



Public Sector
Commission



Annual Report 2021-22



Building a high performing, future fit sector

WA public sector

a place of opportunity

Presenting the public sector as a dynamic, diverse and meaningful career choice for the state's best university graduates is a vital strategy in our mission to build a high performing, future fit sector.

'A place of opportunity' was released in February 2022 establishing a one sector approach to the promotion and marketing of agencies' graduate and cadetship programs.

The project included market research and consultation to develop the brand, the creation of a one stop online directory featuring 24 separate public sector graduate opportunities, and a 5 month advertising campaign. Read more about this project on pages 24 and 25.



The stories of 7 current public sector graduate program employees are a key feature of the campaign.



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Acknowledgement of Country

We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respect to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

Statement of compliance

Hon Mark McGowan MLA

Premier of Western Australia

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 2022.

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



SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER
(ACCOUNTABLE AUTHORITY)

9 September 2022

About this report

This report provides information on the performance of the Public Sector Commission in the 2021-22 reporting period. For information about the public sector in general, refer to the [State of the Western Australian Government Sector Workforce](#) report which is published annually.

This publication can be copied in whole or part with due acknowledgement.

Copies are available in different formats on request.

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From the Commissioner



Kaya

I am pleased to present the Public Sector Commission's annual report showcasing our achievements and challenges, and the impact of our work in the 2021-22 financial year.

The Commission's role includes both leading and supporting the public sector to do its important work of delivering vital services to, for and on behalf of communities across the state. It is this spirit of public service that makes the sector a unique and rewarding place to work.

We saw this in late 2021 when we called on government sector employees to support the state's contact tracing program. I was delighted with the number of staff volunteering to be trained and then deployed to help protect the health of their communities. Their willingness to step up and serve in a completely different way displayed great resilience and adaptability, and the true spirit of public service.

As a sector that serves the community, we need to understand and represent the diversity of this community. We continued our work to ensure workplaces are welcoming and inclusive for people of all backgrounds. Successful programs such as the School Based Traineeship Program, Solid Futures Aboriginal traineeship program and public sector internships enabled scores of young people to start a rewarding career and brought fresh ideas and thinking into the sector.

This year we made Aboriginal and Torres Strait Islander cultural awareness training mandatory for the sector and created our own cultural training resource.

We also established an Aboriginal and Torres Strait Islander Workforce Advisory Group for the Commission to enhance the cultural suitability of activities we are leading to attract more Aboriginal people into the sector.

Integrity is a foundational element of working in the public sector. Upholding the trust of Western Australians has never been more important than during these times of uncertainty and change. Whether you are a cadet or a CEO, the public is placing their trust in you and the sector, and rightly expect the highest level of integrity. The Commission's guide to creating and strengthening integrity frameworks is designed to help everyone in agencies uphold the highest level of integrity.

Striving for improvement and sharing experiences are vital to the sector's progress. The Agency Capability Review Program trial is part of our commitment to continuously learn, improve and ultimately deliver the best services to the people of Western Australia. So far, our review teams have completed 3 reviews, providing insights to strengthen agencies and the sector as a whole.

These initiatives and more are what make the public sector a great place to work and one that I have the privilege of leading. We took this message to the community when we launched 'A Place of Opportunity' brand and campaign to position the public sector as a career destination of choice for the state's best and brightest university graduates. You can read the stories behind the brand in this report.

I thank my colleagues across the sector and the dedicated staff of the Commission. Your collective talent and commitment can be seen in the many achievements over the past year.

Yanga

SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER



Our year in review

About our achievements

COVID support

Coordinated contact tracing initiative across government

661 employees from **32 agencies** trained

312 employees deployed between December 2021 and 30 June 2022

43 briefings held for public sector agencies on **COVID preparedness and response measures**

Public sector compliance

Streamlined compliance instruments across the public sector

5 Approved Procedures rescinded

4 Commissioner's Circulars rescinded

4 instruments/instructions contemporised

Government boards and committees

Released resources for WA Government board and committee members to better understand and implement good governance

1 new e-learning resource

1 updated governance manual

7 principles of good governance

8,000 webpage views

Agency capability reviews

Commenced 2 year trial of the Agency Capability Review Program

8 government departments

2021-22	2022-23	2022-23
3 reviewed	3 being reviewed	2 to be reviewed

Recruitment toolkit

Launched best practice resources to support public sector recruitment

4 key areas of recruitment: planning, attracting, assessing and selecting, and appointing

9,000 webpage views

Aboriginal and Torres Strait Islander initiatives

Provided new initiatives to increase cultural awareness

15 actions and 50 deliverables in our **Reconciliation Action Plan**

18,000 public sector employees completed **online cultural awareness training**

47 Solid Futures trainees across **26 organisations**

Commission in focus

Our agency

Establishment

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

Commissioner

The Public Sector Commissioner is an independent statutory officer 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 was appointed Public Sector Commissioner in July 2018.

In March 2020, the Commissioner took on a lead role in the state's response to the COVID-19 pandemic as Public Sector Coordinator. On 15 April 2020, the WA Premier announced in Parliament Ms O'Neill's concurrent appointment as State Recovery Controller.

In these roles, she leads and oversees public sector response efforts and implementation of the WA Recovery Plan.

Responsible Minister

The responsible minister is the Hon Mark McGowan 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 directions

[Leading with Purpose](#) is our strategic plan for 2020-22 and sets out 5 high level priority areas – 4 are sector facing and the fifth is how we build our own performance and capability as the Commission to provide the best support for the sector.

Our purpose

We are about the performance and improvement of both individuals and agencies in the public sector.

Our remit and responsibilities

These are around shaping, building and regulating the public sector so it can meet the public policy challenges of both today and tomorrow.

Our aspirations for the sector

We want a public sector that is led by the best, has accomplished and innovative people, is known for its high performance and improvement culture, and is trusted by the community.

Our aspirations for the Commission

We want a Commission that has the right mix of people and skills; is driven by evidence based policy; and delivers high quality leadership, advice and support to the sector on performance and improvement.

The Commission continued to be on track to achieve the priorities in its strategic plan. Updates on key areas of work were provided at each Corporate Executive meeting.

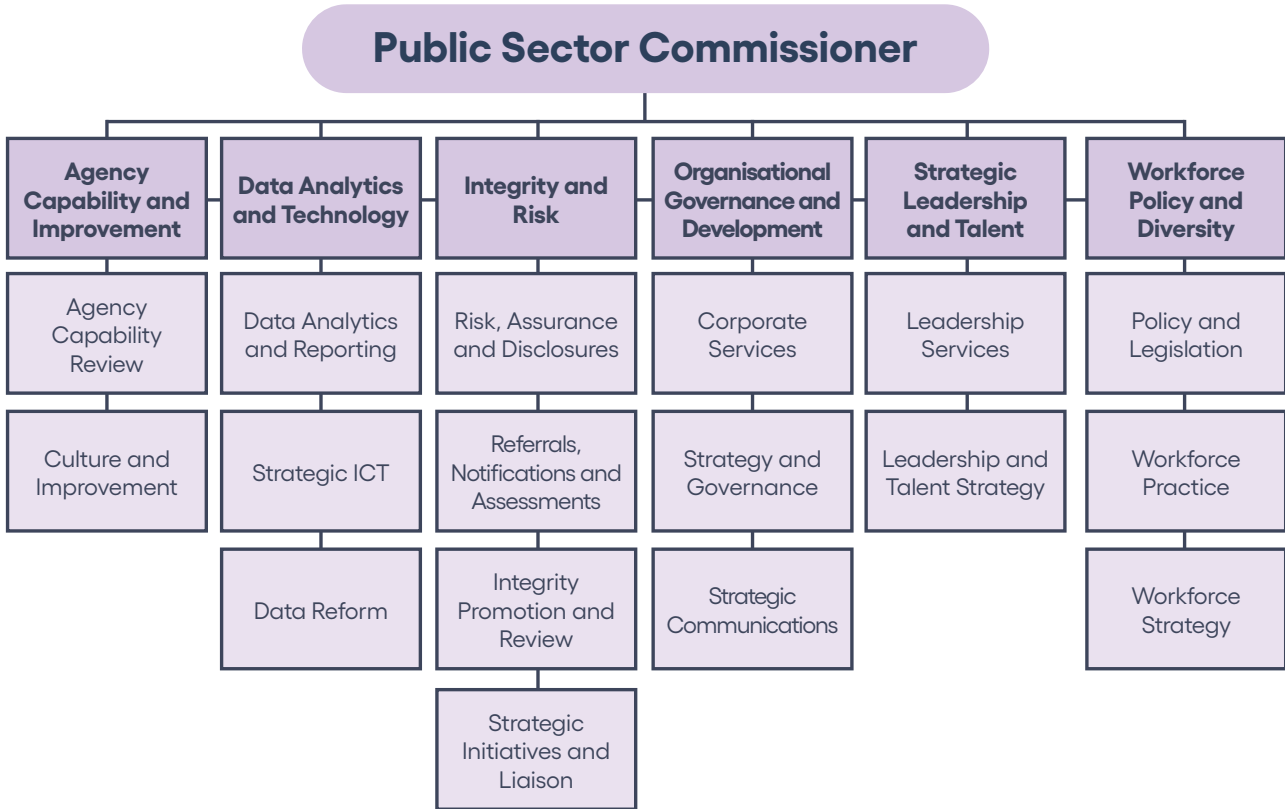
To drive the strategic plan, we continued to implement Focus 2021, an internal document to guide our work over the calendar year of 2021.

In December 2021, we assessed our achievements against Focus 2021 including in the areas of workforce data collection, CEO performance management, and integrity data and resources.

We developed Focus 2022 and implemented actions for this reporting period. We will continue to action Focus 2022 and develop Focus 2023 in the new financial year. We will also finalise work on a new strategic plan for 2023 onwards.

Our structure

at 30 June 2022



*On 1 July 2021, a new Agency Capability and Improvement division was created to support the 2 year trial of the new Agency Capability Review Program. As a result, the Workforce Policy and Practice division was renamed Workforce Policy and Diversity and included workforce strategy functions.

Agency Capability and Improvement

Responsible for supporting capability, culture and performance improvement in the sector.

Data Analytics and Technology

Responsible for collecting, analysing and reporting sector workforce information and data; managing information technology strategy, resources, services and projects.

Integrity and Risk

Responsible for promoting integrity, dealing with minor misconduct matters, helping to prevent misconduct and carrying out responsibilities under integrity, public sector management and freedom of information legislation.

Organisational Governance and Development

Responsible for the Commission’s corporate services; and delivers strategy and governance, and strategic communications services for the Commission and the public sector.

Strategic Leadership and Talent

Responsible for executive leadership services, talent identification, and leadership support and development.

Workforce Policy and Diversity

Responsible for workforce planning; workforce diversity and inclusion; Aboriginal employment programs; and employment policy, legislation, key instruments and frameworks.

Our Corporate Executive

The Commission is led by the Commissioner with executive directors heading up the 6 divisions.



Sharyn O'Neill
**Public Sector
Commissioner**

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 to undertake the

role. Ms O'Neill's priority as Commissioner 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). She was awarded the Institute of Public Administration Australia (WA) Patron's Award in 2016 and the Australian College of Educators (WA) Medal in 2019. She is a Fellow of the Institute of Public Administration Australia and an Honorary Fellow of Leadership WA.



Sonja O'Leary
**Executive Director
Agency Capability and
Improvement**

Sonja O'Leary took up this position in July 2021 to lead a 2 year trial of the Agency Capability

Review Program. She was first appointed as an executive director in the Commission in September 2018, and from November 2018 to July 2021 was also the Director of Equal Opportunity in Public Employment.

Before working at the Commission, Ms O'Leary held various senior positions in the Department of Justice and WA Police Force leading strategy, policy, planning and asset investment. She has a Bachelor of Arts (Criminal Justice Administration) and Executive Master of Public Administration. She is a Fellow of Leadership WA and graduate of the Australian Institute of Company Directors.



Tanya Milici
**Executive Director
Data Analytics and
Technology**

Tanya Milici was appointed to this position in July 2021. She first joined the

Commission 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 (Legal Studies and Criminology), Postgraduate Certificate in Organisational Human Resources and Safety, and Certificate IV in Government Investigations. She is an alumnus of the Australia and New Zealand School of Government Executive Fellows Program and a member of the Australian Institute of Company Directors.



Dan Volaric
**Executive Director
Integrity and Risk**

Dan Volaric was appointed to this position in July 2020. He previously held the roles of Executive Director

Strategic Initiatives and Liaison and Deputy Public Sector Commissioner. He has extensive experience in public sector management, integrity, governance, corporate services and human resource management.

Mr Volaric has worked as a member of the executive of several agencies as part of the Commission's advice and support role, including acting as Director General of the then Department of Environmental Regulation. He has a Diploma of Business Administration.



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 both 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 a Fellow of Leadership WA.



Jane Machin-Everill
**Executive Director
Organisational
Governance and
Development**

Jane Machin-Everill was appointed to this position in February

2019. Before joining the Commission, 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.

Ms Machin-Everill has worked in a number of government agencies, universities and education sectors. She has a Bachelor of Arts, Graduate Diploma in Library and Information 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 at which time he also took on the role of

acting Director of Equal Opportunity in Public Employment. Before this, he held a number of senior leadership roles in the Commission including acting Commissioner.

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.

The faces of

a place of opportunity



Bintu – Department of Communities

Bachelor of Science (Biomedical Sciences, General); Macquarie University. Master of Public Health (Public Health Education and Promotion); University of Sydney.

With an interest in Indigenous public health promotion, Bintu moved from NSW to take the opportunity to support the wellbeing of Aboriginal people.

“I wanted to learn about how to work with Indigenous

community members and to understand ways we can improve the vulnerable communities and their wellbeing and lifestyle.”

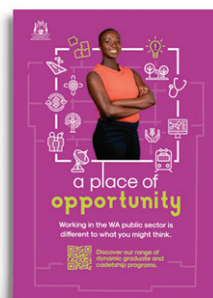
After joining the Department for Communities in 2019, no day has been the same for Bintu. The rotations within the department have provided her with the opportunity to gain invaluable experience in strategy and transformation, commercial operations and policy development as well as meet people with different backgrounds and educations.

The challenging and fast paced environment has given Bintu the opportunity to stretch her thinking to come up with innovative ways to overcome problems.

“I’ve had such a great experience and the public sector has a lot of programs, such as Launch, that will upskill you.”

Bintu’s advice for new graduates?

“Just come to the public sector, no matter what degree qualifications you have.”



Our performance management

Outcome based management framework

The framework describes 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 skills development.

Agency level government desired outcome

An efficient and effective public sector that operates with integrity.

Services

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.

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.

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 Parliament and ministers on compliance with the PSM Act, CCM Act, PID Act and Part IX of the EO Act.

Key effectiveness indicators

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.

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.

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.

Key efficiency indicators

Service 1: Public sector leadership

- Average cost per leadership development program, product or training hour
- Average cost per workforce development program, product or training hour

Service 2: Assistance and support

- Average cost per hour of assistance and support provided
- Average cost per public administration, standards and integrity program, product or training hour

Service 3: Oversight and reporting

- Average cost per hour addressing legislative and policy development
- Average cost per hour of performance and oversight activity
- Percentage of oversight actions completed within target timeframes

The faces of

a place of opportunity

Jonathon – Department of the Premier and Cabinet

Bachelor of Arts (Anthropology and Sociology); The University of Western Australia. Master of Commerce (Marketing); The University of Western Australia.

Wanting his work to have more of an output for the community, Jonathon realised his mix of arts and commerce studies

provided the perfect foundation to support the social, economic and legislative work of the department.

Initially working in the private sector, Jonathon's move to government in 2021 as part of the graduate program has seen him working on a diverse range of projects in a challenging, fast paced, rewarding and supportive environment.

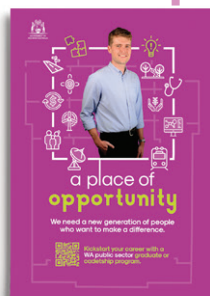
"I was attracted to the Department of the Premier and Cabinet because it worked across a few different areas and there were lots of opportunities.

"It's very cool to work in those kind of environments and be with switched on people.

"If you want diverse work and consistent personal growth, the public sector is a great opportunity."

Jonathon's advice for new graduates?

"It will take you in many different directions, some that you hadn't even thought of at the start."



Our performance

Financial performance

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

The tables below summarise our target versus actual financial performance and our agreed working cash limits and targets for 2021-22.

Table 1: Target versus actual financial performance 2021-22

	2021-22 Target ¹ \$000	2021-22 Actual \$000	Variance ² \$000
Total cost of services (expense limit)	28,881	27,977	(904)
Net cost of services	28,773	27,865	(908)
Total equity	17,286	18,606	1,320
Net increase/(decrease) in cash held	35	1,407	1,372 ^(a)
Approved salary expense level	18,092	17,021	(1,071)

¹ As specified in Budget Statements.

² Further explanations in Note 8.9 'Explanatory statement' to financial statements.

^(a) Variation primarily a combination of timing difference between budget and actual payments of supplies and services and overall lower than anticipated spending.

Table 2: Agreed working cash limits and targets 2021-22

	2021-22 Agreed limit \$000	2021-22 Target/ Actual \$000	Variance \$000
Agreed working cash limit (at budget)	1,377	1,377	-
Agreed working cash limit (at actuals)	1,385	1,291	(94)

Effectiveness performance

Details of our indicators and reasons for variances are in **Key performance indicators**.

The tables below summarise achievements against our key effectiveness and efficiency indicators.

Table 3: Achievements against key effectiveness indicators 2021-22

Key effectiveness indicator	2021-22 Target	2021-22 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%	94%	4%
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.	88%	88%	0%
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.	80%	87%	7%

Efficiency performance

Table 4: Achievements against key efficiency indicators 2021-22

Service 1: Public sector leadership	2021-22 Target	2021-22 Actual	Variance
Average cost per leadership development program, product or training hour	\$102	\$105	\$3
Average cost per workforce development program, product or training hour	\$115	\$123	\$8
Service 2: Assistance and support	2021-22 Target	2021-22 Actual	Variance
Average cost per hour of assistance and support provided	\$104	\$112	\$8
Average cost per public administration, standards and integrity program, product or training hour	\$105	\$110	\$5
Service 3: Oversight and reporting	2021-22 Target	2021-22 Actual	Variance
Average cost per hour addressing legislative and policy development	\$87	\$134	\$47
Average cost per hour of performance and oversight activity	\$91	\$98	\$7
Percentage of oversight actions completed within target timeframes	90%	93%	3%

The faces of

a place of opportunity



Kim – Landgate

Bachelor of Commerce (Property Development and Valuation); Curtin University.

After starting her career in the private sector, Kim quickly realised her passion was to give back to the community. The public sector provided her with this opportunity.

Since beginning the graduate program with Landgate in 2021,

Kim has not looked back. After starting in property valuations Kim is now gaining experience in the Policy, Legal and Legislation team.

And with leadership ambitions, Kim believes that joining the biggest valuations team in the state has provided her the opportunity to have a very long career in a sector that is progressive and open to change.

“This is somewhere that I see myself doing for the next 10 or 15 years.

“It was a really big cultural change for the better and I didn’t realise how important culture was when you work in an office job.

“So it was really good to come in to work and be surrounded by people who have the same mindset and drive as you.”

Kim’s advice for new graduates?

“Just go for it. Just apply for the public sector. You never know, it might change your life.”



Our report on operations

Priority 1: A public sector that is led by the best

Public sector leaders operate within a unique environment, with each responsible for delivering on their own agency's strategies and priorities while also being cognisant of their role across the sector and the public value of their work. The Commission's role is to provide leadership, direction and support to build a sector that is led by the best.

Approaching leadership in a new way

We progressed our new approach a step further by focusing on the conditions necessary for leaders to make positive behaviour changes. This is to build both individual and sector leadership impact.

During the year we reviewed the expected behaviours and mindsets for different leadership contexts to create Leadership Expectations. We crafted clear examples of the behaviours in action at 3 levels of mastery. To support implementation of the new approach, we drafted a range of guides, tools and resources, and complemented these with further expansion of learning and development options.

With clear directions and tangible support, the focus is on building the impact of leadership across the sector. The new approach and full suite of supporting materials and development offerings are on track for release to the sector before the end of 2022.

We realised another significant change during the year with a new model for managing executive positions and associated expenditure. The Executive Salary Expenditure Limit was established in [Commissioner's Instruction 32: Financial and Classification Management of Senior Executive Service and Other Management Executives](#), and took effect from 1 July 2021 to regulate the total cost of public service executive positions.

The change was implemented after significant research across jurisdictions and consultation with the Department of Treasury and chief executives in the sector. The Executive Salary Expenditure Limit

replaced the previously narrower focus just on SES contracts and aligns agency executive resourcing levels with government policy and priorities, strengthens accountability and enhances responsiveness. It gives chief executives greater autonomy in managing their executive positions while ensuring increased oversight and transparency. Monitoring and financial reporting are applied at both agency and sector levels.

What our clients say about us

"The team involved with SES appointments assisted us in ensuring we met all requirements in reviewing some executive positions."
– Client Perception Survey 2022

As the performance management trial for directors general ended last financial year, this year saw the new approach rolled out as business as usual. Set out in a new [Commissioner's Instruction 30: Chief Executive Officer Performance Management](#), Public Sector Leadership Council members have agreements over a 2 year timeframe while other public sector chief executives have agreements over a one year timeframe. The instruction took effect in July 2021 to drive the high performance, accountability and continued professional development needed to lead the sector.

The Public Sector Leadership Council was again integral in the response to and recovery from the COVID-19 pandemic.

What our clients say about us

“The support of the Commission during COVID-19 has been of very great assistance.”

“We were grateful for all the advice (especially the CEO briefings) provided by the Commissioner re COVID-19, vaccinations, etc.”
– Client Perception Survey 2022

Chaired by the Commissioner, the 20 member council met regularly throughout the year to provide strategic advice to ministers, establish protocols on COVID-19 related matters, consider workforce issues and challenges, and oversee implementation of the WA Recovery Plan. The council also reviewed progress and provided assurance on whole of government objectives and commitments, and explored policy positions for increased collaboration

Developing leadership behaviours and mindsets

We provided a range of development opportunities for public sector employees, from graduates through to senior leaders, each aligned to the expected behaviours and mindsets set out in Leadership Expectations. Many were delivered online to ensure COVID-19 safe practices and facilitate easy participation for those working in regional areas.

During the year, we focused on ensuring new and existing leadership development programs were fit for current and future leadership contexts. This work resulted in a brand new program for high performing Level 8s, called Elev8, which commenced in April. This competitive entry program explores new ways of leading by expanding mindsets, behaviours and actions for maximum leadership impact.

Demand was high for the inaugural program with almost 100 applications received for the 26 places available.

We awarded a tender for a program for new people managers through microcredentialled courses delivered in partnership with an Australian university. The program, called Propel, develops core leadership skills to drive performance, accountability and excellence in public sector employees with one to 3 years’ experience in people management. In addition to gaining valuable leadership development, participants can gain credit points towards higher education qualifications. The program will begin with its first cohort early next financial year.

We continued to curate an array of learning and development specifically aligned to the leadership contexts in Leadership Expectations. From next financial year, Development Maps and a Personal Leadership Suite will both be available to agencies to deliver via their learning management systems and as face to face workshops.

What our clients say about us

“During the COVID-19 pandemic information and advice was sought from the Commission in relation to workforce arrangements and the challenges and risks with working remotely. The guidance material developed by the Commission on maintaining integrity while working remotely was particularly useful for managers and staff.”
– Client Perception Survey 2022

We also further refined Leadership Conversations, a series we continued to deliver online. We reduced the number of sessions over the year to 12 (15 last year) with learning for specific target audiences (all public sector employees, people managers and Senior Executive Services (SES). Feedback from participants showed the sessions were well received across the sector, with practical activities and tools to embed learning in the workplace.

Progressing a new initiative for talent

While COVID-19 slowed some of our work, we continued establishing a new initiative to identify and develop high potential senior executives across the sector who have the potential to move into critical senior leader roles such as director general and deputy director general positions, building the senior talent pipeline.

We designed a 24 month bespoke program to provide identified high potential senior executives with accelerated development to prepare them for what it takes to be a state leader in the WA public sector. We plan to begin this initiative next financial year.

CEO appointments, re-appointments, transfers and directions to act

In 2021-22, we facilitated the appointment of 9 people to 11 CEO offices, re-appointment of 7 CEOs and transfer of one CEO. We directed 20 people to act in 29 CEO offices. A full list is at **Appendix 1**.

We also assisted in the appointment of one statutory office holder, re-appointment of 4 statutory office holders and acting arrangements for 4 statutory offices.

What our clients say about us

“The Commission has actioned, in a timely fashion, requests to create and fill senior positions that are critical to delivering government programs.”

“The Commission has provided leadership at the chief human resource officer sessions which provides valuable information.”
– Client Perception Survey 2022

Public sector staff we profiled in 2021-22

Showcasing the work of Aboriginal and Torres Strait Islander staff across the sector took many forms including videos. Here are 4 employees we profiled during the year who told their story in their own words.



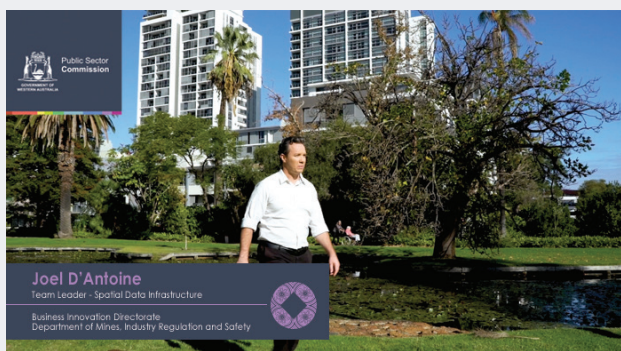
Darellyn Ogilvie - WA Country Health Service

After graduating from the Solid Futures Aboriginal Traineeship Program, Darellyn took a seachange to live in Broome. As an Aboriginal Health Programs Officer she coordinates mentorships, traineeships and other programs to build the Aboriginal health workforce in the Kimberley. “It’s a real passion of mine.”



Amelia Bin Sulaiman - Department of Transport

Even though her mum is from the Pilbara and her dad is from Malaysia, Broome has always been Amelia’s home. Her role supervising a team delivering driver vehicle services also includes important safety inspections of marine vessels. “My advice to Indigenous people is if you get the opportunity to work in the public sector, take it!”



Joel D'Antoine - Department of Mines, Industry Regulation and Safety

Growing up exploring the wilds of the Kimberley, Joel certainly didn’t consider working in spatial data infrastructure but it’s a thoroughly rewarding job. Managing a team of 7, Joel provides the expertise to ensure vital technical services to Parliament and the community operate well. “What I love about it is the teamwork and collaboration between agencies.”



Kelly Scherbarth - Department of Biodiversity, Conservation and Attractions

Kelly started in the public sector when she was in Year 11, working part time and completing studies as part of the School Based Traineeship Program. Her role at the Parks and Wildlife Service includes flying over prescribed burns to take thermal imagery used to analyse fire behaviour. “The traineeship put me on the right track and I’ve been progressing each year and going further.”

Priority 2: A public sector that has accomplished and innovative people

There are around 160,000 people working in the public sector in a diverse range of occupations and industries across the state. The Commission plays a key role in workforce policies and practices that deliver diversity and inclusion for the sector to have the very best people designing and delivering services for Western Australians.

Progressing workforce diversity and inclusion actions

We continued to implement the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#) and 6 supporting action plans for women, youth, Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people, people with disability, and people of diverse sexualities and genders.

We implemented a number of actions in the [Aboriginal and Torres Strait Islander People action plan](#) including establishing an Aboriginal and Torres Strait Islander workforce advisory group. The group, to meet for the first time early in the new financial year, has representatives from other agencies and is tasked with providing cultural advice as we implement further actions.

In July 2021, we released an updated and modernised resource to support public sector employees and board members perform their duties in a culturally informed way. This was backed up with a new [Commissioner's Instruction 29: Aboriginal and Torres Strait Islander Culture Awareness Training](#) requiring employees and board members to complete training through this resource or other training. We collected data on completion rates which will be included in the [State of the Western Australian Government Sector Workforce](#) report published at the end of 2022.

In December we established an interjurisdictional Diversity and Inclusion Network. This collaborative and high level information sharing network aimed to promote and develop diversity and inclusion across Australian and New Zealand government jurisdictions. The network held a round table discussion on Aboriginal employment and shared activities and initiatives.

Under the strategy we committed to review the definitions of disability and cultural and linguistic diversity used in the public sector workforce data collection. We started this work during the year as the current definitions are considered outdated and not fit for purpose.

What our clients say about us

“Commission resources and staff provided support in the development of our diversity and inclusion strategy.”

“The Workforce Diversification and Inclusion Strategy 2020-2025 has [provided] and continues to provide significant guidance to our organisation not only in the development of our own plan and targets but in the sectorwide collaboration that has evolved.”

– Client Perception Survey 2022



The definitions were a major point of feedback when we consulted on the strategy in the early stages of its development. Definitions which are contemporary and inclusive have the potential to result in an increase in the number of employees sharing their diverse information. The benefits of greater accuracy in the data include better informed policy development, planning and decision making.

What our clients say about us

“We regularly draw on the resources developed by the Commission, underpinned by very clear performance expectations.”
– Client Perception Survey 2022

We started to investigate mechanisms for agencies to streamline employment opportunities for tertiary graduates in under represented diversity groups in relevant fields of study. We investigated using the powers of the Public Sector Commissioner and exceptions of the EO Act to target graduating Aboriginal and Torres Strait Islander students and students with disability to increase representation in public sector employment. This work will continue next year.

Entering the public sector

A coordinated public sector graduate recruitment brand and advertising campaign went live in February.

The brand – ‘A place of opportunity’ – positioned the WA public sector as a career destination of choice for the state’s best university qualified talent, and better competes with private and Australian Government graduate employers in a tight labour market.

It brought together 24 public sector graduate and cadetship programs that had traditionally been promoted and marketed individually by each agency.

The Commission undertook extensive consultation with agencies and current employees of graduate and cadetship programs to develop a strong and vibrant brand, advertising assets and website.

What our clients say about us

“Guidance provided by the Commission in relation to how to use the exceptions in the EO Act has been an invaluable tool to further support the aspirational targets.”
– Client Perception Survey 2022

The 5 month advertising campaign included advertising in and around metropolitan university campuses (including bus shelters and on campus screens), and a targeted social and digital component featuring the stories of 7 current public sector graduate employees.

A key feature was a one stop website for university students and other stakeholders on WA.gov.au that provided an easily accessible and comparable list of public sector employment opportunities for students in the last years of their studies.

From launch in February until the end of the campaign on 30 June, the website received almost 15,000 individual visitors.

An independent assessment of the campaign found that 73% of students who viewed the marketing material said it made a career in the WA public sector seem 'very appealing'. Importantly, the cross sector consultation to develop the campaign and website resulted in increased collaboration across agencies running graduate programs.

Work began to expand the collaborative approach to marketing and promoting WA public sector graduate and cadetship programs in 2023.

Launch, our graduate development program, continued to grow with 82 tertiary study graduates new to the sector (62 the previous year) across 17 agencies (14 the previous year) participating. With a focus on establishing a growth mindset and embedding key behaviours required for high performance in a rapidly changing environment, graduates developed deep insights from subject matter experts, learned from peers and developed strong networks.

We continued to deliver the public sector induction to support new employees to understand the breadth and scope of the sector and what is expected of them in their service to the community. This year 2,082 employees (1,590 in the previous period since its release in October 2020) completed the self paced online induction.

What our clients say about us

"The Commission has provided helpful information on the status of diversity in the WA public sector, and opportunities to further enhance diversity and inclusion."

"The resources provided by the Commission to assist in developing workforce and diversity plans has been integral to ensuring we meet the requirements of an integrated EEO management and diversity plan."

– Client Perception Survey 2022

During the year we assisted agencies to fill 28 requests (44 last year) for trainees and entry level positions through our Traineeship Transition to Employment Referral Service. This service enabled trainees with a Certificate II, III or IV in Government (Public Administration) to be appointed directly to entry level positions in the sector.



Harnessing traineeships, internships and placements

The Aboriginal Traineeship Program, which employs young trainees each year, was rebranded as Solid Futures for the 2022 intake to better connect with young Aboriginal people and emphasise the focus of the program. In its 10th year of operation in 2022, the program equalled the 2021 participation rate with 47 trainees, 16 of whom were in the regions (16 last year).

This year, 14 school based trainees in 8 agencies completed a Certificate II in Government that contributed to their Western Australian Certificate of Education. In February, 21 new trainees (23 last year) were employed in 11 agencies.

We continued to support the 37 school based trainees employed in agencies from intakes in 2020 and 2021. We provided advice and support to agencies on recruitment processes, engagement with training providers and ongoing employment options.

What our clients say about us

“We are looking forward to participating in the central approach to graduate recruitment.”

– Client Perception Survey 2022

What our clients say about us

“The Commissioner’s WA COVID-19 safe transition plan was a useful resource for the development and implementation of our agency’s COVID-19 safe transition.”

– Client Perception Survey 2022

In 2021-22, 21 (20 last year) government agencies took in 54 interns (63 last year) through the McCusker Centre for Citizenship Internship Program at The University of Western Australia. The interns contributed new ideas and fresh thinking to programs and projects in agencies and a survey by the McCusker Centre found that 98% of interns said they would recommend the program to their peers.

Through the Jawun Program, public sector employees again had the opportunity to be placed with Aboriginal corporations as a professional development opportunity to contribute their skills to support Aboriginal economic development while learning about Aboriginal culture and history. We supported Jawun to promote the program to the sector and this year 10 placements (2 last year) took place in the East and West Kimberley, and South West Land and Sea Council in East Perth.

Placements were a combination of in-place and virtual due to COVID-19 restrictions. One placement late in the year was impacted by COVID-19 travel restrictions to regional and remote Aboriginal communities.

Supporting contract tracing

Delivering [WA's Safe Transition Plan](#) required sophisticated strategic planning across government to ensure the state was prepared to respond to the likelihood of COVID-19 entering the community following the easing of hard border controls.

With contact tracing an essential component of managing community transmission, in collaboration with the Department of Health we developed and rolled out a government sector contact tracing initiative to ensure there were people trained and available to undertake contact tracing when needed.

We put the call out in November for volunteers from across the sector for deployment to Public Health Operations. A total of 661 employees from 32 agencies stepped forward and were trained. From this, 312 were deployed between December and 30 June, 12 of whom were Commission staff.

The volunteers demonstrated the spirit of public service, displaying flexibility, agility and resilience, and contributing immense value to the contact tracing program and the community. All are expected to be off-boarded by early next financial year.

Reviewing legislation and instruments

After finalising terms of agreement in consultation with the government and unions, in December we commenced a review of agency compliance with [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#). The review, in line with a requirement of the Public Sector CSA Agreement 2021, examined recruitment practices through a sample of public sector agencies to analyse and report on common and systemic problems and patterns in relation to recruitment as well as examples of good practice. A report is expected in the next reporting period.

What our clients say about us

"The Commission's website is utilised regularly by our human resources practitioners to assist with classifications, redeployment, redundancy and voluntarily severances. The direct contact information is also of great assistance, any phone calls that are made to the Commission are returned promptly with helpful advice."

"The [hiring managers'] toolkit has useful information and has assisted us to move policy forward more quickly."

– Client Perception Survey 2022



We continued to meet with public sector unions to monitor and evaluate progress on the government’s commitment to better job security for employees, and a more stable and efficient sector through continuity of experienced employees. We sought comment from unions on the findings of the review we undertook last year on the effectiveness of [Commissioner’s Instruction 23: Conversion and Appointment of Fixed Term Contracts and Casual Employees to Permanency](#) and work is now finalised on the review.

Since August 2018, 15,496 employees have been converted to permanent employment.

What our clients say about us

“We have been able to draw on policy and supporting guidance from the Commission to review and update our policies and procedures – reducing duplication and simplifying our approach.”

“The Commission provided lots of good advice on HR and recruitment matters.”
– Client Perception Survey 2022

In 2021-22, there were no further conversions. The instruction remains in place while the Perth Theatre Trust finalises its reviews and transitions to the Arts and Culture Trust. Further data on conversions to permanency is in the [State of the Western Australian Government Sector Workforce report](#).

For the statutory review of Part 6 of the PSM Act – which deals with redeployment and redundancy of public sector employees

– we consulted with agencies and unions on the discussion paper we developed last year. The consultation confirmed that the 10 areas identified in the paper required reform. We received 28 written submissions (3 from unions, 23 from agencies and 2 from individual employees). An advisory group with UnionsWA, Community and Public Sector Union/Civil Service Association and 2 directors general was set up to assist the Commissioner with the review. A report with recommendations for change is being prepared for consideration by the government in the next reporting period.

We commenced planning for the targeted review of the PSM Act – a government election commitment – to ensure it is fit for purpose into the future including broadening access to the WA Industrial Relations Commission for public sector employees. The review, excluding the redeployment and redundancy provisions currently under review, is scheduled to commence in the next financial year.

What our clients say about us

“Sectorwide reporting is comprehensive and very useful for benchmarking agency performance and setting targets.”

“The regular reports we receive on our diversity profile and how we are tracking have been very useful. They allow us to maintain a real time focus on this issue which is more effective than completing an annual compliance survey.”

– Client Perception Survey 2022

The review will provide advice to government on reforms to improve workforce mobility and flexibility, modernise and streamline public sector management, enhance the integrity and identity of the sector, promote workforce planning and diversity, and strengthen protections and fairness for employees.

Supporting recruitment, redeployment and redundancy for the sector

We released a [toolkit](#) in December to assist hiring managers across the sector apply contemporary best practices in recruitment. The toolkit comprises 4 key areas of planning, attracting, assessing and selecting, and appointing, with actions and resources for each area. From its release in December to 30 June, the online toolkit had been viewed almost 9,000 times.

We also drafted a toolkit to support case managers with redeployment and redundancy. The toolkit will be released later in 2022.

We began to draft diversity recruitment practice guidance and support for hiring managers, with an initial focus on the employment of people with disability as this group remains under represented in the public sector workforce.

We continued to manage the recruitment advertising management system (RAMS) which facilitates employment across the sector, including the WA Government Jobs Board.

Further recruitment, redeployment and redundancy data is in the [State of the Western Australian Government Sector Workforce](#) report.

Undertaking a review

To support the Department of Justice in effecting changes to its corrective services function, the government sought an independent review by the Public Sector Commissioner under section 24B(2) of the PSM Act. The review looked into employment and industrial frameworks, workforce management practices and culture in WA's public prisons. It sought to understand whether these factors might be impacting the implementation of reforms to the prison system. The review commenced in August and a report was provided to the government in February. In March, the government provided in-principle support for most of the report's 31 recommendations.

What our clients say about us

"We have worked well with the Commission to understand the diversity data collection to ensure our data methods have alignment."

– Client Perception Survey 2022

Collecting mandatory COVID-19 vaccination data

In October the government released a mandatory COVID-19 vaccination policy for WA workforces which specified that employees in a variety of categories must be vaccinated against COVID-19. This included parts of the government sector.

In December we progressed a new collection for mandatory COVID-19 vaccination data from the public sector, WA Police sworn officers and government trading enterprises. This data provided oversight of the application of mandatory vaccinations and actions taken across the government sector.

A total of 81 agencies reported through 7 collections from December to June.

Moving forward with the public sector census

In November we published a summary of key results from the public sector census pilot undertaken in March 2021. The pilot tested a fit for purpose and contemporary approach to collecting information directly from employees in 17 agencies.

The census uncovered new insights for the sector and agencies as it collected previously unknown information such as prior work experience, main work functions, use of leave for reasons such as mental health, redundancy information, bullying and discrimination non-reporting reasons, diverse sexuality and gender information, and information about plans to leave the sector.

In addition to live reporting, tailored individual agency analysis and results were produced within 4 weeks of the pilot closing. This included specific actionable information and benchmarks against all participating agencies, helping individual agencies identify strengths and potential gaps.

As the next step in this important project, we progressed work on a trial of the census pilot methodology with the entire public sector and a number of other government entities including government trading enterprises and WA Police sworn officers. The trial will test the design, development, delivery and implementation methodology used in the pilot on a larger scale to inform the feasibility of an ongoing sectorwide workforce census program. The trial is expected to commence in 2023.



Priority 3: A public sector that is known for its high performance and improvement culture

A proactive focus on and consistent approach to performance improvement are needed both within individual agencies and across the public sector to meet the challenges of now and those into the future. The Commission plays an important role in setting standards and expectations to drive improvement.

Trialling the new agency review program

The first reviews under the 2 year trial in 8 government departments of the new [Agency Capability Review Program](#) commenced in November and were completed in June.

The reviews, each led by an external and independent lead reviewer with public administration and management expertise, looked at the extent to which the agencies had the right structures, processes, resource use, systems and governance in place for them to deliver the very best services possible. All reviews used a framework specifically developed by the Commission for the public sector.

The 3 agencies reviewed were the Department of Biodiversity, Conservation and Attractions (Emeritus Professor Margaret Seares AO as lead reviewer); Department of Mines, Industry Regulation and Safety (Dr Michael Schaper as lead reviewer); and Department of Water and Environmental Regulation (Ms Susan Hunt PSM as lead reviewer).

Following completion of these reviews, each agency developed a statement of commitment to address identified areas for improvement. Agencies are required to report against their commitments in their annual reports with directors general additionally required to provide progress updates through their CEO delivery and performance agreements.

An executive summary of the 3 reports will be published online.

Through an open tender process in early 2022, we established a panel of suitable lead reviewers to appoint for future reviews.

In June we commenced the second tranche of reviews – the Department of Local Government, Sport and Cultural Industries (Emeritus Professor Margaret Seares AO as lead reviewer); Department of Finance (Ms Carmel McGregor PSM as lead reviewer); and Department of Planning, Lands and Heritage (Mr Colin Murphy PSM as lead reviewer). The final 2 agencies for review in the trial will be announced in the next reporting period.

In May we engaged an independent evaluator to review the program and ascertain what was working well, where improvements could be made and the outcomes of the program to date.

The program is funded through additional appropriation (\$1.2 million in 2021-22 and \$1.4 million in 2022-23) and recoup of costs (\$270,000 in 2021-22 and \$458,000 in 2022-23) from reviewed agencies.

Testing a new approach to culture

In December we commenced a trial in the Commission of a new approach to agency culture. The new approach looks at culture through a performance lens to align an agency's culture profile with its purpose and strategic priorities.

Unfortunately, due to disruptions brought about by COVID-19, the trial was put on hold shortly after it commenced. We will progress with the trial in the next reporting period.

Supporting public sector improvement

During the year, we ran 6 challenges through the iThink platform.

These included private challenges for the first 3 agency capability reviews which allowed employees in each agency to have input into the review, and a sectorwide recruitment challenge with ideas generated used to inform the review of employment practices led by the Commission. In May the contract for the platform ended and iThink was subsequently closed.

During the year, we provided legislative and policy advice to improve the efficiency of government operations. In particular, we provided advice to assist the Animal Resource Centre as it winds down operations over the next 12 months.

We released new Commissioner's instructions to support government policy to in-source operations where possible. Commissioner's Instruction 28 was issued to fill critical COVID-19 response positions that allowed the Department of Health and health service providers to recruit health workers quickly during the pandemic. The instruction was effective until December.

[Commissioner's Instruction 36: Interim Arrangements to Fill Vacancies at Main Roads Western Australia](#) provided a temporary variation to [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#) and [Commissioner's Instruction 12: Redeployment and Redundancy](#) to allow existing external maintenance services contractors engaged by Main Roads to be offered direct employment. The instruction is effective from 1 April 2022 to 1 April 2026.

[Commissioner's Instruction 37: Interim Arrangements to Fill Vacancies at South Metropolitan Health Service](#) provided a similar variation to allow existing employees engaged by Ramsay Health Care at Peel Health Campus to be offered direct employment. It is effective from 27 June 2022 to 13 August 2023.

What our clients say about us

"Our agency capability review, while not yet complete, has already enabled important reforms to our business. Looking forward to the final report and implementation plan."

"I have particularly valued the development of the agency capability framework which is comprehensive and useful in delivering greater effectiveness and efficiency."

– Client Perception Survey 2022

Public Service Medal winners

In 2021-22, 6 of our sector's most outstanding contributors received the prestigious Public Service Medal in recognition of their dedication and service to the people of Western Australia. The medal is part of the Australian system of honours and awards.

The WA Public Service Medal Committee is chaired by the Commissioner and includes the Director General of the Department of the Premier and Cabinet. Two other directors general are invited by the chair to serve on the committee each year. The committee meets twice a year to assess nominations and recommend proposed recipients to the Premier. The Premier makes recommendations to the Governor-General who approves the awards.



Joanne Stampalia PSM

**Executive Director
Court and Tribunal
Services at the
Department of Justice**

Ms Stampalia has demonstrated outstanding service

across her extensive public service career, most notably through her work with the Department of Justice to inspire operational reform and modernise courts and tribunals.

A champion for a more therapeutic approach to the justice system, she has advocated for significant amendments to family and domestic violence legislation that implement innovative court processes to reduce litigation timeframes and decrease victim re-traumatisation.

Her support of new programs and policies has led to the development of a holistic, more collaborative and effective approach to the criminal and civil justice system.



Angela Kelly PSM

**Deputy Director
General of the
Department of Health**

With more than 25 years in the public sector, Ms Kelly has devoted herself to

improving the state's public health sector, from system performance and financial management to strategic planning and corporate governance.

She has held various senior leadership roles, most recently assisting the Director General and Chief Health Officer to guide the state's response to COVID-19.

Her leadership, planning and corporate management expertise have been critical in ensuring the key roles and operations of the department continue while managing the additional responsibilities for planning, preparing for and responding to the pandemic.

Anthony Kannis PSM

Director General of the Department of Planning, Lands and Heritage

At the time of receiving the Public Service Medal, Mr Kannis was Managing Director of METRONET, Perth's largest ever investment in public transport. He led the project's optimisation that created a pipeline of work and jobs for Western Australia by releasing projects to market 12 months ahead of schedule.

He has worked in the public sector for more than 4 decades in a range of senior roles. In that time he has been dedicated to building the future of the state through a strengthened economy and development of well connected, diverse and affordable places for individuals and families to participate in their communities.



Ray Warnes PSM

Chief Executive Officer of the Corruption and Crime Commission

Mr Warnes has a distinguished career in the public sector and has most recently led

significant changes to the Corruption and Crime Commission.

Embodying public sector values of accountability and personal integrity, he has transformed the Commission's approach to corporate governance and led reforms to key decision making bodies enabling the Commission to achieve its strategic aims and statutory functions.

He has also implemented changes in the process for oversight of serious misconduct investigations conducted by agencies, and focused the Commission's oversight efforts on key serious misconduct risks.

Dr Mark Sweetingham PSM

Deputy Director General of the Department of Primary Industries and Regional Development (retired)

Dr Sweetingham has played a vital role in influencing the grains industry in Western Australia by combining his ground breaking research and leadership at state and national levels throughout his almost 40 year public service career.

He has a strong background in plant biosecurity and integrated disease management, having represented WA on national committees and project steering groups.

Now retired, Dr Sweetingham most recently served as the Deputy Director General at the Department of Primary Industries and Regional Development.

Anna Maria Wyatt PSM

Director Aboriginal History at the Department of Local Government, Sport and Cultural Industries

Ms Wyatt's public service career spans more than 45 years across the health, education and Aboriginal history sectors where she has been unrelenting in her commitment to improve education and health outcomes for Aboriginal people and the state.

She has been committed to and led services, strategies and projects that have had a direct impact on Aboriginal families, students, long term unemployed people, health workers and those living in regional communities across Western Australia.



Priority 4: A public sector that is trusted by the community

Integrity is a non-negotiable to assure Western Australians that the government sector acts in the interests of the community each and every day. The Public Sector Commissioner has responsibilities under both the PSM Act and CCM Act.

Increasing support for integrity

Integrity remained a focus in the third year of the [Integrity Strategy for WA Public Authorities 2020-2023](#) as we commenced or continued work on initiatives and products to promote integrity across the government sector.

We used the profile of International Anti-Corruption Day 2021 on 9 December to make a number of announcements and release new resources. We released the first in a series of theme based reviews to examine specific aspects of integrity policy and practice. [Notification of Minor Misconduct by Public Authorities](#) identified where improvements could be made by public authorities to meet their requirements under the CCM Act to notify the Commissioner of suspected minor misconduct. The Commissioner asked all public authority CEOs to examine their own minor misconduct notification practices and put in place improvements where necessary.

The Public Sector Commissioner and Corruption and Crime Commissioner collaborated on a podcast, [How can we avoid corruption in challenging times?](#) This examined how rapid change and social and economic pressures can pose greater integrity risks; the actions that public officers can take to minimise risks; and the red flags to look out for.

We also released [integrity framework resources](#) comprising an integrity framework template and supporting guide. They were foundation resources identified in the strategy

to strengthen integrity and help prevent misconduct. They were created as practical tools for authorities to use as they develop or strengthen their integrity frameworks. From release to the end of the reporting period, the landing page on [WA.gov.au](#) for these resources received 2,719 views. Public sector bodies will be required to have a framework in place by June 2023.

We progressed work on drafting a new Commissioner's instruction and code of ethics this year following last financial year's review of [Commissioner's Instruction 7: Code of Ethics](#) and [Commissioner's Instruction 8: Codes of Conduct and Integrity Training](#).

What our clients say about us

"Excellent policy advice and guidance provided by the Commission, particularly through documents such as the integrity strategy, framework, guide and template."

"Very appreciative of the Commission's workshops on COVID-19 risks and advice on risk management."

– Client Perception Survey 2022

We commenced consultation during the year and this is continuing into the next financial year. We also started developing guidance for agencies developing or reviewing their codes of conduct and undertaking integrity education programs.

Last year, we required public sector agencies to complete and return the [integrity in financial management self assessment checklist](#) that we developed to help them minimise integrity risks associated with financial management. This year we required them to confirm that actions resulting from the assessment had been implemented. Confirmation was through the 2022 integrity and conduct annual collection. Results will be reported next financial year.

We continued work on a maturity self assessment tool to help authorities identify the strengths and weaknesses of their current approaches to integrity in relation to 4 levels of maturity (emerging, developing, embedded and excelling) and establish plans to reach their desired maturity levels. We sought feedback from integrity practitioners on the draft and plan to release the tool on International Anti-Corruption Day 2022.

During the year we gathered information to help authorities develop and implement detection systems including a description of systems and approaches, benefits of these systems and key stages of planning to implement such systems. We used this information to develop guidance for agencies which we plan to release later in 2022.

We began work on updating guidance to authorities on managing risks of conflicts of interest including examples of conflicts; risks and mitigations; and the obligations of public officers to identify, declare and manage conflicts.

We initiated work on a declaration of personal interests for CEOs to support them identify personal interests that have the potential, or could be perceived, to influence decisions made or advice given by them. Initially the declaration is proposed to be used by CEOs employed by the Commissioner but can be adapted for CEOs to use with SES employees. The declaration will be released early in the next reporting period.

What our clients say about us

“Commission senior and other staff have made themselves available to provide advice on integrity matters which is important, valued and should continue.”

“The Commission has provided an in-depth self assessment checklist for agencies to complete. The agency has found the checklist valuable and has been able to work through the checklist with the board to identify areas that require action.”

– Client Perception Survey 2022



Overseeing minor misconduct

In 2021-22, we assessed and took appropriate action on the 706 minor misconduct matters we received. This was a significant increase from the 445 matters received last year and can be directly attributed to the 252 notifications we received about non-compliance with vaccine mandates.

We also reviewed actions taken by public authorities where appropriate. At 30 June 2022, we handled 99.6% of the matters we received (100% last year).

Managing breach of public sector standards

We finalised 110 breach of public sector standards claims in 2021-22 (123 last year).

Two of these claims were substantiated, both against the Grievance Resolution Standard.

The reduction was due to fewer claims against the Employment Standard and Grievance Resolution Standard.

The reduction in claims against the Employment Standard could be due to the changes in the labour market as more employment opportunities are available.

When managing claims, we assisted agencies by identifying opportunities to improve practices and processes.

Completing matters of referral

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

We received and completed 18 matters of referral in 2021-22 (19 last year and 9 the year before). The matters included requests to lodge late breach of standard claims, and concerns about workplace conflicts of interest and public sector recruitment practices.

Table 5: Percentage of matters of referral and breach of standards claims completed within timeframes 2020-21 and 2021-22

Category	2020-21	2021-22
Simple (30 days)	96%	95%
Routine (50 days)	95%	91%
Complex (120 days)	88%	94%
Average	94%	93%

Registering lobbyists

Each quarter, lobbyists are required to confirm or update their registration details on the lobbyists register which we maintain. This includes information about the company, lobbyist and their clients.

During 2021-22, we confirmed 765 sets of registration details (769 last year).

At 30 June, there were 104 registrants on the register and 226 individuals listed as lobbyists (115 registrants and 262 individuals last year).

During the year we replaced the ageing lobbyists register system as part of a broader piece of work that included development and implementation of a new integrity and risk case management solution and a new public interest disclosure officers register.

Actioning public interest disclosures

We received 5 public interest disclosure matters in relation to other agencies in 2021-22 (one last year) and none related to the Commission. Two were assessed as appropriate disclosures under the PID Act and 3 were assessed as not appropriate disclosures.

Providing assistance and support

Throughout the year we delivered 50 integrity sessions, including a community of practice session, to 1,022 participants (26 integrity sessions to 984 participants last year).

Seventeen of the sessions were delivered to 188 participants in the Peel, Midwest, Pilbara and Kimberley regions. Increased online delivery allowed us to hold more sessions.

We provided assistance on conduct and integrity to individuals and public authorities on 562 occasions (616 last year).

We conducted 39 consultations both in response to specific integrity matters and as part of our quarterly meetings with the Corruption and Crime Commission, bi-annual meetings with key notifier agencies and the Local Government Integrity Working Group.

The Integrity Practitioners' Group met twice during the year to provide insights and feedback on the integrity framework resources, maturity self assessment tool and draft Commissioner's instruction on ethical foundations.

Supporting government boards and committees

We conducted 19 formal presentations to government boards and committees on governance practices and accountable and ethical decision making (15 last year). We also conducted 7 peer reviews of governance policies for boards and committees.

In November we released a new [e-learning resource](#) to help WA government board and committee members better understand and implement good governance. It includes 7 principles of good governance, and an introduction to the code of ethics, codes of conduct and conflicts of interest (including gifts and benefits). This was complemented by a revised and simplified governance manual. These resources received more than 8,000 views from release to the end of the financial year.

In partnership with the Department of the Premier and Cabinet, we developed and refined a new joint boards and committees database.

The Public Sector Commissioner made 34 recommendations regarding the remuneration rates for government boards and committees at the request of the responsible ministers.

Further integrity and misconduct data relating to the sector is published in the [State of the Western Australian Government Sector Workforce](#) report.

What our clients say about us

“Delivery of board governance training ... has been timely and valuable.”

– Client Perception Survey 2022



Priority 5: A public sector that is well supported by a strong Commission

To meet our remit, the Commission needs strong governance, high performing people and a mindset of continuous improvement. In this way we can deliver our best work to build a strong sector.

Our workforce

We are a people organisation, with around 80% of our budget each year going towards employment costs.

At 30 June we had 134 staff or 125.8 full time equivalents (FTE). This compared to 147 staff or 138.9 FTE in the previous reporting period.

A major change in our workforce during the year was the addition of 11 temporary positions to support the new Agency Capability Review Program. These positions were created for 2 years during which the program is being trialled. We temporarily transferred some permanent staff to these positions and recruited for the remaining positions.

We increased the number of permanent employees this year to 109, up from 105 in June 2021.

The median age of our staff was 42 years, a slight increase from 41 the previous year.

We used our results from the public sector pilot census to inform our workforce strategies and guide decision making around such areas as recruitment, diversity and retention.

Diversity profile

We continued to strive to meet the aspirational targets set in the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025.

As an agency with a small workforce, single movements in a diversity group can have a big impact on representation of that group.

During the year we used the exceptions under the EO Act to recruit a young graduate with disability to our Level 3 graduate position. Prior to commencement, we met with the graduate to confirm any adjustment requirements.

We established a Level 1 position and filled this through the employment referral service with a young trainee from the Solid Futures Aboriginal traineeship program.

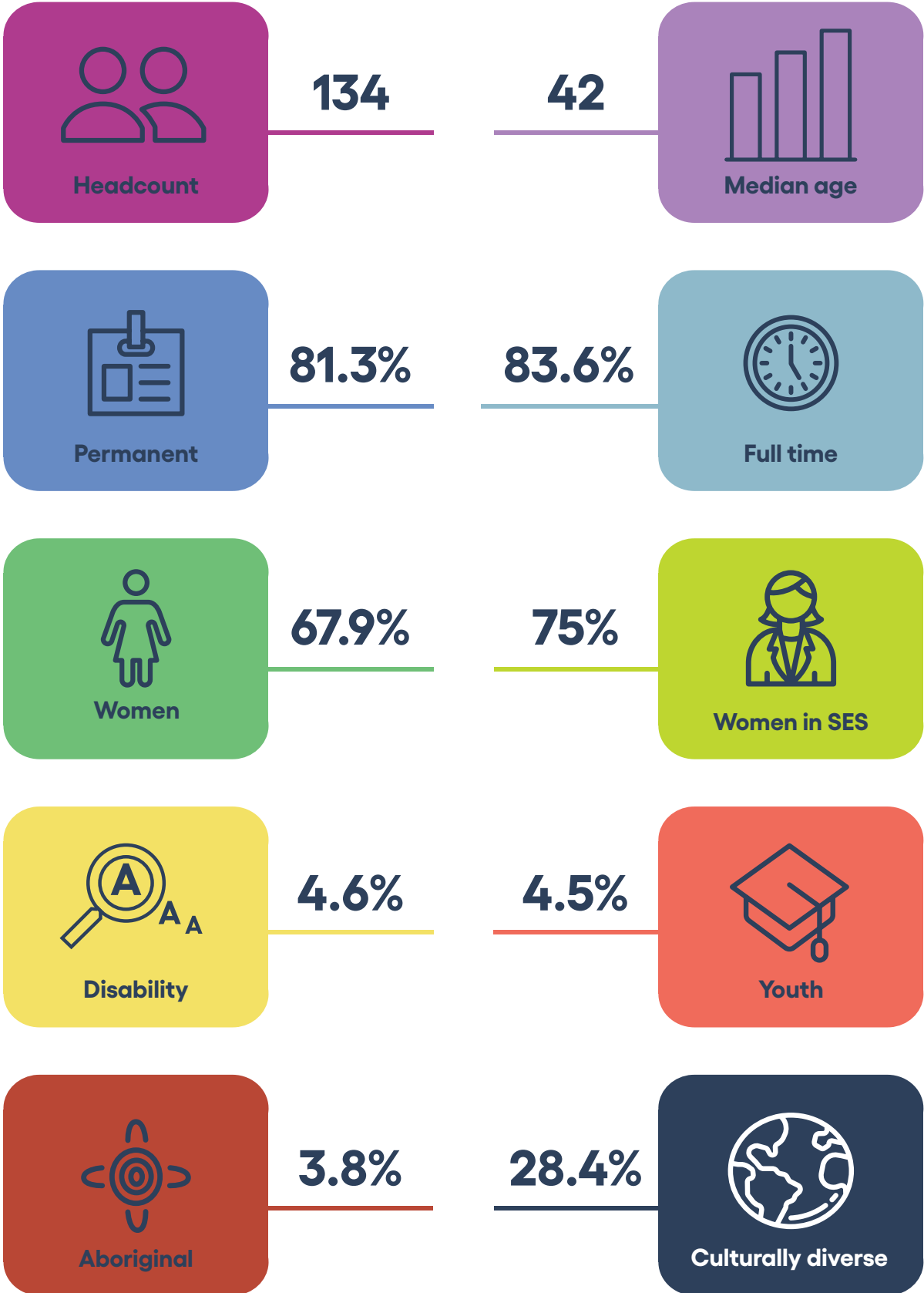
Table 6: Public Sector Commission staff diversity profile at 30 June 2022

Group	Aspirational target (%) ¹	2020-21 (%) ²	2021-22 (%) ²
Aboriginal and Torres Strait Islander people	3.7	4.8	3.8
People with disability	5.0	4.1	4.6
Women in the SES	50.0	71.4	75.0
Culturally and linguistically diverse people	15.5	22.4	28.4
Youth (24 years old and under)	5.8	11.6	4.5
Women in management (tiers 2 and 3)	-	60.0	60.9
People 25 to 44 years old	-	53.0	55.9
People 45 years old and over	-	35.4	39.6

¹ Aspirational target from the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-25; based on valid responses.

² Based on total headcount

About our staff





Developing our staff

This year, we continued to implement our Workforce and Diversity Plan 2020-22 with a focus on the 3 key priorities of diversity, performance and capability. The plan 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.

The WA Multicultural Policy Framework identifies 3 policy priorities:

1. Harmonious and inclusive communities
2. Culturally responsive policies, programs and services
3. Economic, social, cultural, civic and political participation

Against the first policy priority, we celebrated a number of significant cultural events including Harmony Week, NAIDOC Week, National Reconciliation Week and International Day of People with Disability. We also highlighted the achievements of recent Aboriginal and Torres Strait Islander graduates from our Solid Futures program, and other Aboriginal and Torres Strait Islander staff employed in the public sector.

Against the second policy priority, we provided mandatory cultural awareness training for our staff, with a completion rate of 99%. This training helped staff increase their awareness and knowledge of Aboriginal and Torres Strait Islander cultures and perform their duties in a culturally informed way.

Against the third policy priority, we advertised our 2023 Level 3 graduate position using exceptions under the EO Act to recruit a young Aboriginal and Torres Strait Islander graduate or a young graduate with disability. We collaborated with the Department of the Premier and Cabinet to promote inclusion and acceptance of people of diverse sex, sexualities and genders through representation on the Ally Network leadership team.

We provided family and domestic violence awareness training.

We continued to invest in upskilling our staff. We created and implemented a comprehensive plan that built on the development and training we provided in previous years. The plan was informed by analysis of staff performance assessments, mandatory requirements, and consultation with executives and line managers.

This approach maximised the time, effort and financial investment in our staff and their professional growth while supporting the Commission to achieve its priorities.

The plan focused on 4 key areas over the year. The first was workplace bullying and sexual harassment training to continue our focus on building an inclusive and harassment free workplace. This was mandatory for all staff.

The second was inclusive practices in disability training for managers to better support staff with disability through the employment lifecycle. The third area focused on lifting facilitation skills to support our work with the sector. The fourth focus was on procurement risk training, providing staff with tools and information to use.

We also supported development opportunities for our 'young guns'.

Two upcoming leaders completed the Rising Leadership Program through Leadership WA.

We provided all managers with training on crucial conversations to support our strong performance management processes. This underpinned our annual performance management cycle by ensuring leaders were well equipped to provide staff with regular opportunities for open and honest feedback as well as forward thinking discussions.

Developing our leaders



**Leadership WA participants L to R:
Gemma Taavale, Nicole Hull**

In November 2021, Commission staff Nicole Hull and Gemma Taavale graduated from the Rising Leadership Program through Leadership WA.

The 6 month program develops the leadership potential of mid-level professionals through practical and immersive experiences that equip participants with the tools and mindsets needed to become effective future leaders.

Participation in this leadership program is part of the Commission's broader staff development and training plan, with interested staff required to nominate before 2 applicants are endorsed to have their program costs paid.

Both participants described the experience as "amazing and enlightening". The program's mix of theoretical and experiential learnings helped them shift their perspective on contemporary leadership and recognise their potential as future public sector leaders.

Meanwhile, Angela Phillipson from our Workforce Diversity and Inclusion team was one of 26 public sector staff selected to take part in Elev8, a brand new 8 month leadership development program run by the Commission.



**Elev8 participants L to R: Angela Phillipson,
Brett Dunn, Selina Metternick**

The program, for high performing Level 8 employees, focuses on expanding mindsets and developing capabilities to create the next wave of executive leaders.

After attending the first sessions in March, Angela said the fact that the cohort had been selected to provide diversity meant all participants had something different and incredibly valuable to bring to conversations.

"I've felt very comfortable being open with the group about where I feel I need to develop as a leader and also what my strengths are," Angela said.

Participating in workshops, group explorations and one-on-one coaching, Angela said she had been able to 'reflect and connect' and implement practical learnings to her role at the Commission.

"I've learnt to be deliberate in how I lead and I'm conscious of the steps to take to not strive for perfection but to empower others," she said.

"I'm really motivated and enthusiastic about the rest of the program."



Releasing our Reconciliation Action Plan

During the year, we formalised our commitment to advance reconciliation with Aboriginal and Torres Strait Islander people through our [Reflect: Reconciliation Action Plan](#).

While we originally anticipated having a joint central agencies plan with the Department of the Premier and Cabinet and Department of Treasury, Reconciliation Australia advised that this was not possible. However, we partnered with the 2 other agencies in developing our plans to help deliver the greatest impact.

Reconciliation Australia accredited our plan in June and we released it ahead of Reconciliation Week 2022. It includes actions and deliverables across a range of areas to make real and practical improvements in the Commission such as increasing the cultural capability of our staff, improving collaboration with Aboriginal communities and visibly acknowledging Aboriginal people as the Traditional Owners of the land.

We set up a RAP Implementation Working Group to provide governance and support to ensure the plan meets its objectives. The group will meet for the first time early in the next reporting period. We also began planning a function with the other 2 agencies to formally launch our 3 plans next year and we will continue to work together to implement them.

Consulting with staff

We continued to work with union delegates as part of the Joint Consultative Committee established last year to meet our obligation for consultation under the Public Sector CSA Agreement 2021.

The committee met 4 times over the reporting period. Minutes of the meetings were provided to Corporate Executive. The committee looked at a range of matters with the aim of implementing improvements.

Policy positions

We further contemporised the suite of external policies we issue and administer for the sector to ensure they are up to date, and easy to use and comply with.

To this end, we reviewed legacy Approved Procedures and converted them into fit for purpose Commissioner's instructions covering [CEO performance management](#), [classification of positions](#), [remuneration while acting in certain positions](#) and [remuneration of specialist positions](#). Five Approved Procedures were then rescinded along with 4 Commissioner's Circulars. Guidance to support agencies to implement these and other instructions were also reviewed, streamlined and updated.

We also issued instructions to facilitate the government's policy to in-source staff in specific agencies (see **Supporting public sector changes**).

In relation to internal policies, we continued to implement our review cycle to ensure high quality and up to date policy positions. This resulted in Corporate Executive approving 2 new and 25 updated policies including our Customer Service Charter and Code of Conduct. One policy and 4 procedures were rescinded in 2021-22

We reviewed and updated the Commissioner's statutory delegations and minor changes were made to better reflect legislation, regulations and Commission practice.

Integrity

In line with the [integrity framework resources](#) we created for the sector and released in December, we developed our own integrity framework. The framework captured and described how we practice, manage and account for integrity in the Commission, supporting the Commissioner's expectation that every person who works for the Commission acts with the highest level of integrity. We published our framework on WA.gov.au in March as a sample for agencies to view.

Following our assessment last year against the [integrity in financial management self assessment](#), we progressed work to remedy the area identified as not being 'in place'. We developed and published a [Statement of Business Ethics](#) to provide guidance about what we expect of partners, contractors, subcontractors and suppliers conducting business with the Commission, along with the standards we set for ourselves. We published this in February and now provide it with all contract award letters.

Incident management and COVID-19

We convened our Incident Management Team in February to ensure we were adequately prepared for the easing of restrictions and potential increase in COVID-19 cases. The team met as frequently as twice a week when needed and in total 14 meetings were held between February and 30 June.

We reviewed our business continuity plan and conducted business continuity and occupational health and safety risk assessments to inform our internal response. We consulted with our Occupational Safety and Health Committee and the union and considered their feedback in developing our response plan. We then created this plan to

limit the impact of COVID-19 on both staff health and the Commission's operations. It captured preparatory work that was already being undertaken to protect the health and wellbeing of staff along with escalating levels of preventative and response measures. Supporting the internal response plan was a table outlining ways we may need to modify or reduce non-essential services in response to increasing staff absences.

We implemented a range of controls and treatments to mitigate the identified risks including split team working arrangements. All staff continued to have equipment and system access to work remotely.

While a number of our staff either contracted COVID-19 or were close contacts during the year, we did not need to radically change any of our work. We did put some work on hold for a time and slowed down other work where there were no critical impacts on the sector. We met all statutory requirements.

We provided guidance and information for staff and updated these regularly as the government's testing and isolation protocols were revised. We implemented our own notification and cleaning protocols in response to COVID-19 cases in the workplace.



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](#).

We finalised 9 freedom of information applications during the reporting period which included 8 applications received during the reporting period and one carried over from the previous year.

For the 8 applications received this reporting period, 5 were for personal information and 3 for non-personal information. Two applications resulted in completed internal review processes leading to one decision being varied and another reversed.

A total of \$90 was collected in application fees.

Internal audit and risk

To continue with our improvement efforts we conducted an audit of our financial controls. Our internal auditors assessed the overall effectiveness and efficiency of these controls. It included testing our compliance with key aspects of the *Financial Management Act 2006*, Treasurer's instructions and our delegations of authority.

We also tested the adequacy of various security controls, staff awareness of IT and physical security matters, and attempts to exploit common social engineering based vulnerabilities.

The Audit and Risk Committee advised the Commissioner on actions taken to respond to matters highlighted, and to help identify and communicate good practice.

We also commenced audits of our governance of projects and programs and compliance against a number of Commissioner's instructions.

We used our risk management framework to identify and manage risks in the context of our strategic and operational risk profile. In line with risk management principles, we evaluated our risks and corresponding control measures and used this information to inform our business planning and resource allocation. The framework continued to be supported by our updated risk management policy and integrated with our internal corporate governance functions.

We tracked corrective actions arising from internal and external audits and referred these to Corporate Executive and the Audit and Risk Committee.

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.

Corporate Executive met 11 times in 2021-22 and its terms of reference were reviewed and updated during the year.

In June, as part of building leadership capability and to provide valuable insight into the priorities and strategic considerations of the Commission, Corporate Executive agreed to a 6 month trial for senior staff to join the meetings virtually for an agenda item on strategy updates and discussion. The trial will begin at the July 2022 meeting.

Project and Program Governance Committee

Our Project and Program Governance Committee provides information and assurance on the effective and efficient management of project and program governance, strategy and practices to Corporate Executive.

The committee met 11 times during the year, overseeing 34 programs, endorsing 12 new projects, approving 5 project variations, receiving 44 status updates and closing 13 projects.

In particular, the committee ensured projects that required collaboration from multiple areas of the Commission were effectively oversighted such as the Agency Capability Review Program trial.

Closing off completed projects, with proper evaluation and consideration of lessons learned, was an important part of the committee's work. A number of significant projects was completed this year and their closure reports endorsed by the committee including:

- implementation of the new IT operating model for the Commission
- the 2 year trial of a new delivery and performance approach for directors general which was incorporated into business as usual
- the census pilot which was used to inform the development of a broader census trial across the sector.

Continuous improvement to project and program governance remained a focus with templates, processes and registers reviewed and updated regularly. These processes were also the subject of an internal audit, with the final report due early in the next reporting period.

Audit and Risk Committee

The Audit and Risk Committee met 3 times and oversaw the completion of 2 internal audits during the reporting period. The majority of the committee comprises independent members, including the chair.

Occupational Safety and Health Committee

The Occupational Safety and Health Committee met 4 times during the year. It discussed and resolved safety matters, reviewed hazard and incident reports, shared knowledge and reported quarterly to Corporate Executive. All reported hazards were reviewed and resolved.

The committee played a key role in reviewing and providing advice on the occupational health and safety risk assessment to inform our internal COVID-19 response planning.

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



The committee commenced a review of its terms of reference following the new *Work Health and Safety Act 2020* coming into effect on 31 March.

For details of other activities in this area, see Occupational safety and health.

Our systems

We continued to implement our IT Strategy 2020-2023 to strengthen and modernise our IT landscape and improve services over time.

This year we targeted the remediation of legacy IT risks by further managing the progressive replacement of systems and equipment that were no longer fit for purpose. Of the 9 legacy systems, 7 were updated or replaced at 30 June with the resolution of the final 2 in progress. This has also resulted in a reduction in the number of bespoke systems.

The remediation included the design, development and implementation of new systems and solutions through the replacement of the following ageing systems:

- The Human Resource Minimum Obligatory Information Requirements (HR MOIR) data collection system was replaced with a new sector workforce data collection portal. By modernising and improving workforce data collection, the Commission, sector and government can make better use of data and analytics to inform policy, and benchmark integrity practices and outcomes.

What our clients say about us

“We have appreciated the revamped HR MOIR portal.”

- – Client Perception Survey 2022

The boards and committees management system was replaced with a new solution led by the Department of the Premier and Cabinet, with the Commission contributing to user licenses under shared servicing arrangements. The new system aims to improve governance for the management of government boards and committees.

- The case management system, PID officers register and lobbyists register were replaced with a new integrity and risk case management solution, and new registers. These aim to ensure high standards of transparency and governance are maintained through the management of integrity matters, public interest disclosures and government lobbyists.

During the year, we commenced identifying, reviewing and analysing options for the future management and delivery of recruitment advertising, redeployment and candidate management services. This will continue next reporting period.

Shared servicing arrangement

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

In the IT area, this included network, telephony and Microsoft licensing. The Commission was responsible for strategic IT including management and maintenance of its corporate systems.

During the year we progressed negotiations with the department on a new service agreement with specific timeframes and service levels.

The faces of

a place of opportunity



Daniel – Department of Jobs, Tourism, Science and Innovation

Bachelor of Commerce (Economics and Finance);
The University of Western Australia.

Since he started the graduate program at the department in 2021, Daniel's experience working in the public sector has been exciting.

Through 3 rotations, Daniel has had the opportunity to be involved in developing policy for important gas and energy initiatives, providing financial advice on projects ranging from supercomputers to space programs, and using his analytical skills to support the WA State Budget.

In fact, in his first 6 month rotation, Daniel was involved in commercial negotiations for a \$16 billion project, which he describes as an amazing opportunity.

“The best thing about working for the department is seeing the diverse projects that the state is currently involved in.”

He says that working across these different areas has been exciting and challenging.

Daniel's advice for new graduates?

“I was surprised to learn that WA had a space program – but these are the types of projects that you get the opportunity to work on if you take part in the graduate program.”



Other legal and policy requirements

Disability access and inclusion

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

During the year we:

- facilitated a personal emergency evacuation plan for new staff who commenced from October
- continued to support the health and wellness of staff by providing sit-stand desks to those who requested them
- upgraded a number of internal reporting systems and forms to include in-built accessibility supports such as screen reading capability, high contrast settings, keyboard shortcuts and alternative text options
- provided disability specific training to all staff and managers to best support staff with disability throughout the employment life cycle
- advertised our 2023 Level 3 graduate position using the exceptions under the EO Act to recruit a young Aboriginal and Torres Strait Islander graduate or a young graduate with disability.

In accordance with the *Disability Services Act 1993*, we submitted a report to the Department of Communities on progress against our plan.

Record keeping

With our record keeping services provided through an arrangement with the Department of the Premier and Cabinet, our record keeping plan stated shared common records management procedures and vocabulary with the department.

We ensured that record keeping requirements continued to be met during COVID-19 lockdowns by supporting staff mobility and

providing remote access to our system.

We also provided online records awareness training to staff as part of their induction and reinforced record keeping compliance through ongoing internal communications.

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$302,936 with market research and media advertising organisations. We did not incur any expenditure with advertising agencies, polling and direct mail companies.

Table 7: Advertising expenditure 2021-22

Market research organisations	Amount
Kantar Public Australia Pty Ltd	\$87,500
Blackbox	\$3,200
Total	\$90,700
Media advertising organisations	Amount
Initiative Media Australia Pty Ltd ¹	\$212,236
Total	\$212,236

¹Includes \$81,838 of CEO recruitment expenditure recouped from agencies.

Complying with public sector standards and codes

We complied with the Public Sector Standards in Human Resource Management and Public Sector Code of Ethics.

We informed new staff of these standards in their induction, accountable and ethical decision making training, and published 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 2021-22.

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 with 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 consequence of the tribunal's affiliated body status, Note 8.5 is included in our financial statements.

Occupational safety and health

Our Corporate Executive continued its commitment to lead a safe and healthy workplace. The Executive Director Agency Capability and Improvement chaired the Occupational Safety and Health Committee. Meetings were held in July, November, March and May.

We provided training, support and resources to staff including regular content on our intranet about occupational safety and health topics, and organised activities as part of National Safety Month (OSHtober). Safety and health in the workplace continued as an agenda item at division meetings.

We updated our emergency contact guidelines to clarify roles and responsibilities of emergency contact officers such as OSH representatives, wardens and first aid officers. We also updated our personal emergency evacuation plan for people who need additional support in emergency situations and provided this in staff inductions.

Our OSH management system aligned with Worksafe criteria as set out in its WorkSafe plan. Our system continued to meet compliance requirements with 100% of agreed actions completed.

We reviewed our policies and procedures against compliance with the new *Work Health and Safety Act 2020* and minor gaps will be addressed in 2022-23.

Table 8: Safety, health and injury management performance reporting 2019-20 to 2021-22

Indicator	2019-20	2020-21	2021-22	Target	Comment
Number of fatalities	0	0	0	0	Achieved
Lost time injury/disease incidence rate	0	0	0	0 or 10% improvement on previous 3 years	Achieved
Lost time injury/disease severity rate	0	0	0	0 or 10% improvement on previous 3 years	Achieved
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	N/A N/A	N/A N/A	N/A N/A	Greater than or equal to 80% return to work within 26 weeks	Achieved
Percentage of managers and supervisors trained in OSH and injury management responsibilities	94%	97%	94%	Greater than or equal to 80%	Exceeded

The faces of

a place of opportunity



Paris – Tourism WA, Department of Jobs, Tourism, Science and Innovation

Bachelor of Commerce (Marketing, Hospitality and Tourism); Curtin University.

For Paris, the graduate program at Tourism WA presented her with a new and exciting career path where she has the opportunity to constantly learn and evolve.

The biggest surprise for Paris since she started the program at the beginning of 2022 is how vibrant and full of amazing people the public sector is – a place that presents her with exciting opportunities.

“The best thing about being a graduate in this program is that you’re constantly learning, surrounded by amazing people and continuously having amazing experiences working in the public sector.”

Striving towards moving up in the public sector and one day taking on a leadership role, Paris is excited to see what opportunities are in her future.

“My long term goal is to move forward in my career, so I’d love to eventually manage a team and take up a leadership position and maybe one day become Executive Director of Marketing at Tourism WA.”

Paris’ advice for new graduates?

“You’re never going to make a wrong step in the public sector. There’s always a chance to move up and change career paths whenever you choose.”



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Financial statements

Certification of Financial Statements

For the reporting period ended 30 June 2022

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 reporting period ended 30 June 2022 and the financial position as at 30 June 2022.

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



TERESA YOW
CHIEF FINANCE OFFICER
1 September 2022



SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER
1 September 2022



Auditor General

INDEPENDENT AUDITOR'S REPORT 2022 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 at 30 June 2022, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, and Summary of Consolidated Account Appropriations for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

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

Basis for opinion

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

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

Responsibilities of the 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 it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the 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 Commissioner are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

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

The 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.

Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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

My independence and quality control relating to the reports on controls and key performance indicators

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

Other information

The 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 2022, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators does 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 2022 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, controls 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.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
2 September 2022

Statement of Comprehensive Income

For the year ended 30 June 2022

	Note	2022 \$000	2021 \$000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	18,889	18,433
Supplies and services	2.3	6,494	6,355
Depreciation expense	4.1/4.2	103	95
Finance costs	6.2	2	2
Accommodation expenses	2.4	2,350	2,414
Grants and subsidies	2.2	48	160
Other expenses	2.5	91	63
Total cost of services		27,977	27,522
Income			
Other income	3.2	112	71
Total income		112	71
NET COST OF SERVICES		27,865	27,451
Income from State Government			
Service appropriation	3.1	26,699	25,557
Income from other public sector entities	3.1	648	212
Services received free of charge	3.1	1,432	1,789
Royalties for Regions Fund	3.1	14	4
Total income from State Government		28,793	27,562
SURPLUS/(DEFICIT) FOR THE PERIOD		928	111
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		928	111

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

Statement of Financial Position

As at 30 June 2022

	Note	2022 \$000	2021 \$000
ASSETS			
Current assets			
Cash and cash equivalents	6.3	15,702	14,349
Receivables	5.1	752	736
Amounts receivable for services	5.2	109	100
Other current assets	5.3	307	478
Total current assets		16,870	15,663
Non-current assets			
Restricted cash and cash equivalents	6.3	329	275
Amounts receivable for services	5.2	6,734	6,805
Property, plant and equipment	4.1	311	268
Right-of-use assets	4.2	78	66
Intangible assets	4.3	188	-
Other non-current assets	5.3	1	-
Total non-current assets		7,641	7,414
TOTAL ASSETS		24,511	23,077
LIABILITIES			
Current liabilities			
Payables	5.4	1,489	1,359
Lease liabilities	6.1	28	25
Employee related provisions	2.1(b)	3,450	3,102
Contract liabilities	5.5	115	13
Total current liabilities		5,082	4,499
Non-current liabilities			
Lease liabilities	6.1	52	43
Employee related provisions	2.1(b)	771	889
Total non-current liabilities		823	932
TOTAL LIABILITIES		5,905	5,431
NET ASSETS		18,606	17,646
EQUITY			
Contributed equity	8.7	112	80
Accumulated surplus/(deficit)	8.7	18,494	17,566
TOTAL EQUITY		18,606	17,646

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 2022

	Note	Contributed equity \$000	Accumulated surplus/ (deficit) \$000	Total equity \$000
Balance at 1 July 2020		43	17,455	17,498
Surplus/(deficit)		-	111	111
Total comprehensive income for the period		-	111	111
Transactions with owners in their capacity as owners:				
Capital appropriation		37	-	37
Total		37	-	37
Balance at 30 June 2021	8.7	80	17,566	17,646
Balance at 1 July 2021		80	17,566	17,646
Surplus/(deficit)		-	928	928
Total comprehensive income for the period		-	928	928
Transactions with owners in their capacity as owners:				
Capital appropriation		32	-	32
Total		32	-	32
Balance at 30 June 2022	8.7	112	18,494	18,606

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

Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 \$000	2021 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		26,661	25,487
Capital appropriation		32	37
Funds from other public sector entities		659	454
Holding account drawdown		100	90
Royalties for Regions Fund		14	4
Net cash provided by State Government		27,466	26,072
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(18,024)	(18,085)
Supplies and services		(5,382)	(5,715)
Finance costs		(2)	(2)
Accommodation		(2,350)	(2,408)
Grants and subsidies		(18)	(154)
GST payments on purchases		(724)	(684)
GST payments to taxation authority		(6)	(21)
Receipts			
GST receipts on sales		5	21
GST receipts from taxation authority		685	620
Other receipts		103	70
Net cash provided by/(used in) operating activities		(25,713)	(26,358)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(305)	(83)
Net cash provided by/(used in) investing activities		(305)	(83)
CASH FLOWS FROM FINANCING ACTIVITIES			
Principal elements of lease payments		(41)	(41)
Net cash provided by/(used in) financing activities		(41)	(41)
Net increase/(decrease) in cash and cash equivalents		1,407	(410)
Cash and cash equivalents at the beginning of period		14,624	15,034
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	6.3	16,031	14,624

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

Summary of Consolidated Account Appropriations

For the year ended 30 June 2022

	2022 Budget estimate \$000	2022 Supplementary funding \$000	2022 Revised budget \$000	2022 Actual \$000	2022 Variance \$000
DELIVERY OF SERVICES					
Item 7 - Net amount appropriated to deliver services	26,186	-	26,186	26,186	-
Amount authorised by other statutes					
- <i>Salaries and Allowances Act 1975</i>	513	-	513	513	-
Total appropriations provided to deliver services	26,699	-	26,699	26,699	-
CAPITAL					
Item 96 capital appropriation	32	-	32	32	-
GRAND TOTAL	26,731	-	26,731	26,731	-

No supplementary funding is received by the Commission.



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Notes to the Financial Statements

For the year ended 30 June 2022

Note 1 Basis of preparation

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

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

These annual financial statements were authorised for issue by the Commissioner of the Commission on 1 September 2022.

Statement of compliance

These general purpose financial statements have been prepared in accordance with:

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

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

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. 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 figures

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 *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	2022 \$000	2021 \$000
Employee benefits expenses	2.1 (a)	18,889	18,433
Employee related provisions	2.1 (b)	4,221	3,991
Grants and subsidies	2.2	48	160
Supplies and services	2.3	6,494	6,355
Accommodation expenses	2.4	2,350	2,414
Other expenses	2.5	91	63

Note 2.1 (a) Employee benefits expenses

	2022	2021
	\$000	\$000
Employee benefits	17,158	16,715
Termination benefits	-	133
Superannuation - defined contribution plans	1,731	1,585
Total employee benefits expense	18,889	18,433
Add: AASB 16 Leases Non-monetary benefits (not included in employee benefits expense)	37	37
Less: Employee contributions (per note 3.2 Other income)	29	29
Net employee benefits	18,897	18,441

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 for employees.

Termination benefits:

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

Superannuation:

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 GESBs, or other superannuation funds.

AASB 16 Leases Non monetary benefits:

Non monetary employee benefits that predominately relate to the provision of vehicle benefit recognised under AASB 16 *Leases* and are excluded from the employee benefits expense.

Employee contributions:

Includes 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

	2022	2021
	\$000	\$000
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.		
Current		
Employee benefits provisions		
Annual leave ^(a)	1,761	1,565
Long service leave ^(b)	1,668	1,519
	3,429	3,084
Other provisions		
Employment on-costs ^(c)	21	18
Total current employee related provisions	3,450	3,102
Non-current		
Employee benefits provisions		
Long service leave ^(b)	766	884
	766	884
Other provisions		
Employment on-costs ^(c)	5	5
Total non-current employee related provisions	771	889
Total employee related provisions	4,221	3,991

^(a) **Annual leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of 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.

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

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

The provision for long service leave is calculated at present value as the 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.

(c) **Employment on costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, Note 2.5 (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'.

	2022	2021
	\$000	\$000
Employment on-costs provision		
Carrying amount at start of period	23	23
Additional/(reversals of) provisions recognised	11	9
Payments/other sacrifices of economic benefits	(6)	(9)
Unwinding of the discount	2	-
Carrying amount at end of period	26	23

Key sources of estimation uncertainty - long service leave

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

Several estimates and assumptions are used in calculating the 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

	2022 \$000	2021 \$000
Government agency grants	-	1
Sponsorships	8	21
External grants	40	138
Total grants expenses	48	160

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 expenses'. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

Note 2.3 Supplies and services

	2022 \$000	2021 \$000
Communications	15	18
Consultants and contractors	4,796	4,990
Consumables	310	442
Repairs and maintenance	36	18
Travel	17	29
Insurance premiums	90	85
Licences, fees and registration	983	564
Operating lease, rental and hire cost	18	21
Other	229	188
Total supplies and services	6,494	6,355

Supplies and services:

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

Repairs and maintenance:

Recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Other:

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

Note 2.4 Accommodation expenses

	2022	2021
	\$000	\$000
Office rental	2,350	2,414
Total accomodation expenses	2,350	2,414

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

	2022	2021
	\$000	\$000
Employment on-costs	2	1
Professional services	87	60
Expected credit losses expense	2	2
Total other expenses	91	63

Employment on costs:

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 8.6 Remuneration of auditor**.

Expected credit losses is recognised in the movement of trade receivables in note 5.1 Receivables.

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	2022 \$000	2021 \$000
Income from State Government	3.1	28,793	27,562
Other income	3.2	112	71

Note 3.1 Income from State Government

	2022 \$000	2021 \$000
Appropriation received during the period:		
• Service appropriation	26,699	25,557
Total appropriation received	26,699	25,557
Income received from other public sector entities during the period:		
• Reviews	517	-
• Workers' compensation adjustment	28	17
• Training and development courses	103	195
Total income from other public sector entities	648	212
Resources received free of charge from other public sector entities during the period:		
• Department of the Premier and Cabinet - corporate support services	672	993
• Department of Finance - accommodation leasing and fit out depreciation	702	727
• Department of Justice - legal services	52	60
• Department of Water and Environmental Regulation - Committee representation	6	9
Total resources received	1,432	1,789
Royalties for Regions Fund:		
• Regional Community Services Account - Regional Workers Incentive	14	4
Total Royalties for Regions Fund	14	4
Total income from State Government	28,793	27,562

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 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 are 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 Accounts 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 are recognised as income when the Commission receives the funds.

Note 3.2 Other income

	2022	2021
	\$000	\$000
Recoups	9	6
Contributions by senior officers to the Government Vehicle Scheme	29	29
Australian Apprenticeships Incentive Program	74	36
Total other revenue	112	71

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



Note 4 Key assets

Assets the Commission utilises for economic benefit or service potential

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

	Notes	2022 \$000	2021 \$000
Property, plant and equipment	4.1	311	268
Right of use assets	4.2	78	66
Intangibles assets	4.3	188	-
Total key assets		577	334

Note 4.1 Property, plant and equipment

	Computer hardware \$000	Office equipment \$000	Leasehold improvement \$000	Furniture and fittings \$000	Total \$000
Year ended 30 June 2022					
1 July 2021					
Gross carrying amount	12	194	200	85	491
Accumulated depreciation	(6)	(78)	(107)	(32)	(223)
Carrying amount at start of period	6	116	93	53	268
Additions	-	58	44	9	111
Depreciation	(2)	(30)	(28)	(8)	(68)
Carrying amount at 30 June 2022	4	144	109	54	311
Gross carrying amount	12	252	244	94	602
Accumulated depreciation	(8)	(108)	(135)	(40)	(291)
Carrying amount at 30 June 2022	4	144	109	54	311

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 assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, 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 their useful lives.

Impairment

Non-financial assets including items of plant and equipment and right-of-use assets, 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, if no impairment loss has 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

	2022	2021
	\$000	\$000
Carrying amount at beginning of period	66	78
Additions	47	22
Depreciation	(35)	(34)
Net carrying amount as at end of period	78	66

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.

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 on 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 of impairment is outlined in note 4.1.

Note 4.3 Intangible assets

	Copyright \$000	Total \$000
1 July 2021		
Gross carrying amount	-	-
Accumulated depreciation	-	-
Carrying amount at start of period	-	-
Additions	188	188
Disposals	-	-
Reclassifications	-	-
Depreciation	-	-
Carrying amount at 30 June 2022	188	188
Gross carrying amount	188	188
Accumulated depreciation	-	-
Carrying amount at 30 June 2022	188	188

Copyright relates to the WA public sector Senior Executive Services classification framework that is being developed.



Initial recognition

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

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

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

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

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

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

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

The Commission has assessed the useful life of the copyright intangible asset is 15 years.

Impairment

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

The policy in connection with testing for impairment is outlined in note 4.1.

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	2022 \$000	2021 \$000
Receivables	5.1	752	736
Amounts receivable for services	5.2	6,843	6,905
Other assets	5.3	308	478
Payables	5.4	1,489	1,359
Contract liabilities	5.5	115	13

Note 5.1 Receivables

	2022 \$000	2021 \$000
Current		
Receivables	406	219
GST receivable	236	197
	642	416
Other debtors	110	320
	110	320
Total current	752	736

The Commission does not hold any collateral or other credit enhancements as security for receivables.

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The carrying amount of net receivables is equivalent to fair value as it is due for settlement within 30 days.

Expected credit losses (ECL) recognised in note 2.5 Other expenses was written off from receivables. The Commission did not recognise an allowance for ECL on receivables as majority of the invoices were issued to other WA government agencies.



Note 5.2 Amounts receivable for services (holding account)

	2022 \$000	2021 \$000
Current	109	100
Non-current	6,734	6,805
Total Amounts receivable for services at end of period	6,843	6,905

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 Account).

Note 5.3 Other assets

	2022 \$000	2021 \$000
Current		
Prepayments	307	478
Total current	307	478
Non-current		
Prepayments	1	-
Total non-current	1	-
Balance at end of period	308	478

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

	2022	2021
	\$000	\$000
Current		
Payables	487	541
Accrued salaries	373	282
Accrued expenses	629	536
Balance at end of period	1,489	1,359

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 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

	2022	2021
	\$000	\$000
Opening balance at the beginning of the period	13	-
Additions	205	208
Revenue recognised in the reporting period	(103)	(195)
Closing balance at the end of the period	115	13
Current	115	13

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 cash flows of the Commission.

	Notes	2022	2021
		\$000	\$000
Lease liabilities	6.1	80	68
Finance cost	6.2	2	2
Cash and cash equivalents	6.3	16,031	14,624
Assets pledged as security	6.4	78	66



Note 6.1 Lease liabilities

	2022 \$000	2021 \$000
Not later than one year	28	25
Later than one year and not later than five years	50	43
Later than five years	2	-
	80	68
Current	28	25
Non-current	52	43
	80	68

Initial measurement

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
- 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.

Note 6.2 Finance costs

	2022 \$000	2021 \$000
Finance costs		
Lease interest expense	2	2
Finance costs expensed	2	2

Note 6.3 Cash and cash equivalents

	2021 \$000	2020 \$000
Cash and cash equivalents	15,702	14,349
Restricted cash and cash equivalents		
- Accrued salaries suspense account ^(a)	329	275
Balance at end of period	16,031	14,624

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

For the purpose of the Statement of cash flows, cash and cash equivalents (and restricted cash and cash equivalent) assets comprise cash on hand and at bank.

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



Note 6.4 Assets pledged as security

	2022	2021
	\$000	\$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets - vehicles	78	66
Total assets pledged as security	78	66

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

	Notes
Financial instruments	7.1
Contingent assets	7.2.1
Contingent liabilities	7.2.2

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:

	2022	2021
	\$000	\$000
Financial assets		
Cash and cash equivalents	16,031	14,624
Financial assets at amortised cost ^(a)	7,359	7,444
Total financial assets	23,390	22,068
Financial liabilities		
Financial liabilities at amortised cost ^(b)	1,569	1,427
Total financial liability	1,569	1,427

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

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

Note 7.2 Contingent assets and contingent liabilities

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

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

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
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Affiliated bodies	8.5
Remuneration of auditors	8.6
Equity	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

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 Initial application of Australian Accounting Standards

New AASs effective at 30 June 2022

The Commission has applied all new and revised AASs that apply to annual reporting periods beginning on or after 1 July 2021.

The adoption of these AAS did not have any material impact.

AASs issued but not yet effective

The Australian Accounting Standards Board (**AASB**) has issued a number of new and amended AASs and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the Commission. The Commission has decided not to early adopt any of these new and amended pronouncements. The Commission considers the standards do not have a material impact on our accounts and accounting policies. The new and amended pronouncements that are relevant to the Commission but applicable in future reporting periods is set out below:

AASB No.	Title	Operative Date
2020-1	Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current	1 January 2023
2020-6	Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current - Deferral of Effective Date	1 January 2022
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
2022-3	Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15	1 July 2022

Note 8.3 Key management personnel

The Commission has determined that key management personnel to include cabinet ministers and senior officers of the Commission. The Commission does not incur expenditures 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:

	2022	2021
Compensation band (\$)		
540,001 - 550,000	-	1
530,001 - 540,000	1	-
220,001 - 230,000	1	-
210,001 - 220,000	5	4
200,001 - 210,000	-	2
Total compensation of senior officers (\$000)	1,839	1,815

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
- 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 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 \$1,022,000 for 2021-22 (\$1,071,000 for 2020-21).

Note 8.6 Remuneration of auditors

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

	2022	2021
	\$000	\$000
Auditing the accounts, financial statements, controls and key performance indicators	69	60
Total remuneration of auditor	69	60

Note 8.7 Equity

	2022	2021
	\$000	\$000
Contributed equity		
Balance at start of period	80	43
Contributions by owners		
Capital appropriations	32	37
Total contributions by owners	112	80
Balance at end of period	112	80
Accumulated surplus/(deficit)		
Balance at the start of period	17,566	17,455
Result for the period	928	111
Balance at end of period	18,494	17,566
Total equity at the end of the period	18,606	17,646

Note 8.8 Supplementary financial information

(a) Write-offs

During the financial year \$1,874 (2021: \$2,343) was written off as bad debts and \$2,669 (2021: \$688) was written off the Commission's property register under the authority of:

	2022	2021
	\$000	\$000
The Accountable Authority	5	2
The Minister	-	-
The Treasurer	-	-
	5	2

(b) Losses through theft, defaults and other causes

	2022	2021
	\$000	\$000
Losses of public money through default - salary overpayments deemed unrecoverable	2	2



Note 8.9 Explanatory statement (Controlled Operations)

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

- Total Cost of Services for the previous year for the Statements of Comprehensive Income, and Statement of Cash Flows (i.e. 1% of \$27,522,000); and
- Total Assets (for previous year) for the Statement of Financial Position (i.e. 1% of \$23,077,000).

8.9.1 Statement of Comprehensive Income Variances

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual for 2022 \$000	Variance between actual results for 2022 and 2021 \$000
Expenses						
Employee benefits expenses		20,172	18,889	18,433	(1,283)	456
Supplies and services	1	5,202	6,494	6,355	1,292	139
Depreciation expense		66	103	95	37	8
Finance costs		4	2	2	(2)	-
Accommodation expenses	2	2,696	2,350	2,414	(346)	(64)
Grants and subsidies	3	591	48	160	(543)	(112)
Other expenses		150	91	63	(59)	(28)
Total cost of services		28,881	27,977	27,522	(904)	455
Income						
Other income		108	112	71	4	41
Total income other than income from State Government		108	112	71	4	41
NET COST OF SERVICES		28,773	27,865	27,451	(908)	414

8.9.1 Statement of Comprehensive Income Variances continued

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual for 2022 \$000	Variance between actual results for 2022 and 2021 \$000
Income from State Government						
Service appropriation		26,699	26,699	25,557	-	1,142
Income from other public sector entities	A	717	648	212	(69)	436
Services received free of charge	B	1,346	1,432	1,789	86	(357)
Royalties for Regions Fund		11	14	4	3	10
Total income from State Government		28,773	28,793	27,562	20	1,231
SURPLUS/ (DEFICIT) FOR THE PERIOD		-	928	111	928	817
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		-	928	111	928	817



8.9.2 Statement of Financial Position Variances

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual \$000	Variance between actual results for 2022 and 2021
ASSETS						
Current assets						
Cash and cash equivalents		14,345	15,702	14,349	1,357	1,353
Receivables		941	752	736	(189)	16
Amounts receivable for services		73	109	100	36	6
Other current assets		460	307	478	(153)	(171)
Total current assets		15,819	16,870	15,663	1,051	1,207
Non-current assets						
Restricted cash and cash equivalents		371	329	275	(42)	54
Amounts receivable for services		6,766	6,734	6,805	(32)	(71)
Property, plant and equipment		422	311	268	(111)	43
Right-of-use assets		77	78	66	1	12
Intangible assets		-	188	-	188	188
Other non-current assets		30	1	-	(29)	1
Total non-current assets		7,666	7,641	7,414	(25)	227
TOTAL ASSETS		23,485	24,511	23,077	1,026	1,434

8.9.2 Statement of Financial Position Variances continued

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual \$000	Variance between actual results for 2022 and 2021 - \$000
LIABILITIES						
Current liabilities						
Payables		2,166	1,489	1,359	(677)	130
Lease liabilities		33	28	25	(5)	3
Employee related provisions	4, C	3,141	3,450	3,102	309	348
Contract liabilities		-	115	13	115	102
Total current liabilities		5,340	5,082	4,499	(258)	583
Non-current liabilities						
Lease liabilities		47	52	43	5	9
Employee related provisions		812	771	889	(41)	(118)
Total non-current liabilities		859	823	932	36	(109)
TOTAL LIABILITIES		6,199	5,905	5,431	(294)	474
NET ASSETS		17,286	18,606	17,646	1,320	960
EQUITY						
Contributed equity		(12,868)	112	80	12,980	32
Accumulated surplus/ (deficit)		30,154	18,494	17,566	(11,660)	928
TOTAL EQUITY		17,286	18,606	17,646	1,320	960



8.9.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual \$000	Variance between actual results for 2022 and 2021 \$000
Cash flows from State Government						
Service appropriation		26,661	26,661	25,487	-	1,174
Capital appropriations		32	32	37	-	(5)
Funds from other public sector entities		717	659	454	(58)	205
Holding account drawdown		100	100	90	-	10
Royalties for Regions Fund		11	14	4	3	10
Net cash provided by State Government		27,521	27,466	26,072	(55)	1,394
Cash flows from operating activities						
Payments						
Employee benefits	5	(20,172)	(18,024)	(18,085)	2,148	61
Supplies and services	1	(4,299)	(5,382)	(5,715)	(1,083)	333
Finance costs		(4)	(2)	(2)	2	-
Accommodation		(2,396)	(2,350)	(2,408)	46	58
Grants and subsidies	3	(591)	(18)	(154)	573	136
GST payments on purchases	6	(415)	(724)	(684)	(309)	(40)
GST payments to taxation authority		(87)	(6)	(21)	81	15
Receipts						
GST receipts on sales		87	5	21	(82)	(16)
GST receipts from taxation authority		415	685	620	270	65
Other receipts		108	103	70	(5)	33
Net cash provided by/ (used in) operating activities		(27,354)	(25,713)	(26,358)	1,641	645

8.9.3 Statement of Cash Flows Variances continued

	Variance Note	Estimate 2022 \$000	Actual 2022 \$000	Actual 2021 \$000	Variance between estimate and actual \$000	Variance between actual results for 2022 and 2021 \$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(100)	(305)	(83)	(205)	(222)
Net cash provided by/ (used in) investing activities		(100)	(305)	(83)	(205)	(222)
Cash flows from financing activities						
Principal elements of lease payments		(32)	(41)	(41)	(9)	-
Net cash provided by/ (used in) financing activities		(32)	(41)	(41)	(9)	-
Net increase/(decrease) in cash and cash equivalents		35	1,407	(410)	1,372	1,817
Cash and cash equivalents at the beginning of period		14,681	14,624	15,034	(57)	(410)
Cash and cash equivalents at the end of period		14,716	16,031	14,624	1,315	1,407

Major Variance Narratives

Variances between estimate and actual 2022

1. The variance in supplies and services is a result of reprioritising resources to ensure service delivery outcomes are achieved.
2. Lower than anticipated expenditure has contributed to the variance in accommodation.
3. Grants and subsidies is lower than estimates largely due to reprioritising the Commissions resources to meet service delivery priorities.
4. The transfer of employees' leave balances from movement between government agencies and salary increment due to wage policy, step progression and promotion have contributed to the increase in leave provision.
5. The variance in employee benefits is primarily due to vacancies resulting from current job market.
6. Increased spending on supplies and services contributed to the increase in the GST payments on purchases.

Variances between actual results for 2022 and 2021

- A. Increase in income from other public sector entities is largely due to the Agency Capability Review two-year trial program which commenced in 2021-22. Costs incurred on engaging external lead reviewers were recouped from the agencies subject to review.
- B. Decrease in resources received free of charge is largely due to a reduction in payroll and human resources, records management and ICT services provided by the Department of the Premier and Cabinet to the Commission.
- C. The transfer of employees' leave balances from movement between government agencies and salary increment due to wage policy, step progression and promotion have contributed to the increase in leave provision.

The faces of

a place of opportunity



John – Department of Treasury

**Bachelor of Commerce (Economics and Finance);
The University Western Australia.**

With 3 rotations in the first 6 months of the program, John quickly learnt how much of an impact the Department of Treasury has on the WA Government's decision making process.

John admits that before starting in the graduate position in 2020 he did not have a clear idea what the department did.

The experience working across governance and oversight, infrastructure and transport as part of his graduate rotations has given him the opportunity to learn about how government works behind the scenes for the people of Western Australia.

"Working for Treasury has been a lot of fun so far. It's been very varied and I have been exposed to the entire sector.

"A lot of Treasury graduates go on to work in other public sector roles due to the broad nature of our work and our interaction with other agencies."

John is grateful that he took up the opportunity to be part of the graduate program and has found it an exciting and challenging experience.

John's advice for new graduates?

"Absolutely apply! Working in the state government has been a blast so far so I'd just definitely say if you get the opportunity, grab it with both hands."



Key performance indicators

Certification of key performance indicators

For the year ended 30 June 2022

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 2022.



SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER
1 September 2022

Overview of key performance indicators

The Commission is responsible for assisting Government through the delivery of services to achieve the broad goal to ‘grow and diversify the economy, create jobs and support skill 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 (CPS) is issued to our core clients.

The 2021-22 CPS was distributed to 118 core clients made up of:

- 24 departments
- 17 ministerial offices
- 30 SES organisations
- 47 non-SES organisations.

The survey was open from 5 April to 14 April 2022 and achieved a response rate of 69%.

Questions asked core clients to rate how the advice and guidance offered by the Commission assisted them with the promotion of integrity, effectiveness and efficiency, and diversity and inclusion in their organisations.

The survey comprised a 5 step rating from strongly agree to strongly disagree, with an additional ‘did not interact with the Commission in this way’ option.



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

Key effectiveness indicators	Target 2021-22	Actual 2021-22	Variance	Actual 2020-21	Actual 2019-20
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%	94%	4%	90%	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.	88%	88%	0%	90%	95%
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.	80%	87%	7%	84%	81%

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 indicators	Target 2021-22	Actual 2021-22	Variance	Actual 2020-21	Target 2019-20
Average cost per leadership development program, product or training hour	\$102	\$105	\$3	\$101	\$101
Average cost per workforce development program, product or training hour	\$115	\$123	\$8	\$129	\$109

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 indicators	Target 2021-22	Actual 2021-22	Variance	Actual 2020-21	Target 2019-20
Average cost per hour of assistance and support provided	\$104	\$112	\$8	\$106	\$103
Average cost per public administration, standards and integrity program, product or training hour	\$105	\$110	\$5	\$107	\$102



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 indicators	Target 2021-22	Actual 2021-22	Variance	Actual 2020-21	Target 2019-20
Average cost per hour addressing legislative and policy development	\$87	\$134	\$47 ^(a)	\$119	\$90
Average cost per hour of performance and oversight activity	\$91	\$98	\$7	\$100	\$97
Percentage of oversight actions completed within target timeframes	90%	93%	3%	94%	94%

^(a) The variance is due to a combination of higher than anticipated expenditure with a decrease in the number of hours applied to directly support legislative and policy development programs in 2021/22.

The faces of

a place of opportunity

Penny – Public Sector Commission

Bachelor of Arts (Honours) (Political Science and International Relations); The University of Western Australia.

As a person with disability, Penny discovered the diversity of people working in the public sector and the inclusive and welcoming culture of her workplace.

Soon after she started her graduate program, Penny saw how passionate the Public Sector Commission was about increasing a diverse workforce for Aboriginal people, people with disability, women in leadership roles and the employment of youth.

“It’s really lovely to see so much passion and energy put in to implementing the strategies to increase diversity across the sector.

“WA has a lot of different and diverse graduate roles that are available to people of all different backgrounds – different education backgrounds, different levels of experience.

“There are opportunities for people of all backgrounds and abilities.”

Penny’s advice for new graduates?

“My best advice for anyone considering a government grad program is to look at them. “See what suits you, there are opportunities for all different degrees.”



Appendix 1

Appointments

Charles Berger	Director, Kimberley Development Commission
Peter Woronzow	Director General, Department of Transport; Commissioner of Main Roads, Main Roads WA; and Chief Executive Officer, Public Transport Authority
Anthony Kannis	Director General, Department of Planning, Lands and Heritage
Karen Ho	Director General, Department of Training and Workforce Development
Catherine Clark	Chief Executive Officer and State Librarian, Library Board of Western Australia
Emily Roper	Director General, Department of the Premier and Cabinet
Lanie-Maree Chopping	Director General, Department of Local Government, Sport and Cultural Industries
Joanne Payne	Managing Director, Central Regional TAFE
Kathlene Oliver	Chief Executive Officer, Metropolitan Cemeteries Board

Re-appointments

Margaret Allen	Chief Executive Officer and State Librarian, Library Board of Western Australia
Terry Durant	Managing Director, North Metropolitan TAFE
Michelle Hoad	Managing Director, South Metropolitan TAFE
Andrew Ward	Director, Peel Development Commission
Richard Sellers	Director General, Department of Mines, Industry Regulation and Safety
Benjamin Palmer	Chief Executive Officer, Government Employees Superannuation Board
Rodney Whithear	Managing Director, Insurance Commission of WA

Transfers	
Ralph Addis	To Performance of Other Functions
Ralph Addis	To Chief Executive Officer, Lotterywest; and Chief Executive Officer Healthway
Direction to act	
Terry Hill	Director General, Department of Primary Industries and Regional Development; and Chief Executive Officer, Rural Business Development Corporation
Vaughan Davies	Director General, Department of Planning, Lands and Heritage
Jeremy Hubble	Chief Executive Officer, Lotterywest; and Chief Executive Officer, Healthway
Ralph Addis	Chief Executive Officer, Lotterywest; and Chief Executive Officer Healthway
Nerida Kickett	Managing Director, North Regional TAFE
Matt Ryan	Chief Executive Officer, Metropolitan Redevelopment Authority
Trish Barron	Director, Pilbara Development Commission
Michael Heap	Director, Pilbara Development Commission
Joanne Payne	General Manager, Central Regional TAFE
Lanie-Maree Chopping	Director General, Department of Local Government, Sport and Cultural Industries; and General Manager, Perth Theatre Trust
Emily Roper	Director General, Department of the Premier and Cabinet
Karen Ho	Director General, Department of Training and Workforce Development
Anne Finlay	Director, Mid West Development Commission
Jodi Cant	Director General, Department of Planning, Lands and Heritage
Peter Woronzow	Director General, Department of Transport; Commissioner of Main Roads, Main Roads WA; and Chief Executive Officer, Public Transport Authority
Tim Bray	Director, Kimberley Development Commission
Joe Fortuna	Chief Executive Officer, Metropolitan Cemeteries Board
Nicki Godecke	Director General, Department of Finance
Mike Rowe	Director General, Department of Communities; Chief Executive Officer, Housing Authority; Chief Executive Officer, Country Housing Authority; and Chief Executive Officer, Disability Services Commission
Michelle Andrews	Director General, Department of Water and Environmental Regulation

