldfields Land and Sea Council (2 FAOs), the Yamatji Land and Sea Council (2 FAOs), the South West Aboriginal Land and Sea Council, the Kimberley Land Council and the Ngaanyatjarra Council (1 FAO each).

Service Level Agreements, providing for the terms and conditions of funding, were prepared in consultation with the Crown Solicitors Office, and were issued to the Native Title Representative Bodies on the 30 October 2002. All Service Level Agreements have now been executed and the first payment of grant monies has been disbursed.

PROJECT AGREEMENTS

The Burrup Agreement, involving three registered overlapping native title claimant groups (Ngarluma Yindjibarndi, Yaburara Mardudhunera and Wong-goo-tt-Oo) was signed this financial year. The Burrup Agreement is the first agreement in Australia where a Government has taken a lead role in settling native title issues associated with major resource development. The Agreement represents a comprehensive settlement of issues concerning development, conservation, and the accommodation of Aboriginal interests and the interests of the wider community in relation to a development project.

The agreement will enable the compulsory acquisition of the land on the Burrup Peninsula (to create the Burrup and Maitland industrial estates) together with land in Karratha, clearing the way for valuable down stream gas processing industries and associated developments to proceed in the area. Importantly, the agreement provides certainty of tenure for investors in the Burrup, Maitland and Karratha areas. The Office of Native Title led an interdepartmental State team in conducting the negotiations.

**OUTPUT NINE
SCIENCE AND INNOVATION PROMOTION AND SUPPORT**

The Office coordinates implementation of Government’s Innovate WA policy and strategy by:

- undertaking science policy development and providing support to the Premier’s Science Council;
- identifying and promoting science and innovation opportunities;
- supporting the development of Western Australian research capability and infrastructure;
- administering research scholarships and fellowships; and
- promoting science and innovation in schools and through the Scitech Discovery Centre.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
FTEs required to provide support to the Premier’s Science Council	0.9	1.01	
FTEs applied to policy development and advice provided to the Premier and Cabinet	1.3	1.2	
Research capability and infrastructure grants administered	62	60	
Funding applications reviewed	94	101	
Science and innovation programs and projects managed	9	8	
International science projects managed	3	3	
Quality			
Premier’s Office satisfaction with quality of support received	3.5	3.0	
Percentage of Science Capability Development grant recipients meeting objectives	80%	N/A	
Percentage of Peer Reviews supportive of proposed major Centres of Excellence in Science and Innovation	N/A	N/A	
Timeliness			
Premier’s Office satisfaction with timeliness of support provided	3.5	3.0	
Percentage of Science Capability Development grant payments made in accordance with invoice	80%	N/A	
Percentage of Science Capability Development grant clients meeting reporting timelines	70%	N/A	
Cost			
Average cost per FTE required to provide support to the Premier’s Science Council	\$176,404	\$189,744	<i>See note (a)</i>
Average cost per FTE applied to policy development and advice provided to the Premier and Cabinet	\$151,981	\$198,455	<i>See note (a)</i>
Average cost per research capability and infrastructure grants administered	\$5,141	\$11,826	<i>See note (a)</i>
Grants excluded		\$10,319,84	
	\$14,335,232	3	<i>See note (b)</i>
Average cost per funding application reviewed	\$1,600	\$2,045	<i>See note (a)</i>
Average cost per science and innovation program/project managed	\$40,797	\$44,377	<i>See note (a)</i>
Average cost per international science project managed	\$69,114	\$85,625	<i>See note (a)</i>

- (a) *This output incurred very substantial Capital User Charges for 2002/03 partially as a consequence of \$11.2 million in unspent appropriation transferred from the former Department of Industry and Technology during the year and approximately \$4million in underspent grants in 2002/03. Capital User Charge of approximately \$600,000 has substantially inflated the value of each cost indicator.*
- (b) *Grants expenditure estimated during the mid-year review was not achieved due to the deferment of payment schedules to provide more time for grant recipients to meet agreement obligations, or to establish and resource research activities. Approval will be sought to carryover unspent grant funds to 2003/04 to meet agreement commitments.*

The new Office of Science and Innovation (OSI) was established on 1 July 2002 to provide support to the Premier as Minister for Science. Administratively, the Office reports directly to the Director General of the Department.

Dr Bruce Hobbs was appointed as the first Chief Scientist for Western Australia and is the Executive Director of the Office.

The Office develops and manages Government Science and Innovation policy, programs and projects. Key objectives include:

- raising awareness of innovation as a driver of economic and technological change;
- strengthening and diversifying the scientific research capacity of the State;
- maximising the commercialisation of ideas by building links between industry and research; and
- leveraging support and investment in science and innovation.

POLICY

Science Policy Development and Support for the Premier's Science Council

Support is provided for the Premier's Science Council on operational and policy issues including the development of the following major reports to the Premier:

- *Measuring the Outcomes* – Establishes a framework for measuring the impact of research in Western Australian State Government agencies and programs established under the InnovateWA policy;
- *Priority Setting for Science: A Western Australian Perspective* – Identifies science priorities for Western Australia;
- *Investing in Health* – Provides an analysis of the State Government's role in funding medical and health sector research and proposals to enhance the Government's investment in the sector; and
- *The Status of Science Teaching in Western Australia.*

The Department established the Premier's Awards for Science and organised the presentation event.

Programs, including the Premier's Research Fellowships, HECS Support Scheme for Science Teachers and the Premier's Collaborative Research Grants, were implemented.

Identifying and Promoting Science and Innovation Opportunities

During the year, a Science and Innovation Strategic Plan was developed. The plan contains a guiding vision for the Office, executable goals, clear timetables and criteria for measuring progress, an assessment of whether existing programs are capable of meeting these goals, explicit prioritisation and a management plan.

SCIENCE CAPABILITY DEVELOPMENT

The Centres of Excellence in Science and Innovation program was revised and reinstated by Cabinet in July 2002, with the injection of \$9 million of new funds. Features of the program include:

- twelve new Centres (including five national Cooperative Research Centres) and two Major National Research Facilities were established. Collectively these facilities will leverage at least \$79 million from the Commonwealth and other sources for an investment by the program of \$8.4 million over 4-7 years; and
- agreements with three existing Centres were successfully concluded and the Centres continue to operate through ongoing investments from sources other than State funds.

The Department administers a 1998 agreement between the State and the Scitech Discovery Centre to support interest and participation by Western Australians in science and technology. Scitech benefited from a \$2.65 million grant in 2002-2003 to assist its operation in its last year of the five year agreement with the State.

INTERNATIONAL SCIENCE INFRASTRUCTURE

The Department was part of a successful bid for \$23.5m for a Major National Research Facilities grant for research for the international, \$US1 billion, Square Kilometre Array (SKA) radio telescope project.

The Department was part of the organising committee for an international SKA conference in Geraldton in late July 2003.

Together with CSIRO Australia National Telescope Facility (ATNF), a joint bid was made for the \$US70m Low Frequency Array (LOFAR) to be sited in the Mid West region of Western Australia. The international site selection members rated the bid and the site very highly when they visited Western Australia in February 2003. A decision on the best international site, based on scientific and technical grounds, will be made in late 2003. Six independent reviewers have rated the Mid West site as first in its ranking.

A three year agreement between the Intergovernmental Oceanographic Commission (IOC) of the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the Bureau of Meteorology and the Department, was signed for IOC to have an office in Perth to coordinate oceanographic research in the Indian and Pacific Oceans.

STRATEGIC RESEARCH FUND FOR THE MARINE ENVIRONMENT (SRFME)

SRFME is a \$20 million joint venture between CSIRO and the State Government, managed from within the Department. The initiative seeks to enhance the capability and capacity in Western Australia for research, which underpins the management and sustainable use of the marine environment.

SRFME has three programs, each of which has made some significant achievements or investments in the last year:

CSIRO Capability Building and Core Projects

CSIRO Marine Research has relocated or recruited 20 new staff to Western Australia, and initiated three large projects aimed at enhancing our understanding of the oceanography and ecology of the south west marine environment.

SRFME Postgraduate Scholarships Program

SRFME, together with four Western Australian Universities, has funded 15 PhD scholarships. The 1st SRFME PhD Scholar Symposium was held in June with the successful scholarship holders reporting on their progress to a large audience of senior government, academic and industry representatives.

SRFME Collaborative Projects

SRFME funded two collaborative projects at the University of Western Australia in the fields of physical oceanography and marine biodiversity assessment.

**OUTPUT TEN
SUPPORT FOR THE IMPLEMENTATION OF THE STATE'S ROAD SAFETY
INITIATIVES**

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

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Major awareness raising campaigns	4	4	
Road safety initiatives undertaken	8	10	See note (a)
FTEs providing support services to the Road Safety Council	3	2.94	
Grants administered	11	11	
Quality			
Level of community awareness of Road Safety campaigns	75%	67.5%	See note (b)
Road Safety Council satisfaction with support provided	70%	N/A	
Timeliness			
Proportion of Road Safety education campaigns conducted in accordance with priorities schedule	90%	90%	
Proportion of Road Safety initiatives conducted within timeframes set by the Road Trauma Trust Fund performance agreements	77%	80%	
Proportion of Road Safety grants administered within timeframes set by the Road Trauma Trust Fund performance agreements	77%	80%	
Cost			
Average cost per major awareness raising campaign	\$1,475,914	\$1,721,703	See note (c)
Average cost per road safety initiative undertaken	\$625,572	\$367,086	See note (a) & (c)
Average cost per FTE providing support services to the Road Safety Council	\$146,175	\$92,079	See note (c)
Average cost per grant administered	\$6,080	\$8,805	See note (c)
Value of grants excluded	\$10,000,000	\$9,390,299	

(a) *The number of Road Safety initiatives increased by 25% because the Office implemented two new strategies identified by the Road Safety Council. This increase in the number of initiatives contributed to the decrease in the average cost per road safety initiative, although was not solely responsible for the variation.*

(b) *The estimate published in the budget statements for the level of community awareness was based on prior periods. Surveying conducted on the Office's behalf identified lower levels of spontaneous advertisement recall for all media other than Television resulting in the reduction in this indicator value.*

(c) *Estimates for the cost indicator values published in the budget statements were made with the best information available at the time. As these indicators were new, the full time equivalent (FTE) and resource allocation was conservative and the actual values differed substantially from the estimates. The FTE and resource allocation methodology has been refined and will provide better indicators for future reporting purposes. The variations between the estimated actual and the actual are therefore a result of the differing resource allocation bases used for calculating these indicators for budget and annual reporting purposes.*

The Office of Road Safety (ORS) was established as a new output following its transfer from the Department of Transport on 1 July 2002. The Office provides a range of legislated road safety services on behalf of the Road Safety Council (RSC) and the Government.

This is achieved functionally by the Office which is responsible for developing the Road Safety Strategy for Western Australia on behalf of the RSC and the Minister. The Office also coordinates the implementation of Strategy in partnership with the responsible agencies. The State Strategy aims to reduce the fatality rate per 100,000 population in Western Australia to equal the lowest fatality rate in Australia, over a 5 year period.

The Department committed over \$19 million last year and road safety funds were further enhanced by the core business expenditure of other agencies responsible for road safety outcomes, such as Main Roads Western Australia and the Western Australian Police Service. In addition, the *Road Safety Council Act 2002* provides that one third of all monies collected from red light and speed camera infringements are credited to the Road Trauma Trust Fund (RTTF). These funds are complemented by sponsorship revenue received from the Insurance Commission of WA.

Funds held within the RTTF are applied for the purposes determined by the Minister on the recommendation of the Road Safety Council. A yearly budget is prepared by the Department to accord with the outcomes outlined in the Road Safety Strategy for Western Australia.

The components of the Road Safety Strategy for Western Australia together will:

- *Improve the safety of the road and vehicle infrastructure* by increasing the focus on safety in land use planning, by remedial action to treat Blackspots and progressive improvements to the existing road system, by reducing vehicle speeds and promoting the purchase of safer vehicles;
- *Encourage safer modes of travel* including a greater use of public transport;
- *Deter unsafe driver behaviours* by increasing publicity, improving the effectiveness of enforcement and improving the coordination of publicity and enforcement; and
- *Support the implementation of new road safety initiatives* by building community support for road safety, by supporting legislation with significant road safety benefits, and by monitoring the progress and impact of road safety activity.

MAJOR ACHIEVEMENTS

- funding for the Blackspot program was increased by \$2 million annually for 4 years to meet a Government policy commitment to road safety. The program is an important component in reducing the severity and incidence of road crashes;
- implementation of major Statewide road safety community education programs focussing on drink driving, use of restraints, fatigue and speeding. Additional emphasis has been placed on regional Western Australia;
- introduction of the Statewide Road Aware Program aimed at educating both young people and their parents to bring about major changes in attitudes and behaviours for improved road safety;
- introduction of a new Community Grants program to fund regional and local level road safety projects and programs;
- Statewide introduction of the Strategic Traffic Enforcement Program (STEP), in collaboration with the Western Australian Police Service, providing training and targeted funding to enable Police to conduct additional traffic operations for improved road safety;

- further development and consultation on a road safety strategy for Aboriginal road users, which will be implemented during 2003/2004 as an integrated part of the State Road Safety Strategy;
- establishment of Regional Coordination Groups to assist with the implementation of regional strategies to reduce the level of road trauma in regional Western Australia; and
- supported the development of a Code of Conduct by the automotive industry in relation to the use of speed in advertising, in collaboration with other jurisdictions. Western Australia had a lead role in initiating the development of the Code.

**OUTPUT ELEVEN
E-GOVERNMENT POLICY AND COORDINATION**

The Office will:

- develop an e-government strategy for the public sector;
- develop a policy framework, standards and guidelines that are consistent with national and international best practice;
- coordinate and facilitate cross sector implementation of the strategy and policy framework;
- initiate, lead and coordinate strategic e-government projects; and
- encourage a better understanding of e-government and promote its benefits to the public sector, business and the community.

Table of Output Measures

	2002/2003 Estimated	2002/2003 Actual	Reason for Significant Variance
Quantity			
Departments that adopt and implement policies, standards and guidelines developed by the Office	17	20	See note (a)
Significant e-government initiatives in which the Office is involved	11	11	
FTEs required to develop e-government strategy	5.3	5.28	
Quality			
Premier's Office satisfaction with quality of services provided	3.0	3.1	
Strategic Management Council E-Government Sub-Committee's satisfaction with quality of advice and support provided by the Office	3.0	3.1	
Timeliness			
Premier's Office satisfaction with timeliness of services provided	3.0	3.1	
Strategic Management Council E-Government Sub-Committee's satisfaction with timeliness of advice and support provided by the Office	3.0	3.4	
Cost			
Average cost per Department that adopts and implements policies, standards and guidelines developed by the Office	\$103,367	\$31,624	See note (b)
Average cost per significant e-government initiative in which the Office is involved	\$214,662	\$81,268	See note (b)
Average cost per FTE required to develop e-government strategy	\$259,027	\$95,585	See note (b)

(a) *The estimate in the budget statements for the number of Departments adopting and implementing policies, standards and guidelines developed by the Office was conservative. Surveying conducted at the end of the year revealed that all but one of the 21 Government Departments surveyed had adopted and/or implemented policies, standards and guidelines to the extent required for this indicator.*

(b) *The budget process required the Department to report on the full-year costs for this output using estimates provided by the Department of Industry and Technology. However, the function was only transferred to the Department on 3 February 2003, and the costs reported above therefore apply to five months of the year. Estimated actual average costs reported in the budget statements and actual costs reported for the annual report are not comparable.*

As a result of the recommendations of the Functional Review Taskforce, the Office of E-Government was created within the Department of the Premier and Cabinet and commenced operations on 3 February 2003.

An E-Government Sub-Committee of Directors' General has been formed to oversee the development and implementation of an E-Government Strategy. The Director General of the Department of the Premier and Cabinet chairs the Sub-Committee and reports to the Strategic Management Council, which consists of the heads of the 21 Government Departments and is chaired by the Premier.

The terms of reference of the Sub-Committee are to:

- provide high-level oversight and governance of an E-Government Strategy for the Western Australian public sector;
- set the strategic direction for an E-Government Strategy for the Western Australian public sector;
- determine high-level principles and standards for E-Government in the Western Australian public sector; and
- develop a strategic implementation plan for E-Government.

The Office of E-Government provides support to the Sub-Committee.

FUNCTION AND ROLE OF THE OFFICE

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

The Office has a central agency role in developing and implementing an E-Government Strategy for the Western Australian public sector. The following E-Government objectives for the Western Australian public sector have been drafted and endorsed by the E-Government Sub-Committee, and a consultation process has been conducted to ensure they have broad acceptance.

The Government will provide leadership through the adoption of the following E-Government objectives for the public sector:

- internal efficiency - improved processes within and between agencies leading to lower costs and improved services;
- service delivery - more personalised and accessible services that are easy for the community to use; and
- community participation - easier interaction so that people can understand and contribute to Government.

The objectives of the Office are:

- strategic leadership – lead the E-Government agenda in the Western Australia public sector;
- foundations and frameworks – establish standards-based frameworks, policies and guidelines that support the implementation of E-Government in the Western Australian public sector;

- collaborative approaches – coordinate and develop whole of government and cross agency initiatives designed to assist in achieving increased efficiency, improved service delivery and increased community participation; and
- awareness raising – raise awareness and promote the benefits of E-Government for government, business and the community.

A number of projects that were previously undertaken by the Department of Industry and Technology were transferred to the Office of E-Government. These have been reviewed and some have been refocussed or transferred.

NETWORKED NEIGHBOURHOODS

Implementation of the Networked Neighbourhoods initiative in the Bunbury suburb of Picton Waters has commenced. The project is designed to show how information and communications technologies can help communities become stronger and more self-resilient. It is designed to combine the best of the "old days" with new technology, to create friendly and supportive neighbourhoods, where people feel more comfortable and included in their community.

This is achieved through using telecommunications infrastructure and Internet technologies to connect people in mutually supportive community environments. The ultimate aim is to decrease the pressure on the welfare, health and justice systems.

The practical detail is in the development of a set of sophisticated web technologies that will "micro network" geographic neighbourhoods to enable people to communicate easily, and subsequently develop strong communities of interest, which keep them involved and interested in their neighbourhood.

The technology has been designed and built in Western Australia, and is believed to be a world first. The first community members joined the online community in late May 2003.

NATIONAL COMMUNICATIONS FUND (NCF)/NETWORK WA

The National Communications Fund (NCF)/Network WA project has been established to improve health, education and training service delivery by upgrading telecommunications services and increasing bandwidth in regional Western Australia. The objectives of the project include:

- improve information, communications and technology capabilities to deliver education and/or health products, services and information;
- improve telecommunication services in regional areas that benefit local businesses and communities;
- leverage funds from consortium members and from the NCF to deliver the most benefit for regional Western Australia, enhance existing investments and accelerate existing projects within agencies; and
- maximise as far as possible the synergies between the project and other relevant large-scale government sponsored telecommunications initiatives.

The project is being managed by a consortium of the Departments of Health, Education and Training, Treasury and Finance, and Industry and Resources, facilitated by the Department of the Premier and Cabinet.

In June 2003, the Premier signed the Funding Deed with the Commonwealths Department of Communications, Information Technology and the Arts. The \$8 million Commonwealth funds will be matched by \$50 million of State funds over eight years, and will complement existing expenditure for schools, hospitals, clinical centres, TAFE colleges and university sites in regional areas around the State, to assist in bridging the gap between metropolitan and regional health and education services.

A Request for Proposal was released to the market to select a suitable supplier or suppliers to deliver the improved telecommunication services.

INFORMATION SECURITY

An information security management system has been developed for implementation across the Western Australian public sector. Cabinet approved implementation of the system in January 2003. Training courses for agencies and a database tool are being developed prior to a Premier's Circular being issued.

All Government agencies are provided with advice and guidance on issues relating to the security of their computer networks, data and information systems.

WHOLE OF GOVERNMENT ONLINE REGISTRATION AND LICENSING SYSTEM

In April 2002, the Department of Industry and Technology commissioned a feasibility study and business case to consider the development of a whole of government online registration and licensing system. The preliminary recommendation was to proceed with the design and building of a web based interactive front end to connect licence holders to agency licensing applications. The next phase of the project is currently being considered.

WEB GUIDELINES

Cabinet approved the release of the *Guidelines for State Government Web Sites* in July 2002. A Premier's Circular, *Website Standards*, setting out the Government's policy for websites, was released in August 2002. The *Guidelines* are based on best practices issued by thirteen national and international jurisdictions, and also cover WA State specific issues. Application of the principles, set out in the *Guidelines*, will assist Government agencies to deliver online services that are of a high quality, consistent, useable and accessible for all users.

An addendum to Section 5 of the *Guidelines - Guidelines for the Management of Web Information as per the State Records Act, 2000*, was subsequently released in October 2002.

ELECTRONIC GOVERNMENT INTEROPERABILITY FRAMEWORK (E-GIF)

The ability of agencies to collaborate and integrate information and services is hampered by a lack of compatible technologies and by existing legal, financial and governance frameworks and business rules.

Version 1 of the *Electronic - Government Interoperability Framework (e-GIF) of Technical Standards for Western Australian State Government* identifies important information technology standards. They are the first step towards the creation of a technical environment that will support integration of information and services across government. As the standards have been negotiated with all spheres of Government, their further development and adoption will support integrated service delivery between government organisations across Australia.

KNOWLEDGE TECHNOLOGIES

The work in this area has been undertaken during the previous two years in the Departments of Industry and Technology and Contract and Management Services.

Projects with agencies were a focal point of the work. The Designing Futures project with CraftWest, and the development and release of the knowledge space for Rottneest, were completed, and two major projects in the field of corporate communication and program management were commenced with Central TAFE.

Strategic models were developed and these contributed to the development of a paper on the knowledge economy, new models for e-learning, and an exploration of the nature of knowledge work.

Underlying this effort was the continued development of a standards-based framework for the development of sophisticated online environments.

This function was transferred to Central TAFE from 1 July 2003.

OTHER ACTIVITIES

Community groups are provided with Internet skills through a train the trainer program. Over 8,000 individuals have acquired skills through this initiative.

The use of Short Message Service (SMS), made available through mobile telephones, was examined to determine how the technology could enable agencies to provide new and improved services to the community. Access to anticipated bus arrival times and the cheapest fuel prices on personalised travel routes using SMS were examined.

Smart card technology was examined to identify how it could be used to provide improved services to the community.

**AFFILIATED BODIES
SALARIES AND ALLOWANCES TRIBUNAL**

FUNCTIONS

The *Salaries and Allowances Act 1975* requires the Tribunal to inquire into, and determine the remuneration to be paid to:

- Ministers of the Crown and the Parliamentary Secretary of the Cabinet;
- A Parliamentary Secretary appointed under section 44 A (1) of the *Constitution Acts Amendment Act 1899*;
- Officers and Members of the Parliament including additional remuneration to be paid to members of committees of a House or joint committees of both Houses;
- Clerk of the Legislative Council or Clerk of the Legislative Assembly or the Deputy Clerk of either House;
- Officers of the Public Service holding offices in the Special Division of the Public Service; and
- Persons holding any other office of a full time nature, created or established under a law of the State, that is prescribed but not being an office the remuneration for which is determined by or under any industrial award or agreement.

The Tribunal is required to issue a determination at intervals of not more than twelve months.

For Parliamentarians the Tribunal determines:

- basic salary;
- additional salary for Ministers and Officers of Parliament;
- electorate allowances;
- air charter and hire;
- expense allowances; and
- travelling and accommodation allowances.

For the Clerk of the Legislative Council or Clerk of the Legislative Assembly or the Deputy Clerk of either House, Officers of the Public Service holding offices in the Special Division of the Public Service and persons holding prescribed offices, the Tribunal determines the salaries to be paid to the holders of the positions and the value of any motor vehicle that may be provided.

The Tribunal is also required to inquire into, and report to Parliament on, the remuneration to be paid to:

- Judges of the Supreme Court, the Masters of the Supreme Court and Judges of the District Court; and
- Stipendiary Magistrates

For the above, the Tribunal is required to prepare recommendations and present them to the Minister for tabling before each House of Parliament.

The Tribunal determines the remuneration to be paid to the Governor of Western Australia.

The Tribunal is also required from time to time as it sees fit, to determine aspects of Parliamentary superannuation. Changes to the *Parliamentary Superannuation Act 1970* in October 2000 significantly increased the responsibility of the Tribunal in this area.

The Tribunal determines the benefits and entitlements granted to former Premiers, Ministers and Members of Parliament.

TRIBUNAL MEMBERSHIP

The Governor appoints the members of the Tribunal for a period of three years. The current membership comprises:

Professor M C Wood, Chairman
Mr J A S Mews, Member
Ms M L Nadebaum, Member

In October 2002, Ms Nadebaum was appointed as the third member of the Tribunal and in February 2003, Professor Wood was appointed as Chairman (replacing Mr R H C Turner) and Mr Mews was reappointed as a member.

Mr Turner made a valuable contribution to the Tribunal as a member, following his appointment in 1987, and later as Chairman from December 2000 until February 2003.

Tribunal meetings are held when required, or at least monthly.

MAJOR ACTIVITIES

The Tribunal issued determinations and judicial reports in accordance with its statutory requirements. These included:

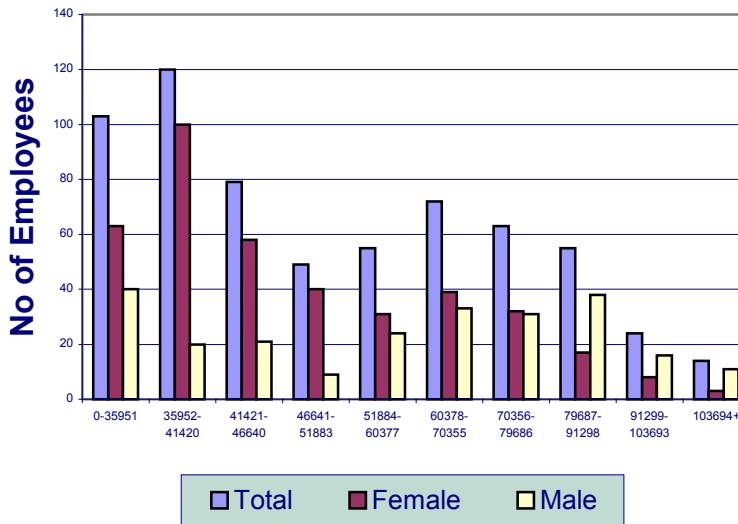
- in July 2002, a determination was issued increasing Parliamentarians non-contributory superannuation rate from 9.0% to 12.5% from 1 July 2002;
- in August 2002, a determination was issued increasing the parliamentary base salary by 3.3% to \$103,300 per annum from 1 September 2002. The allowances for printing and stationery, postage and mobile telephones, were incorporated in the members' electorate allowance that was increased by \$1,000 per annum. Consumer Price Index adjustments were also made to Air Charter and Hire;
- in November 2002, a report was made to the Minister recommending an increase of 3.3% in judicial, linked legal officer positions and Anti Corruption Commission Commissioners' salaries from 1 January 2003;
- in March 2003, a report was made to the Minister recommending a further increase of 3.7% in judicial and linked legal officer positions salaries from 1 January 2003; and
- in April 2003, a determination was issued increasing Special Division and Prescribed officeholders' salaries by 3.3% from 1 May 2003.

In July 2002, Mr Brian Moore, the Executive Officer of the Tribunal, retired after 18 years in the position. Mr Nigel Dymond is now the Tribunal's Executive Officer.

CORPORATE AND OTHER SERVICES

EMPLOYEE PROFILE

The following graph and table portray the gender and salary range for permanent and contract staff for the year under review. The table also provides a comparison with the previous year. However, the data for 2001/2002 has been converted to the new salary range bands specified for 2002/2003 to provide a more meaningful comparison.



Salary Range	2002/2003			2001/2002		
	Total	Female	Male	Total	Female	Male
0-35951	103	63	40	147	106	41
35952-41420	120	100	20	90	70	20
41421-46640	79	58	21	56	39	17
46641-51883	49	40	9	46	31	15
51884-60377	55	31	24	55	31	24
60378-70355	72	39	33	62	29	33
70356-79686	63	32	31	36	14	22
79687-91298	55	17	38	39	12	27
91299-103693	24	8	16	15	3	12
103694+	14	3	11	7	2	5
	634	391	243	553	337	216

There were 248 commencements and 144 cessations processed in the Department, including the Ministerial Offices, during the year.

The Department was able to reduce the number of redeployees during the year by 40%.

TRAINEESHIPS AND GRADUATES

The Department, as part of its commitment to the Government's *Public Sector Traineeships' Employment Strategy 2001-2004* and *Action: A State Government Plan for Young People, 2000 –2003*, has continued to recruit and support trainees and graduates under the age of 25 years.

As at 30 June 2003, the Department had 4 part time (school-based) trainees, 1 (non school-based) trainee, 2 part time trainees with disabilities and 1 full time trainee.

On 28 January 2003, the Department recruited a further three graduates into its graduate pool. Successful graduates are provided with opportunities to rotate throughout core parts of the organisation over a period of two years and are provided with specific training and development related to the roles they undertake. Each graduate has a mentor and becomes a permanent officer after the initial twelve months, subject to satisfactory performance. The Department has recruited 11 graduates since the program began in 2001.

EQUITY AND DIVERSITY PLAN OBJECTIVES

The progress report on its Equity and Diversity Plan indicates that the Department is exceeding the Government's objectives for the representation of women in management and youth in the workforce. Some difficulties have been experienced during the year in maintaining targets set in the other diversity areas such as people with disabilities, Indigenous Australians and people from culturally diverse backgrounds. However, over the full term of the Plan, the Department remains optimistic that the targets will be achieved.

CODE OF ETHICS

The Department's Code of Ethics is available to all its employees and is included as part of new employees induction package.

The extent of compliance with the ethical codes is monitored and assessed through reviews by internal audit and the Human Resource Services Branch. All matters raised during the year that relate to the ethical codes are analysed for compliance.

The Department has complied with the ethical codes. It has developed a Code of Conduct, which is communicated widely to all employees, and there have been no complaints relating to non-compliance lodged during the year.

CODE OF CONDUCT

The Department's Code of Conduct was reviewed in October 2001 and has been published on its Intranet and is included in all employees induction packages.

PUBLIC SECTOR STANDARDS IN HUMAN RESOURCE MANAGEMENT

Reviews of the Public Sector Standards in Human Resource Management and the Breach of Standards Regulations were undertaken by an internal audit and the Human Resource Services Branch. The Department was assessed as being compliant with the Standards.

There was one claim lodged that a Breach of the Public Sector Standard in Human Resource Management – Recruitment, Selection and Appointment occurred during the year. The claim was withdrawn prior to the examination phase.

WORKPLACE RELATIONS

Industrial Relations

Only a very small percentage of staff remain on statutory contracts following the expiration of the *Workplace Agreements Act 1993*. The majority of staff are now employed under the Public Service General Agreement 2002, which was negotiated to provide standardization of salaries and core conditions for public service officers across the public sector.

Employees Assistance

The Department continues to offer employees confidential counselling services to assist in resolving both personal and work related issues.

WORKFORCE PLANNING

The Department's Workforce Plan continues to be evaluated to ensure it is appropriate to its workforce requirements.

Quantitative Information

The Department has continued its participation in the Government Consortium, consisting of 6 Departments. Analysis of the data that is collected will assist its workforce planning.

Qualitative Information

Exit interviews were introduced to gain information on employees experience in working within the Department, which will add valuable qualitative information for workforce planning.

OCCUPATIONAL SAFETY AND HEALTH

The Department had 3 new workers compensation claims lodged during the financial year, with only one resulting in lost time. The Department's initiative to address the ergonomic aspect of workstations continues to ensure minimal numbers of claims resulting from soft tissue injury. The Department has completed and circulated its Occupational Safety and Health Policy and Procedures to address safety concerns.

TRAINING AND DEVELOPMENT

Various courses offered to staff throughout the year included:

- First Aid Officer Training;
- Grievance Officer Training;
- Recruitment and Selection Training; and
- Various Information Technology Training Courses

CORPORATE GOVERNANCE AND REVIEW

In June 2000, the then Ministry's executive expanded the scope and emphasis on corporate governance and corporate performance matters with the focus of reviews at a more strategic level.

Apart from oversight of the Internal Audit function and general advisory services in respect to governance issues other specific activities have included strategic advice, reviews and reports in regard to Grants Administration, Ministerial Air Charter Services, Procurement, the Functional Review, Telecommuting Policy and Performance Reporting.

INTERNAL AUDIT

Internal Audit services to the Department are contracted. The Manager, Corporate Governance and Review, manages the contract. The results of all audits are reported to the Director General and reviewed by the Internal Audit Committee.

The Department's Internal Audit Committee met on two occasions during the financial year at which issues discussed included:

- the audits and reviews conducted during the year;
- the 2003/2004 Internal Audit Plan; and
- the revised Internal Audit Charter.

The Internal Audit Program for the year entailed thirteen projects. The primary focus was on Corporate and Business Service activities, however, reviews were also conducted on offices transferred to the Department as a result of Machinery of Government and Functional Review Taskforce recommendations.

Total audit hours of 740 was only marginally more than the estimated 720 for the year; however, it is well in excess of the contract indicative annual requirement of about 600 hours.

A similar situation arose in 2001/2002 when 784 audit hours were utilised. The additional hours, over the contract indicative, have primarily been the result of Machinery of Government and Functional Review Taskforce changes which have resulted in the transfer of several offices to the Department.

The Department's Internal Audit Charter has been revised, and the 2003/2004 Annual Audit Plan prepared in accordance with the revised Treasurer's Instructions which took effect from 30 April 2003. The 2003/2004 program estimated audit hours of 764 is consistent with the two previous years.

RISK MANAGEMENT

Risk management is an integral part of good management practice within the Department. Its purpose is to ensure risk exposures are managed in a professional and prudent manner so that the Department's objectives and strategies are met.

Operation of the Department's Risk Management Policy is in accordance with Treasurer's Instruction and within the framework of the Australian/New Zealand Risk Management Standard AS/NZS 4360.

Accountability for risk management lies with the management of the operational units within the Department.

During the year, the Department, in conjunction with RiskCover, conducted a series of risk management workshops with a view to assisting departmental operational units to submit their risk profiles for consolidation. Sixty seven officers from across the Department, including Ministerial Offices, attended workshops specific to their areas. During the workshops participants were led through the risk process.

The information gathered during the sessions was loaded into a database (RiskBase) developed by RiskCover. It is anticipated that the database information will be made accessible to managers through the Department's IT network during 2003/4.

INFORMATION TECHNOLOGY

Major projects undertaken during the year included:

- upgrading of the Notebook computers supplied to Members of Parliament;
- awarding of a contract to establish a private communications network for Electorate Offices and also provide them with high-speed access to the Internet;
- replacement of over 200 computers under the replacement program for the Department;
- extension of support for the IT systems of several new outputs/offices of the Department including:
 - Office of E-Government;
 - Physical Activity Taskforce;
 - New Bunbury Office;
 - Policy Division restructure; and
 - Functional Review Taskforce.
- implementation of a Newspaper Clipping System for the Government Media Office;
- significant upgrade of the departmental data network;
- extension of the fibre optic link to State Law Publisher;
- commencement of a trial of open source software; and
- development of a new web based Boards and Committees management system that is accessible to the general public.

A series of new IT systems were developed for departmental clients including:

- *E-Government Website* – Website containing information on the programs and projects currently underway at the Office of E-Government. It also provides general information on e-government in Australia and around the world;
- *Functional Review Website* – Website relating to the implementation of the recommendations of the Functional Review Taskforce's review into the effective delivery of Government priorities;
- *Youth Register Website* – Website which complements the Government's commitment to ensuring young people are provided with opportunities to voice their opinions and ideas by actively participating in the decision-making processes that impact on their lives and their communities;
- *Westfield Premier's Education Scholarship Website* – Website containing information on the Westfield Premier's Education Scholarships. Westfield Holdings Ltd and Ginger Max (Australia) Pty Ltd have committed \$2 million over 5 years towards scholarships for Australian secondary teachers.
- *Physical Activity Taskforce Website* – Website for the Physical Activity Taskforce launched by the Premier in 2001, established to increase the proportion of the Western Australian population who undertake sufficient physical activity for a health benefit by 5% (58% to 63%) over ten years (2001 to 2011);
- *Premier's Awards Website* – Website which provides information on the application and judging processes for the awards and displays the outstanding achievements of the winners;
- *Active Ageing Taskforce Website* – Website which complements the efforts of the Active Ageing Taskforce in working with the West Australian community and Government towards a goal of extending healthy life expectancy and quality of life for all people as they age;
- *Entry Level Recruitment System* – The Western Australian public service entry-level recruitment test is a set of tests covering verbal reasoning, numerical ability, language usage and word knowledge, and speed and accuracy. This system facilitates the management of the testing process; and
- *HR MOIR Data Entry and Reporting System* – Provides a set of tools available to agencies via the Internet which enables the submission of human resources minimum obligatory information requirements (HR MOIR) to the Public Sector Management Division of the Department.

CORPORATE INFORMATION SERVICES

The Department's recordkeeping policies and performance indicators evidence its commitment to good and compliant recordkeeping practices. The Department's major recordkeeping policies are:

- to ensure that Government records are created, managed and maintained over time and disposed of in accordance with the principles and standards established by the State Records Commission and Australian Standard AS 15489 Records Management as the model for best practice within the Department; and
- to develop and maintain a recordkeeping plan that describes how the principles and standards established by the State Records Commission are implemented.

Performance Indicators

The Department's recordkeeping performance indicators demonstrate outcomes in accordance with the State Records Commission's Standard 2, Principle 6.

Recordkeeping Training

The Recordkeeping Induction program was revised during the year to ensure new employees joining the Department were informed about employee recordkeeping responsibilities and the Department's recordkeeping standards. This training is provided to either individuals starting within the existing divisions or to groups where the Department has acquired new functional responsibilities.

Recordkeeping system training is offered periodically and is open to all employees. During the year, all divisions participated in this training program.

Records management training is provided to staff required to perform substantial records management activities as part of their duties. During the year, Corporate Information and Office of Native Title staff received records management training.

Other key indicators

The Department's record collection size is calculated as documents and files managed in the recordkeeping system:

- 260,000 documents
- 33,500 corporate files
- 54,000 archived files

Services are measured by process performed according to best practice:

Indicator	2003	2002
	No. of Records (approx.)	No. of Records (approx.)
To respond to customer Helpdesk phone, email and individual enquires within agreed timeframes	4,500 (enquiries)	4,460 (enquiries)
To capture correspondence into the recordkeeping system.	48,800	53,000
To organise records according to the business classification schemes by applying and maintaining controlled vocabularies for business activities.	78,000	85,000
To manage and maintain records over time in accordance with the best practice by attaching, auditing, tracking and storing records.	203,500	525,300
To receive and preserve records in accordance with the Department's recordkeeping responsibilities, including records of defunct agencies, former Ministerial Offices and organisations transferred into the Department.	5,320 (files)	2,230 (files)
To dispose of records in accordance with disposal authorities, including routine disposal of files no longer required and transfers of custody for records related to bureau service no longer provided or functions no longer performed.	9,100 (files)	2,728 (files)

The Department's Recordkeeping Demographics

Corporate Information provides a range of records management services to divisions and offices within the Department, the Office of the Premier and the Department of Treasury and Finance. In addition, the Department's record collection includes archives and inactive records from Royal Commissions, Commissions of Inquiries, former Ministerial Offices and defunct agencies such as the Public Service Commission.

FREEDOM OF INFORMATION (FOI)

The Department of the Premier and Cabinet supported FOI services to all sectors of the community, including the public, the media and Members of Parliament.

Thirty-five valid applications were received during the year. Of these, 7 sought access to personal information and 27 sought access to non-personal information. The remaining application was transferred in full to another public sector agency for processing. A further 6 applications were carried over from the previous year.

The table below outlines the total of 41 applications that were handled during the financial year (including applications carried over from the previous year) and provides a breakdown of the 34 FOI applications that were finalised during this period. Five applications were either withdrawn or transferred to other agencies and 2 were carried over into 2003/2004.

FOI APPLICATIONS

	2002/2003			2001/2002		
	Total	Personal Information	Non-Personal Information	Total	Personal Information	Non-Personal Information
<i>Carried Over</i>	6	-	-	1	-	-
Received	35	-	-	27	-	-
Total Handled	41	-	-	28	-	-
Applications Decided in Year						
Full Access	12	3	9	6	4	2
Edited Access	6	1	5	9	1	8
Deferred Access	0	0	0	0	0	0
Section 28 Access	0	0	0	0	0	0
Access Refused	16	3	13	1	0	1
TOTAL DECISIONS	34	7	27	16	5	11
Transfer to other Agencies	1	-	-	4	-	-
Withdrawn	4	-	-	2	-	-
Total Applications Finalised	39	-	-	22	-	-
<i>Carried Forward</i>	2	-	-	6	-	-

During the year, the Department provided FOI support to the Salaries and Allowances Tribunal as a bureau service and also serviced the three new Outputs that became the responsibility of the Department during the year. One application was also dealt with by the Department on behalf of the Appeals Convenor's Office. The Department also continued to provide training and advice to FOI Coordinators in Ministerial Offices.

RECYCLING

Recycling services are coordinated to ensure high-grade waste paper is recycled.

ENERGY SMART GOVERNMENT PROGRAM

In accordance with Government policy, the Department of the Premier and Cabinet has embarked on the implementation of the Energy Smart Government (ESG) initiative intended to reduce stationary energy consumption and the consequent greenhouse gas emissions by 12% by the end of June 2007.

In July 2002, the Department commissioned the Sustainable Energy Development Office (SEDO) to conduct an energy review of the Department's premises, including the Ministerial offices, at the Governor Stirling Tower at 197 St George's Terrace, Perth. The review report, received in October 2002, suggested a number of possible options for reducing energy consumption, primarily that used for lighting.

Significant effort was dedicated to the acquisition and collation of data pertinent to the ESG reporting for all functional units and agencies under the Department's responsibility, including the Governor Stirling Tower and other Perth locations, Ministerial offices, and 91 electorate offices throughout the State. Following submission of the relevant data, the baseline for the Department was established by SEDO in early June 2003.

To facilitate the implementation of the ESG initiative, the Department nominated an Energy Executive, established an Energy Management Team, instigated a staff awareness program through an Energy Smart Government Group comprising staff representatives from various functional areas, and put in place an Energy Management Policy. Several staff have attended SEDO training on the usage of the Commonwealth Energy Data Gathering and Reporting (EDGAR) software package required for agencies' reporting, and energy consumption monitoring and management.

Several energy saving capital investment initiatives are under consideration. These will include the installation of more energy efficient fittings in areas subject of refurbishment at the Governor Stirling Tower and the Constitutional Centre. Other areas for improvement are being considered for the coming year.

The Department participated in the Australian Bureau of Statistics Energy Survey 2001/2002.

Energy Smart Government Program	Baseline Data	2002/2003 Actuals	Variation %
Energy Consumption MJ	11,692,000	11,287,000	(-3.6%)
Energy Cost	\$ 493,498	\$529,019 (Includes GST)	
Greenhouse Gas Emissions (tonnes of CO ₂)	2,987	2,884	
Performance indicators			
♦ MJ/sqm	378	341	
♦ MJ/FTE	15,755	16,877	

COMPLAINTS HANDLING POLICY AND GUIDELINES

The Department's Complaints Handling Policy and Procedures have been the subject of a continuous review process and amendments are being made to improve accessibility for members of the public to lodge complaints about services or products provided by the Department.

While the Department has very little direct contact with the general public in respect of the provision of services and products, the new policy and procedures will enable complaints to be lodged generally in accordance with current Australian Standards for Complaints Handling.

The Department received no formal complaints about its services or products from the public under the current procedures during the year.

**CERTIFICATION
OF PERFORMANCE INDICATORS**

I hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of the Premier and Cabinet's performance, and fairly represent the performance of the Department of the Premier and Cabinet for the financial year ended 30 June 2003.



M C WAUCHOPE
ACCOUNTABLE OFFICER

15 August 2003



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

**DEPARTMENT OF THE PREMIER AND CABINET
PERFORMANCE INDICATORS FOR THE YEAR ENDED JUNE 30, 2003**

Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of the Department of the Premier and Cabinet are relevant and appropriate to help users assess the Department's performance and fairly represent the indicated performance for the year ended June 30, 2003.

Scope

The Director General's Role

The Director General is responsible for developing and maintaining proper records and systems for preparing performance indicators.

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

Summary of my Role

As required by the Financial Administration and Audit Act 1985, I have independently audited the performance indicators to express an opinion on them. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the performance indicators is error free, nor does it examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the performance indicators.

A handwritten signature in black ink, appearing to read 'D D R Pearson'.

D D R PEARSON
AUDITOR GENERAL
October 15, 2003

PERFORMANCE INDICATORS

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

The Department achieves these objectives by carefully planning and resourcing its functions and activities to ensure flexibility to address current and new Government priorities.

A comprehensive review of outputs undertaken during 2002/03 resulted in the development of new outcome statements, output descriptions and key efficiency and effectiveness indicators for Outputs 4 to 11. Outputs 3 and 4 were reversed during the 2003/04 budget process at the request of the Department of Treasury and Finance. The Department's key effectiveness indicator for Outputs 1 to 4 continues to be a client satisfaction rating derived from the results of the annual expectations survey issued to the Premier's Office and Ministerial Offices.

Key effectiveness indicators extracted from survey data are reported in accordance with recommendations made by the Australian Bureau of Statistics. Unless otherwise indicated, quality and timeliness are expressed as values between one and five, where a value of one indicates that services were well below client expectations and five that services were well above client expectations. A value of three indicates that the service met client expectations.

The key effectiveness measures reported for 2002/03 are extracted from survey instruments consistent with those used in 1999/00, 2000/01 and 2001/02, although response rates have varied over the period. As occurred in previous years, some 2002/03 respondents were unable to evaluate all services provided.

Key efficiency indicators reported include all the costs associated with the particular product or service identified, and in aggregate, the total costs of the output. Some key efficiency indicators are an aggregation of internal measures captured for management and other purposes. Corporate and Executive Support service costs are distributed across outputs on an FTE basis, and are included in these indicators. The value of grants administered and severances paid are excluded from key efficiency indicators since it is considered that these expenditures are not a cost of delivering services.

The corporate services costing allocation methodology adopted in 1999/00 has been used consistently by the Department to calculate the value of corporate services provided free of charge to external client agencies, and to allocate the remaining corporate service costs across outputs.

OUTCOME

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

OUTPUTS

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

Output 2: MANAGEMENT OF MATTERS OF STATE.

Output 3: MANAGEMENT OF POLICY.

The principal clients of the Department of the Premier and Cabinet are the Premier as the Head of Government, Minister for Public Sector Management, Federal Affairs, Science and Citizenship and Multicultural Interests; and Cabinet Ministers. Services provided for the Premier and Cabinet include, but are not limited to:

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

Effectiveness Indicator

The key effectiveness indicator is the degree to which the Premier's Office and Ministerial Office expectations are met by services provided by the Department. This indicator is expressed as a rating between one and five where a value of one indicates that a service was well below expectations, and five that it was well above expectations. A value of three indicates that a service met expectations.

Efficiency Indicators

The diversity of services provided by the Department prevents representation of the Department's outcomes in one set of efficiency and effectiveness indicators. Therefore, key efficiency indicators have been identified for each of the Department's outputs, and individual key effectiveness indicators for Outputs 4 to 11. A common key effectiveness indicator is reported for Outputs 1 to 3.

KEY EFFECTIVENESS INDICATOR	99/00	00/01	01/02	02/03
Premier's Office and Ministerial Office satisfaction with services provided.	3.4	3.3	3.4	3.3

The preceding key effectiveness indicator has been extracted from the responses to the client expectations survey issued to the Office of the Premier and the 13 Ministerial Offices. Responses were received from the Office of the Premier and from 12 of 13 Ministerial Offices surveyed, a combined response rate of 93%. Responses to the question seeking a general rating for all services provided to those outputs were aggregated to produce this indicator. The Department knows of no circumstances that might have led the single non-respondent to respond differently to the surveys returned.

Output 1

SUPPORT FOR THE PREMIER AS HEAD OF GOVERNMENT

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

Three major activities are reported as the key efficiency indicators for this output. The central focus of this output is support for the Premier as Head of Government, and therefore, the principal efficiency indicator is the cost of providing the services required for effective operation of the Office of the Premier. The remaining indicators recognise the importance of Western Australia's overseas representation, and of the media and communication services provided to the Premier and to Ministers.

In addition to policy advice and professional support, the Office of the Premier provides administrative and secretariat services to the Premier. Costs reported for these indicators include executive and corporate services provided by the Department.

Overseas Offices are maintained in Europe (London), the Middle East (Dubai) and North Asia (Tokyo and Kobe) to attract direct foreign investment into Western Australia, and to promote Western Australian products and services.

Media and communication costs include the co-ordination and monitoring of media releases and articles and the preparation of advice and correspondence associated with matters requiring the Premier's involvement.

KEY EFFICIENCY INDICATORS	99/00 (\$000s)	00/01 (\$000s)	01/02 (\$000s)	02/03 (\$000s)
Cost of services provided to support the Premier ^(a)	4,080	3,403	3,035	3,308 ^(b)
Average cost of representing WA interests overseas (per region) ^(c)	953	1,357	2,361	1,439 ^(d)
Average cost of media and communication services provided to each Minister (including the Premier) ^(a)	166	209	172	216 ^(e)

(a) *Severance expenses of \$758,101 in 2000/01 and \$53,337 in 2001/02 were excluded from this efficiency indicator as they were considered to be abnormal.*

(b) *The increased average cost in 2002/03 is the result of additional funding provided to the Office of the Premier in 2002/03 for the Strategic Management function.*

(c) *A review of the basis of calculation of this efficiency indicator resulted in recasting the average cost of overseas office operations for each of the periods reported. Although the cost of each overseas office varies, the cost of the Kobe Office (one of two in North Asia) is substantially less than each of the other offices. Accordingly, this indicator is now based on the cost of representation in each region, that is Europe, Middle East and North Asia. The average costs have been recast for all periods to reflect this change.*

(d) *The average cost of overseas office operations in 2002/03 was significantly reduced following the establishment of representation in a third region - the Dubai Office in the Middle East. A more favourable exchange rate climate contributed to the reduced average cost of overseas representation.*

(e) *The average cost per Minister for media and communication services in 2002/03 increased as a result of additional funding provided for the establishment of the Community Liaison Unit and country media monitoring.*

Output 2

MANAGEMENT OF MATTERS OF STATE

The Department provides services to support the functions of Executive Government; the administration of entitlements and services to Members of Parliament; and administrative support for Ministerial Offices and the Leaders of the First and Second parties in Opposition.

Efficiency indicators for this output are the costs of providing administrative services to Ministers and Members of Parliament, the cost of providing Executive Government Services, the cost of providing briefings to the Premier as the Minister for Federal Affairs and the cost of administration of Indian Ocean Territory Service Delivery Arrangements. The last two indicators relate to functions transferred to this output in 2002/03. Where possible, efficiency indicators from prior periods have been recast to provide comparative data. Costs reported for these indicators include executive and corporate services provided by the Department.

Support provided to Ministers and Members of Parliament includes office staffing, policy advice, general administration services, travel and accommodation, and the provision of executive and corporate services.

The Department has minimal discretion in respect of the operational costs for Ministerial Offices. Therefore, operational costs for Ministerial Offices are shown separately from the cost of administrative support provided. Members of Parliament entitlements as determined by the Salaries and Allowances Tribunal constitute a significant proportion of the costs for this output. The Department has minimal discretion over Members' expenditure of entitlements and consequently, the cost of entitlements and administrative support is shown separately.

This output also includes corporate services provided at no charge during 2002/03 to the following agencies:

- Anti-Corruption Commission;
- Governor's Establishment;
- Office of the Public Sector Standards Commissioner;
- Parliamentary Commissioner for Administrative Investigations (Ombudsman);
- Department of Treasury and Finance;

plus support for commissions and inquiries, and community service obligations.

KEY EFFICIENCY INDICATORS	99/00 (\$000s)	00/01 (\$000s)	01/02 (\$000s)	02/03 (\$000s)
Average operating cost per Ministerial Office (including the Leaders of the Opposition)	1,453	1,415 ^(a)	1,343 ^(a)	1,366 ^(a)
Average cost of administration provided for each Ministerial Office (including the Leaders of the Opposition)	161	291	283	301 ^(b)
Average entitlement cost per Member of Parliament ^(d)	172	180 ^(c)	190	195
Average cost of administration per Member of Parliament	3	3	5	5
Average cost of providing an Executive Government Service ^(d)	14	17	14	14
Average cost per briefing provided to the Premier as Minister for Federal Affairs ^(e)	N/A	N/A	13	4 ^(f)
Average cost per Indian Ocean Territory Service Delivery Arrangement coordinated ^(e)	8	8	8	6

- (a) *Severance expenses of \$3,982,662 in 2000/01, \$140,924 in 2001/02 and \$147,105 in 2002/03 have been excluded from this efficiency indicator as they are considered to be abnormal.*
- (b) *The increase in the average cost of administration is principally due to a backdated salary increase for Ministerial Chauffeurs covered by this indicator, and the increase superannuation and leave expenses associated with that increase.*
- (c) *Severance expenses of \$690,409 in 2000/01 were excluded from this efficiency indicator as they were considered to be abnormal*
- (d) *An Executive Government Service may be any of the following: an Executive Council, Cabinet Meeting or Parliamentary Sitting Day supported; an official guest received or hospitality function organised; or a vehicle provided. Each of these activities utilises resources that are provided by the Department. While the resource requirements for each are not identical, no attempt has been made to weight individual components of the indicator at this time.*
- (e) *The Federal Affairs and Indian Ocean Territories functions were transferred from Output 3 to State Administration during 2002/03. Comparative costs for 2001/02 for both functions has been derived by recasting existing data using information provided, although it has not been possible to obtain the numeric data required to derive comparative Federal Affairs average costing for periods prior to 2001/02 as the data required was not recorded. Therefore, no average cost per briefing provided is reported for 1999/00 or 2000/01, and the costs are not reported elsewhere.*
- (f) *The reduction in the average cost per briefing provided to the Premier is the result of a 27% increase in the number of briefings provided and a substantial reduction in the level of staffing provided to the Federal Affairs function during 2002/03.*

Corporate Services costing \$699,156 were provided at no charge to external agencies. Corporate Services severance expenses of \$231,489 have been excluded as they are considered to be abnormal. Community service obligations (grants) and support provided to various inquiries and commissions totalled \$3,712,966 over the year ending 30 June 2003. These amounts are excluded from the costs reported for this output.

Output 3

MANAGEMENT OF POLICY

The Department provides advice and co-ordination for the Premier and the Cabinet on a range of key economic, environmental, regional and social policy matters in addition to citizens and civics; crime prevention; and sustainability functions. The Premier and Cabinet Ministers are the key clients/stakeholder group for this output.

The Policy Office is the central contact point for the provision of government policy information, monitoring policy implementation and identifying opportunities for more effective co-ordination of policy across the sector. This output supports the Cabinet Standing Committees on economic, environmental, regional and social policy, and incorporates the Office of Crime Prevention and the Citizens and Civics function.

An aggregation of the total employee hours spent in policy development, policy co-ordination, provision of policy advice and project management is used as the key efficiency measure for this output. Employee hours are derived from activity sampling conducted twice per year. The cost reported for this key efficiency indicator includes executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATOR	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost per hour of policy advice, development and co-ordination ^{(a) (b) (c)}	111	108	74	98

- (a) *Indicator recast for prior periods to exclude the Federal Affairs and Indian Ocean Territories functions transferred to Output 2 during 2002/03. The FTE level of this output reduced during 2002/03 leading to a decline in the number of hours from the figures reported in 2001/02, and an increase in the average cost per hour for policy advice, development and coordination.*
- (b) *Severance expenses of \$740,154 in 2000/01, \$57,121 in 2001/02 and \$136,396 in 2002/03 have been excluded from this efficiency indicator as they are considered to be abnormal.*
- (c) *Grants of \$3,296,700 in 2000/01, \$1,429,458 in 2001/02 and \$1,583,449 in 2002/03 have been excluded from this key efficiency indicator.*

OUTCOME

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

Output 4

SUPPORT FOR THE PREMIER AS MINISTER FOR PUBLIC SECTOR MANAGEMENT

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

- functions under the *Public Sector Management Act* as the employer of Chief Executive Officers (CEOs) and manager of the Senior Executive Service (SES);
- quality human resource and change management and change, redeployment and recruitment programs, and management and workforce development;
- whole of Government reporting on public sector workforce demographics, trends and management issues; and
- support for organisational restructuring and promotion of whole-of-government management improvement strategies and special projects.

Clients for these services are principally the Premier as Minister for Public Sector Management, and departmental chief executive officers.

The Senior Executive Service, including chief executive officers, is established under the *Public Sector Management Act*. The Department supports chief executive officer appointment processes, development programs, and products and services such as "SES On-Line". The Department co-ordinates public-sector redeployment policy and practices, co-ordinates some sector-wide recruitment programs, and provides expertise to support whole of government organisational improvement initiatives.

The fortnightly "InterSector" magazine, incorporating Government Career Opportunities, and publications related to workforce demographic and management issues and other papers and reports are also produced by this output.

KEY EFFECTIVENESS INDICATOR	99/00	00/01	01/02	02/03
Premier's Office satisfaction with the support services provided.	3.0	5.0	4.0	3.0

The average cost of:

- supporting the Minister for Public Sector Management and Senior Executive Service members;
- co-ordination of redeployment and recruitment functions;
- production of public sector management publications;
- workforce development hours;
- policy advice and implementation hours; and
- participants in the Public Sector Management program

are the efficiency indicators for this output. The costs reported for these indicators include executive and corporate services provided by the Department.

ANNUAL REPORT – 2002/2003

KEY EFFICIENCY INDICATORS	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost of support services provided per Senior Executive Service (SES) member ^{(a)(c)(g)}	2,812	1,885 ^(b)	1,962	1,420
Average cost per recruitment and redeployment service provided ^{(a)(d)(e)}	1,495	1,427 ^(b)	2,059	1,882
Average cost per publication issued	45,807	38,552 ^(b)	39,043	38,387
Average cost per hour of workforce development provided ^(a)	N/A	N/A	184	130
Average cost per hour of policy advice and policy implementation provided ^{(a)(f)(g)}	95	91	91	85
Average cost per Public Sector Management Program participant ^{(a)(h)}	N/A	N/A	2,491	6,220

- (a) *Key efficiency indicators for this output were reviewed during 2002/03 and several new indicators developed (reported for the first time). Efficiency indicators have been backcast where possible to provide comparative data for those indicators. For consistency, where no other data was available but the resourcing and level of activity was reasonably consistent over the preceding periods, current period resource allocations were used in backcasting.*
- (b) *Severance expenses of \$173,461 in 2000/01 have been excluded from this efficiency indicator as they are considered to be abnormal.*
- (c) *Following significant resource reallocations undertaken in association with the restructure of the Employment function, the level of expenditure attributed to indicators varied substantially from that reported in previous statements. This change is most evident in the indicator "Average cost of support services provided per SES member". Some costs previously included in this indicator have now been reallocated to the workforce development efficiency indicator, however it has not been possible to backcast this indicator for 1999/00 or 2000/01 as no data is available. The average cost per hour of workforce development is therefore not reported for 1999/00 or 2000/01 and the costs are not reported elsewhere.*
- (d) *This indicator was amended during 2001/02. Following the devolution of redeployment, the "Registered Redeployee" element of this indicator was abandoned and replaced by the number of clients to whom services are provided. This change limits the comparability of average costs over the four periods compared.*
- (e) *Grants of \$303,656 in 2001/02 and \$325,385 in 2002/03 have been excluded from this efficiency indicator.*
- (f) *This new key efficiency indicator is not directly comparable with that reported for past periods. The number of hours reported for 2001/02 has been used with expenditure data from prior periods to recast comparative measures.*
- (g) *Copyright of \$342,035 in 1999/00, \$716,143 in 2000/01, \$1,101 in 2001/02 and \$ 953,343 in 2002/03 has been excluded from this efficiency indicator.*
- (h) *The Public Sector Management Program is a joint initiative with the Commonwealth, and is being hosted by the Department from 2002/03. This program operates on full cost recovery basis and provides 12-month development programs that generally operate across two financial years. Costs reported for 2001/02 relate to partial costs incurred for program operations over that period and may not be fully comparable with 2002/03.*

OUTCOME

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

Output 5

PARLIAMENTARY, STATUTORY AND LEGISLATIVE PUBLISHING SERVICE

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

The key effectiveness indicators relate to the key objective of the provision of timely, secure and confidential printing and publishing. Parliamentary documents such as Hansard and Bills must be delivered to the respective Houses of Parliament within certain timeframes. The first effectiveness indicator shows the percentage of documents provided within those timeframes, and the second effectiveness indicator, the proportion of documents produced and released in accordance with security and confidentiality requirements. Certain documents may not be commercially released until tabled in Parliament (Royal Commission and Inquiry proceedings), or prior to scheduled publishing dates (Government Gazette).

KEY EFFECTIVENESS INDICATORS	99/00	00/01	01/02	02/03
Proportion of Parliamentary documents produced and delivered within agreed timeframes established by each house of Parliament	99.6%	99.7%	100%	99.8%
Proportion of documents produced and released in accordance with security and confidentiality requirements ^(a)	N/A	N/A	N/A	100%

(a) *This indicator is being reported for the first time in 2002/03 and prior period comparative data is not available.*

Key efficiency indicators are the average cost per printing image, the average cost per publication and the average sale value. The costs reported for these efficiency indicators include executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATORS	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost per printing image produced ^{(a)(c)}	0.11	0.12	0.11	0.08 ^(b)
Average cost of publication sold ^(c)	2.99	3.28	5.08	5.04 ^(b)
Average sale value ^(d)	N/A	N/A	N/A	9.32

(a) *A printing image is a single pass of a document through the Docutech screen.*

(b) *Accrual expenses included in the State Law Publisher efficiency indicators reduced in 2002/03 following the substantial reduction in Pension Liability provided by the Government Employees' Superannuation Board when compared to that provided for 2001/02.*

(c) *Severance expenses of \$68,180 in 2002/03 have been excluded from this efficiency indicator as they are considered to be abnormal.*

(d) *Average sale value is a new efficiency indicator, reported for the first time in 2002/03. Prior period comparative data for this indicator is not available.*

OUTCOME

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

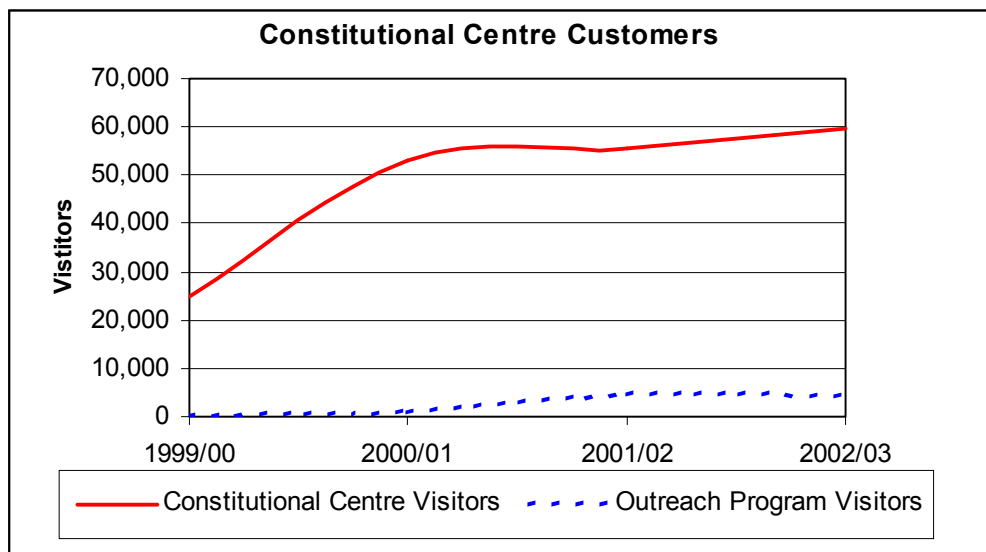
Output 6

MANAGEMENT OF THE CONSTITUTIONAL CENTRE PROGRAMS

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

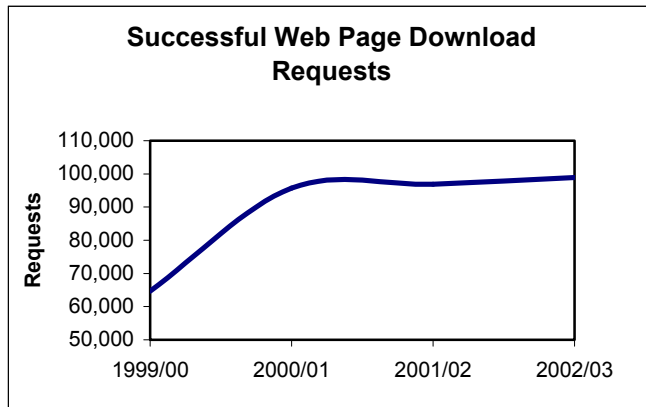
Key effectiveness indicators have been developed to demonstrate the demand for services provided by the Constitutional Centre. The first effectiveness indicator reports the annual growth in visitor numbers; the second, the participation rates for travelling and outreach programs delivered to regional areas. The third effectiveness indicator reports the number of people accessing the Centre's web pages and downloading information about Constitutional matters.

KEY EFFECTIVENESS INDICATORS



The Constitutional Centre provides a range of exhibitions and programs giving information about the Western Australian and Commonwealth Constitutions and the Federal system of government. This chart shows a slowing, though consistent increase in visitor numbers over the past 4 years.

The data reported includes visitors to outreach events conducted in regional centres. Demand for outreach or travelling programs has significantly increased over the past three years, although difficulties in recruiting staff to deliver planned programs in the Great Southern region caused programs scheduled for the 4th quarter 2002/03 to be deferred and rescheduled for the 1st quarter 2003/04.



The Constitutional Centre Web Pages are a prime source for Constitutional information sought by students and the general public. This indicator demonstrates the continued high level of demand for this facility, and is considered a useful indicator of the site's effectiveness as a means of improving community awareness of Constitutional matters and the Federal system of government.

The cost per customer of the Centre is the key efficiency measure for this function, and includes executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATOR	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Cost per customer of the Constitutional Centre	30.55	20.86 ^(a)	18.44 ^(a)	17.61 ^(a)

^(a) Grants of \$48,000 in 2000/01, \$50,334 in 2001/02 and \$ 116,455 in 2002/03 have been excluded from this efficiency indicator.

OUTCOME

A Western Australian society in which there is widespread acceptance of the principles of multiculturalism.

Output 7

PROMOTION AND SUPPORT OF MULTICULTURALISM IN WESTERN AUSTRALIA.

The Office of Multicultural Interests assists Government to promote and support multiculturalism by:

- promoting the ideals of multiculturalism to public sector agencies and the community; and
- developing and influencing policies that reflect the principles of multiculturalism.

During 2002/03, the Office developed a new strategic plan. This plan identified a number of goals, objectives and strategies including the development of a Charter of Multiculturalism. Key effectiveness indicators have been developed to record progress towards achievement of the Government's objectives on multiculturalism, and are reported for the first time in 2002/03.

The draft Charter of Multiculturalism was made available for public comment until 30 July 2003. To this end 24 workshops were held. Interim effectiveness indicators for 2002/03 have been developed prior to the establishment of baseline key effectiveness indicators during 2003/04. The interim indicators seek clarification of the understanding of workshop participants on the principles of the Charter and feedback about their perceptions on the degree to which those principles are incorporated into public sector policy and the services delivered. Surveys have been provided to participants at workshop sessions conducted over the past two months, either in person at the workshop, or by telephone following the workshop.

Participant responses were invited against a six-point scale where "don't know" was assigned a value of 1; 2 to "not at all" and 6 to "very well" responses. 132 surveys were returned from 203 issued, a 65% response rate. Analysis of the responses indicated that:

- 94% of respondents believed that the principles of Multiculturalism were reasonably, well or very well understood;
- 75% that the principles of Multiculturalism were reasonably, well or very well reflected in public sector policies; and
- 80% that the principles of Multiculturalism were reasonably, well or very well reflected in the services received.

Since these are interim indicators and the activity is being undertaken for the first time, it has not been possible to provide comparative data for prior periods.

KEY EFFECTIVENESS INDICATOR	99/00	00/01	01/02	02/03
Understanding of principles incorporated in the Charter of Multiculturalism. ^(a)	N/A	N/A	N/A	94%
Degree to which principles of the Charter of Multiculturalism are reflected in public sector policies. ^(a)	N/A	N/A	N/A	75%
Degree to which principles of the Charter of Multiculturalism are reflected in services provided or received. ^(a)	N/A	N/A	N/A	80%

- (a) *Interim indicators developed for 2002/03. The results are the response rates for reasonably to very well understood response to standard survey instruments provided to Workshop participants. As this is a new initiative, no prior period comparisons are available. A comprehensive survey program will be implemented in 2003/04 to establish the baseline effectiveness measures for future periods.*

During 2003/04, it is planned to develop and administer a comprehensive community and public sector survey process to obtain feedback about the extent to which the principles of multiculturalism embodied in the Charter of Multiculturalism are accepted and practised in the wider community, and embodied in public sector agency policy and practice. The results of this survey will be used to establish a baseline to be compared with results in out-years to determine whether initiatives implemented in accordance with the Charter are achieving Government's multiculturalism objectives.

All costs of the Office of Multicultural Interests are included in the efficiency indicators for this output. Key efficiency indicators report the cost of promoting multiculturalism to the wider community and supporting its implementation across the public sector, and the cost of significant policy/research activities. Costs reported for these indicators include executive and corporate services provided by the Department. Comparisons for 2001/02 have been obtained by recasting existing data, however it was not possible to recast indicators for earlier periods given the significant change in indicators as no comparative numerical data was available.

KEY EFFICIENCY INDICATORS	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost per initiative undertaken to promote the ideals of multiculturalism to the wider community ^{(a) (b) (c)}	N/A	N/A	48,027	44,437
Average cost per initiative undertaken to support public sector agency implementation of policies and practices reflecting the principles of multiculturalism ^{(a) (b)}	N/A	N/A	31,277	38,492
Average cost per unit of major policy and/or research ^{(a) (b)}	N/A	N/A	16,663	16,199

- (a) *This function was transferred to the Department at 1 July 2001, and new indicators were developed during 2002/03. There is no direct correlation with the previous indicators, and the Department has no access to data that would enable backcasting to provide comparative data for 1999/00 and 2000/01. The inconsistency between 2001/02 and 2002/03 is principally the result of the requirement to extrapolate 2001/02 results from 2002/03 data.*
- (b) *Severance expenses of \$372,966 in 2002/03 have been excluded from these efficiency indicators as they are considered to be abnormal.*
- (c) *Grants totalling \$504,133 in 2001/02 and \$376,287 in 2002/03 have been excluded from this efficiency indicator.*

OUTCOME

Resolution of Native Title matters in accordance with Government Policy.

Output 8

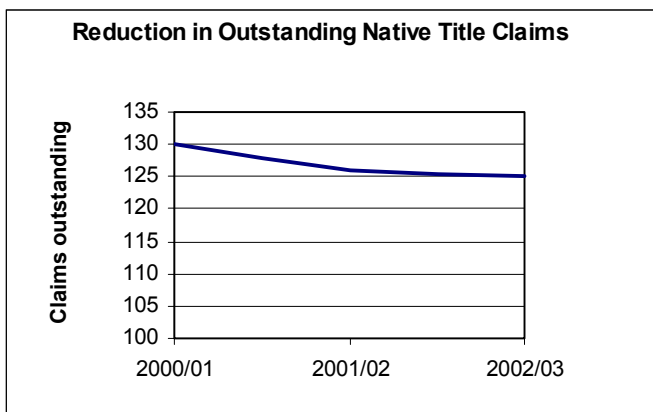
NATIVE TITLE POLICY DEVELOPMENT, IMPLEMENTATION AND NEGOTIATION.

The Office of Native Title implements Government’s Native Title objectives through:

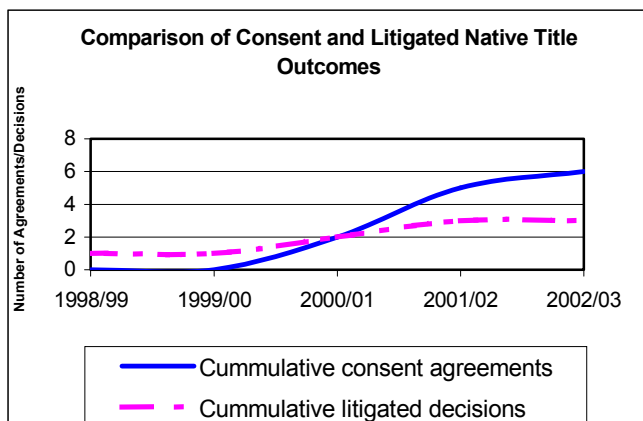
- resolution of Native Title Applications;
- minimising the State’s exposure to compensation liability for invalid future acts and/or compensation for the extinguishment or impairment of native title;
- resolution of native title compensation applications wherever possible by agreement;
- developing and implementing policies, procedures and practices across Government that ensure the future act regime is administered efficiently and consistently; and
- negotiation and involvement in the implementation of project agreements.

The key effectiveness indicators for this output report the reduction in the number of outstanding claims awaiting resolution, and the proportion of claims resolved by mutual agreement between the parties. Government policy is to effect resolution of Native Title claims by consent rather than litigation wherever possible and the second indicator shows the proportion of claims settled by agreement as a ratio with those settled by litigation. A reduction in the number of outstanding claims was a strategy in the Government’s election policy. Claims lodged during the year, but remaining unresolved at the end of that year will be added to the number of outstanding claims for the following year.

KEY EFFECTIVENESS INDICATORS



This indicator shows a reduction in the number of outstanding Native Title claims registered with the Native Title Tribunal over the period 2000/01 – 2002/03. This decrease is consistent with Government Policy. Comparative data is not available for prior years.



The Government’s Native Title strategy emphasises the settlement of land title claims by negotiation processes wherever possible, leading to consent rather than litigated outcomes. This indicator shows the extent to which this strategy is being addressed by the policies implemented by the Office of Native Title

The key efficiency indicators are the average costs for native title determinations achieved during the year, project agreements in course of implementation and grants administered (the value of the grants themselves are excluded). Project agreements include funding arrangements (not grants) where there is an obligation to report to the Office of Native Title, and tenure search activities involving the Departments of Industry and Resources and Land Information where the Office of Native Title manages the funding for title search activities.

Existing data has been recast to produce comparisons for prior periods, and the costs reported for this indicator include executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATORS	99/00 (\$000s)	00/01 (\$000s)	01/02 (\$000s)	02/03 (\$000s)
Average cost per native title determination ^{(a) (b)}	N/A	N/A	307	1,591 ^(c)
Average cost per project agreement in course of implementation ^{(a) (b)}	N/A	N/A	357	463 ^(d)
Average cost per grant administered ^{(a) (b) (e)}	N/A	N/A	45	58

- (a) *New efficiency indicators developed during 2002/03. Where possible, data from prior periods has been recast to provide comparative information for 2001/02, but no data is available to develop comparative information for 1999/00 or 2000/01. Increased resourcing provided in 2002/03 has resulted in increases in each of the key efficiency indicators reported for this output.*
- (b) *Severance expense of \$155,198 in 2001/02 is excluded from these efficiency indicators as it was considered to be abnormal.*
- (c) *Only one native title determination was effected in 2002/03 compared to four achieved in 2001/02 resulting in a significant variance between the average costs for 2001/02 and 2002/03.*
- (d) *The increase in 2002/03 in the average cost per project agreement results from additional operational funding provided in 2002/03 to assist in the process of resolving native title claims.*
- (e) *Grants of \$2,662,417 in 2002/03 have been excluded from this efficiency indicator.*

OUTCOME

Science and innovation has increased in significance as a driver of economic growth for Western Australia.

Output 9

SCIENCE AND INNOVATION PROMOTION AND SUPPORT.

The Office coordinates implementation of Government's Innovate WA policy and strategy by:

- undertaking science policy development and providing support to the Premier's Science Council;
- identifying and promoting science and innovation opportunities;
- supporting the development of Western Australian research capability and infrastructure;
- administering science grants, scholarships and fellowships; and
- promoting science and innovation in schools and through the Scitech Discovery Centre.

These functions were transferred from the former Department of Industry and Technology to the Department of the Premier and Cabinet on 1 July 2002.

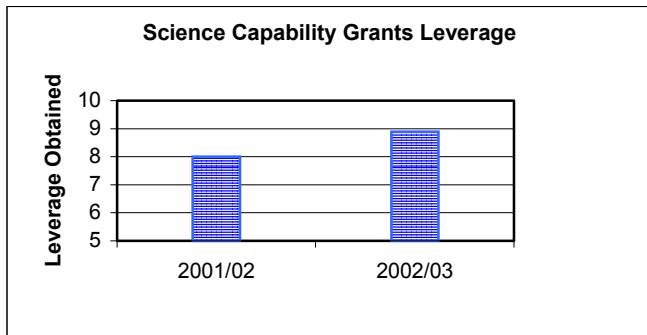
The key effectiveness indicators address the output's objective of increasing the significance of science and innovation as a driver of economic growth in Western Australia. The key effectiveness indicators for this output report:

- (i) the funding leverage (cash only) achieved by grants made to science bodies to enhance and develop local capability and infrastructure (provided through the Centres of Excellence in Science and Innovation program); and
- (ii) the change over time in the level of gross investment in scientific research and development in Western Australia.

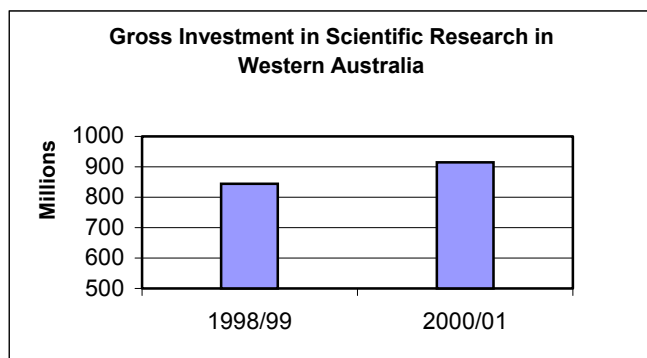
Science capability development grants are provided to assist local science bodies seeking Commonwealth, private and international investment to undertake scientific research. The term leverage refers to the ratio of total funding (cash only) from all other sources compared to the WA Government's investment by way of grants provided. The target is a leverage factor of 8:1, that is \$8 for every \$1 provided by Government. This leading indicator reports leverage at the time the grant is approved, however the investment will be achieved over an average period of 3 to 5 years.

The second effectiveness indicator is the level of Gross Investment in Research and Development (Australian Bureau of Statistics data). This indicator reports the level of investment in research and development by the local business community and lags the leverage indicator as the investments are made over several years. The Government's InnovateWA objectives link investment in science and innovation to economic and social benefit, with sustained increases in investment levels capable of generating more jobs and opportunities.

KEY EFFECTIVENESS INDICATORS



This indicator shows the ratio of Commonwealth, international and private investment attracted for every dollar invested with Western Australian scientific research bodies by Government through the Centres of Excellence in Science and Innovation program. The target is 8:1, and in 2002/03, the result was nearly 9:1 (\$8.90 for every \$1.00).



The Gross Investment data is sourced from the Australian Bureau of Statistics Research and Experimental Development data (ABS 81120), and is reported every two years. As this indicator lags investment, the effect of Government stimulation through grant programs and other direct investment will take time to appear. The next data collection will be reported in 2003/04.

The key efficiency indicators for this output are the average cost per FTE for support provided to the Premier’s Science Council, science policy development and advice; the average cost per science capability grant administered; and the average cost per program and project managed. These indicators demonstrate the significant resource commitment to these key activities.

The Premier’s Science Council advises the Premier on science and innovation opportunities for Western Australia, and makes recommendations to realise InnovateWA objectives. The Office of Science and Innovation (OSI) provides executive and administrative support to the Council, undertakes development of science policy and provides advice to the Premier, Ministers, Government Departments and the business and academic sectors. From a total of 9.8 FTE, approximately 2.2 FTEs or 22% of OSI’s FTEs are utilised in these functions. The cost is approximately one quarter of OSI’s operating and salary and salary-related expenditures.

The Office of Science and Innovation is a major grant-making body, and the average cost of grant administration is therefore an appropriate efficiency indicator. The remaining indicator is the average cost for each science and innovation program or project managed. Major projects include the international Square Kilometre Array and Low Frequency Array radio-telescope projects, the Premier’s Research Fellowships and Collaborative Grants and the provision of financial support to the Scitech Discovery Centre. The dollar value of grants provided to external recipients is excluded from these costs.

Data provided by the former Department of Industry and Technology has been used to provide a comparison for 2001/02, however, due to significant changes in the operation of this function following its transfer to the Department, the data may not be fully comparable. For the same reason, no comparative data is available for prior periods. The costs reported for this indicator include executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATORS	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost per FTE for support provided to the Premier's Science Council, science policy development and advice ^{(a) (b)}	N/A	N/A	98,956	206,706
Average cost per research capability and infrastructure grant administered ^{(a)(c)}	N/A	N/A	3,011	9,122
Average cost per science and innovation program and project managed ^{(a)(c)}	N/A	N/A	52,051	86,698

- (a) *Key efficiency indicators were developed during 2002/03. Data from the former Department of Industry and Technology has been recast to provide comparative information for 2001/02, but may not be fully comparable. No data is available to develop comparative information for 1999/00 or 2000/01. This function was transferred to the Department on 1 July 2002, and staff were recruited to fill a number of vacancies. The actual operating cost (excluding grants) for 2002/03 was significantly greater than 2001/02 leading to significant increases in the cost of all key efficiency indicators.*
- (b) *This efficiency indicator relates to resources allocated to providing support to the Premier's Science Council, and undertaking policy development and the provision of policy advice. It is expressed as a cost per full time equivalent (FTE) and includes salary and contingency expenditures (it is not the average cost for an FTE) as FTEs are reported as the units of effort. 2.2 FTEs (22%) of the Office of Science and Innovation's resources were assigned to this activity.*
- (c) *Grants totalling \$16,362,000 in 2001/02 and \$10,319,843 in 2002/03 have been excluded from this efficiency indicator. The value of grants in 2001/02 included an amount of \$11,118,000 in unspent grants that was transferred from the former Department of Industry and Technology.*

OUTCOME

Reducing the number of fatalities in Western Australia through the implementation of Road Safety programs.

Output 10

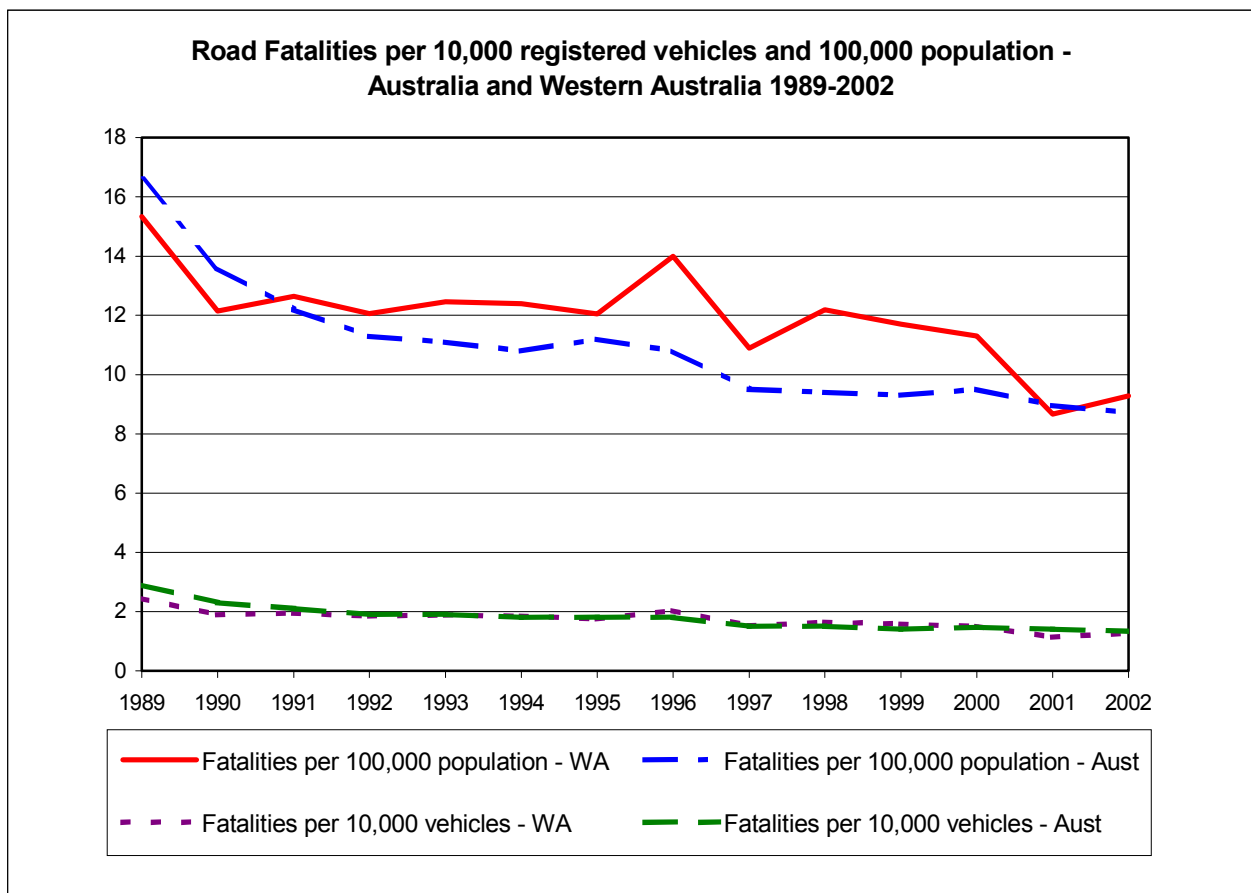
SUPPORT FOR IMPLEMENTATION OF THE STATE’S ROAD SAFETY INITIATIVES

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

The key effectiveness indicators for this output report the number of deaths and injuries (defined as hospital admissions per 100,000 estimated residential population) resulting from road crashes. The Road Safety Council’s objective is to reduce fatalities from road crashes in Western Australia to a level equivalent to the lowest in Australia over a five-year timeframe commencing 2002/03. These indicators are consistent with those reported in prior periods by the Department of Transport.

KEY EFFECTIVENESS INDICATORS

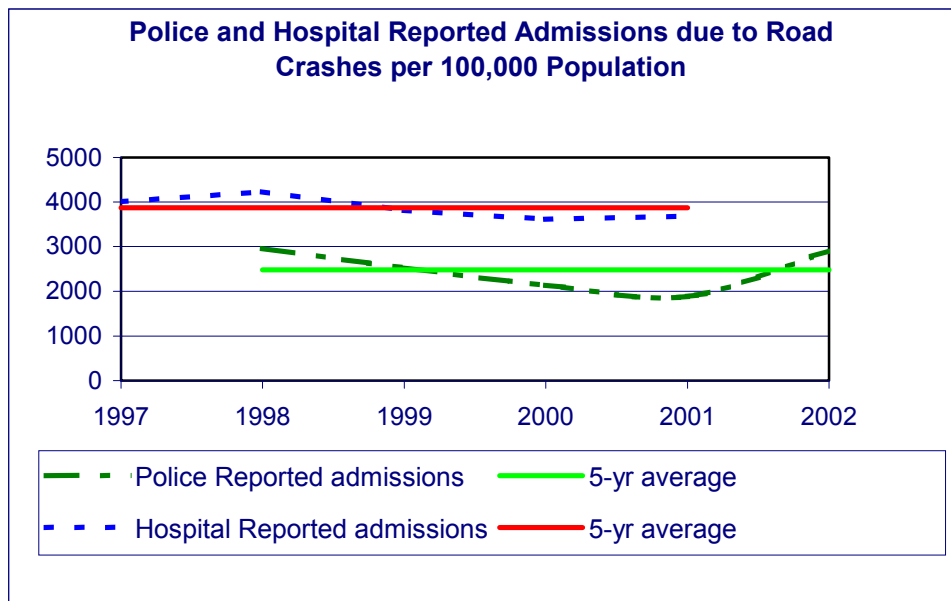
In 2002, 179 people were killed in road crashes on Western Australian roads. This saw the Western Australian fatalities per 100,000 population rate increase to a level marginally above the Australian average rates, however the number of fatalities per 10,000 registered vehicles at 1.27 in Western Australia is less than the Australian average rate of 1.3



These indicators demonstrate the extent of change in the fatality rate per 100,000 population and 10,000 registered vehicles over time for Western Australia, compared to the Australian average. There has been a decreasing trend in both Western Australia and Australia between 1989 and 2001 in both fatality rates. The Road Safety Council member agencies believe that the combination of road safety initiatives including education, enforcement, safer roads and safer vehicles have influenced safer behaviour by road users.

Data Sources: Main Roads, Western Australia; Injury Research Centre, UWA; July 2003

The 2000, 2001 and 2002 Australian crash rates per 10,000 registered vehicles were calculated using data from *Road Fatalities Australia* for December 2001, the fatal road crash database by the Australian Transport Safety Bureau and the Australian Bureau of Statistics *Motor Vehicle Census*, Catalogue No. 9309.0. The 2001 Australian crash rate was calculated using *Road Fatalities Australia* for December 2001 and the Australian Bureau of Statistics *Australian Demographic Statistics* Catalogue No. 3101.0. The 2002 Australian crash rate per 100,000 population was calculated using the fatal road crash database by the Australian Transport Safety Bureau and the Australian Bureau of Statistics *Australian Demographic Statistics* Catalogue No. 3101.0. The 1989-2001 Western Australian fatality rates were taken from Appendix I of *Reported Road Crashes in Western Australia 2001*. The numerator for the 2002 Western Australian fatal crash rates was supplied by Main Roads Western Australia, the Australian Bureau of Statistics *Australian Demographic Statistics* Catalogue 3101.0 and data from the Australian Bureau of Statistics *Motor Vehicle Census*, Catalogue No. 9309.0.



Data Sources

Police Reported Admissions: Main Roads, Western Australia; Injury Research Centre, UWA; July 2003
 Hospital Reported Admissions: Department of Health, Western Australia; Injury Research Centre, UWA; September 2002.

In 2001, 3678 people were admitted to hospital as a result of their involvement in road crashes. This is below the five-year average of 3870 people admitted to hospital each year from 1997 to 2001. The admissions data completes the picture of the overall impact of road crashes and provides an indication of the cumulative effects of campaigns on serious injury rates. Therefore, the five-year trend data that shows the change in hospital admission data over time is a useful statistic as it is more resilient to yearly anomalies. The inconsistency in Police-reported and Hospital-reported admissions data results from definitional variations and differing reporting methodologies. It should be noted that the reporting periods are different – the Hospital-reported admissions data is for the period 1997-2001 while the Police-reported admissions data is for the period 1998-2002.

The Police-reported admissions data shows a significant increase over the past year, however in the absence of Hospital-reported admissions for the same period (data to be released in September 2003), it is not possible to determine whether the trend in Police-reported admissions will be reflected in Hospital-reported data.

The key efficiency indicators are the average costs for major awareness-raising campaigns targeting speeding, drink-driving, driver fatigue and seatbelts conducted during the year, for road safety initiatives identified by the Road Safety Council (advertising and other campaigns focusing on particular issues eg double demerit points over public holiday periods), and the staffing fulltime equivalents (FTEs) required to provide support to the Road Safety Council. Support provided to the Road Safety Council and its subsidiary committees and working groups includes executive support, coordination, research, and preparation of papers for consideration and routine administrative support. This cost includes, but is not limited to salaries and salary-related expenses. The costs reported for this indicator include executive and corporate services provided by the Department. Comparative values for 2001/02 for the key efficiency indicators have been provided by the Office of Road Safety from existing data, however due to differences in costing and recording methodology, the data may not be fully comparable.

KEY EFFICIENCY INDICATORS	99/00 (\$000s)	00/01 (\$000s)	01/02 (\$000s)	02/03 (\$000s)
Average cost of awareness-raising Campaigns ^(a)	N/A	N/A	1,342	1,722
Average cost of road safety initiatives ^{(a)(b)}	N/A	N/A	612	367
Average cost per FTE for support services to the Road Safety Council ^{(a)(c)}	N/A	N/A	N/A	125

- (a) *Key efficiency indicators were developed during 2002/03. Data from the former Department of Transport has been used to provide comparative information for 2001/02 and prior periods, however due to differences in costing methodology and the conversion of previous indicators, comparative data published may not be fully compatible with that reported for 2002/03.*
- (b) *Grants totalling \$4,499,000 in 2001/02 and \$9,390,299 in 2002/03 have been excluded from this key efficiency indicator.*
- (c) *This key efficiency indicator relates to resources allocated to provide support to the Road Safety Council, and to undertake policy development and the provision of policy advice. It is expressed as a cost per full time equivalent (FTE) and includes salary and contingency expenditures (it is not the average cost of an FTE as FTE's are in this context are regarded as the units of effort). 2.94 FTEs (approximately 17%) of the Office of Road Safety's resources were assigned to this activity during 2002/03. No data is available to calculate a comparative cost for 2001/02 for this key efficiency indicator.*

OUTCOME

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

Output 11

E-GOVERNMENT POLICY AND COORDINATION

The Office of E-Government will:

- develop an e-government strategy for the public sector;
- develop a policy framework, standards and guidelines that are consistent with national and international best practice;
- coordinate and facilitate cross sector implementation of the strategy and policy framework;
- initiate, lead and coordinate strategic e-government projects; and
- encourage a better understanding of e-government and promote its benefits to the public sector, business and the community.

The Functional Review Taskforce recommended creation of an E-Government function and resources were transferred from the former Department of Industry and Technology (DoIT) to the Department of the Premier and Cabinet (DPC) on 3 February 2003. E-Government policy and coordination is a new function incorporating a number of activities previously undertaken by various branches in DoIT, thus no comparative data for prior periods is available. Cost data for 2002/03 applies to the period from 3 February – 30 June 2003 and comprises information provided by the Department of Industry and Resources on DoIT's behalf, and expenditure recorded by DPC post-transfer.

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

The first indicator reports the level of agency commitment to implementation of e-government policies, standards and guidelines, developed by the Office and endorsed by the Strategic Management Council E-Government Sub-Committee to improve internal efficiency, service delivery to citizens and community participation. Twenty-one Departments were surveyed to assess the degree to which they had adopted policies, standards and guidelines issued in relation to State Government Web Sites. The indicator is the percentage of the population that indicated that they had adopted or implemented the guidelines issued by the Office of E-Government. The remaining indicators recognise the close working relationship with the Premier and the E-Government Sub-Committee necessary for the effective development and implementation of e-government strategy within the Western Australian public sector.

KEY EFFECTIVENESS INDICATORS

	99/00	00/01	01/02	02/03
Proportion of Departments that adopt and implement policies, standards and guidelines developed by the Office ^(a)	N/A	N/A	N/A	95%
Strategic Management Council E-Government Sub-Committee's satisfaction with quality and timeliness of work undertaken to support the committee ^(a)	N/A	N/A	N/A	3.3
Premier's Office satisfaction with advice and support provided ^(a)	N/A	N/A	N/A	3

(a) *The Office of E-Government is a new function transferred from the Department of Industry and Technology (DoIT) to the Department of the Premier and Cabinet on 3 February 2003. Key Effectiveness indicators were developed during 2002/03. The functions of this Office are not consistent with those previously undertaken in DoIT; therefore no comparative data for prior periods can be reported.*

The key efficiency indicators are the average cost per Department adopting and implementing policies, standards and guidelines, and the average cost per significant e-government initiative in which the Office is involved. These indicators have been identified to appropriately recognise the allocation of resources to major activities designed to achieve E-Government objectives. As this is a new initiative, no comparative data is available for prior periods.

Since the Office of E-Government only commenced operation on 3 February 2003, the efficiency indicators do not represent full year costs. The costs reported for this indicator include executive and corporate services provided by the Department.

KEY EFFICIENCY INDICATOR	99/00 (\$)	00/01 (\$)	01/02 (\$)	02/03 (\$)
Average cost per Department that adopts and implements policies, standards and guidelines ^(a)	N/A	N/A	N/A	31,624 ^(b)
Average cost per significant e-government initiative in which the Office is involved ^(a)	N/A	N/A	N/A	126,188 ^(b)

(a) *Functions comprising the Office of E-Government were transferred from the former Department of Industry and Technology (DoIT) to the Department on 3 February 2003. As these functions were located in different branch of DoIT, no comparative data for prior periods is available.*

(b) *The average costs reported apply to the period 3 February 2003 – 30 June 2003 only, and may therefore be inconsistent with full-year values.*

**CERTIFICATION
OF FINANCIAL STATEMENTS**

The accompanying financial statements of the Department of the Premier and Cabinet have been prepared in compliance with the provisions of the *Financial Administration and Audit Act 1985* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2003 and the financial position as at 30 June 2003.

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.



M C WAUCHOPE
ACCOUNTABLE OFFICER



G McAULLAY
PRINCIPAL ACCOUNTING OFFICER

15 August 2003



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

DEPARTMENT OF THE PREMIER AND CABINET
FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2003

Audit Opinion

In my opinion,

- (i) the controls exercised by the Department of the Premier and Cabinet provide reasonable assurance that the receipt and expenditure of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (ii) the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer's Instructions, the financial position of the Department at June 30, 2003 and its financial performance and cash flows for the year ended on that date.

Scope

The Director General's Role

The Director General is responsible for keeping proper accounts and maintaining adequate systems of internal control, preparing the financial statements, and complying with the Financial Administration and Audit Act 1985 (the Act) and other relevant written law.

The financial statements consist of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Output Schedule of Expenses and Revenues, Summary of Consolidated Fund Appropriations and Revenue Estimates, and the Notes to the Financial Statements.

Summary of my Role

As required by the Act, I have independently audited the accounts and financial statements to express an opinion on the controls and financial statements. This was done by looking at a sample of the evidence.

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

Handwritten signature of D D R Pearson in black ink.

D D R PEARSON
AUDITOR GENERAL
October 15, 2003

DEPARTMENT OF THE PREMIER AND CABINET
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 30 June 2003

	Note	2002/03 (\$'000)	2001/02 (\$'000)
COST OF SERVICES			
Expenses from ordinary activities			
Employee expenses	4	48,395	43,705
Administration expenses	5	37,975	26,571
Depreciation	6	2,458	2,582
Accommodation expenses	7	10,210	10,203
Grants and subsidies	8	25,446	2,795
Capital user charge	9	2,092	1,022
Other expenses from ordinary activities	10	18	37
Loss on foreign exchange		44	67
Total cost of services		<u>126,638</u>	<u>86,982</u>
Revenues from ordinary activities			
<i>Revenue from operating activities</i>			
Regulatory fines		11,207	-
User charges and fees	11	8,708	5,631
Revenue from sales		3,149	3,096
Interest revenue		363	-
<i>Revenue from non-operating activities</i>			
Proceeds from disposal of non-current assets		24	17
Total revenues from ordinary activities		<u>23,451</u>	<u>8,744</u>
NET COST OF SERVICES		<u>103,187</u>	<u>78,238</u>
REVENUES FROM STATE GOVERNMENT			
Output appropriations		95,402	81,933
Resources received free of charge		1,112	1,350
Assets assumed/(transferred)		-	137
Liabilities assumed by the Treasurer		640	1,099
Total revenues from State Government	12	<u>97,154</u>	<u>84,519</u>
Change in net assets before restructuring		(6,033)	6,281
Net revenues/expenses from restructuring	13	-	489
CHANGE IN NET ASSETS AFTER RESTRUCTURING		<u>(6,033)</u>	<u>6,770</u>

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

DEPARTMENT OF THE PREMIER AND CABINET
STATEMENT OF FINANCIAL POSITION
as at 30 June 2003

	Note	2002/03 (\$'000)	2001/02 (\$'000)
Current Assets			
Cash assets	14	20,398	11,656
Restricted cash assets	15	5,139	2,319
Inventories	16	205	201
Other assets	17	3,134	1,217
Receivables	18	1,569	1,572
Amounts receivable for outputs	19	1,729	1,360
Total Current Assets		<u>32,174</u>	<u>18,325</u>
Non-Current Assets			
Restricted cash assets	15	1,361	1,065
Amounts receivable for outputs	19	8,078	3,638
Property, plant and equipment and vehicles	20	6,012	5,617
Total Non-Current Assets		<u>15,451</u>	<u>10,320</u>
TOTAL ASSETS		<u><u>47,625</u></u>	<u><u>28,645</u></u>
Current Liabilities			
Payables	21	4,581	2,673
Other liabilities	22	1,070	759
Provisions	23	7,500	6,250
Total Current Liabilities		<u>13,151</u>	<u>9,682</u>
Non-Current Liabilities			
Provisions	23	3,352	1,841
Total Non-Current Liabilities		<u>3,352</u>	<u>1,841</u>
Total Liabilities		<u>16,503</u>	<u>11,523</u>
Equity			
Contributed equity	24	22,327	2,294
Accumulated surplus/(deficiency)		7,927	13,960
Reserves		868	868
Total Equity		<u>31,122</u>	<u>17,122</u>
TOTAL LIABILITIES AND EQUITY		47,625	28,645

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

ANNUAL REPORT – 2002/2003

DEPARTMENT OF THE PREMIER AND CABINET STATEMENT OF CASH FLOWS for year ended 30 June 2003

	Note	2002/03 (\$'000) Inflows (Outflows)	2001/02 (\$'000) Inflows (Outflows)
CASH FLOWS FROM STATE GOVERNMENT			
Output appropriations		90,215	76,935
Capital contributions		-	2,294
Holding account drawdowns		1,360	-
Net cash provided by State Government		91,575	79,229
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee costs		(45,593)	(40,532)
Administration		(38,005)	(24,416)
Grants and subsidies		(24,646)	(2,795)
Accommodation expenses		(11,018)	(10,219)
Capital user charge		(139)	(1,022)
Other payment			(36)
GST payments on purchases		(6,375)	(3,917)
Receipts			
Regulatory fines		11,207	-
User charges and fees		8,752	5,765
Revenue from sales		3,236	3,139
Interest received		363	-
GST receipts on sales		658	752
GST receipts from taxation authority		5,500	2,841
Net cash provided by/(used in) operating activities	25	(96,060)	(70,440)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(2,580)	(3,617)
Proceeds from the sale of non-current physical assets		19	16
Net cash provided by/(used in) investing activities		(2,561)	(3,601)
CASH FLOWS FROM FINANCING ACTIVITIES			
Other repayments		(1)	(18)
Net cash provided by/(used in) financing activities		(1)	(18)
Net increase/(decrease) in cash held		(7,047)	5,170
Cash assets at beginning of the financial year		15,040	9,224
Cash assets transferred from other sources		18,949	713
Effects of exchange rate changes on cash balances held in foreign currency		(44)	(67)
CASH ASSETS AT THE END OF THE FINANCIAL YEAR	25(a)	26,898	15,040

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

ANNUAL REPORT – 2002/2003

DEPARTMENT OF THE PREMIER AND CABINET Summary of Consolidated Fund Appropriations and Revenue Estimates for the year ended 30 June 2003

	2002/03			2002/03	2001/02	VARIANCE \$'000
	ESTIMATE	ACTUAL	VARIANCE	ACTUAL	ACTUAL	
	\$'000	\$'000	\$'000	\$'000	\$'000	
PURCHASE OF OUTPUTS						
Item 5 - Net amount appropriated to purchase outputs	101,781	91,025	(10,756)	91,025	79,031	11,994
Section 25 Transfer - recurrent services	-	3,828	3,828	3,828	2,402	1,426
Amount Authorised by Other Statutes						
Salaries and Allowances Act 1975	500	549	49	549	500	49
Total appropriations provided to purchase outputs	102,281	95,402	6,879	95,402	81,933	13,469
CAPITAL						
Capital Contribution	-	-	-	-	2,294	(2,294)
ADMINISTERED						
Administered grants and transfer payments	5,000	-	(5,000)	-	3,250	(3,250)
GRAND TOTAL OF APPROPRIATIONS	107,281	95,402	(11,879)	95,402	87,477	7,925
Details Of Expenses by Outputs						
Support for the Premier as Head of Government	9,889	10,643	754	10,643	10,279	364
Management of matters of State	47,644	53,038	5,394	53,038	53,521	(483)
Management of policy	10,368	8,012	(2,356)	8,012	7,416	596
Support for the Premier as Minister for Public Sector management	6,923	7,393	470	7,393	5,887	1,506
Parliamentary, statutory and legislative publishing services	3,006	2,976	(30)	2,976	3,560	(584)
Constitutional Centre	974	1,167	193	1,167	1,073	94
Multicultural Interests	2,775	2,746	(29)	2,746	2,474	272
Native Title	6,455	6,048	(407)	6,048	2,772	3,276
Science and Innovation	28,904	12,278	(16,626)	12,278	-	12,278
Road Safety	-	20,316	20,316	20,316	-	20,316
E-Government	-	2,021	2,021	2,021	-	2,021
Total Cost of Outputs	116,938	126,638	9,700	126,638	86,982	39,656
Less Retained Revenue	(4,725)	(23,451)	(18,726)	(23,451)	(8,744)	(14,707)
Net Cost of Outputs	112,213	103,187	(9,026)	103,187	78,238	24,949
Adjustment for movement in cash balances and other accrual items	(9,932)	(7,785)	2,147	(7,785)	3,695	(11,480)
Total appropriations provided to purchase outputs	102,281	95,402	(6,879)	95,402	81,933	13,469
Capital Expenditure						
Purchase of non-current physical assets	2,280	2,607	327	2,607	4,116	(1,509)
Adjustment for other funding sources	(1,360)	(2,607)	(1,247)	(2,607)	(1,822)	(785)
Capital Contribution (appropriation)	920	-	(920)	-	2,294	(2,294)

The Summary of Consolidated Fund Appropriations and Revenue Estimates should be read in conjunction with the accompanying notes.

Explanations of variations between the current year estimates and actual results, and the actual results compared with the immediately preceding year are set out in note 30.

ANNUAL REPORT – 2002/2003

DEPARTMENT OF THE PREMIER AND CABINET Output Schedule of Expenses and Revenues for the year ended 30 June 2003

	Support for the Premier	Mgmt Matters of State	Mgmt of Policy	Public Sector Mgmt	Publishing Services	Constitutional Centre	Multicultural Interests	Native Title	Road Safety	Science and Innovation	E-Government	Total
COST OF SERVICES	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)	2002/03 (\$'000)
Expenses from ordinary activities												
Employees Expenses	5,944	26,875	4,082	3,618	1,524	425	1,620	786	1,523	879	1,119	48,395
Administration expenses	3,008	16,953	1,230	2,569	960	386	498	1,981	9,353	239	798	37,975
Grants and subsidies	-	672	1,584	325	-	117	376	2,662	9,390	10,320	-	25,446
Accommodation expenses	1,251	6,665	714	619	194	119	159	198	23	188	80	10,210
Depreciation expense	224	1,498	124	109	250	112	53	38	22	15	13	2,458
Capital user charge	171	372	275	153	46	4	40	378	5	637	11	2,092
Loss on foreign exchange	44	-	-	-	-	-	-	-	-	-	-	44
Other expenses from ordinary activities	1	3	3	-	2	4	-	5	-	-	-	18
Total cost of services	10,643	53,038	8,012	7,393	2,976	1,167	2,746	6,048	20,316	12,278	2,021	126,638
Revenues from ordinary activities												
Regulatory fines	-	-	-	-	-	-	-	-	11,207	-	-	11,207
User charges and fees	841	1,393	728	1,534	9	78	22	1,646	1,817	21	621	8,710
Revenue from sales	-	-	-	-	3,147	-	-	-	-	-	-	3,147
Interest revenue	-	-	1	-	-	-	-	-	362	-	-	363
Proceeds from disposal of non-current assets	-	17	1	-	-	-	-	6	-	-	-	24
Total revenues from ordinary activities	841	1,410	730	1,534	3,156	78	22	1,652	13,386	21	621	23,451
NET COST OF SERVICES	9,802	51,628	7,282	5,859	(180)	1,089	2,724	4,396	6,930	12,257	1,400	103,187
REVENUES FROM STATE GOVERNMENT												
Output appropriations	10,034	53,641	7,447	6,081	88	1,024	2,757	5,650	2,050	4,585	2,045	95,402
Resources received free of charge	69	403	43	50	25	6	18	466	17	11	4	1,112
Liabilities assumed by the Treasurer	61	371	40	46	63	6	7	13	16	10	7	640
Total revenues from State Government	10,164	54,415	7,530	6,177	176	1,036	2,782	6,129	2,083	4,606	2,056	97,154
CHANGE IN NET ASSETS AFTER RESTRUCTURING	362	2,787	248	318	356	(53)	58	1,733	(4,847)	(7,651)	656	(6,033)

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.

ANNUAL REPORT – 2002/2003

NOTE 3 - Cont.

DEPARTMENT OF THE PREMIER AND CABINET Output Schedule of Expenses and Revenues for the year ended 30 June 2003

	Support for the Premier	Mgmt Matters of State	Mgmt of Policy	Public Sector Mgmt	Publishing Services	Constitutional Centre	Multicultural Interests	Native Title	Total
	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)	2001/02 (\$'000)
COST OF SERVICES									
Expenses from ordinary activities									
Employees Expenses	5,413	25,783	3,970	3,476	2,149	360	1,142	1,412	43,705
Administration expenses	2,987	17,959	1,194	1,310	882	442	611	1,186	26,571
Grants and subsidies	24	445	1,448	317	2	51	507	1	2,795
Accommodation expenses	1,275	7,131	619	572	222	115	138	131	10,203
Depreciation expense	380	1,573	99	117	253	95	41	24	2,582
Capital user charge	103	623	85	95	52	11	35	18	1,022
Loss on foreign exchange	67	-	-	-	-	-	-	-	67
Other expenses from ordinary activities	30	6	1	-	-	-	-	-	37
Total cost of services	10,279	53,520	7,416	5,887	3,560	1,074	2,474	2,772	86,982
Revenues from ordinary activities									
User charges and fees	324	3,316	549	1,291	15	50	80	6	5,631
Revenue from sales	-	-	-	-	3,096	-	-	-	3,096
Proceeds from disposal of non-current assets	7	6	3	1	-	-	-	-	17
Total revenues from ordinary activities	331	3,322	552	1,292	3,111	50	80	6	8,744
NET COST OF SERVICES	9,948	50,198	6,864	4,595	449	1,024	2,394	2,766	78,238
REVENUES FROM STATE GOVERNMENT									
Output appropriations	10,413	49,776	7,837	6,193	197	1,004	2,474	4,039	81,933
Resources received free of charge	74	441	56	55	30	6	23	665	1,350
Assets assumed/(transferred)	1	134	1	1	-	-	-	-	137
Liabilities assumed by the Treasurer	32	267	30	30	726	3	5	6	1,099
Total revenues from State Government	10,520	50,618	7,924	6,279	953	1,013	2,502	4,710	84,519
Change in net assets before restructuring	572	420	1,060	1,684	504	(11)	108	1,944	6,281
Net revenues/(expenses) from restructuring	-	-	432	-	-	-	57	-	489
CHANGE IN NET ASSETS AFTER RESTRUCTURING	572	420	1,492	1,684	504	(11)	165	1,944	6,770

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.

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

for the year ended 30 June 2003

1 Departmental mission and funding

The Department's mission is to ensure the Premier's requirements and those of Cabinet are met.

The Department is predominantly funded by Parliamentary appropriations. In addition, the Treasurer approved a number of arrangements whereby the Department could recoup from various sources and retain those funds under Net Appropriation agreements. The financial statements encompass all Funds through which the Department controls resources to carry on its functions.

In the process of reporting on the Department as a single entity, all intra-entity transactions and balances have been eliminated.

2 Significant accounting policies

The following accounting policies have been adopted in the preparation of the financial statements. Unless otherwise stated these policies are consistent with those adopted in the previous year.

General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards and Urgent Issues Group (UIG) Consensus Views as applied by the Treasurer's Instructions. Several of these are modified by Treasurer's Instructions to vary the application, disclosure, format and wording. The *Financial Administration and Audit Act* and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and UIG Consensus Views. The modifications are intended to fulfil the requirements of general application to the public sector, together with the need for greater disclosure and also to satisfy accountability requirements.

If any such modification has a material or significant financial effect upon the reported results, details of that modification and where practicable, the resulting financial effect, are disclosed in individual notes to these financial statements.

Basis of Accounting

The financial statements have been prepared in accordance with Accounting Standard AAS 29.

The statements have been prepared on the accrual basis of accounting using the historical cost convention, with the exception that certain non-current physical assets have been introduced at the written down cost as at 30 June 1998. Additions to non-current physical assets since valuation are stated at cost.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

Administered assets, liabilities, expenses and revenues are not integral to the Department in carrying out its functions and are disclosed in the notes to the financial statements, forming part of the general purpose financial report of the Department. The administered items are disclosed on the same basis as is described above for the financial statements of the Department. The administered assets, liabilities, expenses and revenues are those which the Government requires the Department to administer on its behalf. The assets do not render any service potential or future economic benefits to the Department, the liabilities do not require the future sacrifice of service potential or future economic benefits of the Department, and the expenses and revenues are not attributable to the Department.

As the administered assets, liabilities, expenses and revenues are not recognised in the principal financial statements of the Department, the disclosure requirements of Accounting Standard AAS 33, Presentation and Disclosure of Financial Instruments, are not applied to administered transactions.

(a) Output Appropriations

Output Appropriations are recognised as revenues in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department's bank account or credited to the holding account held at the Department of Treasury and Finance.

(b) Contributed Equity

Under UIG 38 "Contributions by Owners Made to Wholly-Owned Public Sector Entities" transfers in the nature of equity contributions must be designated by the Government (owners) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements. Capital contributions (appropriations) have been designated as contributions by owners and have been credited directly to Contributed Equity in the Statement of Financial Position.

(c) Net Appropriation Determination

Pursuant to section 23A of the Financial Administration and Audit Act, the net appropriation determination by the Treasurer provides for retention of the following moneys received by the Department:

- * Proceeds from fees and charges;
- * Proceeds from training courses provided;
- * one-off revenues from the sale of property other than real property; and
- * other departmental revenue.

In accordance with the the determination, the Department retained \$23.451 million in 2002/03 (\$8.744 million in 2001/02).

Retained revenues are only applied to the outputs specified in the 2002/03 Budget Statements.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

(d) Grants and Other Contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the Department obtains control over the assets comprising the contributions. Control is normally obtained upon their receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

(e) Revenue Recognition

Revenue from the sale of goods and disposal of other assets and the rendering of services, is recognised when the Department has passed control of the goods or other assets or delivery of the service to the customer.

(f) Acquisitions of assets

The cost method of accounting is used for all acquisitions of assets. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

(g) Depreciation of non-current assets

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Depreciation is calculated on the straight line basis, using rates which are reviewed annually. Expected useful lives for each class of depreciable asset are:

Furniture and fittings	10 years
Plant and equipment	5 years
Computer hardware/software	3 years
Office Establishment	4 years

(h) Leases

The Department has entered into a number of operating lease arrangements for the rent of the office building, office equipment and motor vehicles where the lessors effectively retain all of the risks and benefits incident to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Statement of Financial Performance over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(i) Cash

For the purpose of the Statement of Cash Flows, cash includes cash assets and restricted cash assets.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

(j) Accrued Salaries

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

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

(k) Inventories

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

(l) Receivables

Receivables are recognised at the amounts receivable as they are due for settlement no more than 30 days from the date of recognition.

Collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off.

(m) Payables

Payables, including accruals not yet billed, are recognised when the Department becomes obliged to make future payments as a result of a purchase of assets or services. Payables are generally settled within 30 days.

(n) Employee benefits

Annual leave

This entitlement is recognised at the reporting date in respect to employees' services up to that date and is measured at the nominal amounts expected to be paid when the liabilities are settled.

Long service leave

Short hand method

Leave entitlements are calculated at current remuneration rates. A liability for long service leave is recognised after an employee has completed three years of service. This method of assessment of the liability is consistent with requirements of the the Australian Accounting Standard AAS 30 'Accounting for Employee Entitlements'.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

The Australian Accounting Standard AAS 30 'Accounting for Employee Entitlements' requires an actuarial assessment of long service leave to be conducted every three years or more frequently as required to derive a fair and reasonable valuation of non-current employee entitlements. Accordingly, the Department was required to effect an actuarial assessment for the year ending 30 June 2002.

However, the implementation of the new Public Sector General Agreement effective 22 March 2002, has resulted in significant rule variations from the previous workplace agreements. Leave conversion has been significant and was not completed by 30 June 2002.

It was considered more appropriate to reschedule the actuarial assessment to year 2002/03.

Superannuation

Staff may contribute to the Pension Scheme, a defined benefits pension scheme now closed to new members, or to the Gold State Superannuation Scheme, a defined benefit lump sum scheme now also closed to new members. All staff who do not contribute to either of these schemes become non-contributory members of the West State Superannuation Scheme, an accumulation fund complying with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. All of these schemes are administered by the Government Employees Superannuation Board (GESB).

The superannuation expense comprises the following elements:

- (i) change in the unfunded employer's liability in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme; and
- (ii) employer contributions paid to the Gold State Superannuation Scheme and the West State Superannuation Scheme.

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

A revenue "Liabilities assumed by the Treasurer" equivalent to (i) is recognised under Revenues from State Government in the Statement of Financial Performance as the unfunded liability is assumed by the Treasurer. The GESB makes the benefit payments and is recouped by the Treasurer.

The Department is funded for employer contributions in respect of the Gold State Superannuation Scheme and the West State Superannuation Scheme. These contributions were paid to the GESB during the year. The GESB subsequently paid the employer contributions in respect of the Gold State Superannuation Scheme to the Consolidated Fund.

Employee benefit on-costs

Employee benefit on-costs are recognised and included in employee benefit liabilities and costs when the employee benefits to which they relate are recognised as liabilities and expenses.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

(o) Resources Received Free of Charge

Resources received free of charge which can be reliably measured are recognised as revenues and as assets or expenses as appropriate at fair value.

(p) Foreign Currency Translation

The Department has offices in North Asia, Europe and the Middle East. Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Foreign currency receivables and payables at reporting date are translated at exchange rates current at reporting date. Exchange gains and losses are brought to account in determining the result for the year.

This translation is consistent with the requirements of Australian Accounting Standard AASB1012 'Foreign Currency Translation' under the Temporal Method.

(q) Comparative Figures

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

(r) Rounding of amounts

Amounts in the financial statements have been rounded to the nearest thousand dollars.

3 Outputs of the Department

Information about the Department's outputs and, the expenses and revenues which are reliably attributable to those outputs is set out in the Output Schedule. The eleven key outputs of the Department are:

Output 1 - Support for the Premier as Head of Government

The Department provides administrative support and advice responsive to the Premier's requirements as Head of Government. The output also includes the promotion of Western Australian interest's overseas and communicating Government policies and activities.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

Output 2 - Management of matters of State

The Department provides a range of services on behalf of the Premier including support for the functions of Executive Government; administration of entitlements for Members of Parliament; support for Ministerial Offices and the Leaders of the Opposition Parties; developing whole of government positions on treaties, defence, federal reform and other matters raised through the Council of Australian Governments; managing and coordinating Western Australian Government input to federal negotiations; and coordinating delivery of government services provided to the Indian Ocean Territories on behalf of the Commonwealth Government. This output also includes the corporate services function provided to the Anti-Corruption Commission; Governor's Establishment; the Office of the Public Sector Standards Commissioner; the Parliamentary Commissioner for Administrative Investigations; and the Department of Treasury and Finance.

Output 3 - Management of Policy

The Department provides advice to and co-ordination for the Premier and Cabinet on key policy matters to ensure an effective government-wide perspective in the areas of citizens and civic matters; crime prevention; economic policy; environmental policy; regional policy; social policy; and sustainability.

The output also provides support to Cabinet Standing Committees. The Cabinet Standing Committees have endorsed terms of reference which include overseeing Cabinet decision-making and advising Cabinet on the impact of Government policies and decisions on Western Australian communities. The Standing Committees' key priorities include developing policies which include social and environmental, as well as regional objectives.

Output 4 - Support for the Premier as Minister for Public Sector Management

The Department provides advice, assistance and support to the Minister for Public Sector Management and the public sector on a range of public sector management matters, particularly functions under the Public Sector Management Act, including as the employer of Chief Executive Officers and manager of the Senior Executive Service; quality human resource management and change, including redeployment and recruitment programs and management and workforce development; whole-of-government reporting on public sector workforce demographics, trends and management issues; and support for organisational restructuring and promotion of whole of government management improvement strategies and special projects.

Output 5 - Parliamentary, statutory and legislative publishing services

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

Output 6 - Constitutional Centre

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

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

Output 7 - Multicultural Interests

The output assists in delivering Government's commitments set out in the Western Australian Charter of Multiculturalism by promoting the ideals of multiculturalism to public sector agencies and the community; and developing and influencing policies that reflect the principles of multiculturalism.

Output 8 - Native Title policy development, implementation and negotiation

This output implements Government's Native Title objectives through, resolution of Native Title applications; minimising the State's exposure to compensation liability for invalid future acts and/or compensation for the extinguishment or impairment of native title; resolution of native title compensation applications wherever possible by agreement; developing and implementing policies, procedures and practices across Government that ensure the future act regime is administered efficiently and consistently; and negotiation and involvement in the implementation of project agreements.

Output 9 - Science and Innovation promotion and support

The output coordinates implementation of Government's InnovateWA policy and strategy by undertaking science policy development and providing support to the Premier's Science Council; identifying and promoting science and innovation opportunities; supporting the development of Western Australian research capability and infrastructure; administering research scholarships and fellowships; and promoting science and innovation in schools and through the Scitech Discovery Centre.

Output 10 - Support for the implementation of the State's road safety initiatives

This output provides support to the Road Safety Council to undertake implementation, monitoring and evaluation of the State's road safety initiatives.

Output 11 - E-government policy and coordination

This output's role is to develop an e-government strategy for the public sector; develop a policy framework, standards and guidelines that are consistent with national and international best practice; coordinate and facilitate cross sector implementation of the strategy and policy framework; initiate, lead and coordinate strategic e-government projects; and encourage a better understanding of e-government and promote its benefits to the public sector, business and the community.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
4 Employee expenses		
Salaries	41,670	38,395
Superannuation	4,068	3,990
Change in annual and long service leave entitlements	2,657	1,320
	<u>48,395</u>	<u>43,705</u>
5 Administration expenses		
Professional Services	7,945	7,060
Consultants	2,649	1,955
Travel	5,043	4,717
Other Staff costs	1,947	1,692
Communications	2,308	2,042
Consumables	2,893	2,797
Other Administration costs	15,190	6,308
Total expense for the year	<u>37,975</u>	<u>26,571</u>
6 Depreciation		
Furniture and Fittings	52	129
Plant and equipment	669	743
Computer hardware and software	1,151	993
Office Establishment	586	717
	<u>2,458</u>	<u>2,582</u>
7 Accommodation expenses		
Lease rentals and outgoings	<u>10,210</u>	<u>10,203</u>
8 Grants and Subsidies		
Subsidies and Community Grants	2,974	1,329
Government Agency Grants	8,435	396
External Grants	14,037	1,070
	<u>25,446</u>	<u>2,795</u>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
9 Capital User Charge		
A capital user charge rate of 8% has been set by the Government and represents the opportunity cost of capital invested in the net assets of the Department used in the provision of outputs. The charge is calculated on the net assets adjusted to take account of exempt assets. Payments are made to the Department of Treasury and Finance on a quarterly basis.	<u>2,092</u>	<u>1,022</u>
10 Other expenses from ordinary activities		
Carrying amount of non-current assets disposed of	18	37
<u>Net gain/(loss) on disposal of non-current assets</u>		
<u>Gain on Disposal of Non-Current Assets</u>		
Plant and equipment	7	-
Computer hardware	-	3
<u>Loss on Disposal of Non-Current Assets</u>		
Plant and equipment	-	(23)
Computer hardware	(1)	-
Net gain/(loss)	<u>6</u>	<u>(20)</u>
11 User charges and fees		
Contributions by senior officers to the Government		
Vehicle Scheme	129	105
Provision of Services	1,413	1,158
Recoups	779	3,382
Other Revenue	6,387	986
	<u>8,708</u>	<u>5,631</u>
12 Revenues from Government		
Appropriation revenue received during the year:		
Output Appropriations	95,402	81,933
Output appropriations are accrual amounts reflecting the full cost of outputs delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.		

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
The following liabilities have been assumed by the Treasurer during the financial year:		
Superannuation	640	1,099
The assumption of the superannuation liability by the Treasurer is only a notional revenue to offset the notional superannuation expense reported in respect of current employees who are members of the pension scheme and current employees who have a transfer benefit entitlement under the Gold State scheme.		
The following assets have been assumed from/(transferred to) other state government agencies during the financial year:		
<u>Royal Commission and Special Inquiry</u>		
A number of assets were given to the Department at the completion of the following Inquiry and Royal Commission during the year:		
King Edward Memorial Inquiry - Department of Health Royal	-	11
Commission into Finance Broking Industry - Administered	-	126
Total Assets assumed from/(transferred to)	<hr/> -	<hr/> 137
Resources received free of charge		
Determined on the basis of the following estimates provided by agencies:		
Office of the Auditor General		
- audit services	89	64
Department of Education and Training		
- staff secondment	113	-
Department of Land Administration		
- title searches and land information	463	677
Department of Housing and Works		
- Commercial Property	166	124
Department of Justice		
- legal services	281	485
	<hr/> 1,112	<hr/> 1,350
	<hr/> 97,154	<hr/> 84,519

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
13 Net revenues/(expenses) from restructuring		
<u>Office of Citizenship and Multicultural Interests</u>		
Effective from 1 July 2001, functions of the former Office of Citizenship and Multicultural Interests (OCMI) were transferred to the Department. The assets and liabilities assumed were:		
<u>Assets transferred to the Department</u>		
Cash assets	-	191
Restricted Cash assets	-	25
Receivables	-	26
Other assets	-	23
Property, plants, equipment and vehicles	-	46
<u>Liabilities transferred to the Department</u>		
Payables	-	(1)
Other liabilities	-	(53)
Provisions for leave entitlements	-	(200)
	-	57
<u>WA Police Service</u>		
As from 1 October 2001 the establishment of the Office of Crime Prevention resulted in the amalgamation of functions from a number of agencies. The cash amount assumed by the Department was:		432
	-	432
	-	489

From 1 July 2002 transfers arising from restructures are to be treated as Contributions by Owners and reflected in the Statement of Financial Position.

14 Cash Assets

Operating Trust Account at Treasury	19,770	10,685
Cash on hand	132	132
Cash at bank - Tokyo representative office	196	159
- Dubai representative office	33	-
- London representative office	267	680
	20,398	11,656

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
15 Restricted Cash assets		
<u>Current Assets</u>		
Operating Trust Account at Treasury	2,269	2,247
Capital contributions		
Westfield Premier's Education Scholarship	25	72
Youth Offenders Program	105	-
Road Trauma Trust Fund	2,740	-
	<hr/>	<hr/>
	5,139	2,319
<u>Non Current Assets</u>		
Accrued salaries suspense account	1,361	1,065
Amount held in suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.		
	<hr/>	<hr/>
	6,500	3,384
16 Inventories		
Stationery stores and material	32	22
Saleable publications	173	179
	<hr/>	<hr/>
	205	201
17 Other Assets		
Prepayments	<hr/>	<hr/>
	3,134	1,217
18 Receivables		
Accounts receivable	539	740
GST receivable	1,030	832
	<hr/>	<hr/>
	1,569	1,572
19 Amounts receivable for outputs		
Current	1,729	1,360
Non-current	8,078	3,638
	<hr/>	<hr/>
	9,807	4,998

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
20 Property, plant and equipment and vehicles		
Furniture and Fittings		
At cost	665	590
Accumulated depreciation	<u>(278)</u>	<u>(226)</u>
	<u>387</u>	<u>364</u>
Plant and Equipment		
At cost	4,511	4,242
Accumulated depreciation	<u>(2,789)</u>	<u>(2,487)</u>
	<u>1,722</u>	<u>1,755</u>
Computer hardware		
At cost	6,327	5,978
Accumulated depreciation	<u>(4,610)</u>	<u>(4,257)</u>
	<u>1,717</u>	<u>1,721</u>
Computer Software		
At cost	811	478
Accumulated depreciation	<u>(486)</u>	<u>(351)</u>
	<u>325</u>	<u>127</u>
Office Establishment		
At cost	6,366	5,569
Accumulated depreciation	<u>(4,505)</u>	<u>(3,919)</u>
	<u>1,861</u>	<u>1,650</u>
Total		
At valuation	-	-
At cost	18,680	16,857
Accumulated depreciation	<u>(12,668)</u>	<u>(11,240)</u>
	<u>6,012</u>	<u>5,617</u>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

20 Property, plant and equipment - (con't)

Reconciliations

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

	Furniture and Fittings \$'000	Plant and Equipment \$'000	Computer Hardware \$'000	Computer Software \$'000	Office Establishment \$'000	Total \$'000
2002/03						
Carrying amount at start of year	364	1,755	1,721	127	1,650	5,617
Additions	75	647	1,019	333	797	2,871
Disposals	-	11	7	-	-	18
Depreciation	52	669	1,016	135	586	2,458
Carrying amount at end of year	387	1,722	1,717	325	1,861	6,012

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
21 Payables		
Accounts payable	2,628	2,673
Capital User Charge	1,953	-
	<hr/>	<hr/>
	4,581	2,673
	<hr/>	<hr/>
 22 Other Liabilities		
Accrued Salaries	1,052	741
Departmental Advance	18	18
	<hr/>	<hr/>
	1,070	759
	<hr/>	<hr/>
 23 Provisions		
Current liabilities		
Liability for annual leave	3,881	2,864
Liability for long service leave	2,872	2,774
48/52 leave arrangements	4	-
Other	743	612
	<hr/>	<hr/>
	7,500	6,250
	<hr/>	<hr/>
Non-current liabilities		
Liability for long service leave	3,025	1,675
Deferred Salary Scheme	7	-
Other	320	166
	<hr/>	<hr/>
	3,352	1,841
	<hr/>	<hr/>
 <u>Employee Benefit Liabilities</u>		
The aggregate employee benefit liability recognised and included in the financial statements is as follows:		
Provision for employee benefits:		
Current	7,500	6,250
Non-current	3,352	1,841
	<hr/>	<hr/>
	10,852	8,091
	<hr/>	<hr/>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
24 Equity		
Equity represents the residual interest in the net assets of the Department.		
The Government holds the equity interest in the Department on behalf of the community. The Asset Revaluation Reserve represents that portion of equity resulting from the revaluation of non-current assets.		
Contributed equity		
Opening Balance	2,294	2,294
Capital contributions	-	-
Contributions by owners		
Department of Planning and Infrastructure for the Road Trauma Trust Fund	7,464	-
Transfer from the former Department of Industry and Technology for:		
- Office of Science and Innovation	11,120	-
- Office of E-Government	1,449	-
Closing Balance	<u>22,327</u>	<u>2,294</u>
Capital Contributions have been designated as contributions by owners and are credited directly to equity in the Statement of Financial Position.		
Accumulated surplus/(deficiency)		
Opening Balance	13,960	7,190
Change in net assets after restructuring	(6,033)	6,770
Closing Balance	<u>7,927</u>	<u>13,960</u>
Asset revaluation reserve		
Opening Balance	868	868
Revaluations during the year	-	-
Closing Balance	<u>868</u>	<u>868</u>
25 Notes to the Statement of Cash Flows		
(a) Reconciliation of cash		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash assets (refer to note 14)	20,398	11,656
Restricted cash assets (refer to note 15)	6,500	3,384
	<u>26,898</u>	<u>15,040</u>

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
25 Notes to the Statement of Cash Flows - (con't)		
(b) Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities		
Net cost of services	(103,187)	(78,238)
Non-cash items:		
Depreciation and amortisation	2,458	2,582
Superannuation	640	1,099
Resources received free of charge	1,112	1,350
(Profit)/Loss on disposal of assets	(6)	20
(Profit)/Loss on Foreign Exchange	44	67
(Increase)/decrease in prepayments	(1,908)	860
(Increase)/decrease in accounts receivable	206	176
(Increase)/decrease in Inventories	(4)	4
Increase/(decrease) in accrued salaries	307	9
Increase/(decrease) in liability for employee entitlements	2,657	1,302
Increase/(decrease) in accounts payable	1,819	653
Net GST receipts/(payments)	(198)	(324)
Net cash provided by/(used in) operating activities	<u>(96,060)</u>	<u>(70,440)</u>

26 Resources provided free of charge

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

Department of Treasury and Finance		
- Corporate services	263	321
Office of the Public Sector Standards Commissioner		
- Corporate Services	97	86
Anti-Corruption Commission		
- Corporate Services	97	134
Parliamentary Commissioner for Administrative Investigations		
- Corporate services	75	92
Governor's Establishment		
- Corporate Services	72	70
Salaries and Allowances Tribunal		
- Corporate Services	12	9
Healthway		
- Corporate Services	4	8
	<u>620</u>	<u>720</u>

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

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
27 Commitments for expenditure		
(a) Non-cancellable operating lease commitments		
Within 1 year	5,845	5,632
Later than 1 year and not later than 5 years	12,045	14,082
Later than 5 years	252	262
	<u>18,142</u>	<u>19,976</u>
 Payments for motor vehicles as part of the "whole of Government" arrangement for the year is:		
Estimated for:		
not later than one year	630	578
later than one year but not later than two years	402	175
	<u>1,032</u>	<u>753</u>
 (b) Payment for office accommodation leases occupied by the Department.	 <u>10,210</u>	 <u>10,203</u>
 Estimated for:		
Payable not later than one year	5,215	5,054
Payable later than one year and not later than two years	5,136	4,551
Payable later than two years and not later than five years	6,507	9,356
Payable later than 5 years	252	262
	<u>17,110</u>	<u>19,223</u>

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000

28 Remuneration of Senior Officers

Remuneration

The number of senior officers, whose total of fees, salaries, superannuation and other benefits for the financial year, fall within the following bands are:

\$	2002/03	2001/02
20,001 - 30,000	-	1
30,001 - 40,000	-	1
40,001 - 50,000	1	-
90,001 - 100,000	1	-
100,001 - 110,000	1	2
110,001 - 120,000	3	-
130,001 - 140,000	1	3
140,001 - 150,000	2	-
150,001 - 160,000	-	1
160,001 - 170,000	-	1
180,001 - 190,000	1	-
210,001 - 220,000	1	-
230,001 - 240,000	-	1
250,001 - 260,000	1	-

The total remuneration of senior officers is:	1,651	1,242
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The superannuation included here represents the superannuation expense incurred by the Department in respect of senior officers.

29 Contingent Liabilities

Native Title Claims

The Office of Native Title may from time to time be involved in the negotiation of agreements with native title holders and/or registered native title claimants over the doing of future acts or in respect of the validation of invalid future acts such as compulsory acquisitions in relation to land and the granting of mining tenements. These agreements may involve the payment of money to native title parties.

Also, in the future, there may be a need for compensation to be determined in respect of acts, which extinguish or impair native title, effected after 31 October 1975, either by the Federal Court, or by negotiations between native title holders and the State.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

30 Explanatory Statement

The Summary of Consolidated Fund Appropriations and Revenue Estimates discloses appropriations and other statutes expenditure estimates, the actual expenditures made and revenue estimates and payments into the Consolidated Fund. Appropriations are on an accrual basis.

The following explanations are provided in accordance with Treasurer's Instruction 945. Significant variations are considered to be those greater than 10% from the 2002/03 budget estimate.

(a) Significant variances between estimate and actual - Total appropriation to purchase outputs:

Recurrent

1 Management of matters of State - \$5,394,000 increase

The overspending relates to costs associated with the Functional Review Taskforce; the Functional Review Taskforce Implementation group; the Inquiry into Family Violence and Child Abuse; and increased costs for Parliamentary Electorate Offices.

2 Management of Policy - \$2,356,000 decrease

The reduced level of expenditure relates to an underspending of grants by the Office of Crime Prevention.

3 Constitutional Centre - \$193,000 increase

The overspending relates mainly to grants not paid during 2001/02, but carried over and paid in 2002/03.

4 Science and Innovation - \$16,626,000 decrease

The underspending relates to the Output's grants program. Of the total amount, \$15.618 million has been repositioned in the budget process into 2003/04.

5 Office of Road Safety - \$20,316,000 increase

This Output was transferred to the Department after the budget was delivered and as a result no budget was included in the Department. This function administers the Road Trauma Trust Fund which accounts for most of the expenditure.

6 E-Government - \$2,021,000 increase

This function was transferred to the Department following the abolition of the Department of Industry and Technology. A transfer of funds in accordance with section 25 of the Financial Administration and Audit Act was approved during the year.

7 Retained Revenue - \$18,726,000 increase

The increased revenue is mainly due to revenue from the Road Trauma Trust Fund.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

Capital

8 Capital Expenditure - \$327,000 increase

The increased level of expenditure relates to the fitout costs to accommodate new functions to the Department.

(b) Significant variances between actual and prior year actual - Total appropriation to purchase outputs:

**9 Support for the Premier as Minister for Public Sector Management
- \$1,506,000 increase**

The increased expenditure in 2002/03 reflects a significant payment for the government's copyright obligations which was carried forward from 2001/02.

**10 Parliamentary, statutory and legislative publishing services
- \$584,000 decrease**

There were a number of factors contributing to the higher expenditure in 2001/02, including the printing of 2 budgets in that year (September 2001 and May 2002) and one this year. Also the costs for pension fund liability were higher in 2001/02.

11 Native Title - \$3,276,000 increase

The increased level of activity in 2002/03 relates mainly to the payment of grants and an increase in the number of staff in this Output.

12 Science and Innovation - \$12,278,000 increase

This function was transferred to the Department on 1 July 2002 and as such there is no comparable expenditure for the previous year.

13 Office of Road Safety - \$20,316,000 increase

This function was transferred to the Department on 1 July 2002 and as such there is no comparable expenditure for the previous year.

14 E-Government - \$2,021,000 increase

This function was transferred to the Department on 3 February 2003 and as such there is no comparable expenditure for the previous year.

15 Retained Revenue - \$14,707,000 increase

The increased revenue is mainly due to revenue from the Road Trauma Trust Fund

Capital

16 Capital Expenditure - \$1,509,000 decrease

The higher expenditure in 2001/02 is the result of additional fitouts and equipment replacement in Parliamentary electorate offices and within the Department.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

	2002/03	2001/02
	\$'000	\$'000
31 Supplementary Financial Information		
Public and other property, revenue and debts to the State written off in accordance with section 45 of the Financial Administration and Audit Act 1985 by:		
The Accountable Officer	-	48
Gifts of public property		
Various gifts to distinguished persons by the Premier and other senior officers	37	39

32 Trust Accounts

The Gerald Frank Brown Memorial Trust

Purpose of the Trust

To hold money:

- bequeathed to the Government of Western Australia by Gerald Frank Brown and subsequently appropriated by Parliament; and

- received from private organisations and persons for the provision of scholarships and studentships to young persons from the European Economic Community to visit Western Australia and/or young persons from Western Australia to visit countries within the European Economic Community to undertake approved educational activities for the purpose of promoting and enhancing the social, cultural, historical and economic ties between Western Australia and Europe.

Opening Balance	341,480	315,210
Plus contributions	9,584	11,056
Less payments	(2,005)	(6,272)
Unrealised gain (loss) on translation	(43,481)	21,486
Closing balance	305,578	341,480

Overseas transactions have been translated in accordance with AASB1012, Foreign Currency Translation' using the Temporal Method

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

	2002/03 \$'000	2001/02 \$'000
Young Vehicle Theft Offender Program		
<u>Purpose of the Trust</u>		
To receive and hold in trust, moneys payable to the contracting parties (Commonwealth Attorney General's Department, National Motor Vehicle Theft Reduction Council Inc and the Department of the Premier and Cabinet) pursuant to clause 14(3) of the Young Vehicle Theft Offender Program Agreement.		
Opening balance	-	-
Receipts	166	-
Payments	(61)	-
Closing balance	<u>105</u>	<u>-</u>
Road Trauma Trust Fund		
<u>Purpose of the Trust</u>		
To receive and hold funds from the Department for Planning and Infrastructure and Department of Justice from photographic based vehicle infringement notices for the purposes as specified by section 12 of the Road Safety Council Act 2002.		
Opening balance	-	-
Receipts	22,241	-
Payments	(19,501)	-
Closing balance	<u>2,740</u>	<u>-</u>
Westfield Premiers Education Scholarship		
<u>Purpose of the Trust</u>		
To receive and hold in trust donations from Westfield Holdings Ltd and Ginger Max (Australia) Pty Ltd to support and encourage educational and cultural exchange between Western Australia and other countries as a means of improving the quality of Australian education with respect to secondary school teachers.		
Opening balance	-	-
Receipts	144	-
Payments	(119)	-
Closing balance	<u>25</u>	<u>-</u>
Burrup - Maitland Industrial Estates Trust Account		

The Department holds funds in a trustee capacity for the Burrup-Maitland Industrial Estates. At 30 June 2003 the balance of the account was \$2,036,957, including \$36,957 in interest.

**DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 30 June 2003

33 Financial Instruments

(a) Interest Rate Risk Exposure

The following table details the Department's exposure to interest rate risk at the reporting date:

	Weighted average effective interest rate	Variable interest rate	Fixed Interest Rate Maturity			Non- Interest Bearing	Total
			Less than 1 Year	1 to 5 Years	More than 5 Years		
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>30 June 2003</u>							
Financial Assets							
Cash Assets	1.036	267	-	-	-	20,131	20,398
Restricted Cash Assets	4.886	2,845	-	-	-	3,655	6,500
Receivables		-	-	-	-	1,569	1,569
Amounts receivable for outputs		-	-	-	-	9,807	9,807
		<u>3,112</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,162</u>	<u>38,274</u>
Financial Liabilities							
Payables		-	-	-	-	4,581	4,581
Other		-	-	-	-	1,070	1,070
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,651</u>	<u>5,651</u>
<u>30 June 2002</u>							
Financial assets	2.243	680	-	-	-	20,930	21,610
Financial liabilities		-	-	-	-	3,432	3,432

(b) Credit Risk Exposure

Amounts owing by other government agencies are guaranteed and therefore no credit risk exists in respect of those amounts. In respect of other financial assets the carrying amounts represents the Department's maximum exposure to credit risk in relation to those assets.

(c) Net Fair Values

The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values, determined in accordance with the accounting policies disclosed in note 2 to the financial statements.

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

34 Administered Transactions

(a) Royal Commission into the Finance Broking Industry

In June 2001, the Royal Commission was appointed to inquire into the conduct and practices within the finance broking industry.

The Department has the responsibility of providing administrative support to this Royal Commission and all revenues and expenditures are recognised as administered transactions.

	2002/03	2001/02
	\$'000	\$'000
Administered Expenses and Revenues		
Employee expenses	-	499
Administration expenses	2	2,130
Depreciation and amortisation	-	26
Accommodation expenses	-	169
Assets transferred out	155	126
Total administered expenses	<hr/> 157	<hr/> 2,950
Revenues		
Appropriations	-	3,250
Other	-	1
Total administered revenues	<hr/> -	<hr/> 3,251
Administered Assets and Liabilities		
Current Assets	<hr/> 155	<hr/> 157
Non-Current Assets		
Office Equipment	-	-
Computer Hardware	-	-
Total Administered Assets	<hr/> 155	<hr/> 157
Current Liabilities		
Accounts Payable	155	-
Accrued Salaries	-	-
Employee Entitlements	-	-
	<hr/> 155	<hr/> -
Non-Current Liabilities		
	-	-
Total Administered Liabilities	<hr/> 155	<hr/> -

DEPARTMENT OF THE PREMIER AND CABINET
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 June 2003

35 Affiliated Bodies

Salaries and Allowances Tribunal

The Tribunal, established by section 5 of the Salaries and Allowances Act 1975, is an affiliated body of the Department.

For 2002/03, the Tribunal received funding of \$424,000 (2001/02 - \$505,000) and total expenditure was \$350,000 (2001/02 - \$283,000).

**APPENDICES
APPENDIX 1**

STATEMENT OF EXPENDITURE

Section 175ZE of the Electoral Act 1907 requires the Department of the Premier and Cabinet to include a statement in the annual report, setting out details of expenditure incurred by the Department on certain classes of organisations.

The expenditure for various classes of organisation totalled **\$7,937,418.74** and comprises the following:

(a) Advertising Agencies **\$6,009,673.74⁽¹⁾**

Media Decisions	Creative ADM
Tom Martin Advertising	Equilibrium
Gatecrasher Advertising	303 Advertising
Price Advertising	

(1) This includes \$5,923,7334.15 expenditure by the Office of Road Safety and \$13,776.07 for the Harmony Day Promotion.

(b) Market Research Organisations **\$573,360.18⁽²⁾**

Market Equity
UMR Research Pty Ltd

(2) This includes \$445,503.41 expenditure by the Office of Road Safety.

(c) Polling Organisations **Nil**

(d) Direct Mail Organisations **\$1,241.78**

Volunteering W.A.
Northside Distributors

(e) Media Advertising Organisations **\$1,353,143.15⁽³⁾**

MarketForce Productions
West Australian News Ltd

(3) This includes \$741,773.13 expenditure by the Office of Road Safety and \$441,545.60 on InterSector production.

Note: Salaries and Allowances Tribunal while not part of the Department of the Premier and Cabinet incurred the following expenditure:

(a) Advertising Agencies **\$4,370.00**

Marketforce Productions

APPENDIX 2

THE SEVENTH GALLOP MINISTRY (From 27 June 2003)

Honourable Dr Geoffrey Ian Gallop MLA
Premier; Minister for Public Sector Management; Federal Affairs; Science;
Citizenship and Multicultural Interests

Honourable Eric Stephen Ripper MLA
Deputy Premier; Treasurer; Minister for Energy

Honourable Kimberley Maurice Chance MLC
Minister for Agriculture, Forestry and Fisheries; the Midwest, Wheatbelt and Great Southern

Honourable Thomas Gregory Stephens MLC
Minister for Local Government and Regional Development; Heritage; the Kimberley, Pilbara
and Gascoyne; Goldfields-Esperance

Honourable John Charles Kobelke MLA
Minister for Consumer and Employment Protection; Indigenous Affairs;
Minister Assisting the Minister for Public Sector Management

Honourable James Andrew McGinty MLA
Attorney General; Minister for Health; Electoral Affairs

Honourable Dr Judith Mary Edwards MLA
Minister for the Environment

Honourable Michelle Hopkins Roberts MLA
Minister for Police and Emergency Services; Justice; Community Safety

Honourable Alannah MacTiernan MLA
Minister for Planning and Infrastructure

Honourable Clive Morris Brown MLA
Minister for State Development

Honourable Alan John Carpenter MLA
Minister for Education and Training

Honourable Sheila Margaret McHale MLA
Minister for Community Development, Women's Interests, Seniors and Youth;
Disability Services; Culture and the Arts

Honourable Robert Charles Kucera MLA
Minister for Tourism; Small Business; Sport and Recreation; Peel and the South West

Honourable Nicholas David Griffiths MLC
Minister for Housing and Works; Racing and Gaming; Government Enterprises;
Land Information

APPENDIX 3

PUBLICATIONS

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

Constitution Centre

- Governors and Premiers of Western Australia
- Proclamation Day
- Secession
- Proclamation Day Posters (set of 6)
- Proclamation Day Newsletter
- Foundation Day Newsletter
- The Constitutional Centre of Western Australia – Education Programs 2003
- The Constitutional Centre of Western Australia – General Brochure 2003
- The Western Australian Constitution: Retrospect and Prospect – Conference Brochure.

European Office

- WA Review – June 2002; September 2002; December 2002 and March 2003
- European Review – June 2002; September 2002; December 2002 and March 2003

Freedom of Information

- Annual Information Statement

Gordon Inquiry

- First Progress Update on the Implementation of Putting People First – June 2003

Office of Crime Prevention

- New Structures for Crime Prevention in Western Australia: Report of the Review of the Structure for Crime Prevention in Western Australia
- State Government Northbridge Strategy: Young People in Northbridge Policy

Office of E-Government

- Guidelines for State Government Web Sites in July 2002. A Premiers Circular, Website Standards
- An addendum to Section 5 of the Guidelines - Guidelines for the Management of Web Information as per *The State Records Act 2000*

Office of Multicultural Interests

- OMI Newsletter – September 2002, March 2003, June 2003
- Training Information Kit (Poster, Information Fact Sheets and folder as part of workshops on Charter of Multiculturalism) – May 2003
- Charter of Multiculturalism (Reprint) – May 2003
- Racial Abuse is Wrong (information brochure to assist victims of racial abuse) May 2003

Office of Native Title

- Guidelines for the Provision of Evidentiary Material in Support of Applications for a Determination of Native Title – October 2002.

Policy Division

Environmental

- Lesley Thomas, Review of Conservation Covenanting in Western Australia – June 2003

Social

- Active Ageing Taskforce Issues Paper – November 2002
- Active Ageing Taskforce Report and Recommendations – March 2003

Citizens and Civics

- Citizens and Civics Unit in brief – November 2002.
- Consulting Citizens: Planning for Success

Sustainability

- Focus on the Future: The Western Australian State Sustainability Strategy, Consultation Draft (includes A3 poster and CD-ROM)

Public Sector Management

- Overview of the Western Australian Public Sector Workforce – June 2002
- Quarterly Employment Levels in WA State Government Bodies – June, September and December 2002, March 2003
- Workforce information Validation and Analysis Tool for Western Australian Public Sector agencies – June and December 2002
- HR MOIR Toolkit - including HR MOIR Comparative Analysis Tool – June and December 2002
- Integrated People Management Framework for the Western Australian Public Sector
- The Wealth Within: Pathways to Leadership in the Western Australian Public Sector
- Ageing Workforce Discussion Paper: Phased Retirement Schemes – Are they an Option for the Public Sector?
- Workforce Beyond 2000 Series – Paper 3: "Focusing on the Future: Workforce Planning Case Studies in the Western Australian Public Sector"
- Guidelines For Public Sector Agencies Working With Volunteers
- Guidelines for Instructing Officers - Machinery of Government Issues
- Graduate Opportunities Booklet
- InterSector – 24 Editions

State Administration

- State Recovery Emergency Management Plan – June 2003

State Law Publisher

- Price Catalogues – Bi-annual catalogue for stationery and publications
- Client Information Newsletter – *Electronic format* – Weekly
- Calendar for 2003