



Public Sector
Commission



2023-24

Annual Report



Building a high performing, future fit sector

Women in Executive Leadership

2023-24

Development Experience Initiative

The initiative ran for the first time in 2023-24. Set up by the Commissioner, it enabled each department and SES organisation to establish a temporary Level 9 position as a development opportunity for an accomplished and permanently employed woman.

The initiative helped to create a pipeline of talented women skilled and ready to take on senior positions across the sector. It was aligned to Building Leadership Impact and the Executive Leader context, and signalled an important investment by the public sector in women leaders to increase their likelihood of future success.

Opportunities were created for participants to come together at key points throughout the year to reflect on challenges and assess progress. Creating balance, building confidence and having the support of great mentors emerged as some of their shared experiences.

In this annual report we feature 7 of the participants, each reflecting on one of the expected leadership behaviours and associated mindsets at the Executive Leadership context.



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Natasha Erlandson
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Acknowledgment of Country



We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respects to Elders, Traditional Owners and Custodians of Country throughout Western Australia and their continuing connection to land, sky, waters and community.



Statement of compliance

Hon Roger Cook MLA

Premier; Minister for Public Sector Management

In accordance with Section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to the Parliament of Western Australia the annual report for the Public Sector Commission for the reporting period ended 30 June 2024.

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



SHARYN O'NEILL PSM

PUBLIC SECTOR COMMISSIONER

(ACCOUNTABLE AUTHORITY)

16 September 2024

About this report

This report provides information on the performance of the Public Sector Commission in the 2023-24 reporting period. For information about the government sector in general, refer to the [State of the Western Australian Government Sector Workforce](#) report which is published annually.

Copies are available in different formats on request.

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Cover image - Women in Executive Leadership Development Experience Initiative participants

(left to right): Natasha Erlandson, Corruption and Crime Commission; Lisa Ward, Public Sector Commission; Jillian Collard, Department of Water and Environmental Regulation; Stacey Naughtin, Department of Fire and Emergency Services.

From the Commissioner



Kaya. I am very pleased to present this report detailing the activities we have undertaken over the year in pursuit of a high performing public sector for the people of Western Australia and strengthened integrity across the wider government sector.

The report is framed around our new strategic plan that sets an aspirational but realistic direction over the next 4 years, with a particular focus on how and where we can add most value to the sector.

We progressed with contemporising the public sector employment framework. This is challenging work as it goes to the heart of how the sector attracts, recruits, selects and retains its 170,000 strong workforce. The challenge is amplified with a tight labour market, talent shortages and skills gaps persisting across the state.

With the first public sector census undertaken late in the previous reporting period, this year we analysed the 3.5 million individual data item responses and published sector insights. The census has given both individual agencies and the sector as a whole a deeper understanding of the workforce than we have ever had. Agencies have been using this information to inform initiatives and policies; and in the Commission we have been using it to help shape our sectorwide reform and improvement agenda.

We continued to concentrate on capability at both agency and individual levels through conducting agency reviews to inform performance improvements and through progressing a learning initiative to advance the capabilities of non-frontline public sector employees. With another 6 agency reviews commenced during the year, clear trends are emerging around some key capability gaps. Aligned with this is our work on the learning initiative, with a significant investment by the government announced in May to take effect in the 2025-26 financial year.

On the leadership front, we extended support for agencies to implement Building Leadership Impact. We created additional bespoke development programs for members of the Senior Executive Service and chief finance officers; and we sustained our work on an approach to talent identification and management at the senior level of the sector.

My instruction on ethical foundations came into effect in October, setting stronger requirements for the public sector on integrity and public trust. We supported the sector to deliver on these requirements by making available tools and resources – and encouraged government authorities outside the public sector to use and/or adapt these for their specific contexts.

For the Commission itself, governance, accountability, integrity and performance were at the front of our attention in line with our strategic priority of being trusted and capable.

None of our achievements and successes would have been possible without the commitment and support of staff in the Commission. I thank everyone for their work over the year and recognise the challenges we have also faced along the way.

I look forward to another exciting year as we build a future enabled sector.

A handwritten signature in black ink, appearing to read 'Sharyn O'Neill'.

SHARYN O'NEILL PSM

Commission in focus

Our agency

Establishment

The Commission was established under the *Public Sector Management Act 1994* in November 2008.

Commissioner

The Public Sector Commissioner became an independent statutory officer in 2010 with responsibility for strengthening the efficiency, effectiveness and capability of the public sector; driving performance excellence; and maintaining and advocating for professionalism and integrity.

The Commissioner works with chief executive officers across the sector as well as the Premier and ministers.

Sharyn O'Neill PSM was appointed Public Sector Commissioner in July 2018 and is in her second term.

Responsible Minister

The responsible minister is the Hon Roger Cook MLA, Premier; Minister for Public Sector Management.

Enabling and administered legislation

On behalf of the Commissioner, the Commission administers:

- the *Public Sector Management Act 1994* (PSM Act)
- the *Public Interest Disclosure Act 2003* (PID Act)
- applicable sections of the *Corruption, Crime and Misconduct Act 2003* (CCM Act)
- the *Integrity (Lobbyists) Act 2016*.

Additionally, the Office of the Director of Equal Opportunity in Public Employment resides in the Commission and administers Part IX of the *Equal Opportunity Act 1984* (EO Act).

Government affiliated bodies

The Treasurer has determined that the Salaries and Allowances Tribunal is an affiliated body of the Commission in accordance with section 60(1)(b) of the *Financial Management Act 2006*.

Our strategic direction

Leading with Impact 2023-26 is our new strategic plan with a primary focus on how and where we add the most value in developing a high performing and future fit sector.

It outlines our shift from the operational focus that has characterised our work in the past to pursue higher impact levers of change: establishing high standards in specific areas; setting the tone and expectations for the sector; leading work across public administration; formulating high level policy; providing strategy and change advice; and understanding trends and research to lead new thinking.

[Leading with Impact](#) sets a realistic but aspirational direction for the next 4 years to position the Commission to think (and sometimes re-think), solve and deliver – key elements of the [Future Enabled](#) strategic narrative for the Western Australian public sector.

Our purpose:

A future enabled, high performing public sector for Western Australians

Our remit:

To shape, build and regulate the public sector through leadership and partnership

Our role:

Our role is described in legislation as strengthening the efficiency, effectiveness and capability of the public sector to meet existing and emerging needs, and deliver high quality services. This includes maintaining and advocating for public sector professionalism and integrity.

Our strategic priorities:

 Priority 1: **High impact leadership** page 16

 Priority 2: **Effective workforce management** page 22

 Priority 3: **Strong agency and individual capability** page 30

 Priority 4: **Embedded integrity** page 34

 Priority 5: **Trusted and capable Commission** page 38

High impact leadership

- Hosted 2 SES Spotlights for members of the Senior Executive Service (SES) to connect them to themes in Future Enabled
- Created the SES Development Series of 3 bespoke programs to enhance capabilities of SES members
- Created a new induction for chief executive officers to highlight critical aspects of the work of the public sector and its people
- Supported further implementation of Building Leadership Impact and Leadership Expectations across the sector to bring about positive leadership change in the public sector

Effective workforce management

- Progressed a sectorwide attraction, recruitment and selection model to inform a new employment framework
- Released Sector Insights with information from the 2023 WA Public Sector Census to support agency actions
- Trialled a new Public Sector Vacation Program to give Aboriginal and Torres Strait Islander university students opportunities to work in the sector
- Welcomed 37 Solid Futures trainees in 2024 including 13 in regional locations as 23 trainees graduated in 2023
- Worked with 24 public sector agencies to recruit university graduates through 'A place of opportunity'

Strong agency and individual capability

- Commenced 6 and finalised 2 reviews of agencies to increase capability and bring about performance improvements
- Progressed the public sector learning initiative to advance employee capabilities
- Designed and commenced delivery of a development program to lift the technical and leadership capabilities of chief finance officers across the sector
- Ran the annual data collection program to provide analysis and insights for sector and agency planning and decision making

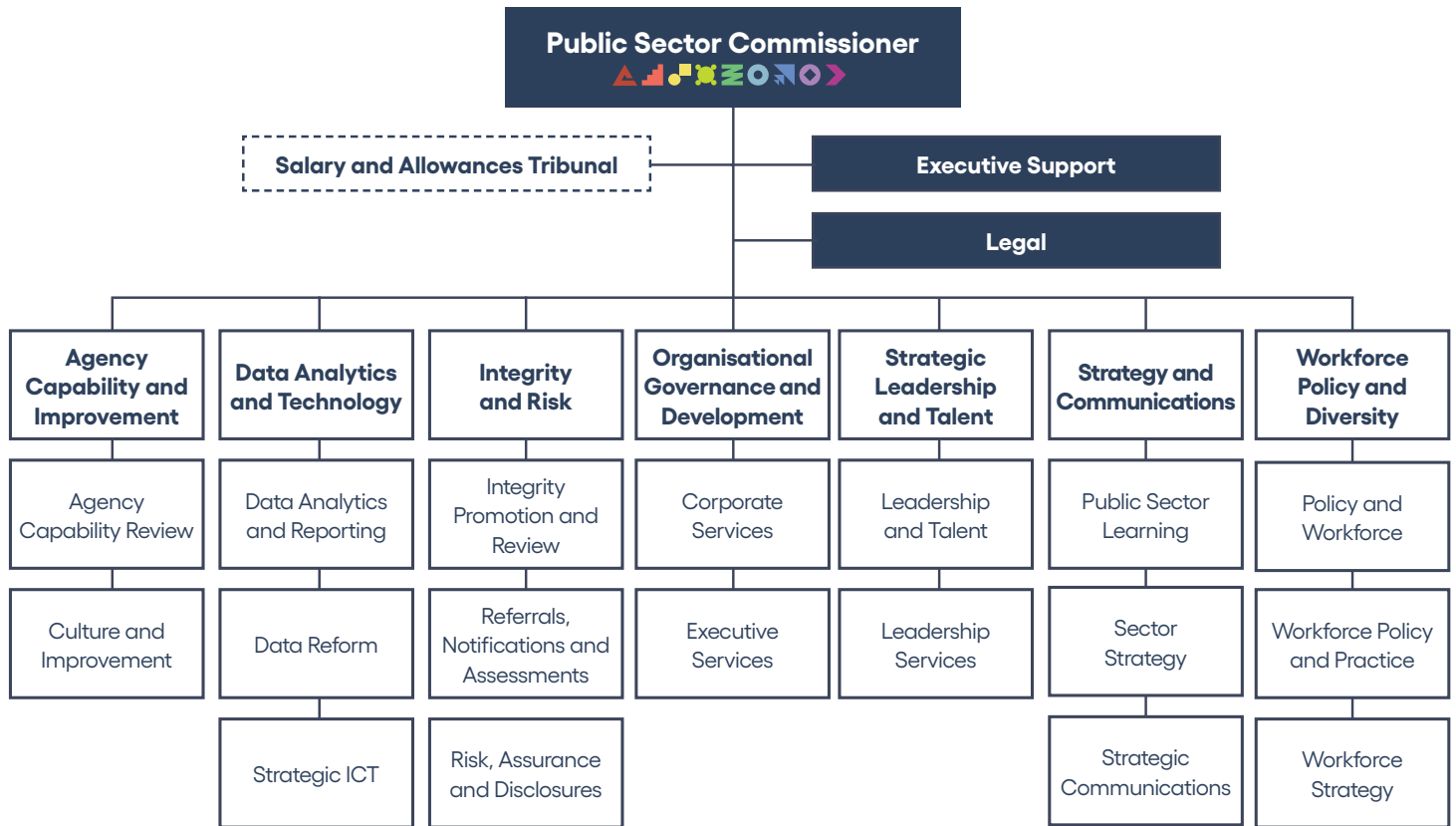
Embedded integrity

- Established Commissioner's Instruction 40 to provide a stronger foundation for public sector integrity
- Published resources to help public sector agencies develop training on their code of conduct
- Published a new guide to help agencies manage conflicts of interest
- Launched Safe2Say to allow individuals to anonymously report suspected minor misconduct
- Released an animation on WA.gov.au to explain what is, and what is not, considered minor misconduct

Trusted and capable Commission

- Created a Census Action Plan with staff to ensure the workplace experiences of everyone in the Commission were both positive and productive
- Began embedding Building Leadership Impact and Leadership Expectations across the employee lifecycle to deliver the foundations for change
- Developed a new Code of Conduct to set high expectations of all staff

Our structure



Agency Capability and Improvement

Leads the Agency Capability Review Program; and advises on public sector culture, capability, performance and business improvement.

Data Analytics and Technology

Leads workforce data management and reform; and collects, analyses and reports on sector workforce information and data. Maintains the integrity and operation of the Commission's technology environment.

Integrity and Risk

Promotes integrity, ensures minor misconduct matters are appropriately dealt with, helps prevent misconduct and carries out responsibilities under integrity, public sector management, lobbyist and freedom of information legislation across the government sector. Also delivers internal assurance, audit and risk management services, and assists the Commission meet its requirements under the *Freedom of Information Act 1992*.

Organisational Governance and Development

Leads and manages Commission corporate and executive services to enable, govern and support the work of the other divisions.

Strategic Leadership and Talent

Runs processes to manage and appoint public sector leaders; and implements strategies to plan for, acquire and build leadership and talent for a strong pipeline of future leaders.

Strategy and Communications

Leads key sectorwide strategies including the public sector learning initiative; and leads strategic communications that support both the sector and Commission.

Workforce Policy and Diversity

Provides guidance on structure and public administration as well as relevant employment frameworks. Advises on and implements strategies to support workforce planning, diversity, inclusion and development.

Salaries and Allowances Tribunal

Sets remuneration for offices such as the Governor, members of Parliament, judicial officers, senior public sector officers and chief executive officers of government trading enterprises. The independent Tribunal is supported by a small team who are staff of the Commission.

Our Corporate Executive

The Commission was led by the Commissioner with executive directors heading up 7 divisions.



Sharyn O'Neill PSM

Sharyn O'Neill was appointed Commissioner in July 2018 following 12 years as Director General of the Department of Education. She is the first woman appointed as Commissioner. Ms O'Neill's priority is to strengthen and unify the public sector to better serve the needs of the community. She is leading a major reform agenda with a focus on leadership, talent, diversity, data, workforce, integrity and capability.

Ms O'Neill began her career as a teacher and deputy principal in country schools before moving to policy, governance and system leadership positions in education.

She has a Master of Education (Education Administration and Policy) and received the Australian College of Educators (WA) Medal in recognition of her outstanding achievements in education. She has been awarded the Institute of Public Administration Australia (WA) Patron's Award; and is a Fellow of the Institute, Honorary Fellow of Leadership WA, and Chair of the Australia and New Zealand School of Government (ANZSOG) Board.



Jennifer Marston

Executive Director Agency Capability and Improvement

Jennifer Marston was seconded to this position in January 2024 from the Department of Planning, Lands and Heritage where she is Assistant Director General Business and Corporate Services.

Ms Marston has held senior leadership roles in a range of government agencies including the New South Wales Department of Communities and Justice; and the Australian Department of Defence, and Department of Foreign Affairs and Trade.

Ms Marston holds a Master of Business Administration and Master of Arts (Public Sector Leadership) and has served on a number of boards and audit and risk committees.



Tanya Milici

Executive Director Data Analytics and Technology

Tanya Milici was appointed to this position in July 2021 after commencing in October 2019 on secondment from the Department of the Premier and Cabinet. Prior to this, she held senior roles in the WA Police Force, Department of Treasury and Australian Bureau of Statistics.

Ms Milici has expertise and experience in data analytics, strategy and reform. She has a Bachelor of Psychology, Postgraduate Certificate in Organisational Human Resources and Safety, and Certificate IV in Government (Investigation). She is an alumnus of the ANZSOG Executive Fellows Program and a member of the Australian Institute of Company Directors.



Darian Ferguson

Executive Director Integrity and Risk

Darian Ferguson was appointed to this position in April 2023 after commencing in October 2022 in an acting capacity. Before joining the Commission, he was Deputy Inspector at the Office of the Inspector of Custodial Services. Mr Ferguson has also held senior positions in human resources at the Department of Corrective Services and WA Police Force.

Mr Ferguson has a Bachelor of Business (Personnel and Industrial Relations) and Graduate Certificate in Public Sector Management. He has extensive experience in industrial relations, human resources management, integrity and governance.



Lisa Ward

Director Organisational Governance and Development

Lisa Ward was appointed to this position for 12 months under the Women in Executive Leadership Development Experience Initiative. Her substantive position is Manager Policy and Workforce at the Commission, having previously held various policy positions in the Commission since 2008 and before that in the Department of the Premier and Cabinet.

Ms Ward has a Bachelor of Arts (Politics) and Laws. She was admitted to practice as a legal practitioner by the Supreme Court of WA in 2007.



Lorraine Gregoriadis

Executive Director Strategic Leadership and Talent

Lorraine Gregoriadis was appointed to this position in January 2019. Before joining the Commission, she held a range of executive roles in leadership development, innovation and disability services in the public and private sectors.

Ms Gregoriadis has also worked in health, education and community services in South Africa, Canada and Australia. She began her career as a speech pathologist and audiologist and has a Bachelor of Arts (Speech and Hearing Therapy) and Master of Arts (General Linguistics). She is a graduate of the Australian Institute of Company Directors and Fellow of Leadership WA.



Jane Machin-Everill

Executive Director Strategy and Communications

Jane Machin-Everill took on this role in June when the division was embedded into the permanent structure of the Commission. Until this date she was Executive Director of the temporary Strategic Projects and Communications Division tasked with progressing key Commission and sector facing strategic projects. Prior to this she held the role of Executive Director Organisational Governance and Development.

Before joining the Commission in 2018, she was at the Department of Education (and Training) in a range of leadership roles with responsibility for policy, governance, communications, executive services and ministerial liaison. She has worked in a number of government agencies, universities and education sectors. She has a Bachelor of Arts, Graduate Diploma in Information and Library Studies, and Diploma of Education. She is a Fellow of the Public Relations Institute of Australia.



Lindsay Warner

Executive Director Workforce Policy and Diversity

Lindsay Warner took up this position in July 2021. Before this, he held a number of senior leadership roles in the Commission including executive director positions and acting Commissioner. In July 2022 he was appointed Director of Equal Opportunity in Public Employment after acting in the position since 2021.

Mr Warner has extensive experience in the public sector having worked in a range of line and central agencies. He has a Bachelor of Economics.

Performance for the year

Our outcome based management framework sets out the relationship between our services and desired outcomes, and the broad government goal to which we contribute.

Government goal

Grow and diversify the economy, create jobs and support skill development.

Agency level government desired outcome

An efficient and effective public sector that operates with integrity.

Services

Service 1: Public sector leadership

Service 2: Assistance and support

Service 3: Oversight and reporting

Our key performance indicators

Our 3 services are linked to key effectiveness and efficiency performance indicators that consider the extent to which we achieve our agency level government desired outcome.

Full details of our indicators and explanation of variances are in the **Key performance indicators**.

Effectiveness indicators

These measure the extent to which our activities are achieving or are progressing towards our agency level government desired outcome. We undertake an annual client perception survey to determine our effectiveness.

Table 1: Achievements against key effectiveness indicators 2023-24

	2023-24 target	2023-24 actual	Variance
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations.	90%	91%	1%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	90%	84%	(6%)
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	87%	81%	(6%)

Efficiency indicators

These measure the cost of inputs required to achieve outcomes. The cost includes direct costs associated with the particular service and share of corporate and executive support costs allocated to each service.

Table 2: Achievements against key efficiency indicators 2023-24

Service 1: Public sector leadership This service develops and supports current and future leaders and builds the capacity of the public sector workforce through the delivery of leadership and workforce development products, programs and training.	2023-24 target	2023-24 actual	Variance
Average cost per leadership development program, product or training hour	\$114	\$115	\$1
Average cost per workforce development program, product or training hour	\$131	\$122	(\$9)
Service 2: Assistance and support This service provides advice, assistance and support to public sector bodies and employees on a range of administration, management, integrity and governance matters.	2023-24 target	2023-24 actual	Variance
Average cost per hour of assistance and support provided	\$95	\$108	\$13
Average cost per public administration, standards and integrity program, product or training hour	\$98	\$104	\$6
Service 3: Oversight and reporting This service progresses changes to legislation and develops policies to improve public administration and management, and provides independent oversight to monitor and report to the Parliament and ministers on compliance with the PSM Act, CCM Act, PID Act and Part IX of the EO Act.	2023-24 target	2023-24 actual	Variance
Average cost per hour addressing legislative and policy development	\$92	\$90	(\$2)
Average cost per hour of performance and oversight activity	\$96	\$94	(\$2)
Percentage of oversight actions completed within target timeframes	90%	100%	10%

Our financial performance

The tables below show target versus actual financial performance and agreed working cash limits and targets for 2023-24.

The Commission has been recognised by the Office of the Auditor General as a best practice top 20 small entity every year since 2013-14, reflecting our consistently strong financial reporting and controls for 10 consecutive years.

Full details of our financial performance are in the **Financial statements**.

Table 3: Target versus actual financial performance 2023-24

	2023-24 target ^(a) \$000	2023-24 actual \$000	Variance ^(b) \$000
Total cost of services (expense limit)	31,804	30,303	(1,501)
Net cost of services	31,696	30,269	(1,427)
Total equity	18,616	17,496	(1,120)
Net increase/(decrease) in cash held	-	100	100
Approved salary expense level	19,535	18,748	(787)

^(a) As specified in Budget Statements.

^(b) Further explanations in **Note 9: Explanatory statements** to financial statements.

Table 4: Agreed working cash limits and targets 2023-24

	2023-24 agreed limit \$000	2023-24 actual/target \$000	Variance \$000
Agreed working cash limit (at budget)	1,498	1,498	-
Agreed working cash limit (at actuals)	1,505	1,476	(29)

Report on operations

Priority 1: High impact leadership

We drive high impact leadership across the sector. This means we lead the strategic direction for the public sector to inform planning, leadership, capability and delivery.

We work on the premise that everyone in the sector is a leader – of themselves first and then they may lead others. That’s why we are supporting agencies to put in place the necessary conditions for positive leadership change.

We are also structuring our leadership development offerings to cultivate the expected leadership behaviours. It is part of our focus to ensure we have the best leaders and a diverse leadership base for the sector.

Senior Executive Service

Members of the Senior Executive Service (SES) occupy the most senior positions across the sector and are responsible for the strategic leadership and management of agencies. We provided opportunities during the year for the SES to build a shared sense of purpose, ensure stronger alignment to government and sector priorities, and develop their capabilities.

We continued the SES Spotlight as a forum to bring all members together twice a year around the themes in [Future Enabled](#). The Innovation Edition in September featured scientific futurist Dr Catherine Ball and was framed around the WA Innovation Strategy. Opened by Innovation Minister Stephen Dawson, this event focused on using innovations to solve problems faced by the state and sector.

The Influence Edition in March featured Professor Emeritus Geoff Gallop, former Western Australian Premier, leading a discussion on the power and use of influence including accountability, political nous, judgement, public value and leadership. It was opened by Premier Roger Cook and included a panel with the Hon Sue Ellery, Minister for Finance; Department of the Premier and Cabinet Director General Emily Roper; and Professor John Phillimore from the John Curtin Institute of Public Policy.

Planning commenced for the next SES Spotlight: The Insights Edition.

Image: Scientific futurist Dr Catherine Ball presented at SES Spotlight: The Innovation Edition in September.



During the year we created 3 bespoke development programs specifically for SES members to enhance their capabilities in fulfilling their multifaceted roles.

Collectively called the [SES Development Series](#), the programs are on leading and influencing for change, using evidence based approaches to shape policy, and fostering a workplace environment that is inclusive of First Nations cultures and beliefs. Finalised in June, these 2 day programs will run regularly throughout the new reporting period and into the future.

To further support SES members, we published a [guide](#) recommending the learning and development needed for critical skills at this strategic executive level. It included development offered by the Commission as well as development to be sourced by members and their agencies.

This is the first time a comprehensive overview of required development has been brought together for the SES.

We continued exploring approaches to understand the profile of the SES executive cohort and the current bench strength to better target development for future sector needs. Extensive work was undertaken in looking at research, theories and practices both nationally and internationally on contemporary talent profiling and development.

Work in this field is complex and has taken time to undertake. We anticipate finalising an approach in the next reporting period.



Women in Executive Leadership Development Experience Initiative

“I have learned how to adapt to change – and **have the flexibility** to pivot and **lead adaptively** when priorities shift.”

Stacey Naughtin

Department of Fire and
Emergency Services

Lead adaptively

“I am forever curious, forever learning.”

Stacey reflects on the key leadership behaviours she developed in her 12 months as Director Workforce Planning at the Department of Fire and Emergency Services. She says she appreciates the wider view the **women’s initiative** has afforded her as a member of Corporate Executive.

“We talk about building our leadership impact and this experience has given me a **bigger, broader understanding** not just of the department but of government and the way it works,” she says.

The support she received from her mentor, Commissioner Darren Klemm AFSM, and fellow Corporate Executive members has been an invaluable aspect of the experience for Stacey.

“The Commissioner was very generous with his time,” she says. “I had fortnightly one on one time where he shared the challenges and talked with me about leadership and how he makes decisions.

“He also took me to his regular meetings with the Minister, to flood affected communities in the Kimberley and to meet volunteers around the state.”

It’s this on the job experience that Stacey says sets the initiative apart.

“You can’t do a course and learn as much as I’ve learned in 12 months about leadership and about yourself – who you are and how you can be a better leader.”



Lead adaptively

Leadership impact across the sector

In February 2023 we released [Building Leadership Impact](#) as a comprehensive approach to strengthening the leadership behaviours and impact of all public sector staff. Every public sector chief executive officer committed to adopting the 6 identified conditions needed for positive leadership change:

1. Clear expectations in context
2. Understanding what “good” leadership looks like
3. Personal responsibility for growth
4. Robust self reflection
5. Productive feedback
6. Opportunities for development and extension

In 2023-24 we provided support for implementing the 6 conditions through a variety of mechanisms including:

- formal presentations to senior management teams in agencies
- workshops for senior project leads and their teams on change management, mapping leadership contexts to positions and employee lifecycle touchpoints
- familiarisation sessions for human resources and organisational development teams.

We also hosted an active online group to share learnings and resources, and discuss obstacles and solutions.

Together these helped us improve the guides and tools we developed for agencies to use and adapt.

Agencies progressed implementing [Building Leadership Impact](#), using [Leadership Expectations](#) as the foundation for putting the conditions into practice. Agencies implemented Leadership Expectations in development offerings, recruitment processes, onboarding and performance agreements.

For staff in positions at the Personal Leadership context, the second part of the Personal Leadership Suite of development was released, made up of 7 face to face workshops – one for each of the expected behaviours and their associated mindsets.

This followed the release last year of the first part comprising 2 e-learning modules. In May, 16 staff from 9 agencies attended train the trainer sessions to learn how to deliver these workshops to staff in their agencies.

Progress with implementing Building Leadership Impact and Leadership Impact was slower than expected in some agencies as they navigated capacity issues, alignment with other change initiatives and competing priorities. We learned a number of lessons over the year including the value of face to face consultation with, and support for, agencies as well as the importance of making our resources and tools easy to find online. We will continue to support agencies implement change in ways that best suit their circumstances.

CEO performance

In 2019 we implemented a new approach for directors general to drive high quality leadership through clear performance and accountability expectations combined with increased development opportunities.

In this reporting period we adapted this approach for sector chief executive officers (CEOs) to take effect in the 2024-25 delivery and performance cycle. The new approach incorporates assessment by CEOs of their performance supported by feedback from ministers, board chairs, staff and stakeholders.

To complement this new approach and support the focus on increased development, for the first time we published a guide with recommended learning and development for CEOs to build their capabilities. Like the guide for the SES, it included development offered by the Commission – such as the SES Development Series – as well as development to be sourced by CEOs and their agencies.

For people stepping into CEO roles for the first time, we created a comprehensive new online induction, providing it to all CEOs appointed from March and making it available to current CEOs. The induction covers critical aspects of the work of the public sector and its people including expectations of the Commissioner and the importance of integrity. CEO responsibilities and accountabilities – such as managing performances and development, working with ministers, and implementing the shared vision for the public sector – are also included.

CEO recruitment

In 2023-24 we facilitated the appointment of 9 new CEOs, re-appointment of 7 CEOs and transfer of 2 CEOs (4 of these were appointed in the previous reporting period but did not commence until 2023-24). The Commissioner directed 13 people to act in 10 CEO offices (see **Appendix 1**).

Leadership experiences for women

In 2023-24, 26 women were selected by their agencies to be part of the first Women in Executive Leadership Development Experience Initiative. Set up by the Commissioner, it enabled each department and SES organisation to establish a temporary Level 9 position as a development opportunity for an accomplished and permanently employed woman. The Level 9 position was not an SES position and payment was able to be taken from agency salary expenditure rather than executive salary expenditure.

While the majority of the initiative took place in agencies as real time and on the job experiences, we hosted 3 events during the year to bring the participants together to share their learnings and find out about operating at the Executive Leadership context of Leadership Expectations. We further supported their development by inviting them to the SES Spotlights and Leadership Conversations for members of the SES.

Feedback from participants was overwhelmingly positive. Creating balance, building confidence and having the support of mentors emerged as some of their shared experiences along with the importance of their network of peers.

While originally designed as a one off, the Commissioner decided to run the initiative again in 2024-25 as the Women in Executive Leadership Initiative for a new group of women. This is a significant investment by the public sector in women leaders, increasing their likelihood of future success.

The initiative supports the target of 50% women in the Senior Executive Service, set in the Workforce Diversification and Inclusion Strategy for WA Sector Employment 2020-25 (see **Workforce diversity and inclusion**). This target was met in February 2023.

At 30 June 2024, 49.2% of the SES were women, showing that a small movement in numbers can quickly change the percentage. This reinforces our focus on supporting the sector to build a sustainable pipeline of talented women to maintain parity.

Tailored leadership development

We expanded our suite of tailored programs that deliver targeted leadership development for public sector staff.

Brought together through the [Learning and Development Prospectus](#), all programs support Building Leadership Impact to improve leadership from a behaviour change perspective. Programs are available for all leadership contexts and are cumulative in nature to strengthen expected behaviours and mindsets over time and career progression.

[Launch](#) provided active learning to new graduates in the sector, supplementing the mentoring, training and other support provided in graduates' home agencies. In March, 118 graduates from 18 agencies joined the 2024 program (103 participants from 18 agencies in the previous reporting period). The number of participants has increased steadily over the last few years as agencies and graduates recognise the value of early development. To cater for the growing numbers we ran 4 concurrent cohorts in 2024.

In December we hosted a graduation for the 2023 Launch participants as they completed the program.

We continued to run [Propel](#) as a series of virtual workshops in partnership with the Australian Graduate School of Management at The University of New South Wales for staff across the sector in the first 3 years of people management positions.

In 2023-24, 302 participants from 45 agencies built capabilities and insights crucial for effective and dynamic leadership (278 participants from 47 agencies in the previous reporting period). The structure of the program gave participants time to implement and reflect on their learnings alongside colleagues. They also gained credit points towards higher education qualifications.



Feedback from participants in our tailored programs that deliver targeted leadership experiences for staff at different levels and contexts:

Launch

84%

reported an overall positive learning experience

76%

reported they felt they were better able to do their jobs

Source: Participants who responded to the 2023 Launch survey.

Propel

97%

reported an overall positive learning experience

96%

reported Propel helped them to do their jobs better

Source: Participants who responded to the Propel surveys in 2023-24.

Elev8

100%

reported an overall positive learning experience

100%

agreed their leadership had improved for the better

Source: Participants who responded to the 2023 Elev8 survey.

Leadership Conversations

90%

reported the learning was relevant to their current or future roles

85%

agreed the facilitation was effective in supporting their development

Source: Participants who responded to follow up surveys in 2023-24.

The 2024 [Elev8](#) program commenced in March with 26 participants from 21 agencies. Designed around 4 core experiences and 3 immersive experiences, this program has been fully subscribed with 26 participants selected from the large number of applications received each year since it started in 2022. The reflects strong interest among high performing Level 8 staff who want to become adaptive leaders and build a growth mindset.

Offered as open learning, [Leadership Conversations](#) continued as a series of online interactive webinars that bring new ideas and perspectives, challenge mindsets and inspire excellence. Incorporating practical tools and applications, there are different Leadership Conversations for employees, mid-level managers and those in the SES including chief executives. The conversations are free to attend.

Twelve conversations (4 for each audience) were run over the year attracting 2,725 registrations.

In October we updated the online [Induction to the Western Australian public sector](#) to align it to the new Public Sector Code of Ethics that came into effect on 2 October.

All staff have access to this induction through agency systems and specific onboarding activities, and through WA.gov.au. It provides a broad look at the sector's structure and role, expectations about integrity, and focus on diversity and inclusion. The induction was completed by 3,844 public sector employees during the year.

Executive classifications and reconciliations

Since implementation in February 2023, the Western Australian Executive Classification Methodology has provided a tailored and consistent methodology for assessing senior executive positions across the public sector. The methodology is bespoke to the WA public sector and was used for all executive classifications in the reporting period.

The 2023 reconciliation of the Executive Salary Expenditure Limit confirmed the sector was operating within the limit as was the case for the 2022 reconciliation. Results of the 2024 reconciliation will be reported in the next period.

Remuneration for boards and committees

To support the Commissioner's role in recommending remuneration rates for government board and committee members, we completed the process of restoring remuneration parity to current framework rates for similarly classified boards and committees.

We also assessed the roles and impact of new government boards and committees; and reviewed amended board remits to inform the Commissioner's remuneration recommendations for board and committee members to ministers.

To inform a policy position on maintaining consistent rates going forward, we undertook interjurisdictional research and analysis. Work to finalise this position and develop a contemporary remuneration framework for board and committee members is a priority for the next reporting period.

Women in Executive Leadership Development Experience Initiative

"To be in an executive position for 12 months is a **significant career goal**, and you get the benefits of actual change in yourself – both are **really meaningful outcomes**."



Kate Oliver

North Metropolitan TAFE

Deliver on high leverage areas

"Some actions are more powerful than others."

Kate was Executive Director Digital Roadmap Project at North Metropolitan TAFE under the **women's initiative**. She says it was a meaty project that developed her skills and confidence.

"Working out the priorities and what I was going to focus on in those 12 months were important and challenging aspects of the project," Kate says. "The initiative helped me see how **some actions are more powerful than others**."

"A big part was setting up the governance structure – something I hadn't been exposed to before. Learning how this supports progress and manages risk **changed my leadership perspective**."

Kate credits her mentor and sponsor, General Manager Organisational Services Kelly Edwards, for guiding her through the experience.

"Kelly gave me the right information at the right time – in fact the whole of our Corporate Executive really supported me," she says.

"One of the great things is knowing we have **someone new participating in the initiative next year** to take on the next part of the roadmap. I feel really proud that **the project is set up to be sustainable**."

"I think this initiative will definitely lead to a rise in the overall **skills and opportunities for women in the public sector**."



Deliver on high leverage areas

Priority 2: Effective workforce management

We shape a future enabled and high performing sector. This means we look at the role of standards, policies and pathways to meet the needs of the sector given the rapidly changing landscape of work, workforces and workplaces.

As the largest workforce in the state, the sector plays a crucial role in delivering vital services to the community. We are leading a focus on workforce planning by using data, insights and employee experiences, and modernising employment frameworks.

We are not immune to current challenges. A tight labour market and skills shortages in WA and nationally fused with changing employee expectations are creating both risks and opportunities for our sector. Our response is multifaceted.

Contemporary attraction, recruitment and selection

A focus in 2023-24 was on progressing a sectorwide attraction, recruitment and selection model to inform a new employment framework. We appraised [Commissioner's Instruction 1: Employment Standard](#) and [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#) which, along with [Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies](#), set the recruitment standards and rules for the sector.

We also considered the findings from the review of employment practices which we completed in October. The review indicated that, while there were high levels of agency compliance with Commissioner's Instruction 2, practices needed to be more efficient and effective.

We looked at reconceptualising merit, equity, probity, stability and efficiency and the best balance for the future. We consulted with the Public Sector Leadership Council and the CPSU/CSA, with further consultation in the next reporting period.

Alongside this work, we extended some rules and set in place others in response to ongoing workforce pressures and a tight labour market.

Image: A smoking ceremony was held as part of NAIDOC Week 2023 in July.



In March the Commissioner extended [Commissioner's Instruction 39](#) until the new employment framework is in place. This temporary instruction was originally issued in September 2022 in response to attraction and retention challenges, overriding some rules in Commissioner's Instruction 2 to streamline processes and speed up recruitment times.

The Commissioner also extended to 31 December 2023 [Commissioner's Instruction 38](#) which was due to cease on 30 June 2023. This enabled agencies facing skills shortages in targeted regional locations to offer temporary financial incentives to attract and retain primarily frontline workers. Following its cessation, agencies were able to use [Commissioner's Instruction 35](#) to offer monetary incentives in exceptional circumstances to attract and retain skilled employees including those in regional locations.

[Commissioner's Instruction 36: Interim Arrangements to Fill Vacancies at Main Roads Western Australia](#) and Commissioner's Instruction 37: Interim Arrangements to Fill Vacancies at South Metropolitan Health Service continued across the reporting period.

In addition, a temporary instruction was issued in March ([Commissioner's Instruction 42](#)) allowing WA Health to convert senior medical practitioners to permanent employment over a 12 month period. This aimed to maximise and improve service delivery of public health care.

Work on another temporary instruction (Commissioner's Instruction 43) was undertaken during the year to allow existing contractors engaged as qualified chefs, kitchen hands and cooks by Integrity Industrial at Banksia Hill Detention Centre to be offered direct employment as vocational support officers with the Department of Justice. The instruction will commence on 1 July 2024 for 2 months.

Commissioner's Instructions 42 and 43 provided temporary variations to Commissioner's Instruction 2 and [Commissioner's Instruction 12: Redeployment and Redundancy](#), and were developed in consultation with stakeholders including public sector unions.

Workforce planning

Strategic workforce planning continued to emerge as a gap in the sector. This was evidenced in the review of employment practices and in reviews of agencies through the Agency Capability Review Program (see **Capability reviews of agencies**).

In response, we gathered evidence and data to underpin what a workforce strategy for the sector may need to consider.

We examined global and national trends, leveraged WA public sector workforce data, took into account the insights of agency leaders, scrutinised intelligence from the agency capability reviews, and considered employee experience data such as that from the public sector census.

With this analysis, we started drafting a workforce strategy for the sector and exploring priority areas essential to ensure the sector can respond to today's needs and challenges, and those of the future. This strategy is intended to guide agency workforce planning, constituting a sectorwide approach to this important area. We will progress this work in the next reporting period.

Legislative reforms

We continued the targeted review of aspects of the PSM Act, building on work completed in the previous reporting period to ensure the legislation is fit for the future. The review of the PSM Act coincided with changes to the *Industrial Relations Act 1979* to give public sector employees greater access to the WA Industrial Relations Commission on some workforce matters.

Potential amendments to the PSM Act were drawn from previous legislative reviews, the Service Priority Review, Ministerial Review of the State Industrial Relations System and consultation with the CPSU/CSA. Any proposed legislative changes will be presented to government for consideration.

Separate to this, we progressed the statutory review of the redeployment and redundancy provisions of the PSM Act. A report with recommendations for government was prepared in June. We will consider feedback from the CPSU/CSA before finalising a report to be tabled in Parliament. We continued to work with an advisory group of agency heads to develop a new redeployment and redundancy model to address areas identified for reform.

2023 WA Public Sector Census

The 2023 WA Public Sector Census looked at:

Demographics

Key demographics and employee profiles of those who responded compared to sectorwide payroll data.

Diversity

Insights about the mix and differences of employees based on self identification including cultural and linguistic diversity, Aboriginal and/or Torres Strait Islander background, disability, sexual orientation, gender identity and sex characteristics.

Integrity behaviours

Insights into integrity behaviours in the last 12 months related to proper processes, gifts, benefits, hospitality, bullying and harassment, and discrimination.

Leadership, performance and development

Employees' self identification as leaders, details about their performance and development agreements, and studying activities.

Workforce characteristics

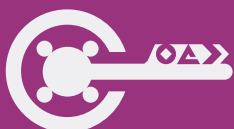
Insights related to public sector tenure, working arrangements, leave, main types of work and other related workforce characteristics.

Safe to share

Insights about employees' willingness to share their diversity with their agencies and if not, why not; and into employees sharing behaviour of integrity matters with their agencies and reasons for not reporting.

Workforce intentions

Characteristics of employees who intend to stay or leave their agencies and reasons.



Public sector census

The first [WA Public Sector Census](#) undertaken in March and April 2023 provided information about the workforce and the experiences of staff in their workplaces. With 47,115 responses (a 28.5% response rate) the census gathered nearly 3.5 million individual data item responses sectorwide.

Employees who responded to the census provided valuable information about demographics, job type and tenure, diversity and inclusion, and education. The census also asked questions about employee experiences in the workplace including such things as bullying and discrimination, and observing improper practices.

Following data analysis, we published comprehensive [Sector Insights](#) in October with information at sector level and benchmarks for agencies to compare to. We also formulated 63 aggregated agency reports, providing each CEO with their agency's insights.

The census results highlighted many positive aspects of the sector including that almost 70% of respondents have recommended, or would recommend, their agency as a place to work; more than half of respondents have worked in the sector for more than 11 years, demonstrating the wealth of experience in the sector; and that, despite a strong labour market for employees, more than half of respondents said they intended to remain with their agency for the next 5 years.

The census also identified areas for improvements particularly about decisions in implementing workplace policies being seen as unfair or inconsistent; and staff observing proper processes not being followed. This strengthens our drive to support agencies' continuous improvement activities.

Census results also showed some staff – around 11% of respondents – had experienced discrimination in the workplace which is on par with similar surveys in other Australian public sectors.

CEOs and their executives began using the insights from the census to:

- understand their employees' behaviours and experiences in the workplace
- leverage the workforce strengths uncovered
- develop and implement practical initiatives in response to any areas identified for improvement
- inform initiatives and policies over the longer term that affect their workforces.

In the Commission we began using the sector census information to inform our sectorwide reform and improvement agenda including leadership, agency and individual capability, diversity and inclusion, and integrity. We also used our own agency's census results to make improvements in the Commission (see **Census actions**).



Women in Executive Leadership Development Experience Initiative

“In an executive leadership role, **you have immense capacity to influence the culture and the direction of the agency**. The way people feel, how committed they are – you can truly support them and the work they're doing. That's so rewarding.”

Nicole Ades

Department of Local Government,
Sport and Cultural Industries

Dynamically sense the environment

“There is always more to the story.”

Nicole took on the role of Executive Director Workforce Strategy and Transformation over the 12 months of the **women's initiative**. During this time she was part of the Department of Local Government, Sport and Cultural Industries' Corporate Executive and involved in discussions and decisions that impacted the future direction of the agency.

She says the initiative's focus on developing leadership behaviours – like **dynamically sensing the environment** – supported her to identify the trends and connections that underpin workforce planning and build impactful responses.

“Having a seat at the table gives you a perspective of things across and beyond the agency,” she says.

“When it comes to workforce trends it's about what's happening in the sector and more broadly in the external environment. **There is always more to the story.**”

“I've definitely grown from this experience. My motto going in was, *I'm not going to say no to anything*. So, no matter what, I challenged myself to **truly lean in and step up** to whatever was required.

“Initiatives like this really **enable women to have an opportunity** that otherwise wouldn't be there.”



Dynamically sense the environment

Workforce diversity and inclusion

With workforce diversity known to be a positive factor in delivering high quality services to diverse communities, the census brought out further details of the sector's diversity.

The census included questions to support employees to self identify as part of a diversity group as well as collect information about employees' diversity. These provided insights into the number of employees who identify with diverse sexualities and genders, showed more about staff with disability and the reasons why they may not share this with their agencies, and expanded knowledge of the fabric of cultural and linguistic diversity in the sector.

These results, along with data in the [State of the WA Government Sector Workforce report](#), provided agencies with new information on the diversity of their workforces and representation of diversity groups identified in the [Workforce Diversification and Inclusion Strategy for WA Sector Employment 2020-25](#). These groups are women; youth; Aboriginal and Torres Strait Islander employees; culturally and linguistically diverse employees; employees with disability; and employees of diverse sexualities and genders.

As the strategy entered its final 18 months, we continued to lead the sector to achieve its outcomes. Of the 183 actions for the Commission in the strategy, 134 have been completed since the start of the strategy in 2020.

During the year we continued exploring in collaboration with stakeholders how the more inclusive and contemporary questions about disability and cultural and linguistic diversity tested in the census could be adopted in benchmarking representation. This work will continue into the next reporting period.

In January we released guidance to agencies on making workplace adjustments for staff with disability, engaging with employment services and understanding legal responsibilities. It was added to a refreshed workplace diversity and inclusion online information hub that brought the full range of resources produced under the strategy into one place.

In May we released updated [annual reporting guidelines](#) requiring public sector agencies to include information in annual reports about activities to improve diversity and inclusion including staff views of workplace inclusivity. This followed guidance in the previous reporting period to support public sector agencies collect information on staff views of workplace inclusiveness, and on [fostering psychologically safe and inclusive workplaces](#) that was released in 2021.

Pathways for Aboriginal and Torres Strait Islander people

[Solid Futures](#) again provided traineeships for Aboriginal and Torres Strait Islander people. Throughout the year we supported agencies to register for and implement the program, and provided mentoring and support to trainees in agencies across the state.

Twelve trainees from the 2023 program completed their traineeships in February and were awarded the Certificate III in Government, 10 of whom were employed in the sector while 2 pursued other opportunities. Five trainees were offered extensions to their traineeships and 9 withdrew from the program in 2023 due to unforeseen personal matters. A further 11 trainees completed their traineeships in June with 4 staying in ongoing roles in the sector.

To attract trainees for 2024, we removed the age limit for the program, simplified the application process and refreshed program resources to support a community centred approach to promotion.

In 2024, 37 trainees commenced with 13 in regional locations including 4 new regional locations of Busselton, Manjimup, Narrogin and Waroona. Four trainees from the 2023 program accepted extensions to their traineeships and joined the 2024 intake.

In June a [Public Sector Vacation Program](#) was trialled to better connect Aboriginal and Torres Strait Islander university students and public sector agencies. This was an opportunity to augment shared understanding about appropriate and culturally safe employment pathways into the sector.

We worked with Curtin University to establish and promote the program, and expanded it to include students from all WA universities.

We provided support and guidance to agencies to develop their programs, with 7 agencies participating. Students were offered placements during the mid-year university break involving meaningful work, culturally informed support and the opportunity to learn new skills.

A total of 37 applications from 25 students were received, with 15 students placed. Two students joined teams at the Commission (see **Our staff**). Evaluation of the program will run in the next reporting period.

We once again promoted the Jawun Program that gives public sector staff the opportunity to contribute to creating change and establishing connections in Aboriginal communities. Our administrative role reduced as responsibilities were placed with agency program coordinators.

Graduate programs

We used the '[A place of opportunity](#)' initiative to further position public sector graduate programs as a career destination of choice for the state's talented university graduates.

At the end of 2023, 29 agency programs were included on the initiative's website, with 24 recruiting during the calendar year (20 graduate programs, 2 Aboriginal graduate programs, one Aboriginal cadetship program and one vacation program).

'A place of opportunity' supported this recruitment by increasing awareness of graduate program opportunities. There was a 53.1% increase in visits to the website in 2023-24 to 146,810 visits from almost 53,000 individual people. Participating agencies recruited 170 graduates who commenced work in 2024.

We undertook further improvements to the initiative for 2024 with refreshed campaign assets including 8 short videos of current graduate officers featured in social media advertising. We set up dedicated Instagram and TikTok accounts to better engage university students, and were present at 23 careers and university events from February to June. With the branding for the initiative now a few years old, we completed

a brand review in June to ensure 'A place of opportunity' was still market competitive. The review will inform enhancements for 2025.

University students who attended 'A place of opportunity' booths at careers expos and university events reported strong interest in careers in the sector. A key theme from students was that careers in the sector seemed "attractive due to the wide range of opportunities available".

Traineeships and internships

We used learnings from 'A place of opportunity' to make improvements to the public sector [School Based Traineeship Program](#) ahead of recruiting for 2024-25. This entry level program continued to support young people start their careers in the sector, working part time while doing Years 11 and 12, and completing a nationally recognised Certificate II in Government. Of the 20 trainees who completed the program in 2023, 17 secured employment in the sector.

To promote traineeships commencing in 2024 we published a profile of each agency taking part, giving students time to consider opportunities that matched their interests and future plans. A simplified application process benefited students and offered agencies better control of recruitment outcomes. This resulted in increased engagement with the program, and the number of student applications increased to 130 from 37 students (20 total applications in 2023). The 2024 intake commenced in February, with new trainees filling 21 available opportunities across 9 agencies.

Improvements to support the 2025 intake gave agencies more time to prepare and resulted in 14 agencies registering. Recruitment will take place in the next reporting period.

We promoted the [McCusker Centre for Citizenship internship program](#) which provides students at The University of Western Australia with an opportunity to develop valuable and transferable skills for the benefit of the community. In 2023-24, 32 agencies provided 146 internships through the program (29 agencies and 115 opportunities in 2022-23). A survey by the McCusker Centre found that 97% of interns said they would recommend the program to their peers.

Public Service Medal winners

In 2023-24, 10 WA public sector employees were awarded the prestigious Public Service Medal for outstanding public service.

The Public Service Medal Committee, chaired by the Commissioner, met in July and February to assess nominations and recommend proposed recipients to the Premier. These recipients were announced on Australia Day and the King's Birthday 2024.

Australia Day 2024 Honours List

Fiona Fischer PSM (Regional Executive Director – Kimberley, Department of Communities) for outstanding public service through innovation in the delivery of human services in the Kimberley region of Western Australia.

Iain Cameron PSM (Managing Director, Department of Transport and previously Office of Road Safety and Road Safety Council) for outstanding public service through leadership in road safety in Western Australia.

Dr Robyn Lawrence PSM (Chief Executive, South Australian Department for Health and Wellbeing and former Assistant Director General, Western Australian Department of Health) for outstanding public service through substantial contributions to Western Australia's response to COVID-19.

Dr Revle Bangor-Jones PSM (Deputy Chief Health Officer – Health Protection, Department of Health) for outstanding public service through strategic leadership of the public health response to COVID-19 including the management of COVID-19 outbreaks on vessels in Western Australian waters.

King's Birthday 2024 Honours List

Lisa Rodgers PSM (Director General, Department of Education) for outstanding public service in support of the education community in Western Australia during the COVID-19 pandemic.

Deborah Donation PSM (Ngarinyin Language Teacher, Lead Aboriginal and Islander Education Officer and Cultural Advisor, Wanunami Remote Community School) for outstanding public service through supporting education outcomes for students of Wanunami Remote Community School and the development of local languages.

Francine Eades PSM (Area Director Aboriginal Health, East Metropolitan Health Service) for outstanding public service through improving health outcomes for Aboriginal people during the COVID-19 pandemic.

Dr Warrick Fletcher PSM (Executive Director Fisheries and Agriculture Research Management, Department of Primary Industries and Regional Development) for outstanding public service through fisheries research and the development and implementation of a holistic ecosystems based approach to fisheries management.

Marion Hailes-Macdonald PSM (Director Strategy and Partnerships, Office of Disability, Department of Communities) for outstanding public service through leadership in the development and improvement of services and supports for people with disability, their families and carers.

Peter Sharp PSM (Executive Director Parks and Visitor Services Division, Department of Biodiversity, Conservation and Attractions) for outstanding public service through leadership in the engagement of Aboriginal people in land management and advancing cultural change in government in Western Australia.

Young achiever award

We created the [Public Sector Commission Young Achiever of the Year](#) award in 2023 in partnership with the Western Australian branch of the Institute of Public Administration Australia to recognise the contributions of young people who are making a direct and immediate difference to their agencies. The award was open to staff aged 24 years and under and operating at a mature level in the Personal Leadership context of [Leadership Expectations](#).

The inaugural recipient was Joel McDonald, an organisational development officer at the Department of Primary Industries and Regional Development. He was recognised for working with emotional intelligence and integrity, and for his commitment to making the department a more inclusive and accessible workplace. Joel commenced his career as a school based trainee in 2015.



Women in Executive Leadership Development Experience Initiative

“This experience has made me think about what’s important for the agency and how **I can make a difference** or improve the way we function. That has a flow on effect in terms of the purpose we’re here for, **for the community we serve.**”

Natasha Erlandson

Corruption and
Crime Commission

Lead collectively

“I am part of something bigger.”

Natasha stepped into the role of Director Executive at the Corruption and Crime Commission as part of the **women’s initiative**. With a seat at the Corporate Executive table, she contributed to discussions and decisions that affected the entire agency.

She says getting hands on experience helped her leadership behaviours and mindsets evolve and gave her a more strategic view of both the agency and sector.

“Having that **bigger picture view** and real strategic thinking are all part of **leading collectively** – it’s about lifting up and bringing my team along,” she says.

“This role has really **given me the confidence** to step outside my shell and I appreciate more how a dissenting view or a different opinion is so valuable to decision making. I think I’m better at being comfortable being uncomfortable!”

Since the program ended Natasha has been promoted to an ongoing executive leadership role at the Corruption and Crime Commission, carrying on and expanding the work she began last year.

“I want to express my thanks for the initiative because **it has literally changed my career trajectory**. It’s changed my life,” she says.



Lead collectively

Priority 3: Strong agency and individual capability

We champion a continuous improvement mindset. This means we are building individual and collective capability to meet challenges now and those coming down the track.

Having a proactive, fit for purpose approach to performance improvement is crucial for agencies and for the sector as a whole.

To achieve this we have set out what a highly capable and high performing public sector looks like. We have started by identifying gaps, trends and better practices in agency capability. As these emerge we are designing a learning approach for the sector to build the knowledge and skills our people need to deliver even better services to the community.



Capability reviews of agencies

Following a successful 2 year trial and the announcement by the government in May 2023 of ongoing funding, the Agency Capability Review Program was established permanently in the Commission on 1 July 2023. We appointed staff to ongoing positions to support sectorwide implementation, monitoring and analysis of the program.

We commenced 6 reviews during the year and finalised 2 reviews from the previous year. An [executive summary](#) of each completed review was published.

Agencies developed commitment statements to be included in the final reports and reported progress against capability improvement actions in their annual reports, using the reviews to focus their improvement efforts. Many agencies incorporated related actions into broader strategic and operational plans. CEOs were held accountable to their commitments through assessment of their performance.

Each review was led by an independent lead reviewer supported by a senior reviewer from another government agency along with our review team. In October we undertook an open tender process to expand the existing panel of lead reviewers. From the panel we selected and appointed lead reviewers best suited to each agency's context.

The program is on track to complete reviews of all Public Sector Leadership Council agencies within agreed timeframes.

Table 5: Agency Capability Review Program 2022-23 and 2023-24

Timeframe	Agency	Lead reviewer
Reviews commenced in 2022-23 and finalised in 2023-24	Department of Primary Industries and Regional Development	Dr Michael Schaper
	Department of Communities	Carmel McGregor PSM and Susan Hunt AM PSM
Reviews commenced in 2023-24 to be finalised in 2024-25	Department of Treasury	Colin Murphy PSM
	Mental Health Commission	Jo Gaines
	Western Australia Police Force	Professor Margaret Seares AO
	Department of Education	Jo Gaines
	Department of Fire and Emergency Services	Carmel McGregor PSM
	Department of Training and Workforce Development	Elizabeth MacLeod PSM

Findings from the agencies reviewed helped inform a deeper understanding of trends and capability gaps in the sector including in the areas of financial management, strategic policy, workforce planning and asset management.

Using this information we continued work on new approaches to workforce planning and progressed the development of a sectorwide learning initiative to lift the capabilities of non-frontline employees (see **Workforce planning; Public sector learning initiative**). We also supported the Department of Treasury to set in place a plan to increase the technical and leadership capabilities of chief finance officers in the sector (see **Chief finance officers**).

Public sector learning initiative

During the year we made considerable progress on the public sector learning initiative aimed at advancing the capabilities of 35,000 non-frontline agency employees. We completed work on a learning design approach and scoped out a high level curriculum map in consultation with subject matter experts from the public and private sectors.

In the map we set out 120 proposed courses through 12 learning pathways. We deliberately aligned the pathways with the Agency Capability Framework to address key aspects of public administration such as finance, procurement, contract management, integrity, policy, digital and data, workforce planning and customer service.

We focused the initiative on foundational courses tailored specifically for the WA public sector to deliver high quality learning at scale to achieve maximum effectiveness and efficiency.

In April the WA Government announced a significant investment in the initiative with funding starting in 2025-26. We brought together a small project team to work closely with the Department of Finance to plan the procurement process that will contract a learning services partner to establish and run the initiative.

A Request for Information was advertised on Tenders WA in May, with responses used to inform Request for Tender documents. An Early Tender Advice notice was placed on Tenders WA in June and the Request will be advertised in the next reporting period.

Chief finance officers

In response to the need for strong financial management as a priority for the sector, we created [Technical and Leadership Capabilities for CFOs](#) in partnership with the Department of Treasury. The program aims to uplift the capability of all chief finance officers in public sector agencies and elevate their strategic impact.

For the technical aspect of the program we focused on the high level skills of financial management, budgeting, controls, risks, accountability, analysis, planning and reform critical not just for each agency but for the sector overall.

For the leadership aspect we focused on skills which support chief finance officers in building teams that achieve exceptional financial outcomes and meet the needs of their agencies, the state's financial management framework and oversight bodies such as the Auditor General.

This combination of detailed technical skills development and contemporary leadership development was specifically targeted to ensure chief finance officers are well prepared for current and future challenges.

The first group of 26 participants started the leadership component in March with all current chief finance officers to complete this by May 2025. The technical component will be developed in the next reporting period and made available for all chief finance officers.

Human resources capability

Work completed last year on human resources management capabilities in the sector was reviewed during the year. This work will be progressed in the new reporting period as part of a wider look at engagement of chief human resources officers in the sector.

Approach to agency culture

Work continued into looking domestically and internationally into contemporary models used in the context of public sector culture. Insights were used to explore an approach to build workplace culture that suits the unique context of the WA public sector. This work will continue into the next reporting period.

Under [Commissioner's Instruction 29](#), all public sector employees and board members are required to complete Aboriginal and Torres Strait Islander cultural awareness training. We continued to make available our online [Aboriginal cultural awareness training resource](#) that agencies and boards could use to meet this requirement.

In 2023-24, 17,576 employees from public sector agencies, government trading enterprises, public universities and local governments completed this training through WA.gov.au.

We continued to work with public sector agencies and boards to understand the reasons for agencies with less than 30% completion rate of cultural awareness training and determine any compliance action under the Commissioner's Instruction.

The total number of employees who have completed the required training is reported in the [State of the WA Government Sector Workforce report](#).

Workforce data and insights

With workforce data a significant asset for the sector, we continued to run our annual data collection program to provide analysis and insights for sector and agency use.

We ran the 2023 integrity and conduct annual collection early in the reporting period with key information published in the annual State of the WA Government Sector Workforce report in November. We opened the 2024 integrity and conduct annual collection in June with new questions about compliance with [Commissioner's Instruction 40: Ethical Foundations](#); use of the [Integrity Framework Maturity Self Assessment tool](#); and the percentage of staff trained on their authorities' codes of conduct.

Through the 2024 equal employment opportunity collection we gathered information on diversity and inclusion activities and performance of government entities. This collection covered the period 1 April 2023 to 31 March 2024. We made some changes to the collection to remove and clarify questions, and gather information in areas of high interest such as gender pay gap.

In February we held 2 online information sessions to explain changes, processes and requirements of both 2024 collections. Key information from these collections will be published in the [State of the WA Government Sector Workforce report](#).

We also collected, analysed and reported quarterly on workforce data from agencies to inform benchmarking and track progress against government priorities. Across the year we sustained timely collation and interpretation of the data, publishing within 8.5 and 12 weeks from the end each quarter.

Key information from the quarterly workforce data collection was made available in the [Quarterly Workforce Report](#), annual [State of the WA Government Sector Workforce](#) report and quarterly diversity dashboard report. It was also used to respond to 60 requests for information to support responses to parliamentary questions, media enquiries, and questions from agencies and the public.

Data access and use

We continued to look for improvements in what and how workforce data is acquired, managed, stored, used and shared including how to give the government sector greater insights into workforce trends.

Results from a pilot completed last year with 5 agencies showed use of contemporary practices to automate submissions of workforce data to the Commission reduced time and effort for agencies to prepare and submit data, and for us to collect the data. We used the pilot to begin work on designing and adapting current systems and processes to transition to automated collection; and testing the feasibility of full scale implementation across the sector.

During the year we implemented additional security controls and remediation activities to corporate applications and systems. We introduced multifactor authentication controls for all 1.8 million job seeker profiles on the Recruitment Advertising Management System (RAMS); and undertook penetration, vulnerability and load testing for this whole of government platform. Both activities were completed in coordination with the Department of the Premier and Cabinet and third party providers.

We led the national response to public sector reporting to the Workplace Gender Equality Agency, providing aggregate data to progress a deeper understanding and comparability of state and territory gender equality and gender pay gap information.

This initiative commenced in 2022 and followed a common approach to reporting developed across all Australian public sector commissions to build towards nationally consistent reporting. We led this work through chairing the Public Sector Commissioners' Interjurisdictional Workforce Data Analytics Committee, a role we held from January to December 2023.



Women in Executive Leadership Development Experience Initiative

“Having this experience with on the job learning **is so meaningful.** It gives you the opportunity to apply the knowledge in a real world way – **it really has impact.”**

Sarah Woods

Department of Planning,
Lands and Heritage

Think through complexity

“There is more than one solution.”

Sarah was Director Corporate Governance and Reform at the Department of Planning, Lands and Heritage as part of the **women's initiative**. She says the focus on developing leadership behaviours – like **thinking through complexity** – was fundamental in strengthening her mindset to focus on priorities and build positive outcomes.

“It was working through things that were unprecedented,” she says. “Like working through which governance arrangements we needed, and understanding how we work with the strengths that the agency has. **There's always more than one solution** so what are the benefits, risk and consequences?”

“I learned to always have my eye on the big picture, and break the work down into increments. **It's changed my mindset** in the sense of focusing on what is a priority and having more clarity in decision making.”

Sarah says she's proud of the results the role has produced for the department: “The interconnectedness we now have across the agency – it's almost tangible. You can see there is real change.”

“This experience has made me a different person to who I was when I came in – for the better! I have grown as a person.”



Think through complexity

Priority 4: Embedded integrity

Integrity is at the heart of everything we do. This means setting the highest standards of integrity for public sector agencies and providing them and the wider government sector with tools and information to promote integrity and identify, manage and prevent integrity risks.

Public authorities must act in the interests of the community every day through their decisions and actions so a clear and focused approach to integrity is at the core of our work.

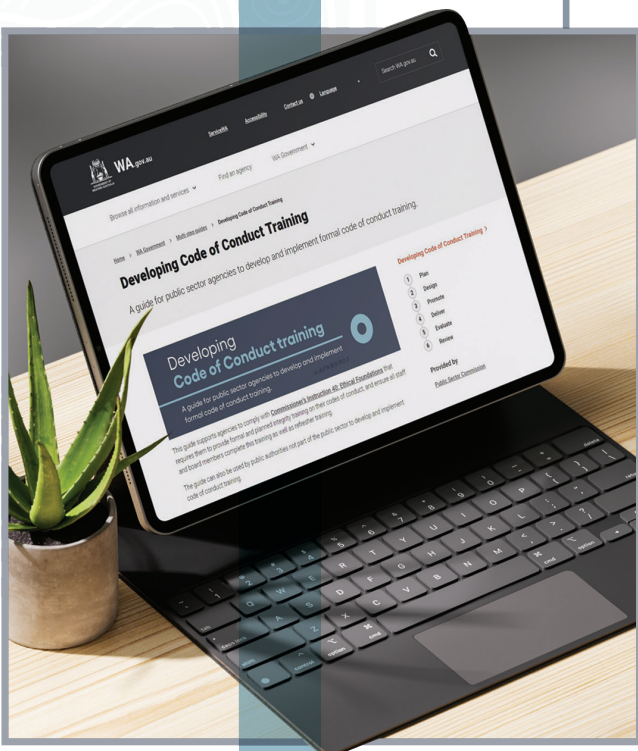
We have set strong foundations and robust expectations to enhance integrity and help prevent misconduct and corruption. We implement this with a focus on integrity education and promotion, and support authorities to embed integrity and enhance trust in the government sector.

Ethical foundations

[Commissioner's Instruction 40: Ethical Foundations](#) came into effect on 2 October and established a new Public Sector Code of Ethics with 4 core standards of integrity, impartiality, respect for others, and trust and accountability. It also set additional requirements for public sector agencies including having an integrity framework that documents and coordinates their approach to integrity; and providing formal and planned code of conduct training for staff and board members along with refresher training.

With this instruction in place, we repealed Commissioner's Instructions 7 and 8 that previously set the code of ethics, and requirements for codes of conduct and integrity training. We also repealed legacy Administrative Instructions 102, 711 and 728 that covered official communication and information, and media and public communication.

To help public sector agencies meet the requirements of Commissioner's Instruction 40, we released a guide on [Developing Code of Conduct Training](#) in August. This supported the [Developing a Code of Conduct](#) guide we released ahead of the new instruction coming into effect. The training guide includes generic sample core content that can be customised to reflect each agency or board's code of conduct, operating conditions and risk profile.



Authorities in the wider government sector were encouraged to provide training on their codes of conduct, and use and adapt our guides to suit their contexts.

At 30 June webpages in the 2 guides had been viewed a combined 3,829 times.

To further support agencies we conducted information sessions about the instruction's requirements and provided advice via phone and email. The 2024 integrity and conduct annual collection included new questions to capture data about compliance with Commissioner's Instruction 40.

Conflicts of interest

In August we published our second integrity thematic review on the [Management of conflicts of interest by public authorities](#). We looked at the policies, procedures and practices of 12 authorities and the Commissioner set expectations for improvement in relation to:

- policy frameworks
- awareness and training
- policies and procedures
- monitoring and evaluation.

The thematic review informed the development of resources to support authorities evaluate and strengthen their approach to conflicts of interest.

For International Anti-Corruption Day in December we published a new [Conflicts of Interest Guide](#) with information about what conflicts of interests are and why some functions and activities present a higher risk for them. We included tools to assist authorities and their staff identify and manage conflicts of interest. We also provided suggestions for policy development.

The guide was accompanied by [2 information sheets](#), one for managers and one for officers, to help authorities educate their staff on conflicts of interest and their role to identify, declare and manage them. We also released [3 animated videos](#) based on the concept of 'Anything to declare?'

We encouraged authorities to incorporate these resources into their learning and development programs.

At 30 June the webpages in the guide had 7,588 page views and the information sheets had been downloaded 1,299 times.

We collected annual statements of personal interests for chief executive officers for 2023-24 in July. These statements recorded any interests of CEOs and their family that may have the potential to influence, or could be perceived to influence, decisions made or advice given. CEOs were required to give due consideration to the management of any identified conflict which may include development of a management plan to be submitted to the Commissioner.

New integrity strategy

This year we delivered the final actions in the [Integrity Strategy for WA Public Authorities 2020-2023](#).

The strategy provided the government sector with a cohesive set of actions to promote integrity and help prevent misconduct and corruption. We evaluated the strategy's impact and reflected on actions delivered across the past 3 years. Central to its implementation was the development of an extensive suite of resources and tools to strengthen the approach to integrity.

Since its release in 2019, 91.2% of public authorities reported using the strategy to manage and improve integrity (as reported in the 2022-23 [State of the WA Government Sector Workforce report](#)) and confirmed their current approach met or exceeded requirements.

Between December 2021 and June 2023, 76.5% of public authorities reported in the integrity and conduct collections that they used the integrity framework resources.

The evaluation informed our drafting of a new integrity strategy for 2024 to 2028 to be released in the next reporting period with a focus on embedding integrity across the government sector.

Advice and education

We continued to build the integrity knowledge and skills of those in the government sector through our advisory and education services.

In 2023-24 we delivered 38 integrity sessions and presentations to 1,450 participants (38 sessions to 1,645 participants in the previous reporting period). We also consulted 46 times with 150 stakeholders in response to specific integrity matters or as part of a regular schedule of meetings including with the Corruption and Crime Commission, the Integrity Practitioners' Group, an interagency meeting hosted by the Department of Communities, and the Local Government Integrity Working Group.

We also completed 8 peer reviews of codes of conduct for government boards and committees, and gave 12 presentations to 192 participants from boards and committees.

Our advisory service provided conduct and integrity assistance to individuals and public authorities on 414 occasions, and 63 advisories were provided to boards and committees.

Integrity matters and standards

Minor misconduct matters

In 2023-24 we finalised 599 matters alleging minor misconduct, up from 500 in the previous reporting period. This increase was to be expected given the concerted work we have undertaken to set standards, raise awareness, and build the integrity knowledge and skills of those in the government sector.

We also reviewed actions taken by public authorities to deal with conduct matters that we referred to them to ensure they were appropriately dealt with; and we used the 2023 WA Public Sector Census to identify areas for improvement.

In October we launched Safe2Say, a platform allowing individuals to anonymously report suspected minor misconduct. We held information sessions to increase agencies' understanding of their responsibilities to notify the Commission of suspected minor misconduct.

We also released a short new animation on WA.gov.au that explains what is and what is not considered minor misconduct.

Breaches of public sector standards

We finalised 87 breach of public sector standards claims in the reporting period (102 the previous reporting period). The reduction was due to fewer claims against the Employment Standard and no claims against the Performance Management Standard and Termination Standard.

Matters of referral

Submissions of unsolicited information about matters involving public sector integrity, management and administration that relate to our broader functions under the PSM Act but are not matters considered under the CCM Act are collectively called matters of referral.

We completed 14 matters of referral in 2023-24 (15 the previous reporting period) related to public sector recruitment practices, general human resources and conduct matters, and requests to lodge late breach claims.

Table 6: Percentage of matters of referral and breach of standards claims completed within timeframes 2022-23 and 2023-24

Category	2022-23	2023-24
Simple (30 days)	100%	100%
Routine (50 Days)	85%	100%
Complex (120 days)	100%	100%
Average (weighted)	91%	100%

Lobbyists register

Lobbyists were again required to confirm or update their registration details each quarter on the lobbyists register with information about the company, lobbyist and their clients. During 2023-24 we confirmed 1,117 sets of registration details (1,044 the previous reporting period).

We assessed 78 new applications for lobbyists during the year. At 30 June there were 116 registrants and 295 individual lobbyists listed in the register (105 and 325 respectively the previous reporting period). We received reports of 2 suspected breaches relating to lobbying, neither of which was upheld.

Public interest disclosures

We received one public interest disclosure matter in relation to other agencies in 2023-24 (5 the previous reporting period). We assessed this disclosure as an appropriate disclosure of public interest information and referred it to the relevant authority for investigation.



Women in Executive Leadership Development Experience Initiative

“**Building capability** has always been a key focus for me because if our people aren’t empowered, how are we going to deliver outcomes, how are we going **meet the expectations** of not only the agency and the sector but the community?”

Jillian Collard

Department of Water and
Environmental Regulation

Build capability

“We are only as good as our people.”

Jillian is a proud Noongar woman with cultural connections to Whadjuk and Ballardong. She took on the role of Director Aboriginal Engagement and Partnerships at the Department of Water and Environmental Regulation for the 12 months of the **women’s initiative**.

She says it’s given her the skills and support to succeed in an executive role. It also has her **thinking about the potential of future generations of women** and building their capability to step into this space.

“Even though I felt that imposter syndrome, this experience strengthened my leadership skills and shifted my mindset. **It’s given me confidence and belief in myself that I can do it,**” she says.

“I want to keep my momentum and continue the journey, looking at how I can leverage certain areas or people to build and strengthen those relationships. I want to embed programs and initiatives into the agency or even across the sector to **share those learnings**.

“This has been a **big springboard for me** and an **amazing opportunity for women across the sector**. I feel really privileged to have been a part of it.”



Build capability

Priority 5: Trusted and capable Commission

We strive for a Commission that provides excellent support for the sector. This means we take responsibility for our leadership behaviours and mindsets, work to the highest standards of integrity, and enact strong governance to deliver our best work individually and as an agency.

Leading with Impact sets our strategic direction for 2023-26 and informs our work to shape, build and regulate the public sector. A priority for us internally is building our own high performance as the Commission to provide the best support for the sector.

Our staff

With around 70% of our 2023-24 budget going towards employment costs, we are very much a people organisation.

At 30 June we had 150 staff or 142.7 full time equivalents (FTEs). This compared to 155 staff or 145.7 FTE in the previous reporting period. The change was brought about by the current tight employment market across the state and shortage of talent in particular areas such as data, digital and procurement. This resulted in some challenges recruiting staff to vacant positions.

The vast majority of our staff were employed on a permanent basis (80.7%, up from 76.1% the previous reporting period). Where we engaged staff on a temporary basis this was primarily to cover for leave and secondments.

This year we exceeded the public sector aspirational targets for all diversity groups as established in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#).



Image: All staff meetings are held 4 times a year, hosted by Public Sector Commissioner Sharyn O'Neill.

Our staff profile

150

Headcount

43

Median age

80.7%

Permanent

82.6%

Full time

142.7

Full time equivalents (FTEs)

66%

Women staff

77.8%

Women in the SES
(Sector aspirational target 50.0%)

5.3%

Staff with disability
(Sector aspirational target 5.0%)

6.7%

Staff 24 years and under (youth)
(Sector aspirational target 5.8%)

4%

Aboriginal and Torres Strait Islander staff
(Sector aspirational target 3.7%)

22.7%

Culturally and linguistically diverse staff
(Sector aspirational target 15.5%)

As an agency with a small workforce, single movements in a diversity group can have a big impact on representation of that group. We achieved the targets by actively seeking opportunities to diversify our workforce including appointing a person with disability on a 12 month rotational program and appointing 2 young staff through our 2024 graduate program.

We also partnered with WA universities to provide placements to students through a trial of a new vacation program that we initiated for the sector (see **Pathways for Aboriginal and Torres Strait Islander people**). In June, we welcomed Whadjuk Ballardong and Wilman Noongar woman Bianca Morgan from Curtin University, and Ballardong Noongar man Jett Butcher from Murdoch University. They spent 2 weeks of their university holidays gaining work experience in the public sector and contributing to our work. Bianca joined the Strategic Communications team and Jett joined the Culture and Improvement team – before both returned to their university studies in education.

We continued to support our staff through secondments, giving them opportunities to work in different agencies and areas to further their experiences and development. We had a range of staff come into the Commission over the year through secondments, adding value to our work.

We improved our leave liability position over the year, requiring managers to monitor leave balances of their staff and work with those who needed to reduce accumulated leave.

At 30 June, 62% of our staff had working from home arrangements in line with the Public Sector CSA Agreement 2022 and our policy parameters.

Planning for the workforce

We extended the diversity focused actions in our workforce and diversity plan (initially due to end in 2022) while we scoped a new workforce plan for 2024 and beyond. Development of the new plan, which also considers how to address census insights, was placed on hold to ensure alignment with the sectorwide workforce strategy (see **Workforce planning**). These actions fulfilled our obligation for an equal opportunity management plan under section 145 of the EO Act and a multicultural plan under the WA Multicultural Policy Framework.

We achieved against each of the 3 policy priorities in the framework. For priority 1 (harmonious and inclusive communities) we celebrated cultural events including Harmony Week, NAIDOC Week, National Reconciliation Week and International Day of People with Disability. We promoted these internally and shared stories on our digital channels to recognise staff across the Commission and sector.

For priority 2 (culturally responsive policies, programs and services) we continued to provide mandatory Aboriginal cultural awareness training for our staff, with a completion rate of 100%. This training helped staff increase awareness and knowledge of Aboriginal and Torres Strait Islander cultures and perform their duties in a culturally informed way. We also held Noongar language lessons during the year with feedback from staff very positive. We intend to continue this initiative to build on cultural competence across the Commission.

For priority 3 (economic, social, cultural, civic and political participation) we provided all staff – including culturally and linguistically diverse staff – with a broad range of learning and development.

Workforce inclusiveness

While we were pleased to exceed the diversity targets, our focus was on more than numbers and compliance. We also strived to encourage a multiplicity of voices, views and thinking in our workplace; and an environment where each of these are welcomed, affirmed and valued. We looked at actions, active allyship and inclusivity as both personal and collective responsibilities.

We continued to be members of the Diversity Council Australia and celebrated Inclusion at Work Week in November with a video highlighting the many different cultural backgrounds of our staff.

In April we created a series of 4 video interviews in support of WA Youth Week. The videos featured young public sector staff talking with WA Youth Week Ambassadors about their experiences working in the public sector and the opportunities for young people looking for a positive start to their careers. The videos were shared on our digital channels and with participating agencies.

Throughout the year we worked with the Department of the Premier and Cabinet to promote inclusion of staff of diverse sex, sexualities and genders through representation on the Ally Network leadership team.

We saw in our census results that more of our staff identified with a diversity group than have shared directly with the Commission. This included Aboriginal and Torres Strait Islander staff, culturally and linguistically diverse staff, staff with disability or long term health conditions, and staff with a diverse sexual orientation. We began analysing these results to build understanding of why staff have chosen not to share this information in the past. This will inform actions going forward to address concerns and build trust in how we ask for and respond to diversity information (see **Census actions**).

Leadership impact

We continued to implement Building Leadership Impact and Leadership Expectations across the employee lifecycle at the Commission. Considerable effort went into providing information, resources, advice and support to people leaders as they navigated the changes required for a new way of leading before learning and development was shared with staff more broadly.

In September we trained 12 staff as facilitators for the 7 Personal Leadership Suite face to face workshops – one workshop for each of the expected behaviours. They went on to facilitate workshops for all staff in positions in the Personal Leadership context: in October for the expected behaviour ‘Think through complexity’ (with 87% of staff in this context attending) and in February for the expected behaviour ‘Build capability’ (70% attendance). They ran 5 repeat workshops for each behaviour.

Also in September we held a mini masterclass for all staff exploring practical ways to give feedback and handle emotional responses that feedback can evoke. The class included interactive scenarios played by actors to demonstrate how to deliver and receive feedback in ways that empower positive behaviour change. This linked directly to ‘productive feedback’, one of the 6 conditions in Building Leadership Impact needed to create the environment for positive behaviour change. In support of this we also provided PRINT profiles for new staff.

During the year we reviewed the way we describe positions and included the expected behaviours as part of revised selection criteria. New position description templates were developed and people leaders attended workshops in February on how to use them.

We revised our performance management process to include leadership contexts, on balance ratings for expected behaviours and mindsets, new deliverables for people managers on Building Leadership Impact, and more specific guidance on development planning. This was supported by education sessions for all staff on how to build this approach into performance agreements and development plans.

Implementation of Building Leadership Impact continues into the next reporting period, to be led by the Commission’s participant in the Women in Executive Leadership Initiative for 2024-25.

Census actions

The first WA Public Sector Census provided valuable information about us and our workplace experiences. Results showed the vast majority of our staff have recommended or would recommend the Commission as a place to work; and many intend to stay at the Commission for the next 5 years. The census also pointed to areas where we could do better around consistent implementation of policy, processes and behaviours.

We held an interactive meeting in October for all staff to provide ideas on how to address the results from the census. These ideas were collated and in March Corporate Executive released a Census Action Plan. The plan set out 4 avenues for enhancement around information and awareness, learning and development, sharing and collaboration, and connection and socialisation. It also set out 3 improvement avenues related to working from home, proper processes and preventing workplace bullying.

To 30 June, we delivered a large number of actions in the plan including:

- running sessions to help all staff become more familiar with internal policies and procedures, and where to find essential information and resources on our intranet to help them with their work
- opening our Corp X Live monthly strategy update meetings to all staff (previously these were open only to senior staff) so everyone has details of our directions, risks and activities
- extending our Corporate Inductions to all staff wanting a refresher about our work and role in the sector
- expanding our Corporate Volunteering Program to allow staff to choose their own volunteering experiences
- organising celebrations of special days and weeks to increase social connection
- encouraging staff to share, like, repost and comment on our social channels so more people know about the great work we are doing.

We also set in place other actions to be delivered over the next year including an audit of past recruitment processes and practices; a strategy network for our senior staff to inform planning for and implementation of projects, programs and initiatives; and critical and systems thinking to drive creative problem solving and generate innovative solutions to Commission and sector challenges.

Alongside the action plan we released 2 new internal policies, our first Bullying, Harassment and Discrimination Policy and a revised Working From Home Policy (see **Internal policies and procedures**). The release of the Bullying, Harassment and Discrimination Policy and associated information sessions reiterated our no tolerance stance on these matters.

Code of Conduct

[Commission's Instruction 40: Ethical Foundations](#) came into effect on 2 October requiring each public sector agency to have a code of conduct aligned to the 4 standards in the [Public Sector Code of Ethics](#); and formal and planned integrity training on its code to be completed by all staff.

We released our new Code of Conduct in October. For each standard – integrity, impartiality, respect for others, and trust and accountability – we set out behaviours that must be applied to our work every day. We developed the code with input from staff and feedback from union members, completing work that commenced the previous year.

We also started developing online training, taking the 4 standards and creating a character to illustrate the required behaviours in each standard. We used the skills and expertise of staff in a number of areas in the Commission to devise the learning, create the characters, and build interactive and engaging modules. The training will be made available at the start of the new financial year.

Commissioner's Instruction 40 requires each agency to have an integrity framework. We had our framework in place in March 2023; in March 2024 we reviewed it and made minor updates.

Reconciliation

Our Reconciliation Action Plan (RAP) Implementation Working Group continued to actively make our commitment to reconciliation more visible and encourage staff to be involved in events and activities. The group was chaired by an executive director and met 6 times over the year.

The collective RAP Ring with colleagues from the Department of the Premier and Cabinet and Department of Treasury (as central agencies) and Reconciliation WA continued to drive discussion and collaboration.

To mark the start of NAIDOC Week, staff joined colleagues from the Department of the Premier and Cabinet and Department of Treasury at a flag raising ceremony and took part in a smoking ceremony led by Elder Matthew McGuire.

In June staff were invited to attend National Reconciliation Week activities including a livestream of the 2024 National Reconciliation Week breakfast and the Walk for Reconciliation in Langley Park. We created a RAP Hub on our intranet highlighting planned activities, sharing news and showcasing actions to meet our commitment to reconciliation.

The committee also moved to close out our Reflect RAP and commenced planning for an Innovate RAP.

Learning and development

We continued to invest in our staff through a wide range of learning and development over the 12 months.

As part of our management and leadership development focus, we set up a temporary executive position through the sectorwide Women in Executive Leadership Development Experience Initiative. Lisa Ward was appointed as Director Organisational Governance and Development and joined our Corporate Executive.

To support Building Leadership Impact we developed a coaching program for senior staff (executive directors, Level 9 and Level 8 staff). The program provided participants with individual coaching sessions to help them build and embed the expected behaviours in Leadership Expectations. Given the positive impact of the coaching, we extended it to many Level 7 people managers early in 2024. In total, 41 staff took part between May 2023 and April 2024.

Overall, feedback from those who participated was overwhelmingly positive on the quality of the coaches, their knowledge and experience on different matters, and the way they challenged participants' thoughts and perspectives. Most participants reported seeing a direct impact from the coaching sessions in their work.

We continued to use mandated training to ensure all staff had critical information about and knowledge of identified areas including cybersecurity, Aboriginal cultural awareness, disability awareness, financial management, record keeping, workplace safety and integrity.

We provided training for staff holding or taking on specific roles such as work health and safety representatives, wardens and public interest disclosure officers. We trained 9 staff as family and domestic violence support officers, and 22 staff as mental health first aid officers.

Our staff also participated in development programs we provided to the sector. For 2024 this included one person in Elev8, 3 in Propel and 2 in Launch. All staff also had access to Leadership Conversations, with 114 staff registering to attend these online interactive webinars. One of our staff was also selected for the Signature Leadership Program run by Leadership WA, and one senior executive completed the ANZSOG Deputies Leadership Program.

As part of our benefits of being a Premier Corporate Partner of IPAA, we receive 6 Young Professional Memberships each year for staff aged 35 years and under. We provided these memberships to eligible staff and also allocated funding to pay for learning events.



Women in Executive Leadership Development Experience Initiative

“We often put limitations on ourselves but this initiative proves to women that we can do it. **That’s important for women and it’s also important for men to see.** It changes perspectives of what’s possible.”

Lisa Ward

Public Sector Commission

Embody the spirit of public service

“We do everything for the public good.”

Lisa spent her 12 months in the **women’s initiative** as Director Organisational Governance and Development at the Public Sector Commission and says it was a valuable learning experience.

“It was great to do something entirely different. It’s given me a better understanding of what it takes to be in an executive position and the impact you can have,” she says.

She reflects on the development of leadership behaviours the initiative has afforded her such as **embodying the spirit of public service.**

“**Everything we do is for the public good** – it underpins all of our work,” she says. “At an executive level I have a broader view of this and feel more responsible for a larger team of people. It’s about making sure they’re **acting ethically and with integrity.**”

Lisa has continued in her position on Corporate Executive and is bringing what she’s learned and her leadership experiences to help make ongoing improvements.

“**I’m keen to drive excellence and improvement** – a ‘how do we do better?’ attitude. We’ve done this. Let’s review it. Let’s see how we can do it better next time. **It’s so important to have a focus on continuous improvement,**” she says.



Embody the spirit of public service

All staff were encouraged to access learning through Development Maps and the Personal Leadership Suite as part of implementing Building Leadership Impact. Over the year, 97 staff completed Development Maps modules.

We also focused on building and supporting the psychosocial environment through training on tackling bullying in the workplace. Actors brought workplace scenarios to life as an interactive way for staff to explore the complexities of workplace harassment and bullying. People leaders also attended information sessions on understanding psychosocial hazards.

To support our training agenda we designed, developed and tested a new learning management system that we named Spark which will go live in early July 2024.

Governance and accountability

Internal policies and procedures

Across the year we worked on drafting a new policy with a key purpose of providing and maintaining a workplace that is safe for our staff and free from inappropriate behaviours and actions such as bullying, harassment and discrimination. We sought advice from the State Solicitor's Office and gathered feedback on the draft policy through our Joint Consultative Committee and Work Health and Safety Committee.

The new policy sets zero tolerance for workplace bullying, harassment and discrimination. This was further explored in a training seminar on psychosocial risk delivered by WorkSafe in March and April which was mandatory for all staff.

To ensure existing policies aligned to the new policy, we updated our policies and procedures on discipline and grievance resolution. Our Code of Conduct training was also aligned to the new policy.

With the Public Sector CSA Agreement 2022 in place in February 2023, we took a close look at our working from home position to ensure it was aligned with clause 51 of the agreement. We revised our position and Corporate Executive approved the Working From Home Policy in March.

The policy also took into consideration feedback from staff through the public sector census and our staff meeting where we asked staff for ideas to improve the workplace.

The new policy aimed to provide more clarity and consistency in how working from home decisions are made; and to ensure arrangements are well managed.

Both policies supported our Census Action Plan responses.

In addition we reviewed our Policy Instruments Framework which guides how the Commission drafts, reviews and issues internal and external policy instruments. To ensure quick and easy access to our suite of internal instruments of policies, procedures, plans and frameworks that govern and guide our work, we developed an interactive diagram for our intranet.

Privacy and responsible information sharing reforms

We continued to prepare for the privacy and responsible information sharing legislation expected to come into effect in July 2025.

Activities during the year included commencing the development of an information asset register and researching a privacy policy.

Committees

Corporate Executive

Corporate Executive is the Commissioner's key decision making body that provides leadership, sets strategic directions, and plans and monitors business requirements and resources to achieve government and Commission priorities. During the year Corporate Executive met 12 times and approved new and updated policies, procedures and frameworks.

As part of a review of how the Commission oversights programs, responsibility was transferred from what was then the Project and Program Governance Committee to Corporate Executive in January. A revised definition of programs was approved and an oversight schedule established to assess the extent to which each program remains relevant and is meeting its objectives. Since this change came about, performance, resource requirements and allocations, risk management, challenges and improvement opportunities were discussed by Corporate Executive for a number of programs.

Following the decision last year to invite senior staff to attend meetings for strategy updates, we extended this invitation during the year to all staff. This decision responded to the desire articulated by staff through the census discussion to have more information about the Commission's strategic directions.

We completed an annual review of the terms of reference with minor changes to reflect the decision to reframe the Project and Program Governance Committee (see **below**).

Project Governance Committee

With the change to its remit, this committee was renamed the Project Governance Committee to focus on assurance to Corporate Executive on the effective and efficient management of project governance, strategy and practices. The terms of reference were updated to reflect this change.

The committee met 11 times during the year, overseeing and endorsing 12 new projects, 12 project closures and 48 project updates including 14 variations. Significant sector projects endorsed included a new recruitment, selection and appointment standard and policy; thematic review of integrity education; and procurement for the learning initiative. Internal projects included the new performance and learning management system, and privacy and responsible information sharing implementation.

Audit and Risk Committee

The Audit and Risk Committee provided independent advice to the Commissioner on the effectiveness of the Commission's system of risk oversight, management, governance frameworks and external accountability obligations. The committee's 5 members included 3 independent members. One of the independent members was appointed chair in February for a 3 year term.

The committee met 4 times in the reporting period and oversaw 2 internal audits.

The first assessed the overall effectiveness and efficiency of minor misconduct and breach of standard functions; and the second assessed the Commission's risk management practices including components such as governance, people, risk systems, risk monitoring, reporting and risk processes.

A third audit into recruitment processes and practices was commenced and continued into the next reporting period. This was part of our Census Action Plan (see **Census actions**).

Work Health and Safety Committee

The committee met 4 times during the year and focused on resolving identified safety matters, reviewing reports of hazards and incidents, and sharing knowledge and better practices. A quarterly report was provided to Corporate Executive on matters considered by the committee and any recommendations on significant work health and safety matters.

Committee member appointments, locations and responsibilities were communicated to all staff regularly during the year so matters could be dealt with appropriately. All reported hazards were reviewed and resolved.

Joint Consultative Committee

The Joint Consultative Committee met 4 times over the reporting period and items on the agenda included new and revised policies and procedures, consultation mechanisms and structural changes. A quarterly report was provided to Corporate Executive on matters considered by the committee along with minutes of the meetings.

Board and committee remuneration

The Commission has no boards or committees.

Client perception survey

We conducted our annual client perception survey to collect feedback from core clients on our performance against the 3 key effectiveness indicators in our outcome based management framework.

The overall response rate for this year's survey was 62%. This exceeded the target response rate of 60% and included a sufficiently representative sample for each authority type although was down from 81% the previous reporting period (see **Key performance indicators** for details).

In response to an identified issue with the current methodology where neutral responses are treated as negative, we worked on a proposal to modify the methodology for 2024-25. This work aimed to simplify response options and remove the underlying negative bias.

We engaged with the Department of Treasury and Office of the Auditor General and, with their endorsement, will implement the change in the next reporting period.

Cybersecurity and IT systems

Cybersecurity remained a focus in 2023-24 as we increased authentication controls for corporate systems including multifactor authentication, single sign on and identity management.

In December, jointly with the Department of the Premier and Cabinet, we maintained a Level 1 maturity rating against the WA Cyber Security Policy and Essential Eight requirements. This met the Office of Digital Government minimum maturity requirements set for the year.

We continued to implement our IT Strategy 2020-2023 to strengthen and modernise our IT landscape and improve services. The significant body of work to remediate IT risks that began in 2020 has resulted in updates to or replacement of 7 out of 9 legacy systems.

We worked on the final 2 systems across the year. This included commencing the replacement of the Agency Executive Management System (AEMS) to support the new Executive Salary Expenditure Limit and oversight of executive management positions in the public sector, and record executive classifications undertaken using the new Western Australian methodology.

This work will continue into the next reporting period.

Our shared arrangements with the Department of the Premier and Cabinet for IT, records, payroll and human resources services continued.

Other legal and policy requirements

Act of grace payments

There were no act of grace payments made under section 80 of the *Financial Management Act 2006* in accordance with Treasurer's Instruction 903 (15) during the reporting period.

Credit cards

We regularly reminded staff of their obligations under our Purchasing Card Policy. In 2023-24, 3 employees inadvertently used corporate purchasing cards for personal expenditure. All matters were settled promptly.

Table 7: Purchasing card use for personal purposes

	2023-24
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	3
Aggregate amount of personal use expenditure for the reporting period	\$88
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	3
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	0
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$150,852 with media advertising organisations. We did not incur any expenditure with advertising agencies, market research organisations, polling and direct mail companies.

Table 8: Advertising expenditure 2023-24

Media advertising organisations	Amount
Carat Australia Media Services Pty Limited	\$98,501
Initiative Media Australia Pty Ltd	\$49,422
Facebook	\$2,929

Disability access and inclusion

Through our Disability Access and Inclusion Plan 2021-2026 we continued to provide equitable and inclusive access for staff with disability to our services, facilities and information.

Guided by our [Diversity and inclusion calendar](#), we recognised days of significance throughout the year. Paralympian David Bryant shared his story to recognise International Day of People with Disability in December. He promoted a positive message to see ability rather than disability, like the Olympic and Paralympic athletes he trains with.

In May we shared practical information on how to make online meetings more accessible and inclusive in recognition of Global Accessibility Awareness Day.

Public sector standards and ethical codes

We complied with the Public Sector Standards in Human Resource Management and Public Sector Code of Ethics (see also **Code of Conduct**).

We informed new staff of these standards at induction and in integrity training, and continued to publish details on our intranet. Our human resources team provided advice, support and guidance to managers and staff on the standards.

Notification of the right to lodge breach of standards claims was provided as required by the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005.

There were no applications lodged for breaches of standards in 2023-24.

Record keeping

Our record keeping services continued to be provided through an arrangement with the Department of the Premier and Cabinet. We provided mandatory online records awareness training to staff as part of their induction and reinforced record keeping compliance through ongoing internal communications.

We investigated how to apply the information classification system that was adopted in the previous reporting period (enabling emails to be tagged using the classification system) to SharePoint and MS Teams sites and channels, with this functionality due to roll out in the next reporting period.

Internal audit and risk management

To improve how we manage risks, we progressed developing a risk appetite statement and guide to define the risk executive is willing to accept in different areas to help guide decisions and manage risks within set limits. This work is continuing into the next reporting period.

We also began upgrading our risk register and developing a dashboard to help monitor risks and controls more effectively.

Freedom of information

We assisted freedom of information applicants to access documents at the lowest possible cost. A breakdown of related statistics is in the annual report of the [Office of the Information Commissioner](#). We also updated our [information statement](#).

Of the 7 applications that were considered, one was carried over from the previous year. We finalised 6 applications during the reporting period, with one of these transferred in full to another agency and one other withdrawn. A total of \$150 was collected in application fees.

Salaries and Allowances Tribunal

The Salaries and Allowances Tribunal is an independent statutory body established under Section 5 of the *Salaries and Allowances Act 1975*. The Treasurer has determined that the tribunal is an affiliated body of the Commission in accordance with Section 60(1)(b) of the *Financial Management Act 2006*.

As an affiliated body, the tribunal's statutory operational independence is recognised. This independence is also recognised by the tribunal's separate Parliamentary budget appropriation and resource agreement between the Premier and Treasurer.

Under these financial arrangements we are obliged to provide the tribunal with certain financial services during the year including preparation of financial information to facilitate the discharge of statutory reporting obligations. As a result, **Note 8.6: Affiliated bodies** is included in our financial statements.

In 2023-24 we also put in place a service level agreement with the tribunal that sets out the roles and responsibilities of the Commission and Salaries and Allowances Tribunal for finance, procurement and contract management, business services, human resources, information and technology services, and communications services.

Work health and safety

We continued to build and embrace a physically and psychologically safe workplace, with a particular focus on psychosocial safety. Initiatives in the year included:

- appointing and training 22 mental health first aid officers
- celebrating WHSToBer with staff participating in a range of activities
- providing free flu vaccinations
- delivering mandatory information sessions on our new Bullying, Harassment and Discrimination Policy
- running mindful meditation sessions.

We had appropriate coverage of work health and safety representatives, appointing 2 additional representatives who both attended a 5 day intensive training course.

We had one workers' compensation claim in the year and therefore did not achieve 3 of our safety, health and injury management targets. This compares to the previous 2 years when there were no claims.

Table 9: Safety, health and injury management performance reporting

Indicator	2021-22	2022-23	2023-24	Target	Comment
Number of fatalities	0	0	0	0	Achieved
Lost time injury/disease incidence rate	0	0	0.7%	0 or 10% improvement on previous 3 years	Not achieved
Lost time injury/disease severity rate	0	0	100%	0 or 10% improvement on previous 3 years	Not achieved
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	(i) N/A	(i) N/A	0	Greater than or equal to 80% return to work within 26 weeks	Not achieved
Percentage of managers and supervisors trained in work health and safety and injury management responsibilities	94%	81%	88%	Greater than or equal to 80%	Exceeded

Financial statements

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Certification of financial statements

For the financial year ended 30 June 2024

The accompanying financial statements of the Public Sector Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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.



SHAUN MCLEOD
CHIEF FINANCE OFFICER

30 August 2024



SHARYN O'NEILL PSM
PUBLIC SECTOR COMMISSIONER

30 August 2024



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Public Sector Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Public Sector Commission (Commission) which comprise:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Public Sector Commission for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

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

In preparing the financial statements, the Commissioner is responsible for:

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Public Sector Commission. The controls exercised by the Public Sector Commission are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Public Sector Commission are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

The Commissioner's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Public Sector Commission for the year ended 30 June 2024 reported in accordance with *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Public Sector Commission for the year ended 30 June 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2024.

The Commissioner's responsibilities for the key performance indicators

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Commissioner determines

necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

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

Auditor General's responsibilities

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

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

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

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

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

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

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

In connection with my audit of the financial statements, controls and key performance indicators, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key

performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

This auditor's report relates to the financial statements and key performance indicators of the Public Sector Commission for the year ended 30 June 2024 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Patrick Arulsingham
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
2 September 2024

	Notes	2024 \$000	2023 \$000
Cost of services			
Expenses			
Employee benefits expenses	2.1(a)	20,953	20,734
Supplies and services	2.3	6,683	7,370
Depreciation and amortisation expenses	4.1 / 4.2 / 4.3	150	123
Finance costs	6.2	3	3
Accommodation expenses	2.4	2,398	2,418
Grants and subsidies	2.2	18	28
Other expenses	2.5	98	84
Total cost of services		30,303	30,760
Income			
Other income	3.2	34	41
Total income		34	41
Net cost of services		30,269	30,719
Income from State Government			
Service appropriation	3.1	28,604	27,441
Income from other public sector entities	3.1	890	984
Services received free of charge	3.1	887	1,008
Royalties for Regions Fund	3.1	3	5
Total income from State Government		30,384	29,438
Surplus/(deficit) for the period		115	(1,281)
Total comprehensive income for the period		115	(1,281)

The **Statement of comprehensive income** should be read in conjunction with the accompanying notes.

	Notes	2024 \$000	2023 \$000
Assets			
Current assets			
Cash and cash equivalents	6.3	14,717	14,617
Receivables	5.1	761	753
Amounts receivable for services	5.2	109	109
Other current assets	5.3	1,029	392
Total current assets		16,616	15,871
Non-current assets			
Restricted cash and cash equivalents	6.3	-	386
Receivables	5.1	445	-
Amounts receivable for services	5.2	6,695	6,717
Property, plant and equipment	4.1	270	337
Right-of-use assets	4.2 / 6.4	49	71
Intangible assets	4.3	191	205
Other non-current assets	5.3	2	2
Total non-current assets		7,652	7,718
Total assets		24,268	23,589
Liabilities			
Current liabilities			
Payables	5.4	1,884	1,555
Lease liabilities	6.1	18	22
Employee related provisions	2.1(b)	4,104	3,608
Contract liabilities	5.5	198	116
Total current liabilities		6,204	5,301
Non-current liabilities			
Lease liabilities	6.1	34	51
Employee related provisions	2.1(b)	534	881
Total non-current liabilities		568	932
Total liabilities		6,772	6,233
Net assets		17,496	17,356
Equity			
Contributed equity		170	145
Accumulated surplus/(deficit)		17,326	17,211
Total equity		17,496	17,356

The **Statement of financial position** should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2024

	Contributed equity \$000	Accumulated surplus/(deficit) \$000	Total equity \$000
Balance at 1 July 2022	112	18,494	18,606
Surplus/(deficit)	-	(1,281)	(1,281)
Total comprehensive income for the period	-	(1,281)	(1,281)
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	33	-	33
Distribution to owners	-	(2)	(2)
Total	33	(2)	31
Balance at 30 June 2023	145	17,211	17,356
Balance at 1 July 2023	145	17,211	17,356
Surplus/(deficit)	-	115	115
Total comprehensive income for the period	-	115	115
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	25	-	25
Total	25	-	25
Balance at 30 June 2024	170	17,326	17,496

The **Statement of change in equity** should be read in conjunction with the accompanying notes.

	Notes	2024 \$000	2023 \$000
Cash flows from the State Government			
Service appropriation		28,517	27,349
Capital appropriation		25	33
Funds from other public sector entities		934	1,024
Holding account drawdown		109	109
Royalties for Regions Fund		3	5
Net cash provided by the State Government		29,588	28,520
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(20,818)	(20,140)
Supplies and services		(6,173)	(6,822)
Finance costs		(3)	(3)
Accommodation		(2,397)	(2,419)
Grants and subsidies		(18)	(28)
GST payments on purchases		(782)	(811)
GST payments to taxation authority		(5)	(5)
Receipts			
GST receipts on sales		5	5
GST receipts from taxation authority		795	804
Other receipts		34	40
Net cash provided by/(used in) operating activities		(29,362)	(29,379)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(42)	(136)
Net cash provided by/(used in) investing activities		(42)	(136)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(25)	(31)
Capital appropriation distributed to owner		-	(2)
Payment to accrued salaries account		(59)	-
Net cash provided by/(used in) financing activities		(84)	(33)
Net increase/(decrease) in cash and cash equivalents		100	(1,028)
Cash and cash equivalents at the beginning of the period		15,003	16,031
Adjustment for the reclassification of accrued salaries account		(386)	-
Cash and cash equivalents at the end of the period	6.3	14,717	15,003

The **Statement of cash flows** should be read in conjunction with the accompanying notes.

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Notes to the financial statements

For the year ended 30 June 2024.

Note 1: Basis of preparation

The Public Sector Commission (the Commission) is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Commissioner of the Commission on 30 August 2024.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The Act and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. All values are rounded to the nearest thousand dollars (\$'000).

Accounting for Goods and Services Tax (GST)

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

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

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

Contributed equity

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

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-For-Profit Tier 2 Entities* provides relief from presenting comparatives for:

- Property, plant and equipment reconciliations;
- Intangible asset reconciliations; and
- Right-of-use asset reconciliations.

Judgements and estimates

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

Note 2: Use of our funding

Expenses incurred in the delivery of services

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

	Notes	2024 \$000	2023 \$000
Employee benefits expenses	2.1(a)	20,953	20,734
Employee related provisions	2.1(b)	4,638	4,489
Grants and subsidies	2.2	18	28
Supplies and services	2.3	6,683	7,370
Accommodation expenses	2.4	2,398	2,418
Other expenses	2.5	98	84

Note 2.1(a): Employee benefits expenses

	2024 \$000	2023 \$000
Employee benefits	18,867	18,834
Superannuation – defined contribution plans	2,086	1,900
Employee benefits expenses	20,953	20,734
Add: AASB 16 <i>Leases</i> non-monetary benefits (not included in employee benefits expense)	28	34
Less: Employee contributions (per Note 3.2: Other income)	28	27
Total employee benefits provided	20,953	20,741

Employee benefits include wages, salaries, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 *Leases* (such as cars and free or subsidised goods and services) for employees.

Superannuation is the amount recognised in profit or loss of the **Statement of comprehensive income** comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESB schemes or other superannuation funds.

AASB 16 *Leases* non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle benefit that is recognised under AASB 16 *Leases* and are excluded from the employee benefits expense.

Employee contributions are contributions made to the Commission by employees towards employee benefits that have been provided by the Commission. This includes both AASB 16 *Leases* and non-AASB 16 employee contributions.

Note 2.1(b): Employee related provisions

	2024 \$000	2023 \$000
Current		
Employee benefits provisions		
Annual leave	1,821	1,627
Long service leave	2,191	1,942
Deferred salary scheme	68	15
	4,080	3,584
Other provisions		
Employment on-costs	24	24
Total current employee related provisions	4,104	3,608
Non-current		
Employee benefits provisions		
Long service leave	532	875
Other provisions		
Employment on-costs	2	6
Total non-current employee related provisions	534	881
Total employee related provisions	4,638	4,489

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

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

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

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

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

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

Deferred salary scheme liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of **Note 2.5: Other expenses** (apart from the unwinding of the discount [finance cost]) and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in **Employment on-costs provision**.

	2024 \$000	2023 \$000
Employment on-costs provision		
Carrying amount at start of period	30	26
Additional/(reversals of) provisions recognised	(4)	11
Payments/other sacrifices of economic benefits	-	(8)
Unwinding of the discount	-	1
Carrying amount at end of period	26	30

Key sources of estimation uncertainty – long service leave

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

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

- expected future salary rates;
- discount rates;
- employee retention rates; and
- expected future payments.

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

Note 2.2: Grants and subsidies

	2024 \$000	2023 \$000
Sponsorships	18	28
Total grants and subsidies	18	28

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

Note 2.3: Supplies and services

	2024 \$000	2023 \$000
Communications	14	20
Consultants and contractors	4,262	5,288
Consumables	522	440
Repairs and maintenance	36	56
Travel	161	65
Insurance premiums	99	90
Licences, fees and registration	1,317	1,081
Operating lease, rental and hire cost	69	65
Other	203	265
Total supplies and services expenses	6,683	7,370

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred.

Repairs and maintenance costs are recognised as expenses as incurred.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Note 2.4: Accommodation expenses

	2024 \$000	2023 \$000
Office rental	2,398	2,418
Total accommodation expenses	2,398	2,418

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

Note 2.5: Other expenses

	2024 \$000	2023 \$000
Employment on-costs	(4)	5
Professional services	76	73
Expected credit losses expense	13	6
Bad debts expense	13	-
Total other expenses	98	84

Employment on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at **Note 2.1(b): Employee related provisions**. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Professional services includes audit fees; see also **Note 8.7: Remuneration of auditors**.

Expected credit losses is recognised for movement in allowance for impairment of receivables. Please refer to **Note 5.1: Receivables** for more details.

Note 3: Our funding sources

How we obtain our funding

This section provides additional information about how the Commission obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding.

The primary income received by the Commission and the relevant notes are:

	Notes	2024 \$000	2023 \$000
Income from State Government	3.1	30,384	29,438
Other income	3.2	34	41

Note 3.1: Income from State Government

	2024 \$000	2023 \$000
Appropriation received during the period:		
Service appropriation	28,604	27,441
Total service appropriation	28,604	27,441
Income received from other public sector entities during the period:		
Reviews	280	507
Recoveries	123	4
Training and development courses	487	473
Total income from other public sector entities	890	984
Resources received free of charge from other public sector entities during the period:		
Department of the Premier and Cabinet - Corporate support services	787	737
Department of Finance - Accommodation leasing and fit-out depreciation	27	192
Department of Justice - Legal services	68	68
Department of Water and Environmental Regulation - Committee representation	5	11
Total resources received	887	1,008
Royalties for Regions Fund:		
Regional Community Services Account - Regional Workers Incentive	3	5
Total Royalties for Regions Fund	3	5
Total income from State Government	30,384	29,438

Service appropriations are recognised as income at the fair value of consideration received in the period in which the Commission gains control of the appropriated funds. The Commission gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

Income from other public sector entities is recognised as income when the Commission has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Commission receives the funds.

Resources received from other public sector entities is recognised as income equivalent to the fair value of assets received, or the fair value of services received that can be reliably determined and which would have been purchased if not donated.

The Regional Community Services Account is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent fund is committed to projects and programs in WA regional areas and is recognised as income when the Commission receives the funds.

Summary of consolidated account appropriations

For the year ended 30 June 2024

	2024 Budget \$000	2024 Section 25 transfers \$000	2024 Additional funding* \$000	2024 Revised budget \$000	2024 Actual \$000	2024 Variance \$000
Delivery of services						
Item 7 – Net amount appropriated to deliver services	28,090	-	-	28,090	28,085	(5)
Amount authorised by other statutes:						
– <i>Salaries and Allowances Act 1975</i>	519	-	-	519	519	-
Total appropriations provided to deliver services	28,609	-	-	28,609	28,604	(5)
Capital						
Item 96 Capital Appropriation	28	-	-	28	25	(3)
Total consolidated account appropriation	28,637	-	-	28,637	28,629	(8)

*Additional funding includes supplementary funding and new funding authorised under section 27 of the *Financial Management Act 2006* and amendments to standing appropriations. No additional funding is received by the Commission in 2023-24.

Note 3.2: Other income

	2024 \$000	2023 \$000
Contributions by senior officers to the Government Vehicle Scheme	28	27
Australian Apprenticeships Incentive Program	6	14
Total other revenue	34	41

Other revenue is recognised and measured at the fair value of consideration received or receivable.

Note 4: Key assets

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

	Notes
Property, plant and equipment	4.1
Right-of-use assets	4.2
Intangible assets	4.3

Note 4.1: Property, plant and equipment

Year ended 30 June 2024	Computer hardware \$000	Office equipment \$000	Leasehold improvement \$000	Furniture and fittings \$000	Total \$000
1 July 2023					
Gross carrying amount	6	290	286	98	680
Accumulated depreciation	(4)	(118)	(167)	(54)	(343)
Carrying amount at start of period	2	172	119	44	337
Additions	-	44	-	-	44
Disposals	-	-	-	-	-
Depreciation	(2)	(56)	(44)	(9)	(111)
Carrying amount at end of period	-	160	75	35	270
Gross carrying amount	6	334	286	98	724
Accumulated depreciation	(6)	(174)	(211)	(63)	(454)
Carrying amount at end of period	-	160	75	35	270

Initial recognition

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

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

Subsequent measurement

The Commission does not hold land, buildings or infrastructure assets. All items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Useful lives

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

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

- Computer hardware – 3 years
- Office equipment – 5 years
- Furniture, fixtures and fittings – 10 years.

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

Leasehold improvements are depreciated over the shorter of the lease term and the estimated useful life.

Impairment

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

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

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

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

Note 4.2: Right-of-use assets

Year ended 30 June 2024	Vehicles \$000	Total \$000
Carrying amount at beginning of period	71	71
Additions	3	3
Disposals	-	-
Depreciation	(25)	(25)
Net carrying amount as at end of period	49	49

The Commission has leases for vehicles and office accommodation.

The Commission has entered into a Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 *Leases* because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The leases for vehicles meet the recognition criteria of AASB 16 *Leases* and are recorded as right-of-use assets.

Initial recognition

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

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

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

Note 6.1: Lease liabilities.

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

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

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

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

Right-of-use assets are tested for impairment when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in **Note 4.1: Property, plant and equipment.**

Note 4.3: Intangible assets

Year ended 30 June 2024	WA Executive Classification Methodology \$000	Total \$000
1 July 2023		
Gross carrying amount	211	211
Accumulated amortisation	(6)	(6)
Carrying amount at start of period	205	205
Additions	-	-
Disposals	-	-
Reclassification	-	-
Amortisation expense	(14)	(14)
Carrying amount at end of period	191	191

Initial recognition

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

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

Costs incurred below these thresholds are immediately expensed directly to the **Statement of comprehensive income**.

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

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

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

Subsequent measurement

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

Useful lives

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

The Commission has assessed the useful life of the Western Australian Executive Classification Methodology is 15 years.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2024, there were no indications of impairment to intangible assets.

The policy in connection with testing for impairment is outlined in **Note 4.1: Property, plant and equipment**.

Note 5: Other assets and liabilities

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

	Notes	2024 \$000	2023 \$000
Receivables	5.1	1,206	753
Amounts receivable for services (Holding Account)	5.2	6,804	6,826
Other assets	5.3	1,031	394
Payables	5.4	1,884	1,555
Contract liabilities	5.5	198	116

Note 5.1: Receivables

	2024 \$000	2023 \$000
Current		
Receivables	522	462
GST receivable	230	243
	752	705
Other debtors	28	54
Allowance for impairment of receivables	(19)	(6)
	9	48
Total current	761	753
Non-current		
Accrued salaries account ^(a)	445	-
Total non-current	445	-
Total receivables at end of the period	1,206	753

^(a) Funds transferred to Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year.

The Commission does not hold any collateral or other credit enhancements as security for receivables. Receivables are recognised at their transaction price. The Commission did not recognise an allowance for expected credit losses (ECL) on receivables except for salary overpayments as a majority of the invoices were issued to other WA government agencies.

For salary overpayments, the Commission recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Commission has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to **Note 2.5: Other expenses** for the amount of ECLs expensed in this reporting period.

Accrued salaries account contains amounts paid annually into the Treasurer’s special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

The account has been reclassified from ‘Cash and cash equivalents’ to ‘Receivables’ as it is considered that funds in the account are not cash but a right to receive the cash in future. Comparative amounts are not restated.

Note 5.2: Amounts receivable for services (Holding Account)

	2024	2023
	\$000	\$000
Current	109	109
Non-current	6,695	6,717
Total Amounts receivable for services at end of period	6,804	6,826

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

The amounts receivable for services are financial assets at amortised cost, and are not considered impaired (i.e. there is no expected credit loss of the holding accounts).

Note 5.3: Other assets

	2024 \$000	2023 \$000
Current		
Prepayments	1,029	392
Total current	1,029	392
Non-current		
Prepayments	2	2
Total non-current	2	2
Total other assets at end of period	1,031	394

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

Note 5.4: Payables

	2024 \$000	2023 \$000
Current		
Payables	614	267
Accrued salaries	477	505
Accrued expenses	793	783
Total current	1,884	1,555

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement for the Commission is generally within 20 days.

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

Note 5.5: Contract liabilities

	2024 \$000	2023 \$000
Reconciliation of changes in contract liabilities		
Opening balance at the beginning of the period	116	115
Additions	198	116
Revenue recognised in the reporting period	(116)	(115)
Closing balance at the end of the period	198	116
Current	198	116

The Commission's contract liabilities relate to the training and development courses yet to be performed at the end of the reporting period. Typically, full training and development course fees were received upfront when the participants enrolled in the programs.

Note 6: Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Commission.

	Notes	2024 \$000	2023 \$000
Lease liabilities	6.1	52	73
Finance costs	6.2	3	3
Cash and cash equivalents	6.3	14,717	15,003
Assets pledged as security	6.4	49	71

Note 6.1: Lease liabilities

	2024 \$000	2023 \$000
Not later than one year	18	22
Later than one year and not later than 5 years	34	48
Later than 5 years	-	3
	52	73
Current	18	22
Non-current	34	51
	52	73

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

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

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

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

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

Subsequent measurement

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

This section should be read in conjunction with **Note 4.2: Right-of-use assets**.

Note 6.2: Finance costs

	2024 \$000	2023 \$000
Finance costs		
Interest expense on lease liabilities	3	3
Total finance costs expensed	3	3

Finance cost includes the interest component of lease liability repayments and the increase in financial liabilities due to the unwinding of discounts to reflect the passage of time.

Note 6.3: Cash and cash equivalents

	2024 \$000	2023 \$000
Cash and cash equivalents	14,717	14,617
Restricted cash and cash equivalents	-	386
Balance at end of period	14,717	15,003

Restricted cash and cash equivalents

Non-current

Accrued salaries suspense account^(a)

- 386

^(a) Funds held in the account for the purpose of meeting the 27th pay. The account has been reclassified to Receivables in the current year.

For the purpose of the Statement of cash flows, cash and cash equivalent assets comprise cash at bank.

Note 6.4: Assets pledged as security

	2024 \$000	2023 \$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets – vehicles	49	71
Total assets pledged as security	49	71

The Commission has secured the right-of-use assets against the related lease liabilities. In the event of default, the rights to the leased assets will revert to the lessor.

Note 7: Financial instruments and contingencies

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

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

Note 7.1: Financial instruments

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

	2024 \$000	2023 \$000
Financial assets		
Cash and cash equivalents	14,717	15,003
Financial assets at amortised cost ^(a)	7,780	7,336
Total financial assets	22,497	22,339
Financial liabilities		
Financial liabilities at amortised cost ^(b)	1,936	1,628
Total financial liability	1,936	1,628

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

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

Note 7.2: Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the **Statement of financial position** but are disclosed and, if quantifiable, are measured at the best estimate.

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

Note 7.2.1: Contingent assets

The Commission has no contingent assets.

Note 7.2.2: Contingent liabilities

The Commission has no contingent liabilities.

Note 8: Other disclosures

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

	Notes
Events occurring after the end of the reporting period	8.1
Changes in accounting policy	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8

Note 8.1: Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting period that impact on the financial statements.

Note 8.2: Changes in accounting policy

New and revised AASs effective at 30 June 2024

The Commission has applied all new and revised AASs that apply to annual reporting periods beginning on or after 1 July 2023.

AASB No.	Title	Operative Date
2021-2	Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates	1 January 2023
2021-6	Amendments to Australian Accounting Standards - Tier 2 and Other Australian Accounting Standards	1 January 2023
2022-7	Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards	1 January 2023

The Commission considers the standards do not have a material impact on our accounts and accounting policies.

Note 8.3: Key management personnel

The Commission has determined key management personnel to include cabinet ministers and senior officers of the Commission. The Commission does not incur expenditure to compensate ministers and those disclosures may be found in the Annual Report on State Finances.

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

	2024	2023
Compensation band (\$)		
600,001 - 650,000	1	-
500,001 - 550,000	-	1
210,001 - 260,000	5	5
160,001 - 210,000	1	1
100,001 - 150,000	2	-
50,001 - 100,000	-	1
	2024	2023
	\$000	\$000
Total compensation of senior officers	2,215	2,005

Note 8.4: Related party transactions

The Commission is a wholly-owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Commission include:

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

Material transactions with related parties

The Commission undertakes a number of functions on behalf of the State Government, and transacts with other State Government controlled entities for normal day-to-day business operations on a cost recovery basis. This includes the collection of fees from delivering training courses to the public sector and recoupment of expenses from agencies involved in special reviews. These payments are made in the normal course of the business operations.

Giving consideration to the relationships with related parties and the transactions entered into during the year, it has been determined that there were no significant related party transactions to be separately disclosed.

Note 8.5: Related bodies

The Commission has no related bodies during the financial year.

Note 8.6: Affiliated bodies

Salaries and Allowances Tribunal

The Tribunal, established by section 5 of the *Salaries and Allowances Act 1975*, is a government affiliated body that received administrative support from, but is not subject to operational control by, the Commission. It is funded by a Parliamentary appropriation of \$1,074,000 (\$1,037,000 for 2022-23).

Note 8.7: Remuneration of auditors

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

	2024 \$000	2023 \$000
Auditing the accounts, financial statements, controls and key performance indicators	75	71

Note 8.8: Supplementary financial information

(a) Write-offs

During the financial year, \$13,202 (\$0 for 2022-23) was written off as bad debts and \$7,958 (\$2,792 for 2022-23) was written off from the Commission's property register under the authority of:

	2024 \$000	2023 \$000
The Accountable Authority	21	3
	21	3

(b) Losses through theft, defaults and other causes

	2024 \$000	2023 \$000
Losses of public money through default – salary overpayments deemed unrecoverable	13	-

Note 9: Explanatory statements

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

	Notes
Explanatory statement for controlled operations	9.1

Note 9.1: Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023, are shown below. Narratives are provided for major variances which are more than 10% of the comparative and more than 1% of the following (as appropriate):

1. Estimate and actual results for the current year:

- Total cost of services of the annual estimates for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$31,804,000), and
- Total assets of the annual estimates for the **Statement of financial position** (i.e. 1% of \$24,547,000).

2. Actual results for the current year and the prior year actual:

- Total cost of services of the previous year for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$30,760,000), and
- Total assets of the previous year for the **Statement of financial position** (i.e. 1% of \$23,589,000).

9.1.1: Statement of comprehensive income variances

	Variance note	Estimate ^(a) 2024 \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between actual and estimate \$000	Variance between actual results for 2024 and 2023 \$000
Expenses						
Employee benefits expenses		21,798	20,953	20,734	(845)	219
Supplies and services		7,346	6,683	7,370	(663)	(687)
Depreciation and amortisation expenses		90	150	123	60	27
Finance costs		6	3	3	(3)	-
Accommodation expenses		2,396	2,398	2,418	2	(20)
Grants and subsidies		18	18	28	-	(10)
Other expenses		150	98	84	(52)	14
Total cost of services		31,804	30,303	30,760	(1,501)	(457)
Income						
Other income		108	34	41	(74)	(7)
Total income other than income from State Government		108	34	41	(74)	(7)
Net cost of services		31,696	30,269	30,719	(1,427)	(450)
Income from State Government						
Service appropriation		28,609	28,604	27,441	(5)	1,163
Income from other public sector entities	1	1,297	890	984	(407)	(94)
Services received free of charge	2	1,804	887	1,008	(917)	(121)
Royalties for Regions Fund		14	3	5	(11)	(2)
Total income from State Government		31,724	30,384	29,438	(1,340)	946
Surplus/(deficit) for the period		28	115	(1,281)	87	1,396
Total comprehensive income for the period		28	115	(1,281)	87	1,396

^(a) These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

9.1.2: Statement of financial position variances

	Variance note	Estimate ^(a) 2024 \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between actual and estimate \$000	Variance between actual results for 2024 and 2023 \$000
Assets						
Current assets						
Cash and cash equivalents		15,554	14,717	14,617	(837)	100
Receivables		752	761	753	9	8
Amounts receivable for services		109	109	109	-	-
Other current assets	3, A	307	1,029	392	722	637
Total current assets		16,722	16,616	15,871	(106)	745
Non-current assets						
Restricted cash and cash equivalents		477	-	386	(477)	(386)
Receivables		-	445	-	445	445
Amounts receivable for services		6,698	6,695	6,717	(3)	(22)
Property, plant and equipment		359	270	337	(89)	(67)
Right-of-use assets		103	49	71	(54)	(22)
Intangible assets		188	191	205	3	(14)
Other non-current assets		-	2	2	2	-
Total non-current assets		7,825	7,652	7,718	(173)	(66)
Total assets		24,547	24,268	23,589	(279)	679

^(a) These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

9.1.2: Statement of financial position variances (continued)

	Variance note	Estimate ^(a) 2024 \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between actual and estimate \$000	Variance between actual results for 2024 and 2023 \$000
Liabilities						
Current liabilities						
Payables		1,461	1,884	1,555	423	329
Lease liabilities		33	18	22	(15)	(4)
Employee related provisions	4, B	3,478	4,104	3,608	626	496
Contract liabilities		115	198	116	83	82
Total current liabilities		5,087	6,204	5,301	1,117	903
Non-current liabilities						
Lease liabilities		73	34	51	(39)	(17)
Employee related provisions	4, B	771	534	881	(237)	(347)
Total non-current liabilities		844	568	932	(276)	(364)
Total liabilities		5,931	6,772	6,233	841	539
Net assets		18,616	17,496	17,356	(1,120)	140
Equity						
Contributed equity		-	170	145	170	25
Accumulated surplus/ (deficit)		18,616	17,326	17,211	(1,290)	115
Total equity		18,616	17,496	17,356	(1,120)	140

^(a) These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'

9.1.3: Statement of cash flows variances

	Variance note	Estimate ^(a) 2024 \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between actual and estimate \$000	Variance between actual results for 2024 and 2023 \$000
Cash flows from the State Government						
Service appropriation		28,519	28,517	27,349	(2)	1,168
Capital appropriation		28	25	33	(3)	(8)
Funds from other public sector entities	1	1,297	934	1,024	(363)	(90)
Holding account drawdown		109	109	109	-	-
Royalties for Regions Fund		14	3	5	(11)	(2)
Net cash provided by the State Government		29,967	29,588	28,520	(379)	1,068
Cash flows from operating activities						
Payments						
Employee benefits		(21,798)	(20,818)	(20,140)	980	(678)
Supplies and services		(6,020)	(6,173)	(6,822)	(153)	649
Finance costs		(6)	(3)	(3)	3	-
Accommodation		(2,096)	(2,397)	(2,419)	(301)	22
Grants and subsidies		(18)	(18)	(28)	-	10
GST payments on purchases		(635)	(782)	(811)	(147)	29
GST payments to taxation authority		(20)	(5)	(5)	15	-
Receipts						
GST receipts on sales		20	5	5	(15)	-
GST receipts from taxation authority		635	795	804	160	(9)
Other receipts		108	34	40	(74)	(6)
Net cash provided by/(used in) operating activities		(29,830)	(29,362)	(29,379)	468	17

^(a) These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

9.1.3: Statement of cash flows variances (continued)

	Variance note	Estimate ^(a) 2024 \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between actual and estimate \$000	Variance between actual results for 2024 and 2023 \$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(109)	(42)	(136)	67	94
Net cash provided by/(used in) investing activities		(109)	(42)	(136)	67	94
Cash flows from financing activities						
Payments						
Principal elements of lease payments		(28)	(25)	(31)	3	6
Capital appropriation distributed to owner		-	-	(2)	-	2
Payments to accrued salaries account		-	(59)	-	(59)	(59)
Net cash provided by/(used in) financing activities		(28)	(84)	(33)	(56)	(51)
Net increase/(decrease) in cash and cash equivalents		-	100	(1,028)	100	1,128
Cash and cash equivalents at the beginning of period		16,031	15,003	16,031	(1,028)	(1,028)
Adjustment for the reclassification of accrued salaries account		-	(386)	-	(386)	(386)
Cash and cash equivalents at the end of the period		16,031	14,717	15,003	(1,314)	(286)

^(a) These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major variance narratives

Variations between estimate and actual 2024

1. Income from other public sector entities is \$407,000 (31.4%) lower than the original budget, due to the deferment of the High Potential Senior Executive Development Program to 2024-25.
2. Services received free of charge is \$917,000 (50.8%) lower than the original budget due to lower than anticipated amount from Department of Finance related to fit-out depreciation and lower than anticipated costs in corporate services provided by the Department of the Premier and Cabinet.
3. Other assets is \$722,000 (235.2%) higher than the original budget, due to the prepayment of the Recruitment Advertising Management System service costs for 2024-25.
4. Total current and non-current employee related provisions is \$389,000 (9.2%) higher than the original budget, primarily due to the salary increment associated with the Government wages policy, and transfer of employees' leave balances between government agencies. The reclassification from non-current to current long service leave provision reflects an increase in the number of employees satisfying the 7 years of service eligibility requirement.

Variations between actual results for 2024 and 2023

- A. Other assets is \$637,000 (162.5%) higher than the prior year, due to the prepayment of the Recruitment Advertising Management System service costs for 2024-25.
- B. Total current and non-current employee related provisions is \$149,000 (4.2%) higher than the prior year, mainly due to the salary increment associated with the Government wages policy, and transfer of employees' leave balances between government agencies. The reclassification from non-current to current long service leave provision reflects an increase in the number of employees satisfying the 7 years of service eligibility requirement.

Key performance indicators

For the year ended 30 June 2024.

Certification of key performance indicators

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Public Sector Commission's performance, and fairly represent the performance of the Commission for the financial year ended 30 June 2024.



SHARYN O'NEILL PSM
PUBLIC SECTOR COMMISSIONER

30 August 2024

Overview of key performance indicators

The Commission is responsible for supporting government service delivery and the progress of its goal to 'grow and diversify the economy, create jobs and support skills development'.

To realise this goal, the Commission provides services to public sector entities to achieve its agency-level Government-desired outcome of an efficient and effective public sector that operates with integrity.

The Commission's service delivery areas are:

1. public sector leadership
2. assistance and support
3. oversight and reporting.

Measurement of agency level outcomes

Key effectiveness indicators

The Commission's key effectiveness indicators measure the extent to which our activities are achieving or are progressing towards our agency-level outcome. To measure how we are performing against these indicators, an annual client perception survey is issued to our core clients.

The 2023-24 client perception survey was distributed to 117 core clients made up of:

- 24 departments
- 17 ministerial offices
- 31 SES organisations
- 45 non-SES organisations.

The survey was open from 20 to 25 February 2024 inclusive and achieved a response rate of 62.4%.

Questions asked core clients to indicate the extent to which the Commission delivered policy, assistance and oversight that had helped enhance integrity, effectiveness and efficiency, and diversity and inclusion in their organisations.

Respondents use a 5 point scale from 'strongly disagree' to 'strongly agree', with an additional 'did not interact with the Commission in this way' option.

Outcome: An efficient and efficient public sector that operates with integrity

Key effectiveness indicator	2023-24 target	2023-24 actual	Variance	2022-23 actual	2021-22 actual
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations.	90%	91%	1%	94%	94%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	90%	84%	(6%) ^(a)	84%	88%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	87%	81%	(6%) ^(b)	85%	87%

^(a) There has been no change in the Commission's performance between 2022-23 and 2023-24. Some agencies reported experiencing challenges around timelines for implementing Commissioner's Instruction 40: Ethical Foundations.

^(b) The number of negative and neutral responses has not changed between 2022-23 and 2023-24, however the decrease in the total number of responses means each carries a greater weight. Feedback notes some challenges by agencies in being able to respond and implement at the pace set in the last financial year.

Key efficiency indicators

Key efficiency indicators provide a measure of the cost of inputs required to achieve outcomes. In all instances the Commission's indicators include direct costs associated with the particular service and share of the corporate and executive support costs allocated to each service in accordance with the number of FTE employed. The indicators reflect core business activities only.

Service 1: Public sector leadership

This service develops and supports current and future leaders and builds the capacity of the public sector workforce through the delivery of leadership and workforce development products, programs and training.

Key efficiency indicator	2023-24 target	2023-24 actual	Variance	2022-23 actual	2021-22 actual
Average cost per leadership development program, product or training hour	\$114	\$115	\$1	\$123	\$105
Average cost per workforce development program, product or training hour	\$131	\$122	(\$9)	\$128	\$123

Service 2: Assistance and support

This service provides advice, assistance and support to public sector bodies and employees on a range of administration, management, integrity and governance matters.

Key efficiency indicator	2023-24 target	2023-24 actual	Variance	2022-23 actual	2021-22 actual
Average cost per hour of assistance and support provided	\$95	\$108	\$13 ^(c)	\$116	\$112
Average cost per public administration, standards and integrity program, product or training hour	\$98	\$104	\$6	\$118	\$110

^(c) The variance is primarily due to expenditure incurred for the planning stage of the Western Australian Public Sector Learning Initiative. The Western Australian Public Sector Learning Initiative will boost the capability of the WA public sector's non-frontline employees through the development and delivery of a focused learning initiative to meet the evolving needs of the sector.

Service 3: Oversight and reporting

This service progresses changes to legislation and develops policies to improve public administration and management, and provides independent oversight to monitor and report to the Parliament and Ministers on compliance with the *Public Sector Management Act 1994*, the *Corruption, Crime and Misconduct Act 2003*, the *Public Interest Disclosure Act 2003* and *Part IX of the Equal Opportunity Act 1984*.

Key efficiency indicator	2023-24 target	2023-24 actual	Variance	2022-23 actual	2021-22 actual
Average cost per hour addressing legislative and policy development	\$92	\$90	(\$2)	\$114	\$134
Average cost per hour of performance and oversight activity	\$96	\$94	(\$2)	\$100	\$98
Percentage of oversight actions completed within target timeframes	90%	100%	10%	91%	93%

Appendix 1: Chief executive officer appointments, re-appointments, transfers and directions to act

Appointments

Stuart Smith	Director General, Department of Biodiversity, Conservation and Attraction
Janis Carren	Chief Executive Officer, Arts and Culture Trust
Darshi Ganeson	Managing Director, South Metropolitan TAFE
Simon Taylor	Director, Pilbara Development Commission
Colin Smith	Chief Executive Officer Healthway Chief Executive Officer Lotterywest
Dr Shirley Bowen	Director General, Department of Health
Mike Rowe	Director General, Department of Communities
	Chief Executive Officer, Disability Services Commission
	Chief Executive Officer, Housing Authority Chief Executive Officer, Country Housing Authority
Maureen Lewis	Commissioner, Mental Health Commission
Kylie Maj	Director General, Department of Justice

Re-appointments

Susan Bastian	Chief Executive Officer and Registrar, Department of the Registrar, Western Australian Industrial Relations Commission
Darren Klemm AFSM	Commissioner, Department of Fire and Emergency Services
Lisa Rodgers PSM	Chief Executive Officer and Registrar, Department of Education and School Curriculum and Standards Authority
Rebecca Brown PSM	Chief Executive Officer, Department of Jobs, Tourism, Science and Innovation; and Western Australian Tourism Commission
Nicole Roocke	Chief Executive Officer, Minerals Research Institute of Western Australia
Christopher (Chris) White	Chief Executive Officer, WorkCover
Kris Starcevich	Director, Goldfields-Esperance Development Commission

Transfers

Dr David Russell-Weisz PSM	Transferred from the role of Director General, Department of Health, to the performance of other functions in the Senior Executive Service
Dr Adam Tomlinson	Transferred from the role of Director General, Department of Justice, to the performance of other functions in the Senior Executive Service

Directions to act

Alistair Jones	Director General, Department of Water and Environmental Regulation
Darshi Ganeson	Managing Director, South Metropolitan TAFE
Trish Barron	Director, Pilbara Development Commission
Micheal Heap	Director, Pilbara Development Commission
Jarrad Gardiner	Director, Great Southern Development Commission
Bruce Roberts	Chief Executive Officer, Landgate
Kathy Keay	Managing Director, South Regional TAFE
Matt Ryan	Chief Executive Officer, Metropolitan Redevelopment Authority
Susan Hall	Director, Wheatbelt Development Commission
Jeremy Hubble	Chief Executive Officer, Lotterywest/Healthway (concurrent appointment)
Lorna Pritchard	Chief Executive Officer, Lotterywest/Healthway (concurrent appointment)
Kylie Maj	Director General, Department of Justice
Angela Kelly PSM	Director General, Department of Health

