



Public Sector
Commission



Annual Report 2022-23



Building a high performing, future fit sector



Leadership learning and development

crafted for the unique context of the public sector



We have spent the last few years developing programs specifically to build the leadership skills and capabilities of staff at all levels and contexts across the public sector.

This year all our bespoke programs ran for the first time, supporting the sector’s commitment to build leadership impact through a behaviour change perspective.

All learning experiences are included in our [Learning and Development Prospectus](#). They use the latest evidence based learning methods and many provide access to national and global experts. Additionally, they often provide access to our own experts – public sector professionals with a wealth of knowledge and specific understanding of

Western Australian circumstances – delivering opportunities for growth and networks rarely available.

The programs are tailored, linked and cumulative in nature. They deliver targeted leadership experiences from innovative mindset development for our newest graduates (**Launch**) and strategic insights to shape managers into leaders (**Propel**) through to stretching the minds and actions of high performers (**Elev8**) and curated experiences that address emerging issues and needs in our sector (**Leadership Conversations**).

In this annual report, we feature the stories of 3 public sector staff who have been part of our programs during the year. **Read these stories on pages 18, 23 and 34.**

Our learning experiences



Enhancing leadership behaviours in all contexts.



Supporting staff on their personal leadership journey.



Laying the foundations for career success.



Shaping managers into leaders.



Stretching the minds and actions of Level 8 high performers.



Developing leadership through conversations with national and global experts.











Understanding Aboriginal and Torres Strait Islander culture, history and experiences.



Introducing the public sector to all staff.



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Acknowledgment 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 Roger Cook MLA

Premier; Minister for Public Sector Management

In accordance with Section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to the Parliament of Western Australia the annual report for the Public Sector Commission for the reporting period ended 30 June 2023.

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



SHARYN O'NEILL PSM
PUBLIC SECTOR COMMISSIONER
(ACCOUNTABLE AUTHORITY)
14 September 2023

About this report

This report provides information on the performance of the Public Sector Commission in the 2022-23 reporting period. For information about the government sector in general, refer to the [State of the Western Australian Government Sector Workforce](#) report which is published annually.

Copies are available in different formats on request.

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ISSN 2204-8472

PSC23038131

Cover image - Launch program participants, (left to right): Charlene Bolo, Department of Finance; Katrina D'Monte, Department of the Premier and Cabinet; Okkar Khant, Department of Mines, Industry Regulation and Safety; Luke Vegvary, Public Sector Commission; and David Hyman, Department of Education.



From the Commissioner



Kaya. Reflecting on the past year, I am struck by the range of work we have undertaken aimed at **continuous improvement** for a future fit public sector as well as ongoing

efforts to **build integrity** as a core element across the government sector.

I am proud of how the Commission has worked together to **deliver services, initiatives and reforms** in what continues to be a challenging environment of change, adaptation and pace. I acknowledge the commitment of agency heads and their staff, and the many partners and stakeholders across our work who have helped us achieve the results detailed in this report.

An important focus of our work has been to set a **forward direction for the public sector**, presenting both opportunities to be harvested and challenges to be overcome so we can deliver the highest quality services to Western Australians.

This has included articulating a **strategic narrative** for the sector to be future enabled; establishing a new approach to **build the impact of public sector leadership**; reviewing the **capabilities of agencies** to be high performing; and laying out **higher expectations around integrity** and conduct.

We have provided more support for **critical public sector workforce matters** through creating new responses to ongoing **employment market pressures**; tailoring guidance to agencies to reduce unnecessary red tape around **recruitment**; and increasing options for agencies to meet employment **diversity targets** more readily. **Workforce data** continues to be a significant asset for the sector including through our regular collections as well as the new public sector workforce census that we trialled during the year, with results to come in the next reporting year.

Advancing individual capability is becoming more pressing as the pace of change escalates and there is greater demand for new ways of thinking, solving and delivering. To complement the extensive suite of development as we build impactful leadership, we have been further investigating ways to deliver **core learning at scale** primarily for public service positions. We have also been accumulating evidence and insights to help deliver **essential capability uplifts** in key functional areas, particularly finance and human resources management.

Women in leadership is also a priority, with data showing the tenuous hold on parity in the Senior Executive Service. While we have made great progress in recent years, we have more work to do as a sector. Over the year we have initiated a number of strategies including igniting actions to fix the workplace not the women and instituting opportunities for accomplished women to gain executive experience.

How public sector staff demonstrate the highest standards of workplace behaviour and personal integrity is another area of attention, with new **ethical foundations** deliberately strengthened. These foundations come into effect in the next reporting period and support efforts in the last couple of years to deliver more precise and focused integrity tools and resources for all government agencies.

We are cognisant of always **strengthening the Commission** through robust governance, controls, practices and processes that allow us to deliver on our remit effectively and efficiently to shape, build and regulate the public sector.

I am looking forward to the year ahead as we have many initiatives newly in place, others in development and yet to come to fruition, and still others on the horizon as pointers to the aspiration in our new strategic plan to focus on where we can add most value in creating a future enabled public sector.

SHARYN O'NEILL PSM

Year in review

Our achievements

Public sector workforce

Initiatives released for better workforce planning and management

Building Leadership Impact and Leadership Expectations launched

Largest workforce questionnaire collection trialled

Commissioner's Instruction 38: Temporary Regional Attraction and Retention Incentives issued

Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies issued

Aboriginal and Torres Strait Islander initiatives

Activities undertaken to focus more explicitly on Aboriginal and Torres Strait Islander employment and awareness

35 Solid Futures trainees across 29 agencies placed

44 deliverables in our Reconciliation Action Plan completed

Further 17,053 online Aboriginal cultural awareness training sessions completed

Public sector compliance

Compliance instruments streamlined for clearer requirements and expectations

4 new Commissioner's Instructions issued

6 Commissioner's Instructions, Approved Procedures and Commissioner's Circulars rescinded

4 Commissioner's Instructions extended or amended

Integrity

Resources provided to strengthen integrity

Commissioner's Instruction 40: Ethical Foundations issued

New WA Public Sector Code of Ethics released

Developing Detection Systems guidance finalised

Integrity Framework Maturity Self Assessment Tool released

Theme based review of conflicts of interest completed

Agency capability

Agency reviews carried out for capability and performance improvement

3 reviews finalised

5 reviews commenced



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

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

Sharyn O'Neill PSM was appointed Public Sector Commissioner in July 2018 and reappointed for a second 5 year term in March 2023.

Responsible Minister

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

Enabling and administered legislation

On behalf of the Commissioner, the Commission administers:

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

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

Government affiliated bodies

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

Our strategic directions

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.

We are committed to creating the environment needed for positive leadership change and building leadership impact through our behaviours and mindsets.

Our priorities

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

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

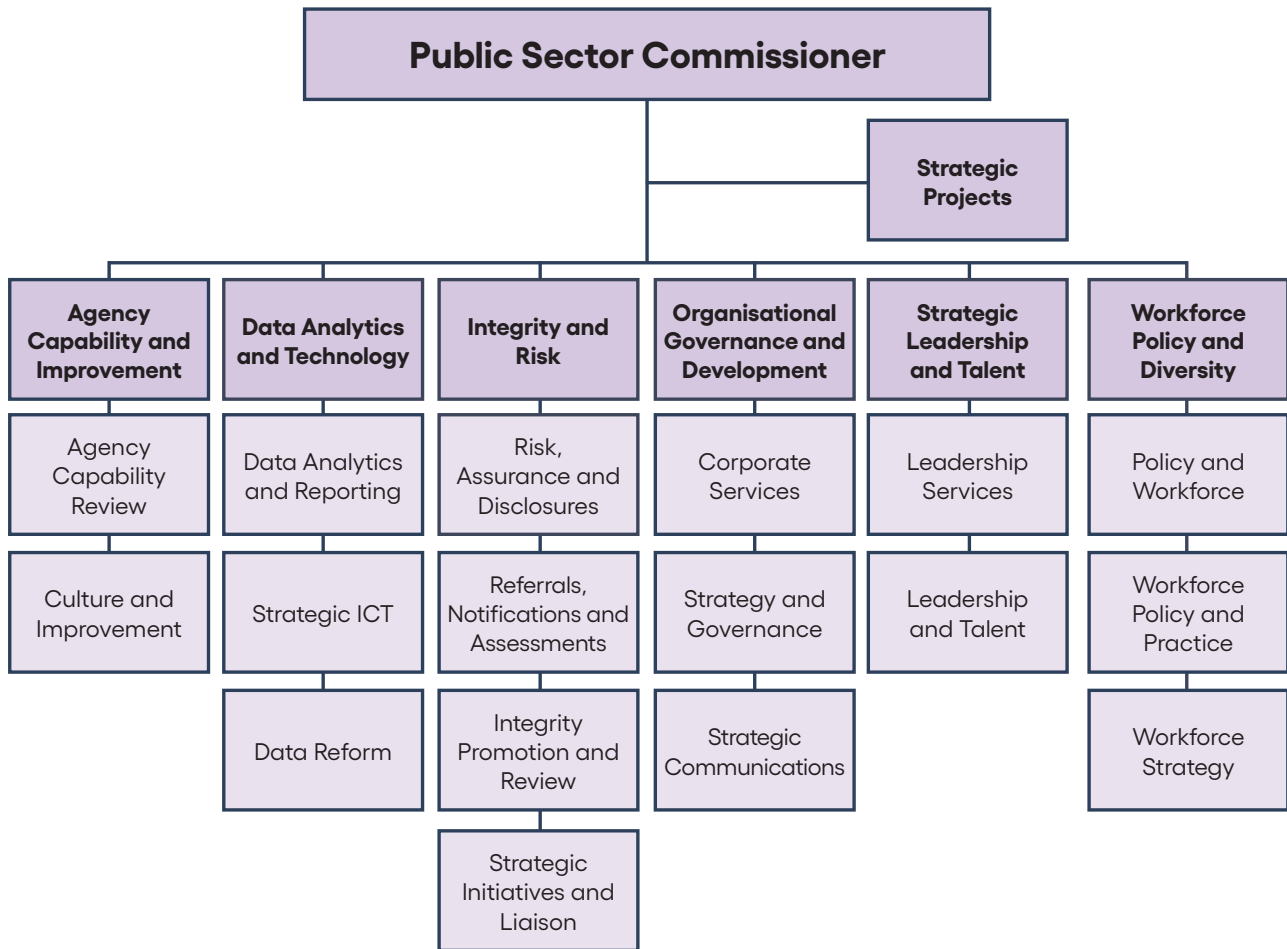
Priority 3: A public sector that is known for its high performance and improvement culture

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

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

Our structure

At 30 June 2023



Agency Capability and Improvement

Supports agency capability, culture and performance improvement across the sector.

Data Analytics and Technology

Collects, analyses and reports sector workforce information and data; and manages Commission information technology strategy, resources, services and projects.

Integrity and Risk

Promotes integrity, ensures minor misconduct matters are appropriately dealt with, helps prevent misconduct and carries out responsibilities under integrity, public sector management, lobbyist and freedom of information legislation across the government sector.

Organisational Governance and Development

Leads and manages Commission corporate services, strategy and governance, and strategic communications.

Strategic Leadership and Talent

Provides executive leadership services, and leadership and talent strategic directions for the sector incorporating talent identification, and leadership support and development.

Strategic Projects

Delivers key Commission and sector facing strategic priorities.

Workforce Policy and Diversity

Undertakes workforce planning, workforce diversity and inclusion initiatives and Aboriginal employment programs; and provides employment policy, legislation, key instruments and frameworks for the sector.

Our Corporate Executive

The Commission was led by the Commissioner with executive directors heading up 7 divisions, one temporarily in place to lead and manage key strategic priorities.



Corporate Executive, (left to right): Darian Ferguson, Jane Machin-Everill, Sonja O'Leary, Sharyn O'Neill PSM, Lorraine Gregoriadis, Tanya Milici and Lindsay Warner.

Sharyn O'Neill PSM

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 appointed as Commissioner. Ms O'Neill's priority is to strengthen and unify the public sector to better serve the needs of the community. She is leading a major reform agenda with a focus on leadership, talent, diversity, data, workforce, integrity and capability.

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

Ms O'Neill was appointed Chair of the ANZSOG Board in May 2023.

She has a Master of Education (Education Administration and Policy). In 2016 she was awarded the Institute of Public Administration Australia (WA) Patron's Award and was also made a Fellow of the Institute in recognition of her contribution to public administration in Western Australia.

Ms O'Neill was awarded a Public Service Medal this year, recognising her leadership of Western Australia's response to and recovery from the COVID-19 pandemic as the appointed State Recovery Controller and Public Sector Coordinator.



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 Director of Equal Opportunity in Public Employment.

Before joining 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.



Darian Ferguson

Executive Director Integrity and Risk

Darian Ferguson was appointed to this position in April 2023 after commencing in October 2022 in an

acting capacity. Before joining the Commission, he was Deputy Inspector at the Office of the Inspector of Custodial Services. Mr Ferguson has also held senior positions in human resources at the Department of Corrective Services and WA Police Force.

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



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, Postgraduate Certificate in Organisational Human Resources and Safety, and Certificate IV in Government (Investigation). 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.



Shaun McLeod

Acting Executive Director Organisational Governance and Development

Shaun McLeod acted in this position from April 2023. He first joined the Commission in January 2019 as Manager Corporate Services and before this he held senior finance roles at the Department of Treasury and National Trust of Western Australia.

Mr McLeod has expertise and experience in finance, procurement, human resources, governance and administration. He is a CPA and has a Bachelor of Commerce (Accounting and Finance).



Lorraine Gregoriadis

Executive Director Strategic Leadership and Talent

Lorraine Gregoriadis was appointed to this position in January

2019. Before joining the Commission, she held a range of executive roles in leadership development, innovation and disability services in the public and private sectors.

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



Jane Machin-Everill

Executive Director Strategic Projects

Jane Machin-Everill took up this temporary position in April 2023 to progress key Commission and sector

facing strategic projects. Her substantive position is Executive Director Organisational Governance and Development, a role she has held since February 2019.

Before joining the Commission in 2018, she was at the Department of Education (and Training) in a range of leadership roles with responsibility for policy, governance, communications, executive services and ministerial liaison.

Ms Machin-Everill has worked in a number of government agencies, universities and education sectors. She has a Bachelor of Arts, Graduate Diploma in Information and Library Studies, and Diploma of Education. She is a Fellow of the Public Relations Institute of Australia.



Lindsay Warner

Executive Director Workforce Policy and Diversity

Lindsay Warner took up this position in July 2021. Before this, he held a number of senior

leadership roles in the Commission including executive director positions and acting Commissioner. In July 2022 he was appointed Director of Equal Opportunity in Public Employment after acting in the position since 2021.

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



Performance management

Our outcome based management framework

The relationship between our services and desired outcomes, and the broad government goal to which we contribute.

Government goals

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 performance indicators

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

Effectiveness

Our key effectiveness indicators measure the extent to which our activities are achieving or are progressing towards our agency level outcome. We undertake an annual client perception survey to determine:

- 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.

Efficiency

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

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



Performance for the year

Our financial performance

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

The tables below summarise target versus actual financial performance and agreed working cash limits and targets for 2022-23.

The Commission has been recognised by the Office of the Auditor General as a best practice top 20 small entity every year since 2013-14, reflecting our consistently strong financial reporting and controls for 9 consecutive years.

Table 1: Target versus actual financial performance 2022-23

	2022-23 Target^(a) \$000	2022-23 Actual \$000	Variance^(b) \$000
Total cost of services (expense limit)	31,008	30,760	(248)
Net cost of services	30,900	30,719	(181)
Total equity	17,711	17,356	(355)
Net increase/(decrease) in cash held	-	(1,028)	(1,028)
Approved salary expense level	19,036	18,689	(347)

^(a) As specified in Budget Statements.

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

Table 2: Agreed working cash limits and targets 2022-23

	2022-23 Agreed Limit \$000	2022-23 Target Actual \$000	Variance \$000
Agreed working cash limit (at budget)	1,459	1,459	-
Agreed working cash limit (at actuals)	1,424	1,474	50



Our effectiveness and efficiency performance

Details of our indicators and reasons for variances are in the **Key performance indicators**. The tables below summarise achievements against our key effectiveness and efficiency indicators.

Table 3: Achievements against key effectiveness indicators 2022-23

Key effectiveness indicators	2022-23 Target	2022-23 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.	90%	84%	(6%) ⁽¹⁾
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.	85%	85%	0%

⁽¹⁾ With a number of significant initiatives released this year (including Building Leadership Impact, Leadership Expectations and Commissioner’s Instruction 40: Ethical Foundations), additional expectations were placed on the sector which may be reflected in this result. We will continue to support the sector to deliver on these heightened expectations.

**Table 4: Achievements against key efficiency indicators 2022-23**

Service 1: Public sector leadership	2022-23 Target	2022-23 Actual	Variance^(a)
Average cost per leadership development program, product or training hour	\$108	\$123	\$15
Average cost per workforce development program, product or training hour	\$125	\$128	\$3

^(a) Variance primarily due to one off cost of living payment and salary rate increment due to government wages policy changing from \$1,000 to 3% in 2022-23 which increased cost of delivering this service.

Service 2: Assistance and support	2022-23 Target	2022-23 Actual	Variance^(b)
Average cost per hour of assistance and support provided	\$104	\$116	\$12
Average cost per public administration, standards and integrity program, product or training hour	\$108	\$118	\$10

^(b) Variance primarily due to one off cost of living payment and salary rate increment due to government wages policy changing from \$1,000 to 3% in 2022-23 which increased cost of delivering this service.

Service 3: Oversight and reporting	2022-23 Target	2022-23 Actual	Variance
Average cost per hour addressing legislative and policy development	\$91	\$114	\$23 ^(c)
Average cost per hour of performance and oversight activity	\$94	\$100	\$6 ^(c)
Percentage of oversight actions completed within target timeframes	90%	91%	1%

^(c) Variance primarily due to one off cost of living payment and salary rate increment due to government wages policy changing from \$1,000 to 3% in 2022-23 which increased cost of delivering this service.



The best training programs are those that deliver immediate, sustainable results and for Michelle Willsher Elev8, our leadership program for Level 8 high performers, has definitely delivered.

Since completing Elev8 in 2022, Michelle has stepped into the role of acting managing director at

South Regional TAFE. She credits Elev8 as a large part of her success.

In fact, Michelle found her Elev8 experience so valuable that she convinced others on her executive team that they should get involved too.

“I’ve recommended Elev8 to colleagues as it’s very much worth the investment of time and effort. It’s great that it’s possible for people who live and work in regional WA to get involved,” Michelle says.

“What is so fantastic about Elev8 is that it really motivates and stretches you. It gives you the confidence to understand your leadership style and develop extra layers to it.

“We were given tools to assess our management style versus our leadership style in ourselves and in people we work with.

“This gave me skills to have conversations with my team about where they’d like to go – not necessarily what job they would like or what level they would like to be but how they’d like to develop in their professional life.

“I’ve had feedback from my colleagues that there is a real difference in the depth of conversations that I can have with people interested in leadership.

“I think you’re going to see some real results from future participants. Several Elev8 participants have already had acting opportunities and some have already moved into permanent executive director roles.

“This is the purpose of the program – to give participants the skills and confidence to take the step into executive leadership.”

Elev8 facts:

A uniquely tailored leadership development program to stretch the minds and actions of high performers at Level 8

Challenge assumptions and explore new ways of leading by expanding mindsets, behaviours and actions. This program is designed to grow these capabilities and support transition from a competent team leader to an influential and adaptive leader of leaders. It allows individuals to gain essential insights into the leadership required now and into the future to create the next generation of senior executives.

26

participants

18

agencies

Figures based on 2022 calendar year cohort.

Participants:

100%

satisfaction
rating

100%

would
recommend

Report on operations

Our report on operations is framed around the 5 priority areas of Leading with Purpose, our strategic plan 2020-2022. It details our achievements, successes and challenges throughout the year.

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

The landscape of leadership and the workplace continues to change and the task of leading in the public sector has never been so challenging and complex. Our role is to provide leadership, direction and support to build a sector that is led by the best.

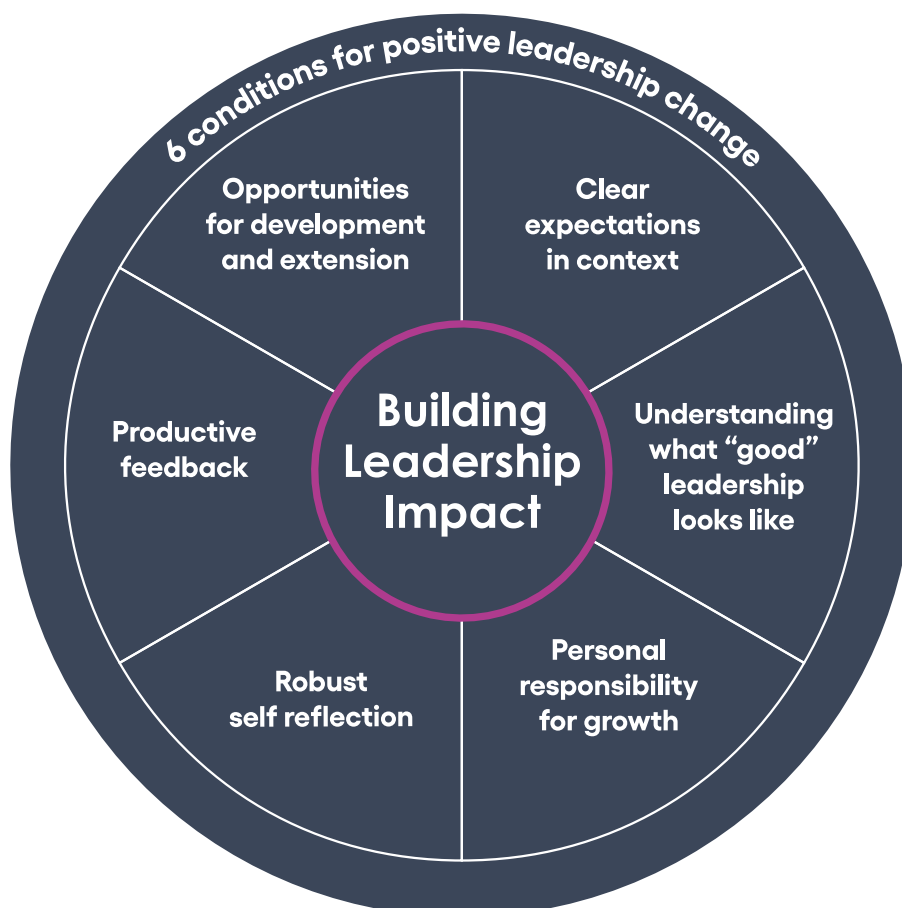
A commitment to positive leadership change

Following extensive consultation and development over the last few years (see previous annual reports), we released [Building Leadership Impact](#) at the beginning of 2023 – establishing for the first time an agreed approach to strengthening leadership across the public sector. Every public sector chief executive officer committed to implementing the 6 identified conditions needed for positive leadership change.

Alongside this we released [Leadership Expectations](#) as the foundation for putting

Building Leadership Impact into practice. Leadership Expectations details expected behaviours and associated mindsets across 7 leadership contexts from Personal Leadership through to Statewide Leader. Every position in the public sector aligns to one of these contexts.

To help agencies plan for and manage implementation of the 6 conditions according to their specific operating contexts and priorities, we provided an extensive array of support including online guides, tools and resources, and we coordinated workshops with nominated agency executive sponsors and project leads.





We facilitated a network among project leads to share their plans, experiences and learnings to ensure success. At 30 June, 17 agencies had implementation plans drafted or finalised. We will continue to support agencies in the next reporting period.

To support leadership development we released Development Maps, online learning resources comprising 250 pieces of curated learning aligned to the expected behaviours of all leadership contexts.

We also released 2 e-learning modules in a package called the Personal Leadership Suite. As part of this package, we created 7 in-person workshops to bring the expected behaviours and mindsets to life. We also devised train the trainer sessions for agency staff to deliver these workshops. We will roll out these next year. We prioritised the Personal Leadership context as about 70% of public sector positions operate in this context.

A strategic narrative for the sector

Led by the Commissioner, the Public Sector Leadership Council (comprised of heads of the largest 20 public sector agencies) continued to meet regularly, collaborating and problem solving on cross cutting issues, and driving reform and innovation.

A particular focus of the council during the year was articulating a strategic narrative to drive a common direction and purpose towards a future enabled public sector. Through research, discussion and negotiation, the story of the sector – its enduring spirit of service and place as an institution in democracy as well as the skills, experiences, effort and commitment of its people – was crafted.

[Future Enabled](#) – a strategic narrative for the public sector of professionalism, purpose and pride – described the vital role of the public sector in making a difference in the lives of Western Australians – helping individuals, communities, businesses and industries to prosper and thrive.

It also identified the challenges to overcome and changes to implement as the sector looks to find solutions for increasingly complex problems in a rapidly changing world.

The 6 identified shifts in the narrative set out where effort should be focused: diversifying the economy for a stronger Western Australia; investing the economic dividend for public good; empowering First Nations people with a secure future; assembling collective intelligence for problem solving; e-thinking services for lives and livelihoods; and activating foresight for enduring service.

The Commissioner released the narrative early in 2023, with all members of the council committing to it as the impetus for focused planning, leadership, capability and delivery in their own agencies and across the sector (see also **A stronger Senior Executive Service, A tailored approach to development and An in depth look at financial and human resources capabilities**).

A stronger Senior Executive Service

As part of our work to build leadership impact, we recognised the need to strengthen the identity and shared purpose of the Senior Executive Service (SES). Established in legislation, the SES is the backbone of management, strategy and policy talent in the public service. Members occupy the most senior positions across the sector.

Strengthening the SES also supports the government target of 50% of women in the SES set in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#), and the target was reached for the first time in February. This was a significant achievement as just 5 years ago that figure was only 33% and parity was not expected to be reached until 2035.

At 30 June 2023 representation was recorded at 49.8% and showed that a small movement in numbers could quickly change the percentage. We will continue to focus on how to support the sector to build a sustainable pipeline of talent and maintain parity.



As part of our work in this endeavour, at the beginning of 2023 we brought together SES members for the first time in a number of years through a new SES Spotlight initiative, created to align SES members more closely with government and sector priorities and directions. The theme of this first Spotlight was 'Directions', with deep discussion on Future Enabled and Building Leadership Impact, and consideration of what these meant for SES members and their agencies.

Planning for the next SES Spotlight in September 2023 (with the theme 'Innovation') commenced during the reporting period.

We also began conversations with senior female leaders towards the end of 2022, showing a new take on data and insights in relation to the leadership aspirations and trajectory of women in the public sector. We followed this with a conversation with senior male leaders as the issue of women – or lack of women – in leadership and their aspirations for leadership cannot be the sole responsibility of women.

These conversations led to the development of the Women in Executive Leadership Development Experience Initiative, announced by the Commissioner in March at our International Women's Day event for the sector 'Changing the workplace, not the women'.

This initiative was specifically created to allow each department and SES organisation to establish a temporary level 9 position as a leadership development opportunity for a currently employed accomplished woman. We drafted a position description aligned to level 9 work value for agencies to use and formed a series of events to support participants.

Twenty four departments and SES organisations opted to be part of this initiative, identifying women to be part of corporate executive decision making and governance and increase their strategy, policy and public administration capabilities while gaining exposure to the accountabilities and requirements of the Executive Leader

context of Building Leadership Impact. These positions commence on 1 July 2023 for 12 months.

In June we commenced the second annual executive position reconciliation as part of reporting and monitoring the [Executive Salary Expenditure Limit](#). The first reconciliation was completed in June 2022. The limit applies to positions (including SES positions) with a focus on strategic policy, management, governance, and specialist skills and knowledge required at the senior executive level. It provides additional oversight and governance of executive positions while giving chief executives flexibility to create additional executive positions to respond to government policies and priorities.

The Commission and Department of Treasury are jointly responsible for tracking and administering the Executive Salary Expenditure Limit. The 2022 reconciliation confirmed the sector was operating within the limit. Results of the 2023 reconciliation will be reported in the next annual report.

A new executive classification and remuneration framework

To improve the process of classifying senior executive positions, over the last 2 years we designed a new methodology specifically for the WA public sector. Following extensive testing and refinement, we adopted the Western Australian Executive Classification Methodology early in 2023.

The new methodology provides a structured and systematic way to determine the comparative work value of positions. It is also used for classification determinations for Special Division positions and remuneration determinations for Prescribed Office holders in the First Schedule of the Salaries and Allowances Tribunal determination, supporting the Commissioner's role in executive employment.

The final product achieves process and cost efficiencies.

Brendan McNally

Department of Local Government, Sport and Cultural Industries



A leadership development program shaping managers into leaders



The value of participating in our Propel leadership program struck home for Brendan McNally when he realised his team was really benefiting from his different approach to supporting and guiding improvement in how they work.

Brendan is now the Regional Manager – Peel/South

West for the Department of Local Government, Sport and Cultural Industries after acting in the role throughout 2022-23.

As one of the first public sector staff to complete a Propel unit, he could not be more effusive when talking about his experience.

“I’ve been singing from the rafters about Propel,” Brendan says. “I think all our regional managers should do it; it’s such good value for your time given the results you get.

“I’ve come out with so many practical and fit for purpose tools that I use in my daily leadership approach.”

“As a manager you know how to do the operational work but Propel is about embracing your team, and setting a supportive framework and parameters for them to work.

“I’ve been surprised how much of a difference it has made to what we are achieving.”

Delivered in collaboration with the Australian Graduate School of Management at the University of New South Wales, Propel offers 3 microcredential units, 4 times a year, that build the capabilities and insights crucial for effective and dynamic leadership.

Brendan says it’s a great balance between theory and practice, with the added benefit of developing a broad network of emerging leaders from public sector agencies throughout the state.

Propel facts:

A future focused leadership development program to shape managers with one to 3 years of people management experience into leaders

Stepping into a leadership position for the first time is exciting – and can also be challenging and difficult to navigate. This microcredential program provides new leaders with the capabilities and insights needed for a positive start to their leadership journeys. Its modern design helps staff propel their performance, accountability, purpose and change strategies. With virtual workshops spaced over time, new leaders can experiment with their learnings as they forge a path to success.

278 participants **47** agencies

Figures based on 2022 calendar year cohort.

Participants:

100%
satisfaction
rating

100%
would
recommend

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

Building a diverse and inclusive public sector means it has the very best people designing and delivering services that Western Australians need and use. Our role is to set standards, formulate policy positions and provide guidance that advance the capabilities of the sector's workforce for more equitable, sustainable and innovative outcomes.

A coordinated approach to entering the public sector

We continued to lead and grow '[A place of opportunity](#)' to attract the best university graduates to start meaningful and rewarding public sector careers.

It brought together 28 graduate and cadetship programs for the 2023 initiative to further enhance a one sector, collaborative approach to graduate recruitment. 'A place of opportunity' featured at 11 careers events over the year reaching more than 12,000 students. To further support this work we directly engaged with schools, universities and WA Jobs and Skills Centres.

As part of this initiative we filmed and created 20 promotional videos of current graduate staff and 17 short form social media reels. Graduates featured in an advertising campaign that used social media and on-campus digital screens to increase students' knowledge of the sector and dispel

commonly held myths. Radio advertising targeted students living in regional WA as well as Aboriginal and Torres Strait Islander students and their families. A digital partnership with 'Perth is OK' further drove online reach to 1,017,000 and the central webpage received close to 60,000 views.

Our [online public sector induction](#), introducing new staff to the breadth and scope of the sector and what is expected of them in their service to the community, was completed by 3,444 staff. Completion of the induction has increased significantly each year since it was released in October 2020 (1,590 completions in 2020-21 and 2,082 in 2021-22).

Another of our online resources, [Aboriginal cultural awareness training](#), was completed by 17,053 staff from across the sector. Aboriginal cultural awareness training is mandated under [Commissioner's Instruction 29](#) for all public sector staff and board members.



Public sector staff at the 'A place of opportunity' stand.



Agencies had the option of using the Commission developed online resource or delivering their own training.

In 2023 agencies reported that, over the preceding 3 years, 65.0% of staff required to complete this training had done so, up from 58.7% last year. This comprised:

- 104,382 of 160,594 public sector staff (up from 85,724 of 145,867)
- 269 of 360 public sector board and committee members (up from 173 of 387).

Although some progress was made this year, agencies must do more to comply with [Commissioner's Instruction 29](#). While there is an increasing commitment to cultural awareness, there appear to be some challenges with record keeping. Agencies must ensure their data about cultural awareness training is accurate, and can be analysed and reported. In the new reporting period, we will work with agencies and continue to monitor progress so we can be assured of compliance.

A direct response to sector needs

Like all sectors and industries, the public sector faced a strong employment market in 2022-23. This was influenced by the state's recovery from the COVID-19 pandemic which created workforce pressures across the public sector, notably in regional areas.

In September the Commissioner issued 2 new instructions to help public sector agencies respond to this growing pressure. They were developed in consultation with the Public Sector Leadership Council, Department of Treasury and Government Sector Labour Relations.

[Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies](#) was issued to help overcome challenges in attracting and retaining staff, particularly in regional areas, as well as to increase diversity representation across the sector.

The instruction streamlined public sector recruitment processes by allowing direct appointments in a range of situations

and extending the time period for appointments from previous recruitment processes.

For 12 months it overrides some rules in [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#).

To capture usage and effectiveness of this instruction, we developed a reporting mechanism through the Recruitment Advertising Management System (RAMS). Initial indications showed a positive impact on permanent appointments in regional areas.

[Commissioner's Instruction 38: Temporary Regional Attraction and Retention Incentives](#) was established for 12 months in September for agencies with critical service needs in regional locations to offer temporary incentives to attract and retain primarily frontline staff. Public sector employers seeking to offer regional incentives had to make submissions to the Expenditure Review Committee which approved incentives for 5 agencies. As regional workforce pressures continued, in June the Commissioner extended this instruction to the end of 2023.

The full effect of these instructions will be measured later in 2023.

Related to this, we amended [Commissioner's Instruction 35: Attraction and Retention Incentives](#) (which replaced Approved Procedure 7 in May 2022) for agencies facing skills shortages to seek approval to offer monetary incentives (for a defined period) in exceptional circumstances to attract and retain skilled staff (see also **A contemporary suite of compliance instruments**).

Late in 2022 the Commissioner hosted discussions with CEOs and their direct reports on fostering workplaces to support women's career development and progression, and breaking down workplace structural and cultural barriers impacting women. This led to the establishment of the Women in Executive Leadership Development Experience Initiative as a practical way to build a pipeline of talented, experienced leaders for the future (see also **A stronger Senior Executive Service**).



The 2022 Solid Futures graduates with Commission staff.

We instituted a simplified application process to improve agency access to trainees and streamlined the selection process. We continued to provide advice and support to agencies on recruitment processes, engagement with training providers and ongoing employment options.

We promoted The University of Western Australia's McCusker Centre for Citizenship Internship Program as a way for the sector to increase workplace diversity and identify and train future prospective staff. In 2022-23, 29 agencies provided 115 internship opportunities through this program (21 agencies and 54 opportunities the previous year). Interns contributed new ideas and fresh thinking to programs and projects in agencies. A survey by the McCusker Centre found that 96% of interns said they would recommend the program to their peers.

We also promoted the Jawun Program where agencies and Aboriginal and Torres Strait Islander communities work together to create practical change and establish meaningful connections between Aboriginal and non-Aboriginal Australians. During the year 6 public sector staff (10 the previous year) were placed for 6 weeks in organisations in the East and West Kimberley, South Western Australia and Pilbara.

We progressed our investigation into different employment pathways for diverse groups. We further explored early entry offers to Aboriginal and Torres Strait Islander students and students with disability at university and TAFE before graduation and subject to completion of their qualifications. More work will be undertaken next year.

During the year we assisted agencies fill 3 requests (28 the previous year) for trainees and entry level positions through our Traineeship Transition to Employment Referral Service.

A sectorwide workforce census

Following the success of the 2021 WA Public Sector Census pilot with a limited number of agencies, we trialled a sectorwide census in March. We received 47,115 responses from 66 agencies, a 28.5% response rate. This was almost 5 times the response rate of the last staff perception survey in 2018 and the census pilot in 2021, making the trial the largest workforce questionnaire collection in the sector to date.

We developed the census questionnaire using a fit for purpose approach to collect information directly from staff about themselves, their behaviours and experiences in the workplace. Questions were developed using best practice design methodology and in consultation with the Australian Bureau of Statistics and other Australian and New Zealand jurisdictions, peak bodies and agencies. We conducted cognitive and usability testing to ensure questions were easy to understand and captured what was intended.

We commenced analysis of data during the year and will finalise this and release results in the next reporting period.

What our clients say

In relation to the census, I would like to acknowledge the Commission's planning and delivery of this sectorwide initiative. The communications were clear, timely and helpful; my team has described the implementation as best practice. I look forward to receiving the results to inform people related priorities in the coming year.

~ Client Perception Survey



A collection of workforce data

We continued to collect and report on [workforce data](#) and 2 standing annual data collections were completed this year to gather vital information:

- The 2023 Equal Employment Opportunity Annual Collection gathered information on diversity and inclusion performance, plans and activities of government sector entities between 1 April 2022 and 31 March 2023. The results of the collection will be released later in 2023.
- The 2023 Integrity and Conduct Annual Collection opened in June to gather information on integrity and conduct matters across the broader government sector.

Aggregated data from both collections is reported in the annual [State of the WA Government Sector Workforce Report](#).

We also collected and reported quarterly on workforce data from agencies about their staff and used this for sectorwide analysis, to inform benchmarking and to track progress against government priorities.

The data was also used to respond to 57 requests for information to support responses to parliamentary questions, media enquiries and questions from agencies and the public.

Five agencies participated in a pilot to determine the feasibility of directly accessing agency human resources data to improve the quality and depth of workforce data. Work will continue in the 2023-24 reporting period to assess the merits of future implementation across the sector.

A further step to progressing workforce diversity and inclusion

We continued to lead a focus for the sector to achieve outcomes in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#) and its 6 supporting action plans for identified diversity groups. These groups are women; youth; Aboriginal and Torres Strait Islander people; culturally and linguistically diverse people; people with disability; and people of diverse sexualities and genders.



Alyce Schotte (centre), WA Relationship Manager at Pride in Diversity with Commission staff.



We released [Understanding Diverse Sexualities and Genders](#), addressing concepts and language and providing practical guidance to staff. The guidance was researched and developed with support and advice from Pride in Diversity, the national not for profit employer support program for all aspects of LGBTQ workplace inclusion.

We followed this with the release of [Cultural Considerations in the Workplace](#) to support understanding of cultural obligations and traditions of Aboriginal and Torres Strait Islander people including respectful and inclusive language use, Aboriginal family and connections, culturally inclusive recruitment and how to acknowledge and celebrate Aboriginal culture.

We created this resource in consultation with the Aboriginal and Torres Strait Islander workforce advisory group that we established last year and that met for the first time this year (4 times in total in the reporting period). The group provided cultural advice and input into the development of activities aligned to the strategy. The Aboriginal Advisory Council of WA also provided feedback on the resource.

What our clients say

The Commission has taken a really strong leading role in the diversity and inclusion area and we have used many of the guidance materials and leveraged off the work of the Commission. The DEOPE reporting has been used by us to set our own targets for diversity and inclusion, and assisted us in benchmarking ourselves against the rest of the sector.

~ Client Perception Survey

To support better collaboration we established a WA public sector diversity and inclusion advisory group to share ideas and practices to improve the employment, progression

and inclusion of staff from diverse groups. The focus this year was on Commissioner's Instruction 39 (see **A direct response to sector needs**) and provisions of the EO Act to support employment and development of diverse people.

The interjurisdictional Diversity and Inclusion Network that we set up in December 2021 met twice during the year. Comprising members of public sector commissions (or peer type organisations) from each Australian jurisdiction and New Zealand, the group shared diversity, inclusion and equity best practice, challenges and lessons learned.

We updated the [Hiring Managers' Toolkit](#) to include information about common types of unconscious bias, how these biases can impact recruitment, and ways to overcome them to strengthen recruitment practices across the sector.

We continued reviewing the definitions of disability and cultural and linguistic diversity used in public sector employment to ensure an inclusive and contemporary approach to better inform workforce planning and practices.

Our research showed no nationally consistent approach to defining and collecting this data that we could use for measuring representation in public sector employment. Several jurisdictions have recently reviewed or are reviewing their definitions for use in their public sectors.

During the course of this work, we consulted with ministerial advisory councils, people with disability, peak bodies and advocates. This work will progress into the next reporting period.

Using the workforce diversity and inclusion information we collect, we developed a diversity dashboard and shared this with agencies. It tracked agency performance against the aspirational targets in the strategy and other diversity and inclusion indicators.

Over the year we provided 4 dashboard updates highlighting representation, equity index and response rates (where applicable) and comparison of performance. We also provided further guidance to the sector



through [Understanding and Using Workforce Diversity Information](#). Both the dashboard and guidance supported agencies to best use information to support diversity and workforce planning.

What our clients say

We have valued receiving regular feedback and information from the Public Sector Commission around demographics and diversity data and how we are tracking compared to the rest of the sector. This has helped us keep in focus areas where we may need to improve or apply greater attention.

~ Client Perception Survey

A COVID-19 workforce response

After leading the rapid mobilisation of government sector staff to undertake COVID-19 contact tracing through the Department of Health Public Health Emergency Operations Centre (PHEOC), in July and August agencies welcomed back the 312 staff deployed including 12 of our own staff.

Until October we continued to compile information from across the sector on the activities and number of staff undertaking COVID-19 response activities. Our central coordination role of the Switch initiative, which included guidance about mobilisation, concluded in September when it was discontinued.

On 4 November the Commissioner ceased her State Recovery Controller role in line with the end of the WA State of Emergency and Public Health State of Emergency.

A review of employment practices

In March we provided training to chief human resources officers and their staff on updates to the data fields in RAMS and reporting

information relating to [Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies](#) including time taken to fill vacancies. In total, 121 staff from 56 agencies attended this training which was provided as part of our ongoing role in managing RAMS (including the WA Government Jobs Board) which facilitates employment across the sector.

We progressed a review of employment practices and worked with the government, Government Sector Labour Relations and unions to evaluate existing employment and workforce practices to improve their efficiency and effectiveness. This will be used to inform the development of a new recruitment policy for the sector.

Contributing to this was our review into agency compliance with [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#) (work we commenced in 2021-22). The review looked for common or systemic problems and patterns in relation to recruitment, and examples of good practice across a sample of agencies.

The review found the sample agencies complied with the instruction and hiring managers demonstrated good knowledge of the processes when making recruitment decisions. It also identified that conversion provisions – such as advertising fixed term positions with a possibility of permanency to enable quick and positive conversion decisions, and direct appointment for permanent employment – were effective when used but could face limitations caused by long term funding insecurity and limited mobility across agencies.

We also responded to 838 enquiries from agencies about human resources matters related to public sector workforce policy, legislation and practice. This included advice in relation to the Animal Resource Centre as it wound down operations ahead of 30 June 2023.

A contemporary suite of compliance instruments

In 2022-23 we continued converting legacy Approved Procedures to Commissioner's Instructions (and rescinding the Approved Procedures); updating other Commissioner's Instructions and replacing Commissioner's Circulars with guidance. Our work in this area over the past few years has focused on ensuring that only Commissioner's instructions contain mandatory requirements and expectations.

We converted Approved Procedure 5 to [Commissioner's Instruction 41: Contracts for Services](#). The new instruction made it explicit that direct and permanent employment is the preferred mode of employment in the public sector and that contracts for services should only be used in limited circumstances to temporarily engage individuals either directly or through labour hire or other companies/organisations. The instruction was supported with guidance and a checklist to assist agencies with implementation and record keeping.

We amended [Commissioner's Instruction 35: Attraction and Retention Incentives](#) with clearer and more streamlined mandatory requirements. This instruction is the main avenue for attraction and retention incentives. Two new incentives were approved under this instruction in the reporting period.

In January [Commissioner's Instruction 5: Publishing a Public Sector Notice](#) was revised with no material changes. In May Commissioner's Circular 2010-03 was replaced with guidance for [Public Sector Staff Providing Evidence to Parliamentary Committees](#) either through written submissions or appearing as witnesses, and the following month we rescinded Commissioner's Instruction 23: Conversion and Appointment of Fixed Term Contract and Casual Employees to Permanency. This instruction (issued in 2018) provided a mechanism for implementing government policy to create a more stable

and permanent public sector. As all relevant staff were reviewed under the terms of the instruction, and ongoing industrial mechanisms are in place, the instruction was no longer required.

We updated [Guidelines for Reviewing Legislation](#) to provide clearer information on typical processes and key considerations for agencies required to review legislation. In this, we outlined 7 stages of review to ensure government legislation and regulations are current, compliant, fit for purpose and meet the needs of stakeholders.

Late in the previous reporting period we undertook changes to instruments that we then communicated to the sector in this reporting period. This included:

- converting Approved Procedure 6 to [Commissioner's Instruction 33: Determining Remuneration of Specialist Positions](#), with no material changes
- updating [Commissioner's Instruction 15: Re-appointment of Public Service Officers Ceasing in Statutory Offices](#) providing a clearer process for staff and agencies when former public service staff appointed to or employed in statutory offices exercise a legislative entitlement to be re-appointed to the public service; this was supported by updated guidelines
- replacing Commissioner's Circular 2009-20 with the [Process for Reimbursing Travel Expenses for Members of Government Boards and Committees](#)
- rescinding Commissioner's Circular 2012-04 and replacing it with [Commissioner's Instruction 34: Remuneration While Acting in CEO Positions, Prescribed Offices and Positions in the Special Division](#) to ensure a consistent approach for determining remuneration for people acting in positions specified in the instruction.



A focus on review

We started a targeted review of the *Public Sector Management Act 1994* in 2022 (separate to the review of redeployment and redundancy provisions) to ensure it is fit for purpose in the future. During the year, we conducted landscape research and monitored changes at the Australian government level and in other jurisdictions. We also met with stakeholders to discuss possible amendments, and investigated alignment with other areas such as strengthening integrity and simplifying the system for staff.

We contributed suggestions for amendments to the *Corruption, Crime and Misconduct Act 2003* which is being reviewed by the Department of Justice for the Attorney General.

We continued to advise on a number of temporary measures to support government policy to in-source operations where possible including through [Commissioner's Instruction 36: Interim Arrangements to Fill Vacancies at Main Roads Western Australia](#) and [Commissioner's Instruction 37: Interim Arrangements to Fill Vacancies at South Metropolitan Health Service](#).

Since the release of Commissioner's Instruction 36 in April 2022, 132 external contractors have been employed by Main Roads. The instruction remains in place until April 2026. Under Commissioner's Instruction 37, 978 staff from Ramsay Health Care have been provided with offers of employment since its release in June 2022. This instruction was extended in March to August 2024.



While Nadine Bakker expected the Launch program for the public sector’s new graduates to be a valuable professional experience, it was the profound personal benefits that surprised her.

Nadine took a roundabout way of joining the public sector, completing an undergraduate degree in

Perth before going on to a masters at the University of Gronigen in the Netherlands, and starting her career in HR in the private sector.

She joined WorkCover as a graduate HR Officer in December 2022 and is one of a record 103 graduates participating in Launch in 2023.

“The topics we cover and discuss at Launch are applicable to both my professional and personal life,” Nadine says.

“For example, the self reflection exercises have helped me further develop my skills in terms of examining what is and is not in my scope of control when things feel overwhelming. They help me focus on what I can do.

“One point I found profound was the paradox that to reach true self awareness you need feedback from others. Self reflection isn’t a solely independent exercise.

“The discussions around this inspired me to be more courageous to ask others for feedback in both my professional and personal life.”

It’s a great example of how Launch establishes a growth mindset and embeds key behaviours in staff, developing a breadth of practical skills required for a successful career.

Launch facts:

An exciting graduate development program to lay the foundations for career success

Now more than ever, the next generation of the public sector workforce needs to adapt, connect and work in new ways to find innovative responses to the challenges facing the sector. This program is specifically for tertiary study graduates joining the public sector. It focuses on establishing a growth mindset and embedding key behaviours required for high performance in a rapidly changing environment. In addition to deep insights from subject matter experts and experienced public sector staff, graduates also learn from peers and develop strong networks.

103

participants

18

agencies

Figures based on 2022 calendar year cohort.

Participants:

84%

satisfaction rating

76%

would recommend

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

Having a proactive and consistent approach to performance improvement is needed to meet the challenges of now and those into the future. We play a vital role in setting standards, driving excellence and guiding an improvement agenda across the sector.

A new insight into agency capability and performance

Following the commencement of the 2 year trial of the [Agency Capability Review Program](#) in 2021-22, a further 5 reviews were commenced and [executive summaries of 6 completed reviews released](#) in the reporting period.

Each review was led by an external and independent lead reviewer and supported by a co-opted senior reviewer from another government agency along with the Commission's agency review team. Each agency was reviewed against the [Agency Capability Framework](#) that we developed specifically for the public sector, with standards based on a clear understanding of what constitutes a high performing agency.

Table 5: Agency Capability Review Program 2021-22 and 2022-23

Timeframe	Agency	Lead reviewer
Reviews commenced in 2021-22 and finalised in 2022-23	Department of Water and Environmental Regulation	Ms Susan Hunt AM PSM
	Department of Mines, Industry Regulation and Safety	Dr Michael Schaper
	Department of Biodiversity, Conservation and Attractions	Emeritus Professor Margaret Seares AO
Reviews commenced and finalised in 2022-23	Department of Finance	Carmel McGregor PSM
	Department of Local Government, Sport and Cultural Industries	Emeritus Professor Margaret Seares AO
	Department of Planning, Lands and Heritage	Colin Murphy PSM
Reviews commenced in 2022-23 to be finalised in 2023-24	Department of Primary Industries and Regional Development	Dr Michael Schaper
	Department of Communities	Carmel McGregor PSM and Susan Hunt AM PSM



What our clients say

I highly valued the overall methodology, guidance and calibre of the reviewers and the support team through the agency capability review process.

~ Client Perception Survey

The program supported agencies to have a deeper understanding of gaps in their capabilities including causes and risk, and areas of strength. Capability gaps identified through the 6 reviews finalised to date included in the areas of workforce planning, asset management, technology systems, strategic policy, and review and evaluation (see **A continuing agenda for sector improvement**). Examples of identified strengths were graduate programs, customer focused services, staff engagement and a commitment to diversity and inclusion.

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 chief executives additionally required to provide progress updates through their CEO delivery and performance agreements.

To counter identified capability gaps, we commenced developing a high level sector workforce plan, and scoping of tools and guidance for agency workforce planning. We also used the SES Spotlight as a mechanism to build strategic policy capability and focus on the priorities of Future Enabled.

An independent evaluation of the program trial was completed in September. It concluded the program was achieving its objective of helping agencies identify risk and capability gaps, and drive improvements and change. Evaluation findings were used to inform program refinements.

The government announced ongoing funding for the program in the May State Budget. Work progressed to set up a permanent structure and staffing to undertake reviews, commencing from July 2023.

A continuing agenda for sector improvement

Work continued across a number of significant sectorwide initiatives to deliver consistent, effective and accessible solutions.

Investigation continued to determine a potential pathway for introducing a public sector learning solution at scale that advances individual capabilities in a coordinated way to drive high performance. This progressed throughout the year and will continue into the new reporting year.

Following a pause during COVID-19, work on a new approach to agency culture re-commenced in this reporting period to help agencies understand, identify and align organisational culture to enhance performance in the context of their purpose.

In partnership with the Western Australian branch of the Institute of Public Administration Australia, we created a Public Sector Commission Young Achiever of the Year award to recognise staff aged 24 years and under making a direct and immediate difference to the workplace. We strategically linked the award to the Personal Leadership context of Leadership Expectations by promoting and celebrating the behaviours and mindsets expected of young leaders. The recipient will be announced in the next reporting period.

Public Service Medal winners

In 2022-23, 18 people, including our Commissioner, were awarded the prestigious Public Service Medal for outstanding public service. This included, for the first time, awards specifically for COVID-19 related service.

The WA Public Service Medal Committee, chaired by the Commissioner, met twice during year to assess nominations and recommend proposed recipients to the Premier. The nomination for the Commissioner was undertaken separately to the committee.

Australia Day Honours List

Wanita Bartholomeusz PSM (Manager Aboriginal Affairs, WA Police Force) for improving relations between people of Aboriginal and Torres Strait Islander heritage and the broader WA Police Force.

Rebecca Brown PSM (Director General, Department of Jobs, Tourism, Science and Innovation) for outstanding leadership in relation to Western Australia's management and response to the COVID-19 pandemic.

David Eaton PSM (Small Business Commissioner and Chief Executive Officer, Small Business Development Corporation) for outstanding service to small business development, particularly during the COVID-19 pandemic.

Chris Field PSM (Western Australian Ombudsman) for dedication to overseeing and investigating public authorities as Ombudsman and President of the International Ombudsman Institute.

Sue Kiely PSM (Executive Director Community Health, Department of Health) for outstanding service in keeping the community safe through the delivery of Western Australia's COVID-19 vaccination program.

Sharyn O'Neill PSM (Public Sector Commissioner) for outstanding leadership of Western Australia's response to and recovery from the COVID-19 pandemic as the appointed State Recovery Controller and Public Sector Coordinator.

Amanda Pickrell PSM (Deputy Director General, Department of the Premier and Cabinet) for outstanding leadership in relation to Western Australia's management of and response to the COVID-19 pandemic.

Leanne Potter PSM (Principal, Shenton College Deaf Education Centre, Department of Education) for commitment to social justice, notably advocacy for the inclusion of Auslan in mainstream education.

Emily Roper PSM (Director General, Department of the Premier and Cabinet) for outstanding leadership in relation to Western Australia's management and response to the COVID-19 pandemic.

David Russell-Weisz PSM (Director General, Department of Health) for outstanding leadership and management of the Western Australian health system's response to the COVID-19 pandemic.

King's Birthday Honours List

Dr Paul Armstrong PSM (Deputy Chief Health Officer and Director Communicable Diseases Control, Department of Health) for outstanding public service through contributions to the health and wellbeing of Western Australians during the COVID-19 pandemic.

Dr Margaret Byrne PSM (Executive Director, Department of Biodiversity, Conservation and Attractions) for outstanding public service in leveraging scientific leadership in plant biology and genetics to shape effective conservation policy to benefit Western Australia.

Dr Tudor Codreanu PSM (Director Disaster Management, Department of Health) for outstanding public service through essential contributions to the Western Australian Government's response to the COVID-19 pandemic.

David Etherton PSM (Chief Executive Officer, VenuesWest) for outstanding public service in effective coordination of support for the sporting, entertainment and creative industries, and the wider community, ensuring the economic and social recovery of Western Australia from COVID-19.

Helen Gladstones PSM (Principal Policy Officer, Department of the Premier and Cabinet) for outstanding public service through contributions to state security, and emergency preparedness and management.

Dr Clare Huppertz PSM (Deputy Chief Health Officer, Department of Health) for outstanding public service through effective management of public health responses during the COVID-19 pandemic.

Elizabeth MacLeod PSM (Chief Executive, East Metropolitan Health Service) for outstanding public service in the management of the health response during the COVID-19 pandemic.

Anthony Sutton PSM (Executive Director, Department of Jobs, Tourism, Science and Innovation) for outstanding public service in supporting the sustainable development of the resources, minerals and energy sectors for the benefit of Western Australia.



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

Integrity is a non-negotiable and ensures that decisions and actions of those working in the sector are taken in the interests of the community every day. Our role is to place integrity at the heart of everything we do, as a Commission and as a sector. This means being honest and direct, reliable and accountable, and ethical and fair.

A new foundation for ethical practices

We commenced a review in 2021-22 of the Commission's integrity instruments for the public sector – Commissioner's Instruction 7: Code of Ethics and Commissioner's Instruction 8: Codes of Conduct and Integrity Training. The review was a key action for us under the [Integrity Strategy for WA Public Authorities 2020-2023](#) to ensure a contemporary approach for the public sector. The review resulted in a new [Commissioner's Instruction 40: Ethical Foundations](#) which also established a new WA Public Sector Code of Ethics.

We consulted with a range of stakeholders including the Public Sector Leadership Council, agencies and unions. We issued Commissioner's Instruction 40 in March to take effect on 2 October 2023. At that time Commissioner's Instruction 7, Commissioner's Instruction 8 and a number of legacy instruments will be repealed.

In developing the new Code of Ethics we not only reset but strengthened the overarching code for the sector, providing greater clarity than the current Code of Ethics as to how staff demonstrate the highest standards of workplace behaviour and personal integrity.

We also set additional requirements for agencies to strengthen their approaches to promoting and maintaining integrity than are in the current Commissioner's Instruction 8. This is the first time, for example, that agencies are required to have an integrity framework in place. This follows on from the release in the last reporting period of [integrity framework resources](#).

To support implementation of the instruction, we released guidance for agencies on developing new, or revising existing, codes of conduct. The instruction and this guidance were released early to ensure agencies are compliant with the instruction when it takes effect.

We also made significant progress on drafting guidance for agencies on developing formal training specifically related to their codes of conduct as required in the new instruction. This will be released in the new financial year.

In 2021 we required agencies to complete and return an [integrity in financial management self assessment](#). Through the 2021-22 Integrity and Conduct Annual Collection we required them to confirm that any actions resulting from the assessment had been implemented, with results published in the [State of the WA Government Sector Workforce 2021-22 report](#). Most agencies indicated they had implemented all or some of these actions, with the majority of agencies with outstanding actions planning to implement them by the end of 2022-23.

What our clients say

The guidance and framework documents to inform agencies' integrity work are valuable and comprehensive. They strike the right balance between enabling and direction setting for agencies.

~ Client Perception Survey

A strengthened integrity toolkit

We continued building a toolkit of resources for the government sector (including the public sector) by implementing actions from the [Integrity Strategy for WA Public Authorities 2020-2023](#). As this was the final year of the strategy, we started developing a new guiding plan to be released in the next reporting period.

We released [Developing Detection Systems](#) late in 2022 to assist public authorities develop and implement effective systems to prevent misconduct and corruption. With detection an important part of each authority's overall approach to integrity, the guide drew from the experiences of 5 authorities and set out a practical 4 stage process. The website page received 803 pageviews.

For International Anti-Corruption Day in December we released the [Integrity Framework Maturity Self Assessment Tool](#) to provide authorities with a clear process and supporting resources to take a continuous improvement approach to integrity by identifying strengths and weaknesses of their current approach relative to 4 levels of maturity. It included guidance on how to develop a plan to reach the desired level of maturity. The website page received 788 pageviews and the resource was downloaded 355 times.

The release of these 2 new resources was supported by a joint message with the Corruption and Crime Commissioner, Hon John McKechnie KC.

We also published a short, animated video with our Commissioner clarifying what integrity means for the public sector and calling on all staff to become integrity leaders. The video was shared with agencies to make available to their staff and was promoted on social media.

A practical look at conflicts of interest

To help CEOs maintain the highest level of integrity consistent with the Code of Ethics, we set a new requirement for each public sector CEO to submit a statement of personal interests to the Commissioner. The first statements were received in October, with annual statements due by 1 July as well as when any identified interests change that would warrant a new statement.

We undertook our second theme based review of integrity policy, practice and procedures in the government sector. The review focused on a sample group of public authorities to determine how actual, potential or perceived conflicts of interest are identified, declared, assessed and managed.

The participating authorities included 5 departments, 3 local governments, 2 government trading enterprises and 2 public universities. The review honed in on 4 key areas and examined the authorities' relevant internal policies and procedures. The draft report, to be finalised in the next reporting period, highlighted the importance of public authorities having policy and procedural frameworks for all types of conflicts of interest. It included practical 'expectations for improvements' to be considered by all authorities to strengthen the management of conflicts of interest.

A continued focus on integrity matters and standards

Minor misconduct matters

In 2022-23 we assessed and took appropriate action on the 521 minor misconduct matters we received. This was an increase from the 454 matters received last year noting that there were an additional 252 notifications about non-compliance with vaccine mandates.

We also reviewed actions taken by public authorities to ensure they were appropriate. At 30 June 2023 we had handled 99.6% of the matters we received (also 99.6% last year).



Breach of public sector standards

We finalised 102 breach of public sector standards claims in the reporting period (110 the previous year). The reduction was due to fewer claims against the Grievance Resolution Standard and no claims against the Performance Management Standard and Termination Standard.

Matters of referral

Submission of unsolicited information about matters involving public sector integrity, management and administration that relate to our broader functions under the *Public Sector Management Act 1994*, and are not matters considered under the *Corruption, Crime and Misconduct Act 2003*, are collectively called matters of referral.

We completed 14 matters of referral in 2022-23 (18 the previous year) related to public sector recruitment practices, general human resources and conduct concerns, and requests to lodge late breach claims.

Table 6: Percentage of matters of referral and breach of standards claims completed within timeframes 2021-22 and 2022-23

Category	2021-22	2022-23
Simple (30 days)	95%	100%
Routine (50 days)	91%	85%
Complex (120 days)	94%	100%
Average (weighted)	93%	91%

Lobbyists register

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

During 2022-23 we confirmed 1,044 sets of registration details. We changed the dates for data reporting this year to reflect activity across the full year in line with other annual reporting of data. In previous years, only data for quarters 1, 2 and 3 was available and provided. This year, data included all 4 quarters and was brought about through more efficient data collection and reporting mechanisms that we have implemented in recent years across the Commission. Due to this change, the numbers this year cannot be compared to previous years.

At 30 June there were 105 registrants on the register and 325 individuals listed as lobbyists (104 registrants and 226 individuals the previous year).

Public interest disclosures

We received 5 public interest disclosure matters in relation to other agencies in 2022-23 (5 last year) and none related to the Commission. Three were assessed as appropriate disclosures under the PID Act and 2 were assessed as not appropriate disclosures.

An ongoing support of government boards and committees

We conducted 15 formal presentations to government boards and committees on governance practices and accountable and ethical decision making to a total of 194 attendees.

In addition to the formal presentations, we made 2 presentations to 113 staff who support members of government boards and committees. This included a presentation to the Department of the Premier and Cabinet's Cabinet Liaison Officer Network and a session to support boards and committees during the 2021-22 Integrity and Conduct Annual Collection.

The [e-learning resource](#) we released in the previous reporting period to help government board and committee members better understand and implement good governance received 914 views in 2022-23. We also conducted 2 peer reviews of governance policies for boards and committees.

The Commissioner recommended remuneration rates for members of 20 government boards and committees at the request of responsible ministers. Following government approval in June to lift the freeze on remuneration increases for members, the Commission commenced the process of restoring remuneration parity for these board and committee members.

A support service for the sector

In 2022-23 we delivered 38 integrity education sessions – including presentations and a community of practice session – to a total of 1,645 participants (50 sessions to 1,022 participants the previous period). To provide greater access to participants from across the state we delivered most sessions online.

We hosted a community of practice for International Anti-Corruption Day in December and released the [Integrity Framework Maturity Self Assessment Tool](#) and [Developing Detection Systems](#) guide.

The event also included discussion about detection systems and experiences of agencies that had developed and implemented detection systems.

Our advisory service provided conduct and integrity assistance to individuals and public authorities on 437 occasions.

We consulted stakeholders in response to specific integrity matters and as part of a regular schedule of meetings. We conducted 57 consultations with 197 stakeholders including:

- quarterly meetings with the Corruption and Crime Commission
- bi-annual meetings with key notifier agencies and the Integrity Practitioners' Group
- the interagency integrity meeting hosted by the Department of Communities
- the Local Government Integrity Working Group.

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

We need high performing staff in the Commission who take responsibility for their leadership behaviours, display a continuous improvement mindset and enact strong governance so we can deliver our best work to build a future enabled sector.

A new strategic plan

We continued to deliver the priorities in our Leading with Purpose strategic plan for 2020-2022, supported by Focus 2022 as an internal document setting out key pieces of work for the calendar year.

The plan set out 5 high level priorities areas – 4 sector facing and a fifth on how we build our own performance and capability as the Commission to provide the best support for the sector. Updates on key areas of work were provided at each Corporate Executive meeting.

Taking the essence of [Future Enabled](#) (see also **A strategic narrative for the sector**), Corporate Executive developed the new strategic plan for 2023-26 [Leading with Impact](#), with consultation with staff and stakeholders and socialisation with the Premier as our minister. Accompanying this was Focus 2023 with key work for the calendar year identified to meet the priorities in the plan.

In developing the new plan we focused on how and where we could add the most value in developing a future enabled sector. We articulated this value contribution through our work in establishing high standards in specific areas; setting the tone and expectations for the sector; leading work across public administration; formulating high level policy; providing strategy and change management advice; and understanding trends and research to lead new thinking.

We began this shift to higher impact levers of change in our last strategic plan and in our new plan further moved away from the operational focus that characterised our work in the past.

Our priorities in the new plan built on those of the previous plan with 4 sector facing priorities – high impact leadership, effective workforce management, strong agency and individual capability and embedded integrity – and our internal priority to be a trusted and capable Commission.

We will report against the priorities in Leading with Impact in next year's annual report.

A profile of our workforce

We are a people organisation, with around 70% of our 2022-23 budget going towards employment costs.

At 30 June 2023 we had 155 staff or 145.67 full time equivalents (FTE). This compared to 134 staff or 125.84 FTE in the previous reporting period.

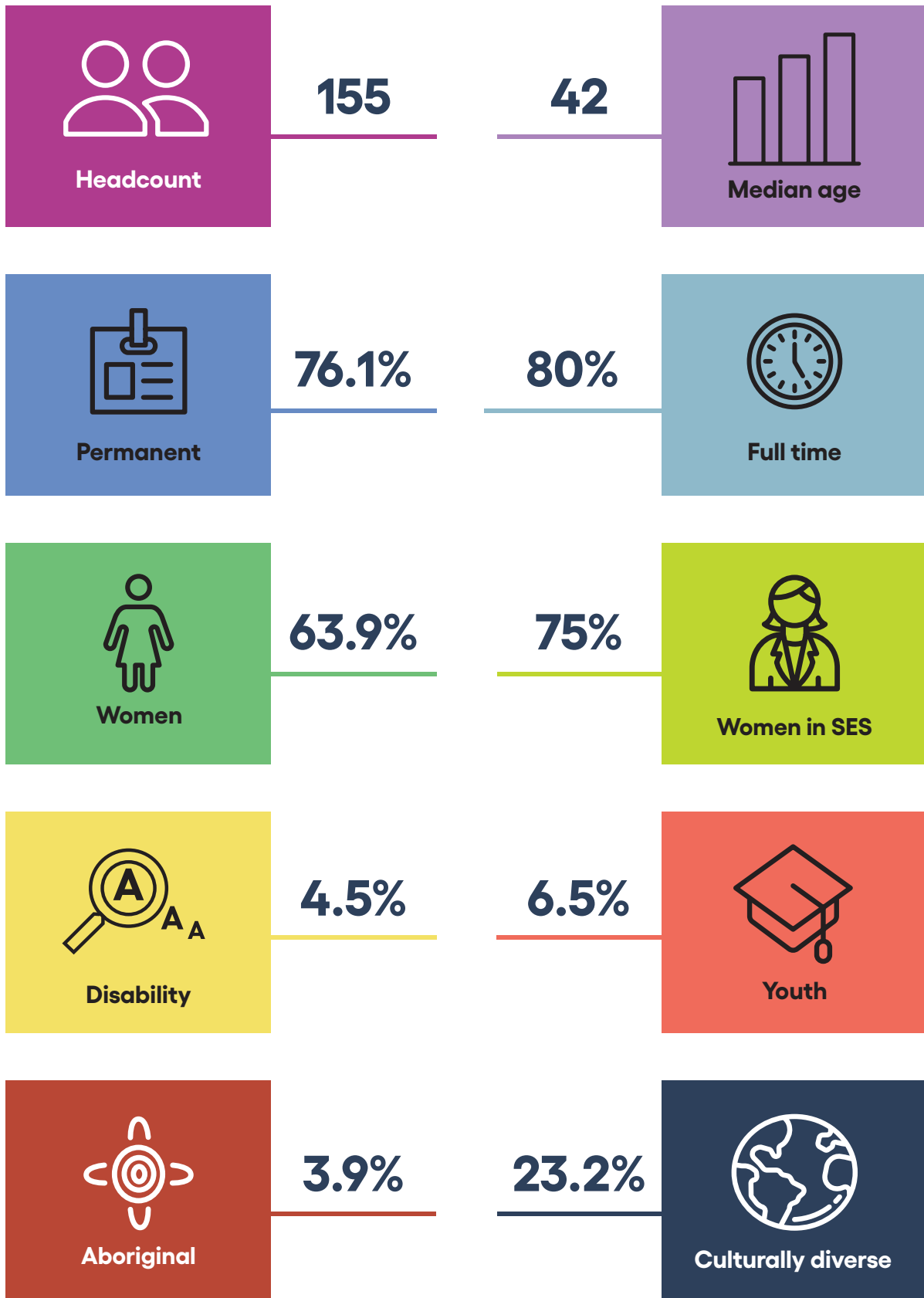
The increase was due to a number of new projects across the Commission which required additional staffing resources including the 2023 Public Sector Census, 'A place of opportunity' and key leadership initiatives. We also employed more graduates than in previous years.

These changes affected the percentage of staff employed on a permanent basis which decreased from 83.6% in the previous reporting period to 76.1% at 30 June 2023.

The median age of our staff remained the same as the previous year at 42 years.



About our staff





We continued to strive to meet the aspirational targets 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.

We increased representation of a number of diversity groups including youth and Aboriginal and Torres Strait Islander staff. We achieved this through several initiatives including:

- supporting applicants in our 2022 graduate employment process who identified as people with disability, youth (24 years and under), and/or Aboriginal and Torres Strait Islander people

- appointing additional suitable candidates from the 2022 graduate employment process who identified as youth or people with disability to positions in the Commission
- appointing an Aboriginal and Torres Strait Islander trainee from the Solid Futures traineeship program
- appointing a young (under 24 years old) staff member permanently to a position.

This year we continued the focus on diversity, performance and capability in our Workforce and Diversity Plan. 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.

Table 7: Staff representation at 30 June 2023

Group	Aspirational target (%)	2021-22 (%)	2022-23 (%)
Aboriginal and Torres Strait Islander staff	3.7	3.8	3.9
Staff with disability	5.0	4.6	4.5
Female staff in the SES	50.0	75.0	75.0
Culturally and linguistically diverse staff	15.5	28.4	23.2
Youth (24 years old and under)	5.8	4.5	6.5
Female staff in management (tiers 2 and 3)	-	60.9	60.7
Staff 25 to 44 years old	-	55.9	51.6
Staff 45 years old and over	-	39.6	41.9



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

For priority 2 (culturally responsive policies, programs and services) we provided mandatory Aboriginal 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.

For priority 3 (economic, social, cultural, civic and political participation) we implemented our staff development and training plan that included a broad range of opportunities for all staff, including those from culturally and linguistically diverse backgrounds. Staff attended role specific training such as beginner and intermediate Excel, dealing with difficult customers and plain English writing.

We collaborated with the Department of the Premier and Cabinet to promote inclusion and acceptance of staff of diverse sex, sexualities and genders through representation on the Ally Network leadership team.

Staff were encouraged to take part in activities and volunteering to drive change during 16 Days in WA in November and December, and we provided family and domestic violence awareness training to all staff.

This year we introduced a new corporate induction program for all new staff as a key element of our onboarding activities. This included an introduction by an executive director to the Commission, its remit, responsibilities and work as well as what we expect of our staff and what new staff can expect from us. The Commissioner also met with all new staff. We continued providing integrity training to all new staff.

A commitment to staff development and training

Through analysis of priority capabilities informed by a range of factors including performance assessments of staff, we developed and implemented a development and training plan for the year. A particular focus was competency around data literacy, with training on relevant data and survey programs provided this year and planned for following years.

Another targeted area was writing in plain English to develop documents and products that are easy to read and align with our internal branding and style guide. Staff who regularly write complex reports and sensitive correspondence attended this course.

To support our younger staff (35 years and under), we provided membership to all those who were eligible to be a Young Professional with the Institute of Public Administration Australia (IPAA), including allocation of budget for these staff to attend IPAA courses.

To better serve our stakeholders and upskill staff in roles that often involve difficult situations, identified staff attended a Dealing with Difficult Customers course.

We identified high performing senior leaders to apply for the Signature Leadership Program through Leadership WA. One was selected by Leadership WA and began the 10 month program in February.

We set up a temporary executive position as part of the sectorwide Women in Executive Leadership Development Experience Initiative and placed a senior woman in that role. Over the next 12 months, she will be part of our Corporate Executive and gain experience in the Executive Leadershipship context while also leading a newly structured Organisational Governance and Development division.

One staff member was selected for the Elev8 program and 5 staff took part in a Propel module, earning their digital badge from the University of New South Wales.



Three graduates began the 2023 Launch program, and 53 staff registered to attend a Leadership Conversations workshop.

A total of 12 staff were deployed as contact tracers with the Department of Health contact tracing team to assist during the COVID-19 pandemic, the last of whom returned to the Commission in July. They shared their experiences and learnings with colleagues at an all staff session after their return and were recognised for their service.

Following the implementation of the *Work Health and Safety Act 2020* and the updating of our policy in this area to reflect this Act, we provided training for all managers to ensure they understood all requirements and obligations in the new legislation.



The Commissioner (far left) with the Gnalak Nidja troupe at the launch of our joint 'Reflect' Reconciliation Action Plan with the Department of the Premier and Cabinet, Department of Treasury and Reconciliation WA.

The best and brightest young talent

We had so many impressive young people apply for our single 2023 graduate position that we took on 3 high achievers straight from university.



Our 3 graduate staff, (left to right): Joseph Perman, Zahra Ussi and Luke Vegvary.

Our ‘official’ grad officer Luke Vegvary has been rotating through different areas of the Commission, gaining experience in a range of work that supports the entire WA public sector.

“In my first 6 months I’ve supported the state’s first public sector census in which more than 45,000 staff participated, and researched ways we can improve policy so people from diverse groups can be better supported in our sector’s workforce.” he says.

“Across the Commission we do so much interesting work. It’s amazing to try different aspects and figure out what I’m best at and most enjoy.”

Joe Perman studied a Bachelor of Counter Terrorism, Security and Intelligence and completed a short stint with WA Police where he developed an interest in integrity. He joined us in December 2022 as an assessment officer in our Integrity and Risk team.

“I thought I had an idea of how government worked before joining, but I had no idea of the complexities involved in developing a project to ensure it is set up to succeed,” Joe says.

“From my time here I’ve gained a much deeper understanding of what’s required to establish a project, from clarifying what problem we’re solving, looking at solutions and collecting evidence to then pitching a clear plan to decision makers.

“I now appreciate the amount of critical thinking that’s required, both individually and across teams, before a project starts.”

Zahra Ussi is not only doing our Launch graduate program, she’s also supporting the team that runs it. She says her experience as a graduate at the Commission has been invaluable.

“I’ve felt so supported while gaining the tools and confidence for a career in the public sector. It’s also been such a treat to get to know graduates from other agencies and hear about their experiences and work,” Zahra says.

“I’ve been doing a mixture of coding and visual design to create the online pages that Launch participants use so I get to see the results of my work and how people respond live when I am in the course.

“It’s been a fun problem solving activity.”

As well as working in their own roles, Luke, Joe and Zahra have helped us evaluate ‘A place of opportunity’ by attending events and expos and interviewing students after they visit our stall.

It was only a year or so ago that our graduates were in the same position, wondering where they would start their careers – and now they are helping to ensure we are attracting the next young, bright talent to the public sector.



A new way of building the leadership impact of our staff

After launching Building Leadership Impact and Leadership Expectations to the sector early in 2023, we commenced our own implementation in the Commission. We took a change management approach to lead us through the process of embedding this initiative across the employee life cycle.

Corporate Executive nominated an executive sponsor and set up a small project team to lead implementation. The team drew together a working group with division change champions to actively seek feedback from staff and share information with the project team to ensure the approach was tailored to meet staff needs.

One of our first activities was assigning a leadership context to each position, with all positions mapped and the contexts included in our organisation chart. The team worked closely with our people managers through an awareness and education program including running weekly virtual drop in sessions. The team also ran virtual drop in sessions for all staff to increase understanding of the changes.

In late June we released Development Maps and the 2 e-learning modules from the Personal Leadership Suite to all staff, making them available through our learning management system. Corporate Executive supported all staff to allocate time to become familiar with the resources and use them as part of their development and growth. At the end of the reporting period 25% of staff had accessed Development Maps and 15% of staff had completed the e-learning modules.

We updated our agreements for the 2023-24 performance cycle to include the 7 expected behaviours so staff could assess their behaviours and come to agreement with their managers on the assessment to form the basis for development planning.

To further build the leadership impact of all our senior staff, we established a program

of 3 individual coaching sessions. The coaching focused on the leadership contexts and expected behaviours and associated mindsets in Leadership Expectations, using the self assessment and manager assessment to identify behaviours of focus for each person. Coaching sessions continue into the new reporting period.

An increased visibility of reconciliation

Marking one year into our [Reflect: Reconciliation Action Plan](#) we maintained the spirit of collaboration and contribution that shaped the plan. A highlight continued to be the collective RAP Ring with colleagues from the Department of the Premier and Cabinet and Department of Treasury (as central agencies) and Reconciliation WA. This collaborative group met 3 times during the year to share, learn and work together in advancing reconciliation.

Our RAP Implementation Working Group was active throughout the year in making our commitment to reconciliation more visible and increasing staff participation and engagement in events. This included activities planned to acknowledge National Reconciliation Week and NAIDOC Week. The group was chaired by an executive director and met 6 times over the year.

Actions to make our commitment to reconciliation visible included installing a new permanent flagpole to acknowledge Torres Strait Islander people at the front of Dumas House. Artwork by Badimia Yamatji-Balladong Noongar artist Acacia Collard was featured on the front door of the building, representing the roles of the Commission and Department of the Premier and Cabinet that are accommodated in the building. We also featured her artwork alongside words in Noongar representing our brand in a vibrant update of decals in our offices in the building.



Dumas House artwork unveiling with artist Acacia Collard (second from left) and staff from the Commission and the Department of the Premier and Cabinet.

A culture of integrity

With the enactment of [Commissioner's Instruction 40](#) due in October 2023, we began planning the review of our own Code of Conduct to ensure it aligns with the new WA Public Sector Code of Ethics and is contemporary and fit for purpose.

Complementing this, in the first half of 2023 we began work on strengthening our internal policies, procedures and other resources to better prevent and respond to complaints of bullying, discrimination and harassment.

The review of the code and further work on bullying, discrimination, harassment and victimisation resources will continue in 2023-24.

As a key integrity agency, we commenced looking at ways to strengthen recruitment processes to include a stronger focus on applicants' integrity history. This complemented our current policy that requires a successful criminal record screening clearance (National Police Certificate) for all new appointments.

A strong governance approach

We continued to build maturity around internal and external governance arrangements to ensure accountability and performance while meeting obligations and legislative requirements.



Committees

Corporate Executive

Corporate Executive is the Commissioner's key decision making body that provides leadership, sets strategic directions, and plans and monitors business requirements and resources to achieve government and Commission priorities.

Corporate Executive met 11 times in 2022-23 and reviewed the terms of reference as part of our annual review of governance instruments. No material changes were made.

At the beginning of the year, Corporate Executive made the decision to invite senior staff to attend virtually for the agenda item 'Strategy Updates'. The aim was to ensure these staff had an understanding of priority strategic directions across the Commission as part of their broader leadership development. It was initially for a 6 month trial and staff found the initiative particularly useful for making connections and informing their work. Following the trial, participation became a regular fixture, with responsibility for presentation of the strategic updates rotated across the senior staff.

Project and Program Governance Committee

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

The committee met 11 times during the year, overseeing 37 programs, endorsing 9 new projects, 9 project closures and 54 project updates including 22 variations.

Significant projects endorsed during the year included:

- the introduction and launch of Building Leadership Impact to set the conditions of positive leadership change across the sector
- a theme based review into how conflicts of interest are managed in the government sector

- leading the national response to public sector reporting to the Workplace Gender Equality Agency
- our own comprehensive implementation of Building Leadership Impact throughout the full employee lifecycle
- delivery of the Women in Executive Leadership Development Experience Initiative for the sector.

Continuous improvement remained a focus for the committee with processes, templates and registers regularly reviewed and amended. Internal audit recommendations informed a range of improvements to further mature the committee's approach to project and program governance.

Audit and Risk Committee

The Audit and Risk Committee provides independent advice to the Commissioner on the effectiveness of the Commission's system of risk oversight, management, governance frameworks, and its external accountability obligations. Independence is enhanced by the majority of the committee comprising independent members, including the chair.

The committee met quarterly and, during the reporting period, oversaw 2 internal audits, into project and program governance controls and general financial controls. A third audit into the management of minor misconduct and breach of public sector standard claims was not finalised and will be reported next year.

Work Health and Safety Committee

The Occupational Safety and Health Committee reviewed its terms of reference following the introduction of the new *Work Health and Safety Act 2020* in March 2022 and minor amendments were approved by Corporate Executive. At that time the name of the committee was changed to the Work Health and Safety Committee.



The committee met 4 times and focused on resolving any identified safety matters, reviewing hazards and incident reports, and sharing knowledge and best practice. The minutes were provided to Corporate Executive following each meeting.

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

Joint Consultative Committee

The Joint Consultative Committee met 4 times over the reporting period, discussing a number of policies and procedures to ensure clarity and providing feedback with the aim of strengthening processes. Among the discussion items were remote working; a draft policy on bullying, discrimination, harassment and victimisation and supporting procedures; and a new exit interview process.

The committee also led the development of a quick reference guide for leave management to assist staff and managers in understanding the most commonly used leave available and applying them appropriately. A staff training session on leave management was also planned and will be delivered in the next reporting period.

Minutes of the meetings were provided to Corporate Executive.

Board and committee remuneration

The Commission has no boards or committees.

Client perceptions

We conducted our annual Client Perception Survey to collect feedback from core clients on our performance against the 3 key effectiveness indicators in our outcome based management framework. We have steadily increased the targets for these indicators over time as part of our drive for continual improvement.

The overall response rate for this year's survey was 81%, an increase from 69% in 2022.

We exceeded the 2023 target for enhancing integrity (indicator 1) by 4% and met the target for enhancing diversity and inclusion (indicator 3). We did not meet the target of 90% for enhancing effectiveness and efficiency (indicator 2), achieving 84% (refer to **Table 3**).

The target for this indicator was set at 75% in 2019-20, increasing to 80% in 2020-21 and 88% in 2021-22. In each of 2019-20 and 2020-21 we exceeded the target and in 2021-22 we met the target so we set the 2022-23 target at 90%. With a number of significant initiatives released this year (including Building Leadership Impact, Leadership Expectations and Commissioner's Instruction 40: Ethical Foundations), additional effectiveness and efficiency expectations were placed on the sector which may account for the target not being achieved this year. We will continue to support the sector to deliver on these heightened expectations.

It should be noted that respondents use a 5 point scale from 'strongly disagree' to 'strongly agree' to indicate the extent to which we deliver on our effectiveness indicators. To calculate the result we divide those who strongly or somewhat agree by the total number of responses, excluding those who do not interact with us at all. This means that neutral responses contribute negatively to the overall score.

Response numbers of fewer than 100 also mean that each single response accounts for more than 1% of the result for any given indicator and can have a significant impact on the results. Respondents who do not interact with an individual indicator further reduce the sample size for that indicator, increasing the weight of the remaining counted responses.



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 received 9 freedom of information applications during the year: we transferred 4 in full to other agencies, finalised 4 and one was withdrawn. One application was subject to internal review which confirmed the original decision. A total of \$120 was collected in application fees.

Internal audit and risk

To continue with our improvement efforts, we conducted 3 internal audits during the year.

Our internal auditors assessed the adequacy and effectiveness of general financial controls across the Commission. This included testing compliance with key aspects of the *Financial Management Act 2006*, Treasurer's Instructions and our delegations of authority.

The auditors assessed the Project and Program Governance Committee to determine whether it met its objective of assisting Corporate Executive by making recommendations on projects and programs to ensure they are strategically aligned with Commission priorities. The auditors also ensured Commission compliance with relevant Commissioner's Instructions.

All audit reports noted our compliance with statutory obligations, and the effective management of governance and oversight. They also offered suggestions for improvements to strengthen our operations.

The auditors commenced audits of our general financial controls for 2022-23 and minor misconduct and breach of standard functions.

We used our risk management framework to identify and manage risks in the context of our strategic and operational risk profile.

We commenced a comprehensive review of our risks and this work will continue into the new reporting period.

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

Privacy and responsible information sharing reforms

In preparation for privacy and responsible information sharing (PRIS) legislation coming into effect in December 2024 we appointed a PRIS champion to lead and drive readiness planning and change management activities. This included commencing the baseline readiness self assessment provided to agencies by the Department of the Premier and Cabinet (Office of Digital Government) to determine actions needed to meet the minimum compliance requirements.

Internal policies and procedures

We conducted biannual reviews of our internal policies (guided by our Internal Policy Framework), evaluating policies and their associated guidance material to ensure relevance and effectiveness.

During 2022-23 Corporate Executive approved updates to 16 policies, 10 procedures, one plan and 2 frameworks. No new instruments came to Corporate Executive for approval.

Among the policies and procedures updated were those related to recruitment in response to the new Commissioner's Instruction 39 to increase our internal recruitment flexibility; work health and safety to accommodate the requirements of the *Work Health and Safety Act 2020*; staff performance management to embed Building Leadership Impact; business continuity management to reflect lessons learned during the COVID-19 pandemic; family and domestic violence to highlight support available to staff; grievance resolution to better articulate resolution pathways available to staff; and physical security to highlight the importance of appropriate authorisation to our facilities, staff, equipment and resources.

We made minor amendments to our Integrity Framework and Internal Policy Framework.

For sector policies that we issue and administer, we continued to develop, review, amend and streamline the suite to ensure its effectiveness. This ongoing work, guided by our External Policy Framework, plays a pivotal role in providing assurance that policies meet sector needs. Our work in this area is described in detail in priorities 1, 2, 3 and 4 in this report.

Systems

We continued to work through our IT Strategy 2020-2023 to strengthen and modernise our IT landscape and improve services.

The significant body of work to remediate IT risks that began in 2020 has resulted in updating or replacing 7 of 9 legacy systems.

The final 2 projects progressed in 2022-23 and will continue in the next reporting period.

We had a particular focus during the year on cybersecurity. This included increasing authentication controls for corporate systems, introducing controls to prevent the execution of unauthorised software and penetration testing for the whole of sector Recruitment Advertising Management System (RAMS).

To put in place a strong foundation of cybersecurity awareness, we included staff training as part of the corporate induction program.

In May after intensive internal testing, we upgraded to a new version of our finance system, Oracle. The upgrade allows for improved reporting and functionality.

Our shared arrangements with the Department of the Premier and Cabinet for IT, records, payroll and human resources services continued. In the IT area, this included network, telephony and Microsoft licensing. We were responsible for strategic IT including management and maintaining our corporate systems.

During the year we progressed negotiations with the department on a new arrangement for payroll and human resources services with specified timeframes and performance measures.

Other legal and policy requirements

Credit cards

We regularly reminded staff of their obligations under our purchasing card policy. In 2022-23 2 employees inadvertently used corporate purchasing cards for personal expenditure. Both matters were settled promptly.

Table 8: Purchasing card use for personal purposes

	2023
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	2
Aggregate amount of personal use expenditure for the reporting period	\$18
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$18
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	-
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	-
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Act of grace payments

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

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$219,033 with media advertising organisations. We did not incur any expenditure with advertising agencies, market research organisations, polling and direct mail companies.

Table 9: Advertising expenditure 2022-23

Media advertising organisations	Amount
Carat Australia Media Services Pty Limited	\$153,438
Initiative Media Australia Pty Ltd	\$57,800
Facebook	\$4,069
Google LLC	\$3,726



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.

To support staff who are vision impaired we provided presentations ahead of meetings in accessible formats for better screen reader compatibility. A large group of staff undertook Accessible PowerPoint and Accessible MS Word training to strengthen their knowledge and understanding of fundamental accessibility requirements using these products.

Other accessibility focused initiatives included:

- developing and implementing guidelines for delivering events that are inclusive to people with disability to ensure a consistent approach to event planning
- requesting all staff who need assistance in the case of an emergency to complete a personal emergency evacuation plan, and regularly reviewing these plans for currency
- actioning workplace adjustments for several staff to meet their needs.

Guided by our [Diversity and inclusion calendar](#) we recognised several days of significance throughout the year including:

- raising awareness of Mental Health Week during WSHTober
- jointly hosting a morning tea with the Department of the Premier and Cabinet in November where keynote speaker Sophie Key shared her lived experiences as a person with disability and challenged all those who attended to ensure everyone feels welcomed and included
- sharing tips on our intranet for making Microsoft tools and documents more accessible on Global Accessibility Awareness Day in May, which received 103 views.

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

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 and in integrity 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 2022-23.

To continue to build and enshrine integrity in everything we do, we developed an integrity framework, describing the instruments, structures and cultural factors that guide how we practice, manage and account for integrity.

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

A new information classification system was implemented across the Commission, adopting the Department of the Premier and Cabinet's ICT Information Classification Policy which provides direction on how to label emails and documents according to their sensitivity and risk. We provided staff with support materials including an intranet guide and e-learning module.



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 8.6: Affiliated bodies** is included in our financial statements.

Work health and safety

With the new *Work Health and Safety Act 2020* (WHS) coming into effect in March 2022 we engaged an external professional safety law firm to critically evaluate our current internal mechanisms against those required in the WHS Act to identify any gaps or non-compliance. As part of our ongoing work to ensure our internal policies, procedures, guidelines and training materials comply with requirements we addressed each of the recommendations in the resulting gap analysis report.

We celebrated WSHTober in October focusing on psychological wellbeing in the workplace. Activities were promoted on our intranet with all staff encouraged to participate.

We had appropriate coverage of Work Health and Safety Representatives, appointing 2 additional representatives. Both attended a 5 day intensive training course.

We worked on a draft policy position on bullying, discrimination, harassment and victimisation and supporting procedures to maintain a safe and inclusive workplace for all staff. This work will continue into the new reporting period.

Table 10: Safety, health and injury management performance reporting 2019-20 to 2022-23

Indicator	2020-21	2021-22	2022-23	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	(i) N/A (ii) N/A	(i) N/A (ii) N/A	(i) N/A (ii) 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	97%	94%	81%	Greater than or equal to 80%	Exceeded

Financial statements

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Certification of financial statements

For the reporting period ended 30 June 2023

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 2023 and the financial position as at 30 June 2023.

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

SHAUN MCLEOD
CHIEF FINANCE OFFICER
23 August 2023

SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER
23 August 2023



Auditor General

INDEPENDENT AUDITOR'S REPORT

2023

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 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of 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 2023 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.



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 Engagement ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Public Sector Commission for the year ended 30 June 2023. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Public Sector Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2023.

The Commissioner's responsibilities for the key performance indicators

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

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

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

Auditor General's responsibilities

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

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

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

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

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

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial statements, key performance indicators and my auditor's report.

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

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

the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

The auditor's report relates to the financial statements and key performance indicators of the Public Sector Commission for the year ended 30 June 2023 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
24 August 2023

Statement of comprehensive income

For the year ended 30 June 2023

	Notes	2023 \$000	2022 \$000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	20,734	18,889
Supplies and services	2.3	7,370	6,494
Depreciation and amortisation expenses	4.1 / 4.2 / 4.3	123	103
Finance costs	6.2	3	2
Accommodation expenses	2.4	2,418	2,350
Grants and subsidies	2.2	28	48
Other expenses	2.5	84	91
Total cost of services		30,760	27,977
Income			
Other income	3.2	41	112
Total income		41	112
NET COST OF SERVICES		30,719	27,865
Income from State Government			
Service appropriation	3.1	27,441	26,699
Income from other public sector entities	3.1	984	648
Services received free of charge	3.1	1,008	1,432
Royalties for Regions Fund	3.1	5	14
Total income from State Government		29,438	28,793
SURPLUS/(DEFICIT) FOR THE PERIOD		(1,281)	928
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(1,281)	928

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

Statement of financial position

As at 30 June 2023



	Notes	2023 \$000	2022 \$000
ASSETS			
Current assets			
Cash and cash equivalents	6.3	14,617	15,702
Receivables	5.1	753	752
Amounts receivable for services	5.2	109	109
Other current assets	5.3	392	307
Total current assets		15,871	16,870
Non-current assets			
Restricted cash and cash equivalents	6.3	386	329
Amounts receivable for services	5.2	6,717	6,734
Property, plant and equipment	4.1	337	311
Right-of-use assets	4.2 / 6.4	71	78
Intangible assets	4.3	205	188
Other non-current assets	5.3	2	1
Total non-current assets		7,718	7,641
TOTAL ASSETS		23,589	24,511
LIABILITIES			
Current liabilities			
Payables	5.4	1,555	1,489
Lease liabilities	6.1	22	28
Employee related provisions	2.1(b)	3,608	3,450
Contract liabilities	5.5	116	115
Total current liabilities		5,301	5,082
Non-current liabilities			
Lease liabilities	6.1	51	52
Employee related provisions	2.1(b)	881	771
Total non-current liabilities		932	823
TOTAL LIABILITIES		6,233	5,905
NET ASSETS		17,356	18,606
EQUITY			
Contributed equity		145	112
Accumulated surplus/(deficit)		17,211	18,494
TOTAL EQUITY		17,356	18,606

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

Statement of changes in equity

For the year ended 30 June 2023

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

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

Statement of cash flows

For the year ended 30 June 2023



	Notes	2023 \$000	2022 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		27,349	26,661
Capital appropriation		33	32
Funds from other public sector entities		1,024	659
Holding account drawdown		109	100
Royalties for Regions Fund		5	14
Net cash provided by State Government		28,520	27,466
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(20,140)	(18,024)
Supplies and services		(6,822)	(5,382)
Finance costs		(3)	(2)
Accommodation		(2,419)	(2,350)
Grants and subsidies		(28)	(18)
GST payments on purchases		(811)	(724)
GST payments to taxation authority		(5)	(6)
Receipts			
GST receipts on sales		5	5
GST receipts from taxation authority		804	685
Other receipts		40	103
Net cash provided by/(used in) operating activities		(29,379)	(25,713)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(136)	(305)
Net cash provided by/(used in) investing activities		(136)	(305)
CASH FLOWS FROM FINANCING ACTIVITIES			
Principal elements of lease payments		(31)	(41)
Capital appropriation distributed to owner		(2)	-
Net cash provided by/(used in) financing activities		(33)	(41)
Net increase/(decrease) in cash and cash equivalents		(1,028)	1,407
Cash and cash equivalents at the beginning of period		16,031	14,624
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	6.3	15,003	16,031

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



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Notes to the financial statements

For the year ended 30 June 2023

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 23 August 2023.

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 information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 *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	2023 \$000	2022 \$000
Employee benefits expenses	2.1(a)	20,734	18,889
Employee related provisions	2.1(b)	4,489	4,221
Grants and subsidies	2.2	28	48
Supplies and services	2.3	7,370	6,494
Accommodation expenses	2.4	2,418	2,350
Other expenses	2.5	84	91

Note 2.1(a): Employee benefits expenses

	2023 \$000	2022 \$000
Employee benefits	18,834	17,158
Superannuation – defined contribution plans	1,900	1,731
Employee benefits expense	20,734	18,889
Add: AASB 16 Leases non-monetary benefits (not included in employee benefits expense)	34	37
Less: Employee contributions (per note 3.2 Other income)	27	29
Total employee benefits provided	20,741	18,897

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 subsidised goods and services for employees.

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

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

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



Note 2.1(b): Employee related provisions

	2023 \$000	2022 \$000
Current		
Employee benefits provisions		
Annual leave	1,627	1,761
Long service leave	1,942	1,668
Deferred salary scheme	15	-
	3,584	3,429
Other provisions		
Employment on-costs	24	21
Total current employee related provisions	3,608	3,450
Non-current		
Employee benefits provisions		
Long service leave	875	766
Other provisions		
Employment on-costs	6	5
Total non-current employee related provisions	881	771
Total employee related provisions	4,489	4,221

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

Annual leave liabilities are classified as current as there is no 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.

Long service leave liabilities are unconditional long service leave provisions and 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.

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

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

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

	2023	2022
	\$000	\$000
Employment on-costs provision		
Carrying amount at start of period	26	23
Additional/(reversals of) provisions recognised	11	11
Payments/other sacrifices of economic benefits	(8)	(6)
Unwinding of the discount	1	(2)
Carrying amount at end of period	30	26

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 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

	2023 \$000	2022 \$000
Sponsorships	28	8
External grants	-	40
Total grants expenses	28	48

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 'grants 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.

Note 2.3: Supplies and services

	2023 \$000	2022 \$000
Communications	20	15
Consultants and contractors	5,288	4,796
Consumables	440	310
Repairs and maintenance	56	36
Travel	65	17
Insurance premiums	90	90
Licences, fees and registration	1,081	983
Operating lease, rental and hire cost	65	18
Other	265	229
Total supplies and services	7,370	6,494

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

Repairs and maintenance are recognised as expenses as incurred.

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

Note 2.4: Accommodation expenses

	2023 \$000	2022 \$000
Office rental	2,418	2,350
Total accommodation expenses	2,418	2,350

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

Note 2.5: Other expenses

	2023 \$000	2022 \$000
Employment on-costs	5	2
Professional services	73	87
Expected credit losses expense	6	2
Total other expenses	84	91

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

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

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

Note 3: Our funding sources

How we obtain our funding

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

	Notes	2023 \$000	2022 \$000
Income from State Government	3.1	29,438	28,793
Other income	3.2	41	112

Note 3.1: Income from State Government

	2023 \$000	2022 \$000
Appropriation received during the period:		
Service appropriation	27,441	26,699
Total service appropriation	27,441	26,699
Income received from other public sector entities during the period:		
Reviews	507	517
Insurance recoveries adjustment	4	28
Training and development courses	473	103
Total income from other public sector entities	984	648
Resources received free of charge from other public sector entities during the period:		
Department of the Premier and Cabinet – corporate support services	737	672
Department of Finance – accommodation leasing and fit-out depreciation	192	702
Department of Justice – legal services	68	52
Department of Water and Environmental Regulation – committee representation	11	6
Total resources received	1,008	1,432
Royalties for Regions Fund:		
Regional Community Services Account – Regional Workers Incentive	5	14
Total Royalties for Regions Fund	5	14
Total income from State Government	29,438	28,793

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

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

The Regional Community Services 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 is recognised as income when the Commission receives the funds.

Summary of consolidated account appropriations

For the year ended 30 June 2023

	2023 Budget estimate \$000	2023 Supplementary funding \$000	2023 Revised budget \$000	2023 Actual \$000	2023 Variance \$000
DELIVERY OF SERVICES					
Item 7 – Net amount appropriated to deliver services	27,433	-	27,433	26,925	(508)
Amount authorised by Other Statutes					
– <i>Salaries and Allowances Act 1975</i>	516	-	516	516	-
Total appropriations provided to deliver services	27,949	-	27,949	27,441	(508)
CAPITAL					
Item 97 Capital Appropriation	33	-	33	33	-
GRAND TOTAL	27,982	-	27,982	27,474	(508)

No supplementary funding is received by the Commission in 2022-23.

Note 3.2: Other income

	2023 \$000	2022 \$000
Recoups	-	9
Contributions by senior officers to the Government Vehicle Scheme	27	29
Australian Apprenticeships Incentive Program	14	74
Total other revenue	41	112

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

Note 4: Key assets

This section includes information regarding the key assets the Commission utilises to gain economic benefits or 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
Property, plant and equipment	4.1
Right-of-use assets	4.2
Intangible assets	4.3

Note 4.1: Property, plant and equipment

	Computer hardware \$000	Office equipment \$000	Lease improvement \$000	Furniture and fittings \$000	Total \$000
Year ended 30 June 2023					
1 July 2022					
Gross carrying amount	12	252	240	98	602
Accumulated depreciation	(8)	(108)	(130)	(45)	(291)
Carrying amount at start of period	4	144	110	53	311
Additions	-	66	46	-	112
Depreciation	(2)	(38)	(37)	(9)	(86)
Carrying amount at end of period	2	172	119	44	337
Gross carrying amount	6	290	286	98	680
Accumulated depreciation	(4)	(118)	(167)	(54)	(343)
Carrying amount at end of period	2	172	119	44	337

Initial recognition

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

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

Subsequent measurement

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



Useful lives

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

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

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

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

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

Impairment

Non-financial assets including items of plant and equipment 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 it 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

Year ended 30 June 2023	Vehicles \$000	Total \$000
Carrying amount at beginning of period	78	78
Additions	27	27
Disposals	(3)	(3)
Depreciation	(31)	(31)
Net carrying amount as at end of period	71	71

The Commission has leases for vehicles and office accommodation.

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

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

Initial recognition

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

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

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in **Note 6.1: Lease liabilities**.

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

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

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

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

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing of impairment is outlined in **Note 4.1: Property, plant and equipment**.

Note 4.3: Intangible assets

Year ended 30 June 2023	Work in progress \$000	WA Executive Classification Methodology \$000	Total \$000
1 July 2022			
Gross carrying amount	188	-	188
Accumulated amortisation	-	-	-
Carrying amount at start of period	188	-	188
Additions	-	23	23
Disposals	-	-	-
Reclassification	(188)	188	-
Amortisation	-	(6)	(6)
Carrying amount at end of period	-	205	205
Gross carrying amount	-	211	211
Accumulated amortisation	-	(6)	(6)
Carrying amount at end of period	-	205	205

Work in progress comprises a WA Executive Classification Methodology.

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:

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

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

Subsequent measurement

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

Useful lives

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

The Commission has assessed the useful life of the WA Executive Classification Methodology 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 2023, there were no indications of impairment to intangible assets.

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

Note 5: Other assets and liabilities

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

	Notes	2023 \$000	2022 \$000
Receivables	5.1	753	752
Amounts receivable for services	5.2	6,826	6,843
Other assets	5.3	394	308
Payables	5.4	1,555	1,489
Contract liabilities	5.5	116	115

Note 5.1: Receivables

	2023 \$000	2022 \$000
Current		
Receivables	462	406
GST receivable	243	236
	705	642
Other debtors	54	110
Allowance for impairment of receivables	(6)	-
	48	110
Total current	753	752

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

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

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

Note 5.2: Amounts receivable for services

	2023	2022
	\$000	\$000
Current	109	109
Non-current	6,717	6,734
Total amounts receivable for services at end of period	6,826	6,843

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

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

	2023	2022
	\$000	\$000
Current		
Prepayments	392	307
Total current	392	307
Non-current		
Prepayments	2	1
Total non-current	2	1
Total other assets at end of period	394	308

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

	2023 \$000	2022 \$000
Current		
Payables	267	487
Accrued salaries	505	373
Accrued expenses	783	629
Total payables at end of period	1,555	1,489

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

	2023 \$000	2022 \$000
Reconciliation of changes in contract liabilities		
Opening balance at the beginning of the period	115	13
Additions	116	205
Revenue recognised in the reporting period	(115)	(103)
Closing balance at the end of the period	116	115
Current	116	115

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	2023 \$000	2022 \$000
Lease liabilities	6.1	73	80
Finance costs	6.2	3	2
Cash and cash equivalents	6.3	15,003	16,031
Assets pledged as security	6.4	71	78

Note 6.1: Lease liabilities

	2023	2022
	\$000	\$000
Not later than one year	22	28
Later than one year and not later than 5 years	48	50
Later than 5 years	3	2
	73	80
Current	22	28
Non-current	51	52
	73	80

Initial recognition

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

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

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

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

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

Subsequent measurement

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

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

Note 6.2: Finance costs

	2023	2022
	\$000	\$000
Finance costs		
Interest expense on lease liabilities	3	2
Total finance costs expensed	3	2

Finance cost includes the interest component of lease liability repayments and the increase in financial liabilities.

Note 6.3: Cash and cash equivalents

	2023	2022
	\$000	\$000
Cash and cash equivalents	14,617	15,702
Restricted cash and cash equivalents	386	329
Balance at end of period	15,003	16,031
Restricted cash and cash equivalents		
Non-current		
Accrued salaries suspense account ^(a)	386	329

^(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 at bank.

The accrued salaries suspense account consists of amounts paid annually into a Treasurer's special purpose 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

	2023	2022
	\$000	\$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets – vehicles	71	78
Total assets pledged as security	71	78

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

Note 7: Financial instruments and contingencies

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

	Notes
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2
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:

	2023	2022
	\$000	\$000
Financial assets		
Cash and cash equivalents	15,003	16,031
Financial assets at amortised cost ^(a)	7,336	7,359
Total financial assets	22,339	23,390
Financial liabilities		
Financial liabilities at amortised cost ^(b)	1,628	1,569
Total financial liability	1,628	1,569

^(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
Changes in accounting policy	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8

Note 8.1 Events occurring after the end of the reporting period

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

Note 8.2: Changes in accounting policy**New and revised AASs effective at 30 June 2023**

The Commission has applied all new and revised AASs that apply to annual reporting periods beginning on or after 1 July 2022.

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:

AABS No.	Title	Operative Date
2020-1	Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current	1 January 2024
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

Note 8.3: Key management personnel

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

	2023	2022
Compensation band (\$)		
500,001 – 550,000	1	1
210,001 – 260,000	5	6
160,001 – 210,000	1	-
50,001 – 100,000	1	-
	2023	2022
	\$000	\$000
Total compensation of senior officers	2,005	1,839

Note 8.4: Related party transactions

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

Related parties of the Commission include:

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

Material transactions with related parties

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

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

Note 8.5: Related bodies

The Commission has no related bodies during the financial year.

Note 8.6: Affiliated bodies**Salaries and Allowances Tribunal**

The Tribunal, established by section 5 of the *Salaries and Allowances Act 1975*, is a government affiliated body that received administrative support from, but is not subject to operational control by, the Commission. It is funded by a Parliamentary appropriation of \$1,037,000 for 2022-23 (\$1,022,000 for 2021-22).

Note 8.7: Remuneration of auditors

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

	2023	2022
	\$000	\$000
Auditing the accounts, financial statements, controls and key performance indicators	71	69
Total remuneration of auditors	71	69

Note 8.8: Supplementary financial information**(a) Write offs**

During the financial year, no amount (2022: \$1,874) was written off as bad debts and \$2,792 (2022: \$2,669) was written off the Commission's property register under the authority of:

	2023	2022
	\$000	\$000
The Accountable Authority	3	5
The Minister	-	-
The Treasurer	-	-
	3	5

(b) Losses through theft, defaults and other causes

	2023	2022
	\$000	\$000
Losses of public money through default – salary overpayments deemed unrecoverable	-	2

Note 9: Explanatory Statements

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

	Notes
Explanatory statement for controlled operations	9.1

Note 9.1: Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2023, and between the actual results for 2023 and 2022 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1 % of the following variance analyses for the:

1. Estimate and actual results for the current year:

- Total cost of services of the estimate for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$31,008,000); and
- Total assets of the estimate for the **Statement of financial position** (i.e. 1% of \$23,157,000).

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

- Total cost of services for the previous year for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$27,977,000); and
- Total assets for the previous year for the **Statement of financial position** (i.e. 1% of \$24,511,000).

9.1.1: Statement of comprehensive income variances

	Variance Notes	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Expenses						
Employee benefits expenses	A	21,227	20,734	18,889	(493)	1,845
Supplies and services	B	6,768	7,370	6,494	602	876
Depreciation and amortisation expenses		95	123	103	28	20
Finance costs		4	3	2	(1)	1
Accommodation expenses		2,696	2,418	2,350	(278)	68
Grants and subsidies		68	28	48	(40)	(20)
Other expenses		150	84	91	(66)	(7)
Total cost of services		31,008	30,760	27,977	(248)	2,783
Income						
Other income		108	41	112	(67)	(71)
Total income other than income from State Government		108	41	112	(67)	(71)
NET COST OF SERVICES		30,900	30,719	27,865	(181)	2,854
Income from State Government						
Service appropriation		27,949	27,441	26,699	(508)	742
Income from other public sector entities	D	1,172	984	648	(188)	336
Services received free of charge	1, C	1,796	1,008	1,432	(788)	(424)
Royalties for Regions Fund		11	5	14	(6)	(9)
Total income from State Government		30,928	29,438	28,793	(1,490)	645
SURPLUS/(DEFICIT) FOR THE PERIOD		28	(1,281)	928	(1,309)	(2,209)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		28	(1,281)	928	(1,309)	(2,209)

9.1.2: Statement of financial position variances

	Variance Note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
ASSETS						
Current assets						
Cash and cash equivalents		14,236	14,617	15,702	381	(1,085)
Receivables		735	753	752	18	1
Amounts receivable for services		109	109	109	-	-
Other current assets		478	392	307	(86)	85
Total current assets		15,558	15,871	16,870	313	(999)
Non-current assets						
Restricted cash and cash equivalents		422	386	329	(36)	57
Amounts receivable for services		6,720	6,717	6,734	(3)	(17)
Property, plant and equipment		378	337	311	(41)	26
Right-of-use assets		79	71	78	(8)	(7)
Intangible assets		-	205	188	205	17
Other non-current assets		-	2	1	2	1
Total non-current assets		7,599	7,718	7,641	119	77
TOTAL ASSETS		23,157	23,589	24,511	432	(922)

9.1.2: Statement of financial position variances (continued)

	Variance Notes	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
LIABILITIES						
Current liabilities						
Payables		1,359	1,555	1,489	196	66
Lease liabilities		30	22	28	(8)	(6)
Employee related provisions	2	3,102	3,608	3,450	506	158
Contract liabilities		13	116	115	103	1
Total current liabilities		4,504	5,301	5,082	797	219
Non-current liabilities						
Lease liabilities		53	51	52	(2)	(1)
Employee related provisions		889	881	771	(8)	110
Total non-current liabilities		942	932	823	(10)	109
TOTAL LIABILITIES		5,446	6,233	5,905	787	328
NET ASSETS		17,711	17,356	18,606	(355)	(1,250)
EQUITY						
Contributed equity		(12,832)	145	112	12,977	33
Accumulated surplus/(deficit)		30,543	17,211	18,494	(13,332)	(1,283)
TOTAL EQUITY		17,711	17,356	18,606	(355)	(1,250)



9.1.3: Statement of cash flows variances

	Variance Notes	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Cash flows from State Government						
Service appropriation		27,854	27,349	26,661	(505)	688
Capital appropriations		33	33	32	-	1
Funds from other public sector entities	D	1,172	1,024	659	(148)	365
Holding account drawdown		109	109	100	-	9
Royalties for Regions Fund		11	5	14	(6)	(9)
Net cash provided by State Government		29,179	28,520	27,466	(659)	1,054
Cash flows from operating activities						
Payments						
Employee benefits	A	(21,227)	(20,140)	(18,024)	1,087	(2,116)
Supplies and services	3, B	(5,450)	(6,822)	(5,382)	(1,372)	(1,440)
Finance costs		(4)	(3)	(2)	1	(1)
Accommodation		(2,396)	(2,419)	(2,350)	(23)	(69)
Grants and subsidies		(68)	(28)	(18)	40	(10)
GST payments on purchases	4	(415)	(811)	(724)	(396)	(87)
GST payments to taxation authority		(87)	(5)	(6)	82	1
Receipts						
GST receipts on sales		87	5	5	(82)	-
GST receipts from taxation authority	5	415	804	685	389	119
Other receipts		108	40	103	(68)	(63)
Net cash provided by/ (used in) operating activities		(29,037)	(29,379)	(25,713)	(342)	(3,666)

9.1.3 Statement of cash flows variances (continued)

	Variance Note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(109)	(136)	(305)	(27)	169
Net cash provided by/ (used in) investing activities		(109)	(136)	(305)	(27)	169
Cash flows from financing activities						
Principal elements of lease payments		(33)	(31)	(41)	2	10
Capital appropriation distributed to owner		-	(2)	-	(2)	(2)
Net cash provided by/ (used in) financing activities		(33)	(33)	(41)	-	8
Net increase/(decrease) in cash and cash equivalents		-	(1,028)	1,407	(1,028)	(2,435)
Cash and cash equivalents at the beginning of period		14,658	16,031	14,624	1,373	1,407
Cash and cash equivalents at the end of period		14,658	15,003	16,031	345	(1,028)



Major variance narratives

Variances between estimate and actual 2023

1. Services received free of charge is \$788,000 (43.9%) lower than the original budget due to a lower than anticipated amount from the Department of Finance related to fit-out depreciation.
2. Employee related provision is \$506,000 (16.3%) higher than the original budget due to the increase in the Government wages policy from \$1,000 to 3% per annum in 2022-23, and the transfer of employees' leave balances from other government agencies.
3. Supplies and services is \$1,372,000 (25.2%) higher than the original budget primarily due to timing differences in actual payment and estimate, and unforeseeable circumstances leading to an increase in resources to deliver agency capability reviews and other initiatives during the year.
4. GST payment on purchases is \$396,000 (95.4%) higher than the original budget reflecting the increase in the supplies and services expense in 2022-23.
5. GST receipts from taxation authority is \$389,000 (93.7%) higher than the original budget reflecting the increase in the supplies and services expense in 2022-23.

Variances between actual results for 2023 and 2022

- A. The increase in employee benefits expense is primarily due to a one-off cost of living payment, salary rate increment due to the Government wages policy changing from \$1,000 to 3% per annum in 2022-23 and an increase in resources to deliver the Agency Capability Review Program and the WA Public Sector Census.
- B. The increase in supplies and services is primarily due to an increase in the number of agency capability reviews and new initiatives undertaken by the Commission in 2022-23.
- C. Services received free of charge decreased by \$424,000 (29.6%) primarily due to a reduction in fit-out depreciation of Hale House provided by the Department of Finance.
- D. The increase in funds received from other public sector entities reflects the commencement of the public sector training program (Propel) in 2022-23.

Key performance indicators

Certification of Key Performance Indicators

For the year ended 30 June 2023

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 2023.



SHARYN O'NEILL PSM
PUBLIC SECTOR COMMISSIONER
23 August 2023

Overview of key performance indicators

The Commission is responsible for supporting government service delivery and the progress of its goal to 'grow and diversify the economy, create jobs and support 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 2022-23 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 9 to 22 May inclusive and achieved a response rate of 81%.

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

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

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



Key effectiveness indicator	Target 2022-23	Actual 2022-23	Variance	Actual 2021-22	Actual 2020-21
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%	94%	90%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	90%	84%	(6%) ⁽¹⁾	88%	90%
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.	85%	85%	0%	87%	84%

⁽¹⁾ With a number of significant initiatives released this year (including Building Leadership Impact, Leadership Expectations and Commissioner's Instruction 40: Ethical Foundations), additional expectations were placed on the sector which may be reflected in this result. We will continue to support the sector to deliver on these heightened expectations.

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 effectiveness indicator	Target 2022-23	Actual 2022-23	Variance ^(a)	Actual 2021-22	Actual 2020-21
Average cost per leadership development program, product or training hour.	\$108	\$123	\$15	\$105	\$101
Average cost per workforce development program, product or training hour.	\$125	\$128	\$3	\$123	\$129

^(a) The variance is primarily due to a one-off cost of living payment and salary rate increment due to the Government wages policy changing from \$1,000 to 3% in 2022-23. This increased the cost of delivering this service.

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 effectiveness indicator	Target 2022-23	Actual 2022-23	Variance ^(b)	Actual 2021-22	Actual 2020-21
Average cost per hour of assistance and support provided.	\$104	\$116	\$12	\$112	\$106
Average cost per public administration, standards and integrity program, product or training hour.	\$108	\$118	\$10	\$110	\$107

^(b) The variance is primarily due to a one-off cost of living payment and salary rate increment due to the Government wages policy changing from \$1,000 to 3% in 2022-23. This increased the cost of delivering this service.

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 effectiveness indicator	Target 2022-23	Actual 2022-23	Variance	Actual 2021-22	Actual 2020-21
Average cost per hour addressing legislative and policy development.	\$91	\$114	\$23 ^(c)	\$134	\$119
Average cost per hour of performance and oversight activity.	\$94	\$100	\$6 ^(c)	\$98	\$100
Percentage of oversight actions completed within target timeframes.	90%	91%	1%	93%	94%

^(c) The variance is primarily due to a one-off cost of living payment and salary rate increment due to the Government wages policy changing from \$1,000 to 3% in 2022-23. This increased the cost of delivering this service.



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

Appointments

Timothy Bray	Director, Gascoyne Development Commission
Helen Smart	Managing Director, North Regional TAFE
Heather Brayford	Director General, Department of Primary Industries and Regional Development; and Chief Executive Officer, Rural Business Development Corporation
Nils Hay	Director, Mid West Development Commission

Re-appointment

Ralph Addis	Chief Executive Officer, Healthway and Lotterywest
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Transfer

Jennifer McGrath	Transferred from the office of Mental Health Commissioner, Mental Health Commission, to the performance of other functions in the Senior Executive Service effective 27 October 2022
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Directions to act

Peter Dans	Director General, Department of Biodiversity, Conservation and Attractions; and Chief Executive Officer, Botanic Gardens and Parks Authority; Rottnest Island Authority; and Zoological Parks Authority
Lindsay Hale	Mental Health Commissioner, Mental Health Commission
Lanie Chopping	Chief Executive Officer, Arts and Culture Trust
Trish Barron	Director, Pilbara Development Commission
Nerida Kickett	Managing Director, North Regional TAFE
Michael Heap	Director, Pilbara Development Commission
Mike Rowe	Director General, Department of Communities; and Chief Executive Officer, Housing Authority; Country Housing Authority; and Disability Services Commission
Michelle Andrews	Director General, Department of Water and Environmental Regulation
Terry Hill	Director General, Department of Primary Industries and Regional Development; and Chief Executive Officer, Rural Business Development Corporation

Directions to act (continued)

Susan Hall	Director, Wheatbelt Development Commission
Matt Ryan	Chief Executive Officer, Metropolitan Redevelopment Authority
Simmons Van Buerle	Director, Gascoyne Development Commission
Erin Gauntlett	Chief Executive Officer, Arts and Culture Trust

Statutory office appointments and re-appointment**Appointments**

Robert Owen	Director of Public Prosecutions, Office of Director of Public Prosecutions
Lindsay Warner	Director Equal Opportunity in Public Employment
Col Blanch APM	Commissioner, Western Australia Police
Gordon Smith	Arbitrator, Western Australian Energy Disputes Arbitrator

Re-appointment

Dr Nathan Gibson	Chief Psychiatrist, Office of the Chief Psychiatrist
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