



Public Sector
Commission

Annual Report

2025-26



Building a high performing, future fit sector



Acknowledgment of Country

We are proud to deliver our services from Whadjuk Noongar boodja.

We acknowledge and pay respects to Elders, Traditional Owners and Custodians of Country throughout Western Australia and their continuing connection to land, sky, waters and community.

Welcome to the Public Sector Commission Annual Report 2025-26

This report sets out our performance and services during the year to inform Parliament of the work we have undertaken in pursuit of our remit and responsibilities. It includes the audited financial statements and key performance indicators for the year ended 30 June 2026.

We have structured the report on operations around the 5 priorities in **Leading with Impact: Strategic Plan 2023-26**:

Priority 1: High impact leadership

Priority 2: Effective workforce management

Priority 3: Strong agency and individual capability

Priority 4: Embedded integrity

Priority 5: Trusted and capable Commission

Priorities 1 to 4 focus on our work across the public sector and, where applicable under our legislative responsibilities, the wider government sector (see [About us](#)). Priority 5 describes our work as a public sector agency with our staff as central to our performance.

We also report on the wider government sector workforce in the [State of the WA Government Sector Workforce report](#) which is published annually.

Statement of Compliance

Hon Roger Cook MLA, Premier

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 period ended 30 June 2026.

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



SHARYN O'NEILL AO PSM
PUBLIC SECTOR COMMISSIONER (ACCOUNTABLE AUTHORITY)

14 September 2026

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Introduction

From the Commissioner



This year was particularly rewarding as we finalised significant reforms to provide for a future focused public sector.

Following considerable research, analysis and consultation in the last few years, we delivered the first major reform of recruitment in 2 decades for sector implementation from 1 July 2026. Changed recruitment rules and policies allow for increased flexibility, efficiency and workforce stability; and new technologies are supporting shifts to applicant centred recruitment. Contemporary recruitment practices are critical for the sector to be competitive in attracting talent necessary to meet the public policy challenges ahead.

Capability uplift remained central to our remit and we opened a new approach to advance employee capability with the launch of The Skills Academy in March. The first courses were released during the year tailored to the specific skillsets identified as essential for sector improvement. The full suite of approximately 120 courses is anticipated to be released by the end of the next reporting period over a number of tranches.

Together with employee capability, we continued to drive improvements in agency capability through reviews. Of the reviews completed or commenced during the year, the Public Sector Commission is the only agency in the Agency Capability Review Program that remains to be reviewed. This review commences at the beginning of next year. With insights from the reviews, we began scoping the future shape of the program.

We again advised on and supported the implementation of government structural and fiscal strategies. We brought our sector leadership and coordinator role to the machinery of government changes from last year and to the voluntary separation scheme announced in the State Budget.

I acknowledge the many partners we worked with over the year who provided expert assistance and support, shared valuable feedback, contributed to continuing improvements and helped ensure our work achieved the impact we were seeking.

I thank Commission staff who not only progressed our major reform agenda but also managed new projects alongside an increasing amount of business as usual work. This report reflects their achievements and the challenges we faced.

I look forward to next year as the reforms are implemented and we take the next steps in driving improvement and impact for the public sector to deliver for government and Western Australians.

Sharyn O'Neill AO PSM

About the Commission

The Public Sector Commission was established under the *Public Sector Management Act 1994* in November 2008. The Public Sector Commissioner became an independent statutory officer in 2010.

The responsible minister is the Hon Roger Cook MLA, Premier of Western Australia.

Sharyn O'Neill AO PSM was appointed Public Sector Commissioner in July 2018 and is in her second 5 year term.

On behalf of the Commissioner, the Commission administers the following legislation:

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

The Commission's remit and responsibilities differ across the government sector. Through the Commission, the Commissioner has responsibility under the PSM Act for strengthening the efficiency, effectiveness and capability of the public sector; driving performance excellence; and maintaining and advocating for professionalism and integrity.

Our job is to develop a future fit public sector for the people of Western Australia. We do this by shaping, building and regulating the public sector so it can tackle the public policy challenges of both today and tomorrow.

Shaping is about setting values, standards and expectations. Building is about helping our people do their best work and working with agencies to be the best they can be. Regulating is about providing assurance, oversight and reporting. We do this work with others.

We also have an integrity leadership role across the government sector. Under the PSM Act we set the overarching standards of conduct expected of public sector employees. Under the CCM Act our remit is to ensure public sector agencies and other government entities (collectively referred to as public authorities) are appropriately dealing with minor misconduct and to help them prevent misconduct. Under the PID Act we both monitor and assist public authorities in their compliance to support speaking up.

Administration of the Lobbyists Act includes a publicly available register of lobbyists, a code of conduct that registered lobbyists must comply with when dealing with government representatives, and a set of obligations for government representatives when dealing with registrants and lobbyists.

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).

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*.

The Commission has no boards or committees.

Strategic direction

Bringing together our work across the government sector is **Leading with Impact**, our 4 year strategic plan that commenced in 2023. Now in its third year, it continued to inform how and where we added the most value through our work during the year.

The plan focuses on 4 sector facing priorities of high impact leadership; effective workforce management; strong agency and individual capability; and embedded integrity. Our internal priority is to be a trusted and capable Commission. These priorities recognise the critical role of our staff in achieving our purpose and remit.

Leading with Impact focuses on pursuing high impact levers of change and includes establishing standards in specific areas; setting the tone and expectations for the sector; leading work across public administration; formulating high level policy; providing strategy and change advice; and understanding trends and research to lead to new thinking.

In 2025-26 Corporate Executive began to consider the Commission's future ambition, operating model and implementation priorities. This focused on the elements that enable the Commission to deliver its strategic priorities and support a high performing, efficient and trusted Western Australian public sector. It leads into the development of a new strategic plan for 2027 onwards (see [**Priority 5: Planning our future strategic direction**](#)).

Year in review

Delivered the first **major reform of public sector recruitment** for more than 20 years

- Introduced **4** new and **one** updated Commissioner's instructions to support new recruitment rules effective on 1 July 2026 with a clearer, stronger and contemporary policy position
- Progressed proposed amendments to improve the **redeployment and redundancy framework**
- Published a **recruitment hub** of resources and guidance aligned to recruitment reforms
- Refreshed the **Hiring Managers' Toolkit**
- Developed and released to the sector a fully **digital course** called Introduction to Public Sector Recruitment Rules
- Progressed the **WA Government Jobs website** to deliver a more contemporary, secure and streamlined experience for job seekers searching for public sector roles

Launched **The Skills Academy** to 40,000 learners across 56 agencies

- Commenced building the 3 elements of The Skills Academy – **learning, technology and service** – in October
- Launched The Skills Academy at the end of March with the **first 12 courses** of a planned 120 course catalogue
- Achieved **16,385 registered learners** in The Skills Academy at 30 June

Continued to identify opportunities for improvement and understand capabilities needed for high performance through the **Agency Capability Review Program**

- Commenced **3** public sector agency capability reviews and finalised **2** reviews started in the previous reporting period
- Began scoping potential options for the **future shape** of the program

Supported agencies to implement the second stage of **Public Sector Reform 2025**, and the **Voluntary Targeted Separation Scheme 2026**

Our performance

Performance management framework

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

To realise this goal, we provide services to achieve our agency level government desired outcome of an efficient and effective public sector that operates with integrity.

Service delivery areas

Service 1: Public sector leadership

Service 2: Assistance and support

Service 3: Oversight and reporting

Financial performance

Full details of our financial performance are in the [Financial statements](#). The following tables show target versus actual financial performance and agreed working cash limits and targets for 2025-26.

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 12 consecutive years.

Table 1: Target versus actual financial performance 2025-26

	2025-26 Target ^(a) \$000	2025-26 Actual \$000	Variance ^(b) \$000
Total cost of services (expense limit)	39,529	35,209	(4,320)
Net cost of services	39,492	35,161	(4,331)
Total equity	36,803	28,854	(7,949)
Net increase/(decrease) in cash held	731	1,017	286
Approved salary expense level	22,197	21,727	(470)

^(a) As specified in Budget Statements.

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

Table 2: Agreed working cash limits and targets 2025-26

	2025-26 Agreed limit \$000	2025-26 Target/Actual \$000	Variance \$000
Agreed working cash limit (at budget)	1,916	1,916	-
Agreed working cash limit (at actuals)	1,785	1,676	(109)

Key effectiveness indicators

Our effectiveness indicators measure the extent to which our activities are achieving or are progressing towards our agency level government desired outcome.

We undertake an annual client perception survey to determine our effectiveness. As set out in Table 3, the 2025-26 results were in line with performance goals.

Full details of the indicators are in the [Key performance indicators](#).

Table 3: Achievements against key effectiveness indicators 2025-26

	2025-26 Target	2025-26 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%	100%	10%
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%	88%	(2%)
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	90%	100%	10%

Key efficiency indicators

Our efficiency indicators measure our overall efficiency in delivering our agency level government desired outcome. The indicators report the cost of inputs required to achieve outcomes and reflect our core business activities.

Full details of the indicators are in the [Key performance indicators](#).

Table 4: Achievements against key efficiency indicators 2025-26

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.

	2025-26 Target	2025-26 Actual	Variance
Average cost per leadership development program, product or training hour	\$125	\$123	(\$2)
Average cost per workforce development program, product or training hour	\$137	\$120	(\$17) ^(a)

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.

	2025-26 Target	2025-26 Actual	Variance
Average cost per hour of assistance and support provided	\$146	\$133	(\$13)
Average cost per public administration, standards and integrity program, product or training hour	\$160	\$117	(\$43) ^(b)

Table 4: Achievements against key efficiency indicators 2025-26 (continued)**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*, *Corruption, Crime and Misconduct Act 2003*, *Public Interest Disclosure Act 2003* and Part IX of the *Equal Opportunity Act 1984*.

	2025-26 Target	2025-26 Actual	Variance
Average cost per hour addressing legislative and policy development	\$100	\$109	\$9
Average cost per hour of performance and oversight activity	\$98	\$103	\$5
Percentage of oversight actions completed within target timeframes	90%	97%	7% ^(c)

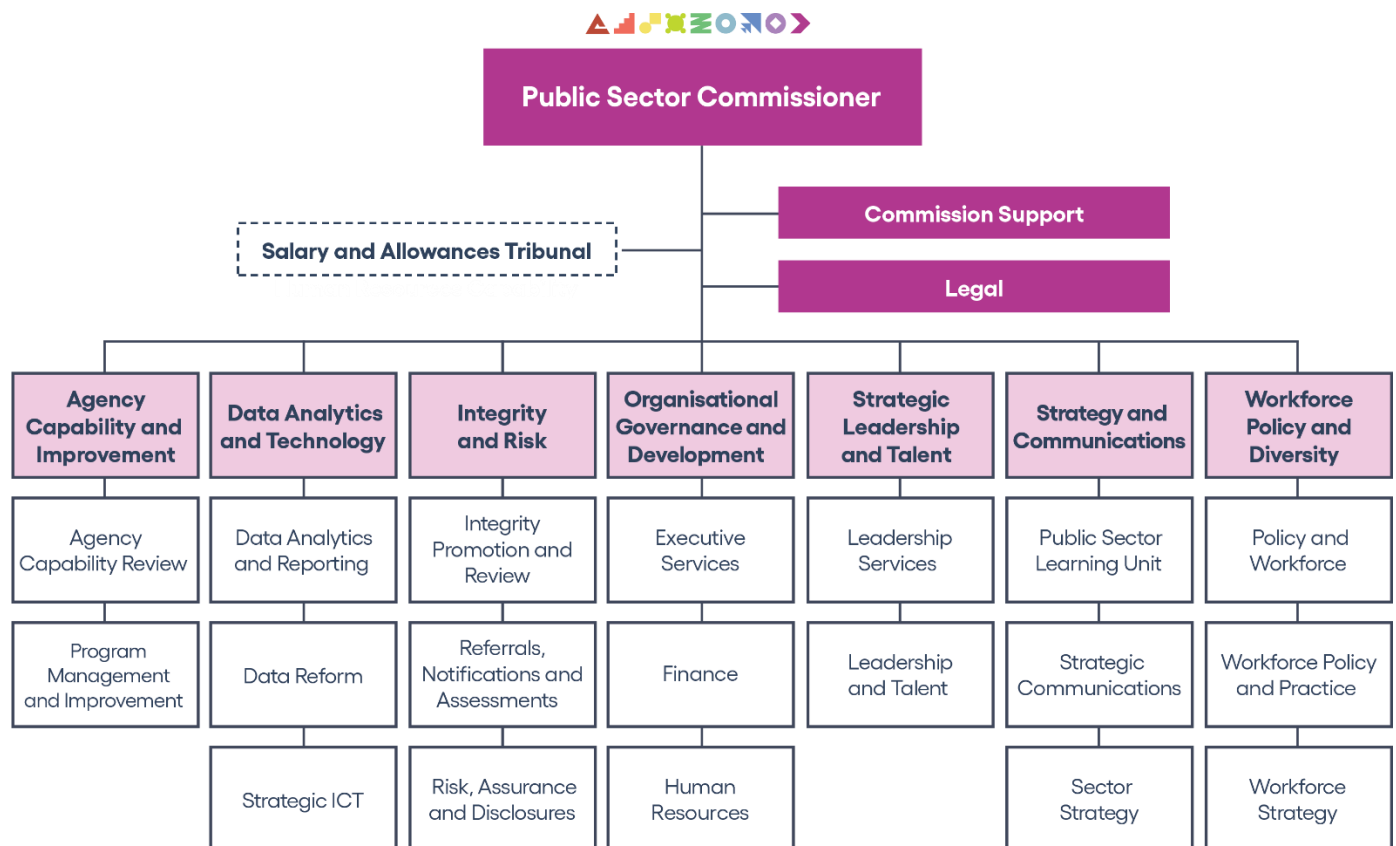
^(a) The variance between the actuals (\$120) and target (\$137) largely reflects the lower-than-expected expenditure in the Solid Futures Aboriginal traineeship Program.

^(b) The variance between the actuals (\$117) and target (\$160) reflects variations in the cost allocation methodology applied to a particular ICT expenditure component during the indicator calculation.

^(c) The increase in the volume of matters of referral has included a high proportion of relatively straightforward matters that can be addressed efficiently. Furthermore, the team is no longer responsible for assessing breaches against the Grievance Resolution standard, which historically required longer timeframes to finalise. These factors contributed to improve timeliness and the Commission exceeding the KPI target.

Our structure

At 30 June 2026



Agency Capability and Improvement

The division led the Agency Capability Review Program; and advised on public sector capability, performance, culture and business improvement.

Data Analytics and Technology

The division led workforce data management and reform; and collected, analysed and reported on sector workforce information and data. It maintained the integrity and operation of the Commission's technology environment and system wide reform.

Integrity and Risk

The division promoted integrity; ensured minor misconduct matters were appropriately dealt with; helped prevent misconduct; and carried out responsibilities under integrity, public sector management, lobbyist and freedom of information legislation across the government sector. It also delivered internal assurance, audit and risk management services; and assisted the Commission to meet its requirements under the *Freedom of Information Act 1992*.

Organisational Governance and Development

The division led and managed the Commission's corporate and executive services to enable and support the work of the other divisions; and was responsible for strategy and governance for the Commission to sustain its remit.

Strategic Leadership and Talent

The division ran processes to manage and appoint public sector leaders; and implemented strategies to plan for, acquire and build leadership and talent for a strong pipeline of future leaders.

Strategy and Communications

The division led key sectorwide strategies including The Skills Academy; and led strategic communications that supported both the sector and Commission.

Workforce Policy and Diversity

The division provided guidance on structure and public administration as well as relevant employment frameworks. It advised on and implemented strategies to support workforce planning, diversity, inclusion and development.

Salaries and Allowances Tribunal

The independent tribunal set remuneration for offices such as the Governor, members of Parliament, judicial officers, senior public sector officers and chief executive officers of government trading enterprises. It was supported by a small team of Commission staff.

Commission executive members

The Commission was led by the Commissioner with 6 executive directors and one director heading up 7 divisions.

Sharyn O'Neill AO 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 now in her second term as Commissioner.

Ms O'Neill's priority is to strengthen and unify the sector to meet government priorities and commitments, and serve Western Australians. She is leading a major reform agenda on public sector administration including leadership, talent, data, workforce, integrity and capability.

Ms O'Neill began her career as a teacher and deputy principal in country schools before moving to policy, governance and system leadership positions in education. She has a Master of Education (Education Administration and Policy).

In parallel with being Commissioner, she was State Recovery Controller from 2020 to 2022 responsible for developing, coordinating and overseeing WA's recovery following the COVID-19 pandemic. She was awarded the Public Service Medal in the 2023 Australia Day Honours for leading this vital work.

Ms O'Neill has been the Chair of the Australia and New Zealand School of Government (ANZSOG) Board since 2023, the first Western Australian to hold this position.

She is a Fellow of the Institute of Public Administration Australia (WA) and recipient of the Australian College of Educators (WA) Medal in recognition of her achievements in education.

Ms O'Neill was awarded the Order of Australia in the 2026 Australia Day Honours in recognition of outstanding public service.

Vivian Molan

Executive Director Agency Capability and Improvement



Vivian Molan was appointed to this position in June 2025 after commencing in November 2024 on secondment from the Department of the Premier and Cabinet. Before joining the Commission she held senior roles in the public sector in both central and line agencies; and has experience in governance, innovation and service delivery improvement.

Ms Molan has a Bachelor of Arts (Psychology), Graduate Certificate in Business (Public Sector Management), Advanced Diploma of Management and Diploma of Investigations.

Internally she holds the positions of RAP Champion and chair of the Commission's Values Working Group. She is a member of the Audit and Risk Committee and Project Governance Committee.

Tanya Milici

Executive Director Data Analytics and Technology



Tanya Milici was appointed to this position in July 2021, having joined the Commission in October 2019 on secondment from the Department of the Premier and Cabinet, where she was the Director Infrastructure and Major Projects. Prior to this, she held senior roles across state and commonwealth government at the WA Police Force, Department of Treasury and Australian Bureau of Statistics.

Ms Milici has extensive experience in data analytics, digital transformation, infrastructure and major projects, corporate services and leading complex strategy and reform. She has a Bachelor of Psychology, Postgraduate Certificate in Organisational Human Resources and Safety, and Certificate IV in Government Investigations. She is an alumnus of the ANZSOG Executive Fellows Program and a member of the Australian Institute of Company Directors.

Internally she holds the position of Cybersecurity Executive and AI Accountable Officer. She is a member of the Project Governance Committee.

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.

Internally he is chair of the Work Health and Safety Committee, and a member of the Audit and Risk Committee and Project Governance Committee.

Jacqueline Diamond

Director Organisational Governance and Development



Jacqueline Diamond was appointed to this position in March 2025. Before joining the Commission she was Assistant Director, Chief Human Resources Officer at the Corruption and Crime Commission.

Ms Diamond has worked in government agencies in the areas of human services, legal services and investigations. She has also worked in frontline agencies, starting her career as a police officer with the WA Police Force. She has a Certificate IV in Government Investigations, Diploma of Public Safety (Policing) and is a member of the Australian Institute of Company Directors.

Internally she is the Privacy Officer and a member of the Project Governance Committee.

Lorraine Gregoriadis

Executive Director Strategic Leadership and Talent



Lorraine Gregoriadis was appointed to this position in January 2019. Before joining the Commission she held 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.

Internally she is a member of the Project Governance Committee.

Jane Machin-Everill

Executive Director Strategy and Communications



Jane Machin-Everill was appointed to this position in December 2024. Prior to this she held the role of Executive Director Organisational Governance and Development at the Commission.

Before joining the Commission in 2018, she was at the Department of Education (and Training) in leadership roles with responsibility for policy, governance, communications, executive services and ministerial liaison. She has worked in a number of government agencies, universities and education sectors.

Ms Machin-Everill 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.

Internally she is co-chair of the Joint Consultative Committee and a member of the Project Governance Committee.

Lindsay Warner

Executive Director Workforce Policy and Diversity



Lindsay Warner was appointed to this position in July 2021. Before this he held senior leadership roles in the Commission including executive director positions and was also 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.

Internally he is chair of the RAP Working Group and a member of the Project Governance Committee.



Report on operations

Priority 1: High impact leadership



We are setting the direction for leadership across the public sector to build a strong, diverse and high performing workforce.

Through a connected suite of leadership initiatives, development offerings and practical guidance, we support agencies to strengthen leadership capability and embed behaviours and mindsets that drive lasting change.

This work builds leadership at every level – aligning talent development and succession planning, growing future leaders and creating the best conditions for the sector to be future enabled.

Embedding leadership behaviours in the sector

For the third consecutive year, we supported the sector to embed **Building Leadership Impact** – the sector strategy to drive deliberate and positive leadership behaviour change.

In October we moved from monthly to bi-monthly meetings with senior project leads with responsibility for leading implementation of Building Leadership Impact in their agencies. They shared, collaborated and solved problems related to the challenges and successes in their agencies. Each meeting featured agency projects, practices and successes related to implementing Building Leadership Impact in full and using Leadership Expectations.

In 2025-26 the following agencies showcased their work:

- Department of Biodiversity, Conservation and Attractions on integrating Building Leadership Impact into operational excellence
- Public Sector Commission on The Skills Academy
- Department of the Premier and Cabinet on a 360 degree feedback trial using the expected behaviours for those in positions at the Leading Leaders context
- Department of Local Government, Industry Regulation and Safety on Building Leadership Impact in recruitment
- Public Sector Commission on a digitalised self reflection tool
- Southern Ports on its upcoming Leadership Expectations rollout.

The online chat we facilitated over the previous 2 years evolved into an active community of practice for the senior project leads and their teams. Guides, resources and templates

were shared along with the content for the 7 workshops that make up the Personal Leadership Suite.

We facilitated 2 train the trainer workshops for agency staff to learn how to deliver and maximise the impact of the Personal Leadership Suite in their agencies.

To support staff new to the sector or to Building Leadership Impact, we offered quarterly familiarisation sessions which introduced the 6 conditions for behaviour change, and explained the behaviours and mindsets of the 7 leadership contexts.

Strengthening leadership through development

We again delivered a suite of programs to strengthen leadership and respond to the emerging priorities and evolving needs of the sector. Programs were linked and cumulative in nature to incrementally strengthen expected behaviours and mindsets over time and career progression.

In 2026 we delivered **Launch** to 89 tertiary graduates from 20 agencies (141 graduates from 23 agencies in the previous reporting period). While participant numbers were lower this year, ongoing agency participation demonstrated the program's continued relevance and strong reputation. Participants gained a deep understanding of how the sector operates, its priorities and the impact they can make from the outset.

The program, delivered over 10 months, complemented mentoring, training and other professional development provided to graduates in their agencies.



Image: Graduates came together from across the sector to participate in Launch.

The 3 **Propel** modules ran for 3 terms before concluding in April as the learning was transferred to The Skills Academy. This year, 203 participants from 56 agencies built skills and insights crucial for effective and dynamic leadership (279 participants from 49 agencies in the previous reporting period). The lower participation number was due to the program concluding after 3 terms rather than 4 terms as in previous years. Over 4 years of delivery, Propel supported 789 new leaders to build capability and confidence.

The 2026 **Elev8** program commenced in March with 24 participants from 15 agencies (24 participants from 18 agencies in the previous reporting period). Participants started their 10 month learning journey with workshops, group exploration, coaching and immersions. The program again received a high number of applications which reflected strong interest from high performing Level 8 staff to develop as adaptive and influential leaders.

We ran 11 **Leadership Conversations** with 2,958 registrations (12 conversations and 2,839 registrations in the previous reporting period) during the year as free online interactive webinars exploring current leadership themes for individual contributors, mid-level managers, and SES officers and chief executives.

We delivered a **bespoke leadership course** to chief finance officers (CFOs) for a second year, with 24 CFOs commencing a module during the year. At 30 June, a total of 88 CFOs had enrolled in modules.

The **Induction to the Western Australian public sector** saw 2,483 staff complete the online training during the year (3,073 in the previous reporting period). We also reviewed and updated the content for release in the next reporting period.

Focusing on senior executive development

We continued to support the development of Senior Executive Service (SES) officers who occupy some of the most senior positions in the sector and have responsibility for strategic leadership and management in agencies.

As public sector reform implementation was the priority for many senior executives, course offerings in the **SES Development Series** were reduced in 2025-26. Four courses ran in total with 57 participants attending from 35 agencies. Since the series was first run in October 2024, 169 SES officers from 41 agencies have completed a course.

Two **SES Spotlights** brought together SES officers around the themes in Future Enabled – a strategic narrative of the public sector.

The Vision Edition in September saw the Premier introduce the government priorities and set his vision for the state along with the leadership needed in the public sector to achieve the priorities.

Following the Premier's address attendees heard from 3 ministers who shared their reflections on how the priorities give the sector focus and deliverables.

The Ethics Edition in April featured Dr Matt Beard from the Cranlana Centre of Ethical Leadership who challenged senior leaders to think about what future generations might say about the decisions they make now. This prompted reflection from attendees on stewardship, courage and planning for the long term.

We began planning the next Spotlight to be held in the new financial year.

Plans to progress a **SES talent initiative** were placed on hold in September given the public sector reform agenda, with work to recommence in the next reporting period.

At 30 June, 52.2% of the SES were women, continuing to exceed the government target of 50%.



Image: Premier Roger Cook MLA addresses the audience at SES Spotlight: The Vision Edition.

Managing the performance of CEOs

In 2025-26 we facilitated the appointment of 7 new CEOs. The CEOs included 4 new directors general and the Under Treasurer, announced in the previous reporting period, who commenced in their roles by 4 August.

We also facilitated the reappointment of one CEO and the transfer of one CEO. The Commissioner directed 9 people to act in 8 CEO offices. For details see [Appendix 1](#). We continued to provide new CEOs with access to a bespoke online induction as part of a wider introduction program.

With the Commissioner responsible for the selection, appointment and management of CEOs in consultation with ministers and board chairs, we facilitated and oversaw performance agreements for CEOs. The agreements were updated to include delivery against government priorities and commitments.

Implementing remuneration reforms and expenditure limits

During the year we completed work on a new framework comprised of a tool and methodology for the **remuneration of members of government boards and committees**. This work aimed to provide a more consistent and contemporary approach to remuneration settings. Implementation of the framework is planned for the next reporting period.

We delivered **executive workforce governance outcomes** through administration of [Commissioner's Instruction 32: Financial and Classification Management of Senior Executive Service and Other Management Executives](#) as well as the Executive Salary Expenditure Limit (ESEL) framework. The WA Executive Classification Methodology was again used to classify all executive positions in the reporting period. We worked with the Department of Treasury and Finance to monitor executive salary expenditure limits and approve adjustments where required.

The 2025 ESEL reconciliation confirmed the sector was operating within the limit, as was the case for the 2024 reconciliation. Results of the 2026 reconciliation are to be reported in the next period.

As part of the Public Sector Reform 2025, reshaped departments were established and operational from 1 July with ESELs adjusted accordingly.

Supporting the Voluntary Targeted Separation Scheme

In May and June we took on a leadership role to manage and coordinate support for agencies to implement the **Voluntary Targeted Separation Scheme 2026 (VTSS)** announced by the government in the May State Budget.

We provided guidance to agencies; and developed resources, templates, a critical path and change management approach for agencies to use. We also published information for employees and a VTSS calculator on WA.gov.au. VTSS 2026 continues into the next reporting period.

Recognising public sector achievers

Joel Lewis, a member of our Finance and Business Services team, won the **Young Achiever of the Year** award that is part of the Institute of Public Administration Australia (WA) awards program. The award recognised Joel's service excellence, integrity and commitment to the sector.

In 2025-26, 4 WA public sector employees were awarded the prestigious **Public Service Medal** for outstanding leadership and service:

- Fiona Fischer PSM, Regional Executive Director – Kimberley at the Department of Communities
- Iain Cameron PSM, Managing Director at the Department of Transport (and previously Office of Road Safety and Road Safety Council)
- Dr Robyn Lawrence PSM, Chief Executive of the South Australian Department for Health and Wellbeing (formerly Assistant Director General at the WA Department of Health)
- Dr Revle Bangor-Jones PSM, Deputy Chief Health Officer – Health Protection at the Department of Health.

Commissioner Sharyn O'Neill was awarded the **Order of Australia** in the 2026 Australia Day Honours in recognition of outstanding public service to education through executive leadership and teaching, and to disaster management. The honour reflected an impactful career defined by exceptional leadership, integrity and dedication, and a deep commitment to serving the community.

Priority 2: Effective workforce management



We are delivering a coordinated program of workforce reforms to shape how the sector attracts, moves, supports and understands its people.

Through modernised recruitment practices, better workforce data and updated reporting we are supporting agencies to make smarter decisions, simplify processes and find the best people to join their workforces.

These initiatives strengthen the responsiveness to government priorities, emerging challenges and community expectations.

Reforming public sector recruitment

Delivery of the first major reform of **public sector recruitment** for more than 20 years advanced during the year, with new rules to come into effect on 1 July 2026.

The resulting clearer, stronger and contemporary policy position stemmed from extensive research, consultation and preparation over the last few years. Four new and one updated Commissioner's instructions were released in January to support agencies prepare for the changes ahead of them coming into effect.

The new instructions were designed to replace Commissioner's Instruction 1: Employment Standard; Commissioner's Instruction 2: Filling a Public Sector Vacancy; and Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies.

Commissioner's Instruction 51 was developed as a new instruction on minimum standards when transferring employees as no separate requirements were previously in place (see [Driving legislative reforms](#)).

Updates to Commissioner's Instruction 12 removed the requirement for agencies to wait 3 days to identify potential **redeployment opportunities** for surplus employees while preserving priority consideration for suitable vacancies through referral processes (see [Progressing changes to redeployment and redundancy](#)).

New instructions

[Commissioner's Instruction 48: Recruitment, Selection and Appointment to Permanent Vacancies](#) (includes new Recruitment Standard)

[Commissioner's Instruction 49: Recruitment, Selection and Appointment to Fixed Term Vacancies](#) (includes new Recruitment Standard)

[Commissioner's Instruction 50: Backfilling Temporary Vacancies](#) (includes new Recruitment Standard)

[Commissioner's Instruction 51: Transfer Standard](#)

Updated instruction

[Commissioner's Instruction 12: Redeployment and Redundancy](#)

Merit, equity and probity continued to be a focus in the new rules along with changes to ensure a more stable workforce. The changes included:

- making recruitment and appointment processes simpler and more efficient
- giving flexibility where circumstances allow
- better meeting applicant expectations in a modern labour marketplace
- supporting permanent employment outcomes.

We developed each of the instructions in consultation with public sector unions, Public Sector Leadership Council, CEO Forum, Government Sector Labour Relations, chief human resources officers from across the sector and the Western Australian Industrial Relations Commission.

Between February and June, the 2 new standards for recruitment and transfer along with amendments to the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005 and Public Sector Management (General) Regulations 1994 were tabled in both houses of Parliament (see [Driving legislative reforms](#)).

To further support agencies prepare for the recruitment changes, the Commission undertook a range of initiatives. For agency human resources staff, 30 information sessions were delivered and in March a comprehensive suite of guidance and resources was published on a new recruitment hub at WA.gov.au/recruit.



Image: Executive Director Workforce Policy and Diversity, Lindsay Warner presented to Commission staff on the new sector recruitment rules.

To support hiring managers and other staff become familiar with the new rules, a fully digital course called **Introduction to Public Sector Recruitment Rules** was developed. It was released in The Skills Academy and also made available to agencies outside The Skills Academy, with the expectation from the Commissioner that all staff involved in hiring complete the course before undertaking any recruitment processes under the new rules.

Further resources were released in June including guidance on breach of standards and a completely **revised Hiring Managers' Toolkit**. While the toolkit was aligned to the new rules and terminology, its focus was on practices rather than processes. It included checklists, matrices, examples and templates for agencies to use or adapt to suit their circumstances and needs.

Aspects of Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies – established in September 2022 as an interim arrangement providing flexibility for agencies to recruit – were built into

the new Commissioner's instructions on recruitment. This reflected the positive outcome of the instruction in supporting workforce attraction and retention in regional WA, improving diversity representation and reducing hiring times. The instruction ended on 30 June.

Three legacy public service Administrative Instructions (that were in effect due to transitional arrangements) and one circular were repealed in October through Commissioner's Instruction 45: Repeal of Administrative Instructions.

Commissioner's Instruction 46: Interim Arrangements to Fill Vacancies at Department of Housing and Works (Major Projects) ended in December after providing extensions to staff on fixed term contracts in the Major Projects Directorate to ensure continuity of service while the second stage of Public Sector Reform 2025 was implemented.

Commissioner's Instructions 36 and 53 both ended on 30 June. Instruction 36 was used to directly appoint external contractors at Main Roads to provide maintenance and associated functions; and Instruction 53 enabled the direct appointment of St John of God Mount Lawley Hospital staff following the government's purchase of the hospital. Commissioner's Instruction 42: Interim Arrangements to Fill Vacancies at WA Health ended on 30 September.

Other new instructions released in 2025-26 were [Commissioner's Instruction 47: Interim Arrangements to Fill Allied Health and Anaesthetic Technician Positions at WA Health](#) (November) and [Commissioner's](#)

[Instruction 55: Interim Arrangements to Fill Certain Vacancies at Western Australia Police](#) (June).

We provided **guidance and advice** to public sector employers on workforce policy, legislation, employment practices and VTSS 2026, receiving 783 enquiries from agencies and individuals on human resources matters across the year (465 in the previous reporting period). This increase was driven by the implementation of the public sector recruitment reforms and VTSS.

Driving legislative reforms

Legislative reforms were progressed during the year in relation to public sector management.

The Public Sector Management Amendment Bill 2026 was introduced in February to repeal section 64(4) and (5) of the PSM Act, **removing legislative barriers** to permanent employment in advance of the broader reforms and helping agencies apply the new recruitment rules.

The proposed changes stemmed from the targeted review of the PSM Act which commenced in 2022. The review aimed to ensure the legislation remained contemporary and fit for purpose, and supported the operation of the new recruitment rules issued by the Commissioner. The Bill was assented to on 25 June and the Act came into force on 26 June.

Changes to the Public Sector Management (General) Regulations 1994 were made on 1 July 2025 to extend the PSM Act's **disciplinary and substandard performance provisions** to government officers.

These changes:

- streamlined agency processes by removing the need for employers who employ both public service and government officers to administer separate regimes
- improved consistency across classes of public sector employment
- provided employers with a broader range of disciplinary remedies.

Changes to the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005 came into effect on 1 July 2025 which transferred jurisdiction of claims relating to transfer, performance management, grievance resolution, redeployment and termination of employment to the WA Industrial Relations Commission. The Public Sector Commission retained jurisdiction over claims alleging breaches of the Recruitment Standard (excluding Transfer). We held information sessions for agencies and provided updated information on [WA.gov.au](https://www.wa.gov.au) to describe in detail the strengthened obligations of agencies.

Progressing changes to redeployment and redundancy

We progressed proposed amendments to improve the **redemption and redundancy framework** guided by recommendations from the Statutory Review of Redeployment and Redundancy that was tabled in Parliament in November 2024. Consultation with the Community and Public Sector Union/Civil Service

Association, UnionsWA and agencies aided the development of a contemporary model for the redeployment and redundancy of public sector employees.

Improvements that could be implemented administratively, including reviewing and updating Commissioner's instructions and sector guidance, were progressed. These changes are to take effect on 1 July 2026 through amendments to [Commissioner's Instruction 12: Redeployment and Redundancy](#).

We also progressed updated guidance for **agency case managers** supporting employees affected by redeployment or redundancy for release in 2026-27.

Finalising reform of the sector

We played a leadership role in the governance and coordination of the second stage of **Public Sector Reform 2025** to provide renewed focus on government priorities. We led regular meetings with chief human resources officers of the impacted agencies.

The Commissioner continued to chair the Public Sector Reform Steering Committee that provided coordinated direction, strategy and change management. She also met regularly with the Community and Public Sector Union/Civil Service Association.

The second stage was substantially completed on 1 January and included transferring approximately 167 corporate services staff and budgets to support operational staff transferred in the first stage.

Impacted agencies also:

- settled staff relocations
- transitioned most impacted staff to payroll systems
- finalised transfer of resources and planned asset transition
- updated Outcome Based Management budget structures to meet annual report and audit requirements
- planned for technology, systems and information management transition.

Beyond this period we worked with CEOs and chief human resources officers to develop new agencies such as the establishment of the Office of the Coordinator General and creation of Defence West as a standalone statutory authority.

Progressing a new jobs website and talent marketplace

Aligned with the recruitment reforms supporting how the sector builds its future workforce, we progressed the development of a new public sector jobs website and a talent marketplace.

While a procurement process for these 2 initiatives began in the previous reporting period, it was unsuccessful so we revised the scope and in August released a tender for a **dedicated jobs website** solution only. The solution aimed to deliver a more contemporary, secure and streamlined experience for job seekers searching for public sector roles suited to their qualifications, interests and career goals.

Ahead of the release of the new jobs website we provided technical

specifications to agencies and held information sessions to support its operation as the gateway to agency recruitment systems.

Moving to the new solution from the long running Recruitment Advertising Management System (RAMS) was a complex challenge that required policy, practice and technical considerations and changes. Nearing the end of its operational life, we scheduled RAMS to be fully decommissioned by 30 June 2027 including its redeployment and candidate management functions for agencies.

With agencies no longer required to undertake a redeployment clearance process before advertising vacant positions from 1 July 2026, the **redemption function** was not replaced.

In relation to **candidate management**, we did not include this functionality in the new solution as its use under RAMS was very limited. We guided agencies on the establishment of their own candidate management processes through an engagement network and a readiness hub with information tailored for human resources, IT and procurement leaders across the sector. We also supported agencies choosing to manage candidates using their own individual or shared system to ensure its integration with the new jobs website. Key transition resources – including a market sounding report, candidate management systems comparison report and agency transition guides – supported procurement processes.

Alongside these 2 initiatives, we progressed planning for a new **talent marketplace** service to help surface job seekers who would otherwise be unknown to agencies and build a potential workforce supply.

Delivery of the **WA Government Jobs website** and talent marketplace is the final component of our Strategic ICT plan set in 2021 to remediate legacy systems (see [Priority 5: Legacy ICT systems](#)).

Ongoing change management and support activities for agencies will continue throughout the next reporting period.

Leveraging workforce data and insights

The **Annual Collection** held between March and May gathered insights into integrity and conduct, and equal employment opportunity across the government sector (public sector agencies, local governments, public universities and other entities). The questions in the collection met our statutory reporting obligations under the PSM Act, PID Act and CCM Act. They also supported public authorities and the Director of Equal Opportunity in Public Employment to meet reporting obligations under the EO Act.

We published information from the 2025 collection in September in the [State of the WA Government Sector Workforce report](#) and the [statistical bulletin](#).

We continued to use the **quarterly workforce collection** (HR MOIR) to support sector workforce trend reporting. We published aggregate

information in September and March in a [Workforce report](#) and featured information in the annual State of the WA Government Sector Workforce Report.

We used the data to respond to 36 requests from agencies and the public, and support responses to parliamentary questions and media enquiries.

In 2025-26 this workforce data was also used by:

- Department of Treasury and Finance to oversee the delivery, monitoring and evaluation of key public sector activities, and undertake policy analysis in relation to the state's workforce and wages policy
- Department of Housing and Works for government accommodation planning
- Government Sector Labour Relations for input into monitoring government policies such as leave liability and permanency in the public sector.

We progressed work on an **automated process for accessing agency payroll data** to streamline our existing statutory reporting obligations and increase timeliness to respond to the growing workforce data needs of agencies, government, external bodies and the public. Focus was on strengthening workforce reporting outputs, undertaking data quality assurance and validation, resolving dependencies affecting data flows and data integrity, and increasing risk mitigation activities.

As part of the recruitment reforms, we introduced **new reporting measures** to oversee public sector recruitment activities, compliance with the new Commissioner's instructions, and adherence to new policies and standards. From October 2026, public sector authorities will report recruitment information in 6 monthly stages.

In the previous reporting period we set a 3 year **Public Sector Census** cycle to commence in March 2027. Throughout 2025-26 we planned and prepared for this significant collection to ensure agencies were supported to communicate the census and encourage staff participation. Engagement will commence in the next reporting period.

Data collected about the public sector workforce continued to play a crucial role in tracking sector progress, identifying areas for improvement and better understanding workforce challenges.

Continuing workforce diversity and inclusion

With the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025 concluding during the reporting period, we began to examine ways to build on the strong foundation it set for continued diversification and inclusion in the sector.

We supported the Director of Equal Opportunity in Public Employment to issue diversity dashboard reports to agencies in July and March.

These included metrics to support agency decision making and performance monitoring on the diversity of their workforces and representation of diversity groups.

A number of The Skills Academy courses was developed during the year to further build capability in diversity, equity and inclusion, cultural competency and disability confidence.

While the sector met the aspirational targets for some diversity groups, it was evident that further work was needed by agencies to improve representation of employees with disability and Aboriginal and Torres Strait Islander employees. The number of employees identifying with these groups increased during the reporting period, however the proportional representation of each remained steady as the public sector workforce grew overall. With the recruitment reforms developed to reduce barriers to employing people from diverse backgrounds, improved representation is anticipated in the future.

A key insight from the 2023 WA Public Sector Census was that 10.5% of public sector employees identified as being a person with disability and/or long term health condition. This was a much greater proportion than recorded in agency human resources/payroll systems. More data will be captured in the 2027 Census.

Progressing Disability Royal Commission recommendations

In line with the Disability Royal Commission WA Implementation Roadmap, we furthered work to respond to the 4 recommendations we are leading on increasing opportunities for people with disability to work in the WA public sector.

We established a disability workforce advisory group to learn from WA public sector employees with lived experience of disability and neurodivergence; and commenced engagement with interjurisdictional partners, unions and advocacy organisations to inform scoping and feasibility of targets and workplace adjustment principles and passports.

Forging pathways for Aboriginal and Torres Strait Islander people

In 2025, 34 agencies provided Solid Futures traineeships for Aboriginal and Torres Strait Islander people, up from 28 in the previous reporting period. Twenty five of these trainees graduated from the program in March, with 16 securing ongoing public sector employment. We provided mentoring and support to trainees, supervisors and agencies.

For 2026, the intake of trainees was aligned with the financial year instead of the calendar year to help agencies support the transition of their trainees to ongoing employment, following assessment of their performance and course progress.

To attract applicants, we ran a statewide campaign in March on social media and radio. The [Solid Futures page](#) on WA.gov.au received 12,805 views over the campaign period. Thirty new trainees were selected to commence early in the next reporting period.



Image: Solid Futures graduate Harmony Bellotti from the Department of Fire and Emergency Services reflected on her personal journey through the Solid Futures program at the 2025 graduation ceremony.

Entering the sector as a graduate

We continued to position the WA public sector as a career destination of choice for university graduates through the 'A place of opportunity' initiative. We ran a coordinated campaign targeting students and graduates to raise awareness of the sector as an attractive early careers employment option and drive traffic to the ['A place of opportunity' website](#).

'A place of opportunity' in 2025-26

- ◆ Showcased **47 early career programs** in 31 participating agencies
- ◆ Represented the sector at **22 university careers fairs and events**
- ◆ Achieved **139,852** website visits
- ◆ Achieved **14,865** click throughs to agency graduate program web pages and advertisements

We worked with universities to promote pathways into public sector careers; and continued to support collaboration across the sector through the WA Public Sector Early Careers Network comprising graduate program coordinators and other early careers staff in agencies.

Supporting traineeships and internships

In 2026, 18 secondary school students joined 10 agencies through 18 month public sector school based traineeships. Trainees blended part time work with ongoing schooling while completing a Certificate II in Government which contributes to their Western Australian Certificate of Education.

To support the program we updated the website and promoted it to potential trainees, their supporters and schools.

Through the McCusker Centre for Citizenship, during the year 30 agencies offered 259 internships to The University of Western Australia students (32 agencies and 210 internships in the previous reporting period). The internship program gave these agencies the opportunity to gain support for discrete programs of work, attract high quality graduates and assist with workforce planning.

Priority 3: Strong agency and individual capability



We are driving a sectorwide approach to build capability and strengthen the foundations of a high performing workforce.

This work is reinforced by agency capability reviews, strategic leadership development and opportunities for staff to build skills in areas of most value to them and their agency.

Individually and collectively, this means strengthening how we learn, lead and evolve – fostering a workplace culture built on trust and pulling the right levers to deliver the best outcomes for the Western Australian community.

Advancing the skills of public sector employees

The WA public sector learning initiative (**The Skills Academy**) made great strides as it moved from procurement and establishment over the year to live service delivery in March.

The procurement process concluded in September with a learning services partner appointed to support us in delivering this ambitious and innovative approach to drive public sector employee capability uplift.

We were supported throughout the procurement process by the expert services of the Department of Housing and Works, State Solicitor's Office, Insurance Commission of WA, Department of the Premier and Cabinet and WA Treasury Corporation.

Building of the 3 elements of The Skills Academy – learning, technology and service – commenced in October. A Readiness for Service Gateway Review conducted through the Department of Treasury and Finance in February determined The Skills Academy program was well structured, run and governed, with the contractor performing to expectations.

The Skills Academy went live at the end of March with the first 12 courses of a planned 120 course catalogue, the technology platform and a service centre supporting 56 participating agencies and 40,000 learners.

Commissioner's Instruction 54: The Skills Academy came into effect at that time setting out the requirements for use of The Skills Academy.

An additional course was released in April to support recruitment reforms ahead of them coming into effect on 1 July 2026 (see **Priority 2: Reforming public sector recruitment**).

These initial 13 courses focused on areas identified as key capability priorities across the sector including contract management, budget management, procurement and ethics. Five of the courses were blended courses that each included a facilitated workshop and the other 8 courses were fully digital.

Building of the remaining courses progressed for release in stages in the new financial year. We expanded the number of subject matter experts in the sector to provide content specifically related to the WA public sector context.



Image: The Skills Academy was supported by a large number of learning managers representing participating agencies.

Throughout the year we actively helped participating agencies prepare for The Skills Academy through forums, information, advice and support. At 30 June, 16,385 learners had registered for The Skills Academy.

Some initial difficulties were experienced regarding emails to learners from The Skills Academy and we worked closely with agencies on resolutions.

The Skills Academy activity from launch on 30 March to 30 June 2026

- ◆ 16,385 learners registered
- ◆ 2,883 learners commenced a course
- ◆ 1,862 learners completed a course

Identifying opportunities for agency improvements

The **Agency Capability Review Program** continued to place productive pressure on agencies to identify opportunities for improvement and understand capabilities needed for high performance. Each review was led by an independent external lead reviewer supported by a dedicated Commission team and a senior reviewer co-opted from the sector.

The executive summaries of the 2 reviews finalised during the year were published alongside executive summaries of the 14 reviews completed in previous years.

With the 3 reviews that commenced this reporting period, there is one review remaining of the major government departments included in

the program. This review is due to commence in 2026-27.

Scoping was undertaken to help inform potential options for the **future shape of the program** including to embed lessons learned from completed reviews, act on new opportunities and drive continuous improvement.

In addition to reviewed agencies reporting on progress through their annual reports and CEO performance and delivery agreements, we introduced an additional requirement for them to **report regularly to government** to provide a current understanding of sectorwide capability to deliver government priorities.

Taking on board common capability gaps identified through the program, we developed further measures to strengthen capability in key areas both for agencies' own capability uplift and more broadly across the sector. We also used the insights from the program to guide the selection of courses to be included in The Skills Academy and shape course content.

Table 5: Agency Capability Review Program 2024-25 and 2025-26

Timeframe	Agency	Lead reviewer	Co-opted senior reviewer
Reviews commenced in 2024-25 that were finalised in 2025-26	Department of Justice	Michael Barnes PSM	Zoe Davies, Public Sector Commission
	Department of Energy and Economic Diversification	Elizabeth MacLeod PSM	Amanda Bolleter, Department of Health
Reviews commenced in 2025-26	Department of Health	Professor Margaret Seares AO	Lorraine Gregoriadis, Public Sector Commission
	Department of the Premier and Cabinet	Elizabeth MacLeod PSM	Melanie Samuels, Department of Communities
	Department of Transport and Major Infrastructure	Michael Barnes PSM	Louise Williams, Department of Primary Industries and Regional Development

The concept of trust as an integral element of high performance continued to be explored as part of our work to develop a contemporary model for agency culture. We tested propositions and potential benefits of a concept internally with our Corporate Executive and externally with a small group of directors general. This work will continue in the next reporting period.



Enhancing the capability of human resources professionals

The HR Partnership Group was convened 5 times during the year, having been established in the previous reporting period to drive a strategic workforce agenda and raise human resources capability in the sector.

With many reforms and initiatives focused on areas covered by human resources functions in agencies, we brought to the group opportunities to provide input into and feedback on policy positions and practices.

We worked with the group to help agencies prepare for changes to policy, processes and reporting emanating from the 3 new Commissioner's instructions on recruitment (see **Priority 2: Reforming public sector recruitment**); and to support the establishment and implementation of The Skills Academy as a coordinated and managed approach to sector learning and development at scale (see **Advancing the skills of public sector employees**).

We sought the group's input into identifying risks and issues in the transition to the new WA Government Jobs website solution to replace the RAMS system and changes to candidate management (see **Priority 2: Progressing a new jobs website and talent marketplace**).

For sector structural changes we worked collaboratively to implement stage 2 of Public Sector Reform 2025 which involved transferring corporate services employees and related resources to impacted agencies (see **Priority 2: Finalising reform of the sector**); and we established coordinated and consistent ways of working to implement VTSS 2026 (see **Priority 1: Supporting the Voluntary Targeted Separation Scheme**).

Insights and feedback from the group were considered and incorporated into systems, processes and guidance. The value of the group was realised with reforms and changes progressing smoothly across the sector; and members of the group working together to lead strategic change in human resources functions.

Priority 4: Embedded integrity



We are strengthening how integrity is actively managed, continuously improved and embedded in everyday practices across the government sector.

A sectorwide integrity strategy, education activities, resources and practical guidance all help public authorities identify, manage and prevent emerging integrity risks.

Collectively, these actions demonstrate that integrity is non-negotiable. Our focus on ethical behaviour reinforces accountability across the sector and safeguards public confidence.

Leading integrity strategy and education

Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28 – with actions for the Commission, public authorities and public officers – entered its second year and we focused on consultation, advice and education.

We conducted 94 **consultations** with 300 stakeholders on integrity matters; and provided **general integrity advice** to individuals and public authorities on 297 occasions (393 in the previous reporting period). Advisory numbers were lower than the previous year, likely because updated website content provided clearer guidance on reporting pathways.

In December we presented at the Corruption and Crime Commission's International Anti-Corruption Day forum on *Risk to Resilience: Building a corruption free public sector*. The Public Sector Commissioner was also part of a panel discussing how to strengthen integrity in the government sector.

Education to build integrity knowledge and skills particularly focused on managers as well as integrity, learning and development, human resources and governance employees, and public interest disclosure officers. Education was also delivered to government board and committee members.

In total, we delivered 50 education sessions to 1,535 participants (39 sessions to 1,265 participants in the previous reporting period). The increase was due to us implementing a targeted engagement plan and introducing a new session called Building and Sustaining Integrity that commenced in November.

This session was devised to:

- increase understanding of the integrity strategy
- set out the purpose and value of each resource in the Commission's integrity toolkit, and how each supports integrity
- explain how the resources may be adapted by different areas of the government sector.

Following the development of the targeted engagement plan, we proactively worked with public authorities yet to implement integrity frameworks and/or assess the maturity of their frameworks.

We also consulted with stakeholders in response to specific integrity matters including the Corruption and Crime Commission, key notifier agencies, Integrity Practitioners' Group and Local Government Integrity Working Group.

We continued to share knowledge and discuss prevention approaches with other jurisdictions through the Corruption Prevention Practitioners' Forum.

Considering integrity matters

Minor misconduct

In 2025-26 we finalised 860 matters alleging minor misconduct, up from 632 in the previous reporting period. The increase in finalised matters reflected an increase in matters received which was expected given our work in addressing integrity risks.

We continued to use Safe2Say for people to anonymously report suspected minor misconduct to the Commission. We assessed each matter received to determine whether it involved minor misconduct.

Breaches of public sector standards

Changes to the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005 came into effect on 1 July (see [Priority 2: Driving legislative reforms](#)).

The changes transferred jurisdiction over claims relating to transfer, performance management, grievance resolution, redeployment and termination of employment to the WA Industrial Relations Commission. We retained jurisdiction over claims alleging breaches of the Employment Standard (excluding transfer).

We finalised 100 breach of public sector standard claims in 2025-26 (85 in the previous reporting period). Only 3 of these claims resulted in breach findings. Despite the Commission only having carriage of claims relating to the Employment Standard, the number of claims continued to rise.

Matters of referral

We completed 38 matters of referral in 2025-26 (11 in the previous reporting period). The matters covered a broad range of topics – matters of referral are submissions of unsolicited information about matters that relate to our broader functions under the PSM Act including human resources decisions, compliance with Commissioner's instructions, Public Sector Standards and the Code of Ethics. Where possible we provided guidance and information to assist individuals pursue their issues through appropriate channels.

The language and structure of many submissions suggested the use of artificial intelligence tools are likely to have contributed to the increased number.

Table 6: Percentage of matters of referral and breach of standards claims completed within timeframes 2024-25 and 2025-26

	2024-25	2025-26
Simple (30 days)	100%	100%
Routine (50 days)	93%	96%
Complex (120 days)	100%	100%
Average (weighted)	93%	97%

Maintaining the lobbyists register

We maintained the Register of Lobbyists as required under the Lobbyists Act to ensure public confidence in the transparency, integrity and honesty of dealings between lobbyists and government representatives.

We assessed 61 new lobbyist applications during the year (56 in the previous reporting period). We did not identify or receive any reports of suspected breaches related to lobbying during the year (2 in the previous reporting period). The investigation into one suspected breach from the previous reporting period was finalised and found not to be in contravention of the Lobbyists Act.

At the end of the year there were 129 registrants (companies) and 290 individual lobbyists on the register (124 registrants and 286 individual lobbyists the previous reporting period).

We continued to oversee the other aspects of the lobbyists' regulatory framework including the Lobbyist Code of Conduct and [Commissioner's Instruction 16: Government Representatives Contact with Registrants and Lobbyists](#) which sets the obligations of government representatives when dealing with registrants and lobbyists.

Assessing public interest disclosures

We received 7 public interest disclosures in 2025-26 (one in the previous reporting period). Of these 4 were finalised and 3 remained under assessment.

A proper authority also referred a matter it had assessed as a public interest disclosure to the Commission for investigation. Consideration of this matter was not finalised by the end of the reporting period.

Priority 5: A trusted and capable Commission



We are building a trusted and capable Commission by investing in our people, strengthening leadership and sustaining attention on integrity.

By planning for our future workforce, advancing reconciliation and embedding positive leadership behaviours, we model a high standard for a capable, inclusive and high performing workplace.

Sharper skills, stronger risk and privacy practices, and an emphasis on wellbeing equip us to meet emerging demands and deliver our work to the highest standard.

Focusing on our people

As a people organisation, **nearly 70%** of our 2025-26 budget went towards salaries and other employee benefits.

At 30 June we had 159 staff or 149.2 full time equivalents (FTE). This compared to 152 staff or 145.8 FTE in the previous reporting period. The increase in headcount reflected in part new staff for The Skills Academy with responsibilities for governance, contract management, stakeholder engagement, change management, and review and evaluation.

Table 7: Our people

Staffing profile	2025-26	Sector aspirational target
Women staff in the SES	81.8%	50%
Women staff in management (tiers 2 and 3)	71.9%	N/A
% of staff who are women	69.8%	N/A
Culturally and linguistically diverse staff	14.5%	15.5%
Youth staff (24 years old and under)	5.7%	5.8%
Aboriginal and Torres Strait Islander staff	2.5%	3.7%
Staff with disability	1.9%	5%
% of staff who are full time	79.2%	N/A
% of staff who are permanent	88.1%	N/A
Median age of staff	44.3	N/A
Staff 25 to 44 years old	48.4%	N/A
Staff 45 years old and over	45.3%	N/A

We increased the number of **permanent staff** for the third year in a row from 80.7% in 2023-24, 84.2% in 2024-25 and 88.1% this year. Staff engaged on a temporary basis primarily covered permanent staff on leave or secondment.

While we continued to **exceed the target for women in the SES** at 81.8% of Commission SES positions held by women, this was lower than the previous year at 88.9%. We did not meet the aspirational targets for the other diversity groups due to natural attrition. As a small agency, minor movements in a diversity group can have a big impact on representation of that group.

To address **youth representation** we welcomed 5 students through a partnership with Murdoch University, providing them with paid internships to gain work experience, develop their skills and build their networks. We offered graduate officer roles for 2026 to 2 of the interns following assessments that demonstrated their high performance. After commencing in February both graduates rotated across divisions in the Commission to gain broad experience.



Image: Katelyn Wain (left) and Leah Patulny joined the Commission as graduate officers in 2026.

Corporate Executive committed to increase the representation of staff with disability in the next reporting period.

We made further progress in **managing leave liability** to ensure staff wellbeing and meet leave management mandates. Quarterly reporting to Corporate Executive was maintained and staff with high leave balances were actively supported to reduce balances through leave management plans.

In line with our **Working from Home Policy** and the Public Sector CSA Agreement, at 30 June 70% of staff had formal working from home arrangements approved (63% in the previous reporting period).

More than 40 staff joined a large team of **subject matter experts** from across the sector to contribute to course scoping for The Skills Academy, ensuring each course is tailored to the public sector context.

A focus on our **corporate volunteering program** saw staff undertake volunteering activities to support community initiatives such as Foodbank WA, Dress for Success, RUAH House, Community Kitchen and Customer Shopping Experience.

Our **T3 Strategy Network**, established in the previous reporting period, met 6 times throughout the year to strengthen collaboration among the tier 3 leadership group and develop a more strategic approach to our work.

Online **CorpX Live** monthly updates continued throughout the year with all staff invited to attend. This has proven to be a very positive initiative resulting from staff feedback gained through the 2024 Census discussion to share information about the Commission's strategic directions, priorities and risks.

We held 4 **all staff meetings** focused on creating an engaging and reflective space for staff to contemplate and discuss priorities of and issues facing the sector, and contribute to Commission initiatives.

Extending our workforce plan

We extended the actions in our Workforce and Diversity Plan for a further 12 months to December 2026.

We fulfilled our obligations for an **equal opportunity management plan** under section 145 of the EO Act and a **multicultural plan** under the WA Multicultural Policy Framework through achievements against the 3 policy priorities in the framework.

For priority 1 (harmonious and inclusive communities) we had guest speakers at events for Harmony Week and International Day of People with Disability; invited staff to Wear it Purple Day; and had staff participate in the Walk for Reconciliation. Events were able to be accessed by all staff including those requiring workplace adjustments.

Under priority 2 (culturally responsive policies, programs and services) we provided mandatory Aboriginal cultural awareness training for our staff. At 30 June the completion rate was 92%, an increase from the previous reporting period (86%). Courses being developed for The Skills Academy related to inclusive workplaces will be available to staff next year when they are released.

For priority 3 (economic, social, cultural, civic and political participation) we continued our membership of Diversity Council Australia and provided links to its collection of evidence based research and topical events as well as tools and guidance that support workplace diversity and inclusive practices.

More broadly, the creation of the WA Government Jobs website to go live on 1 July 2026 supported this priority (see [**Priority 2: Progressing a new jobs website and talent marketplace**](#)). The website was deliberately designed in a structured and accessible way to minimise cognitive load and make it easier for users to navigate recruitment information and application processes. These design principles aimed to benefit a broad range of users including people accessing information in a second language, people with different learning styles and neurodivergent individuals.

Planning our future strategic direction

Corporate Executive undertook planning to inform the future direction of the Commission and lead into the development of a new strategic plan for 2027 onwards. This work set out to capture and **articulate the future ambition, operating model and implementation priorities** of the Commission.

Staff contributed to the future direction through focus groups looking at our current state and ways of working. People managers and the T3 Strategy Network were also included.

Corporate Executive will continue this work into the next reporting period to define how the Commission's people, processes, technology, governance and culture are aligned and organised to achieve our remit.

Preparing for the review of our agency

In the later stages of the year, we started preparing for the **review of the Commission** under the Agency Capability Review Program.

Carmel McGregor PSM was appointed to lead the review to start early in the next reporting period. An experienced reviewer for the program, Ms McGregor has extensive public sector experience including as Deputy Commissioner of the Australian Public Service Commission. She undertook the independent review of the Public Sector Commission in 2018 on behalf of government.

As the program is run by the Commission, steps were taken to ensure the independence of the review including the inclusion of Deputy Ombudsman David Robinson to support the lead reviewer and provide an additional layer of assurance. The review team was also set up to work from a secure office for confidential work and discussions.

Moving towards reconciliation

Our first **Innovate Reconciliation Action Plan** (RAP) was launched in May following accreditation by Reconciliation Australia. Spanning from January 2026 to January 2028, it included 14 actions with deliverables.

In developing the plan we built on the progress and lessons of our Reflect RAP to further strengthen our commitment to embedding reconciliation, cultural safety and Aboriginal and Torres Strait Islander

voices in our everyday work and decision making.

The launch featured a Welcome to Country from Uncle Matthew McGuire and an address from Jody Nunn, CEO of Reconciliation WA. Staff shared what reconciliation meant to them through a survey to further support implementation of the actions. They highlighted respect, equity, listening and mutual understanding as well as the importance of turning commitments into practical action.

Our **RAP Working Group** continued to be chaired by Executive Director and Director of Equal Opportunity in Public Employment Lindsay Warner. The group helped shape the new RAP and commenced guiding work on its implementation with the support of Corporate Executive and RAP Champion Vivian Molan.

The group also teamed up with Strategic Communications to produce shirts with artwork by Badimia Yamatji – Balladong Noongar artist Acacia Collard (used in the Commission's visual identity) and the Noongar word for innovate – *kabayn*. The shirts represented a new way for staff to contribute to more visibility of Aboriginal and Torres Strait Islander culture in our workplace.

NAIDOC Week 2025 was celebrated in July over shared food and stories. Staff were invited to mark on a map of First Nations language groups the area they are from or have connection to, creating a visual representation of our own diversity and joining that back to Country.

In June we supported **National Reconciliation Week 2026** by showing we were ‘All In’ for reconciliation. The livestream of the Boorloo breakfast held in Perth was available to all staff, with time taken to reflect on the shared responsibility on our journey towards reconciliation.

Staff also attended Ngalak Ngank (Our Mother) hosted by the Department of the Premier and Cabinet. This powerful truth-telling event was led by Bibbulman woman Della Rae Morrison and her mother Patricia Morrison who spoke of her grandmother’s experience as part of the Stolen Generations and the long road to peace and forgiveness.

As a key deliverable of our Innovate RAP, **new meeting room names** were unveiled to mark the week. Noongar staff member Lauren McGill collaborated with community to translate the mindsets in Leadership Expectations into language names

for each room. Name plates were engraved with Acacia Collard’s artwork.

The meaning of each room name was shared on the RAP Hub on our intranet. Audio pronunciation guides were created with Noongar staff member Bianca Morgan showcasing her 3 years of Noongar language lessons and helping reinforce language skills learned by Commission staff over the last couple of years.

The collective **RAP Ring** with our working group, colleagues from the Department of the Premier and Cabinet and Department of Treasury and Finance (as central agencies) and Reconciliation WA met 3 times in the year for discussion and collaboration.

Table 8: New meeting room names in Noongar language along with the meaning of each and associated leadership mindset

Room name	Meaning	Associated leadership mindset
Kwop wirrin	Good spirit	We do everything for the public good.
Dandjoo koorliny	Moving together	I am part of something bigger.
Dookatj waardiny	Clever searching	There is more than one solution.
Koomba yaangginy	To give big	Some actions are more powerful than others.
Dabarkarn djaliny	Careful listening	There is always more to the story.
Moort moorditjabiny	Strong people	We are only as good as our people.

Extending workforce inclusiveness

We continued to build a **workplace environment** where diverse voices and views are welcomed, affirmed and valued, reflected in our achievements to promote a diverse and inclusive workplace, and connected in our commitment to reconciliation.

A focus on **Noongar culture and language** was extended this year for staff to share books, films and other cultural experiences. This focus encouraged colleagues to engage with new perspectives and strengthened ongoing action towards reconciliation.

We again partnered with the Department of the Premier and Cabinet to promote inclusion of staff of diverse sex, sexualities and genders through membership of the **Ally Network**. The Ally Network invited staff to a Wear it Purple Day event in August and to join PrideFest in November.

Our ongoing responsibility to workforce inclusiveness continued to drive us to provide an inclusive place to work, encompassing both personal experiences and physical spaces.

Implementing The Skills Academy

Just as other participating agencies prepared for the introduction of The Skills Academy (see **Priority 3: Advancing the skills of public sector employees**) we also set about creating the environment for its adoption in the Commission and established a learning manager role.

We identified the **Commission's capability needs** and connected these to relevant learning pathways and courses. We set up a hub on our intranet as the coordinating mechanism for information and course bookings, as well as a link to The Skills Academy platform.

When The Skills Academy was launched, staff were encouraged to activate their learner accounts, explore the courses and discuss development priorities with managers. We helped staff use the performance agreement process to identify skills, behaviours and learning pathways to support development goals and meet the Commission's identified capability priorities.



Image: Staff from the Public Sector Learning Unit contributed to the design, build and implementation of The Skills Academy.

Information sessions were held to build managers' understanding of their role in helping staff embed learning in their everyday work. The sessions included an introduction to the People Manager Handbook and looked at how to identify capability gaps and development priorities, and have discussions with staff about learning and development.

Investing in training and development

Investment in building the skills and capabilities of our staff continued to be a priority.

Learning opportunities through **The Skills Academy** were added to those set out in the Staff Learning and Development Plan to ensure known capability needs were actively addressed.

Between April and June staff were provided with access to 5 blended courses in The Skills Academy aligned to identified capability development priorities. This resulted in 121 enrolments across courses in project management, procurement, contract management, psychosocial safety and personal leadership. In addition, at 30 June there were 190 enrolments in digital courses in The Skills Academy.

In 2025-26, one staff member was accepted into the Elev8 program, 10 staff participated in Propel and 114 staff registered for Leadership Conversations. Our 2 graduate officers joined Launch 2026.

Fifty-nine staff in the Personal Leadership context attended **Personal Leadership Suite** workshops on the expected behaviour 'Deliver on high leverage areas'. Staff in this leadership context were also supported to enrol in the Personal Leadership for Impact course in The Skills Academy.

One staff member participated in Leadership WA's Rising Leadership Program, and another in the Company Directors Course delivered by the Australian Institute of Company Directors and Leadership WA. At the executive level, an executive director completed the ANZSOG Deputies Leadership Program.

Continuing professional development was offered to our finance team through CPA Australia; and 8 young staff attended the IPAA Young Professionals Conference in April, providing an opportunity to network, build capability and engage with emerging leaders in the sector.

We continued to **mandate training for staff** in cybersecurity, Aboriginal cultural awareness, disability awareness, countering foreign interference, financial management, record keeping, workplace safety and integrity.

Mandatory training on our **Code of Conduct** was completed by 95.7% of staff at the end of the reporting period (98.6% the previous reporting period). Staff were also required to complete 2 courses – **Introduction to Ethics in the Public Sector** and **Managing Conflicts of Interest** – that were released through The Skills Academy on 30 March. Both were determined by Corporate Executive to be mandatory for all staff given the Commission's integrity role across the government sector. At 30 June, 36 and 34 staff had registered for these courses respectively.

To help staff gain skills in and use **critical thinking**, which was identified by Corporate Executive as an essential capability for Commission work, a Critical Thinking Hub was created on the intranet with resources and guides to support thoughtful and evidence based approaches when making decisions.

Getting ready for privacy legislation

We furthered our readiness for the *Privacy and Responsible Information Sharing Act 2024* (PRIS Act) coming into effect on 1 July 2026. The focus was on staff awareness, understanding and compliant behaviours ahead of the commencement of the **Information Privacy Principles and Responsible Sharing Principles**.

In May and June, all divisions received briefings from the Commission team responsible for PRIS Act readiness to ensure the new requirements were understood. A series of intranet articles shared on a new PRIS Hub introduced key principles and resources for staff. Staff support will continue into the next reporting period.

Supporting the Voluntary Targeted Separation Scheme

In June we developed a change management plan to support our implementation of the VTSS 2026. Staff were invited to submit feedback on the plan. The Community and Public Sector Union/Civil Service Association Branch Secretary also provided comment and we **consulted with union delegates** through our Joint Consultative Committee.

All feedback was incorporated into the final plan ahead of applications opening on 1 July 2026.

Enhancing governance and accountability

Corporate Executive

Corporate Executive is the Commission'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.

This year Corporate Executive held both governance meetings and strategy meetings. Governance meetings were held each month with 12 meetings in 2025-26. Strategy meetings were set up for specific purposes including direction setting, strategy formulation, reflection and lessons learned.

Sector initiatives considered by Corporate Executive included the recruitment reforms, new WA Government Jobs website, Commissioner's instructions, The Skills Academy and workforce reporting.

Key internal work included the Commission's ambition setting and operating model and the approach for aligning use of The Skills Academy to identified capability areas. Budget forecasting and management, workforce planning and management, integrity and risk, and information technology and data were standing agenda items.

Project Governance Committee

The Project Governance Committee provides oversight and assurance on the effective and efficient management of project related governance, decision making, strategy and practices in the Commission.

With the number of projects reducing over the last few years, the committee moved from monthly to quarterly meetings and the terms of reference were updated accordingly. During the year the committee endorsed 3 project plans, 18 status updates, 13 variations and 5 closures to progress to Corporate Executive for approval.

Significant sector projects governed through the committee included:

- WA Government Jobs website
- Direct Access implementation
- government boards and committees' framework
- transition from the Australian and New Zealand Standard Classification of Occupations (ANZSCO) to the Occupation Standard Classification for Australia (OSCA)
- responding to recommendations from the Disability Royal Commission about public sector employment as set out in the WA Implementation Roadmap
- procurement of The Skills Academy.

Key internal projects included overseeing the delivery of the Innovate Reconciliation Action Plan and implementation of the PRIS principles.

Work Health and Safety Committee

The Work Health and Safety Committee is an advisory body that ensures a safe and healthy workplace for Commission staff and stakeholders.

During the year the committee resolved identified safety matters, conducted regular workplace inspections, and consulted on internal policies and procedures with connections to work health and safety. It focused on hazard prevention and managed ongoing facilities maintenance and area inspections to ensure the safety of staff.

Mandatory and refresher training was organised for work health and safety representatives; and meeting minutes were provided to Corporate Executive.

Audit and Risk Committee

The Audit and Risk Committee meets quarterly to assist the Commissioner fulfil governance and oversight responsibilities by providing advice and independent assurance on the effectiveness of controls.

The committee welcomed 3 new members in March to join the independent chair: 2 from the sector but external to the Commission and one from our Corporate Executive. They replaced members who had reached the end of their tenure.

A new charter was approved by the Commissioner in March, setting out the purpose, authority, responsibilities, composition, governance and administration of the committee. In 2025-26 the

committee developed a 12 month internal audit plan, monitored and reviewed internal and external audits (see [Internal audit and risk management](#)), and advised on the development of a risk framework.

Joint Consultative Committee

The Joint Consultative Committee is a forum for consultation between management representatives and union delegates to look at improvements to operational performance and the working environment.

Standing items for the committee included the suite of internal policies, consultation mechanisms, and work health and safety. The committee met 4 times during the year in the usual cadence of meetings. Meeting minutes were provided to Corporate Executive.

Four specific consultation meetings were held in June on the Commission's change management plan for VTSS 2026 (see [Priority 1: Supporting the Voluntary Targeted Separation Scheme](#)). Delegates' feedback on the plan was included in the final plan that was endorsed by Corporate Executive.

Internal policy instruments

In line with our ongoing review and update scheme for internal policies and procedures, this year we reviewed and/or updated and reissued the following:

- Internal Governance Framework
- Record Keeping Plan
- Business Continuity Management Policy
- Vehicle Parking Bays Policy
- Annual and Long Service Leave Management Policy (with greater focus on staff wellbeing and psychosocial safety)
- Family and Domestic Violence Leave and Workplace Support Policy and Procedures (with alignment to the 16 Days in WA initiative)
- Physical Security Policy (with intersection of work health and safety and definition of responsibilities)
- Gifts, Benefits and Hospitality Policy (with a strengthened position)
- Filling a Vacant Position Policy (with alignment to sector recruitment changes).

A new Privacy Policy was developed to ensure compliance with the PRIS Act.

Surveying our clients

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

The Commission exceeded targets across 2 of the key effectiveness indicators with each receiving a 100% agree response for the first time. The result for the third indicator was slightly below target (see [Key performance indicators](#)). It is likely this was influenced by the significant program of reform that required preparation and implementation across the sector in the reporting period.

Focusing on cyber security and IT systems

Cyber security remained a focus in 2025-26 and, while no cyber security breaches occurred in the Commission, we remained vigilant given the rapidly changing digital landscape. Mandatory cyber security awareness training was required to be undertaken annually by all staff to drive cyber security resilience and internal awareness.

The Commission reported a self assessed Level 1 maturity against the WA Cyber Security Policy, a level maintained since 2022-23.

Core systems continued to be hosted through a shared environment with the Department of the Premier and Cabinet, and were hosted in encrypted and secure environments in Australia.

With 8 of 9 legacy IT systems updated or replaced over the last 6 years, significant progress was made during the year on replacing the final system – RAMS. We managed the procurement process and contract negotiations, and led an array of transition activities for a new jobs website (see **Priority 2: Progressing a new jobs website and talent marketplace**).

Cyber security, assurance and resilience were embedded as core requirements throughout the procurement, design and delivery of the new jobs website and remain central to its ongoing operation. We continued to coordinate annual independent cyber security penetration testing on core ICT systems to provide assurance that security controls were assessed against cyber attack scenarios.

Other legal and policy requirements

Credit cards

We regularly reminded staff of their obligations under our Purchasing Card Policy. In 2025-26, 2 employees inadvertently used corporate purchasing cards for personal expenditure. Both matters were settled promptly.

Table 9: Purchasing card use for personal purposes

	2025-26
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	\$71.29
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$71.29
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	0

Act of grace payments

No act of grace payments were made under section 80 of the *Financial Management Act 2006* in accordance with Treasurer's Instruction 8 (3.2) during the reporting period.

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$71,746 with advertising agencies and media advertising organisations. We did not incur any expenditure with market research, polling and direct mail organisations.

Table 10: Advertising expenditure 2025-26

	Amount
Advertising agencies	
Rare	\$5,280
Media advertising organisations	
Initiative Media	\$9,937
Meta (Facebook)	\$2,307
Carat Australia Media Services	\$26,249
TikTok	\$228
Unify Digital	\$27,745

Consultant expenditure

Consultants were engaged under fee for service contracts as lead reviewers for the Agency Capability Review Program.

Table 11: Use of consultants 2025-26

Consultant	Project	Actual cost (inc GST)
Barnes Advisory	Agency capability review of the Department of Justice	\$174,600
GAP Health Consulting	Agency capability review of the Department of Jobs, Tourism, Science and Innovation (now Department of Energy and Economic Diversification)	\$104,500
Seares, Margaret	Agency capability review of the Department of Health	\$139,025
GAP Health Consulting	Agency capability review of the Department of the Premier and Cabinet	\$36,575
TOTAL		\$454,700

Disability access and inclusion

Through our Disability Access and Inclusion Plan 2021-26 we continued to provide equitable and inclusive access for staff with disability to our services, facilities and information.

For the International Day of People with Disability, the lived experience of a public sector employee who has had a remarkable and successful career with his disability was shared. To ensure equal access, staff were able to attend in person and remotely.

Public sector standards and ethical 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 through our onboarding processes as well through mandatory Code of Conduct training for all staff. 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. No applications were lodged for breaches of standards in 2025-26.

Record keeping

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

keeping compliance through ongoing internal communications. In 2025-26 we updated our Record Keeping Plan as part of our ongoing review and update scheme for internal policies and procedures.

Internal audit and risk management

Three audits carried over from the previous reporting period progressed during 2025-26.

The first examined our IT environment and built on an assurance mapping exercise and risk assessment that was conducted in the previous reporting period. The audit assessed controls relating to access management, vendor management, data protection, change management and system resilience. It identified 3 findings rated 'Medium' risk which were related to vendor, contract and performance management. All were addressed during the reporting period.

The second audit examined psychosocial risk management. The audit report was delivered in July and included 3 observations. Two were rated 'Medium' risk and related to broadening how psychosocial risks are identified and recorded; and strengthening change management approaches. The third observation was rated 'Low' and related to psychosocial risk training for key personnel (see [Work health and safety](#)).

The third audit reviewed the effectiveness of controls and governance across the supplier lifecycle. Its scope included procurement, onboarding, contract

management, performance monitoring and contract closure. It also assessed whether related financial processes and controls aligned with the updated Treasurer's instructions issued in June 2024. The report is due early in the next reporting period.

One new internal audit commenced in 2025-26. It assessed the Commission's preparedness for the PRIS Act ahead of its commencement on 1 July 2026. The audit examined governance arrangements, policies, processes and staff capability supporting privacy and responsible information sharing obligations. The audit identified one finding rated 'Medium' risk related to refining the sequence of remaining activities to prioritise operational implementation.

Findings from all audits were tracked and reported quarterly to Corporate Executive and the Audit and Risk Committee.

Throughout 2025-26 we continued development of a rolling internal audit plan to 2028, with input from the T3 Strategy Network and the Audit and Risk Committee. The plan aimed to reflect the Commission's priorities, emerging risks and legislative obligations.

An internal audit plan for 2026-27 was developed in accordance with Treasurer's Instruction 10: Internal Audit. It uses a risk based methodology to direct internal audit resources to areas of greatest organisational risk and strategic importance.

Freedom of information

We received 17 freedom of information applications in 2025-26. We finalised 14 during the reporting period, transferred 2 to other agencies and one remained in progress at the end of the reporting period. A total of \$210 was collected in application fees.

We assisted freedom of information applicants to access documents without any additional charges apart from the application fees. A breakdown of related statistics is in the annual report of the Office of the Information Commissioner.

Work health and safety

We continued to build and embrace a physically and psychologically safe workplace. In 2025-26 we placed focus on actioning outcomes of an audit into how we can improve psychosocial safety in our workplace. The auditors looked at our governance, policies, processes and prevention activities.

One action taken was to provide psychosocial risk training for key staff. In March, all managers were invited to a session on psychosocial hazards in the workplace; and from April all staff had access to the Psychosocial Risk Management course in The Skills Academy.

Initiatives in the year also included:

- celebrating WHStober with staff participating in activities to build physical and mental health
- recognising RUOK? Day
- providing free flu vaccinations
- continuing access for all staff to Fitness Passport.

We had appropriate coverage of work health and safety officers throughout the year.

Table 12: Safety, health and injury management performance reporting

Indicator	2023-24	2024-25	2025-26	Target
Number of fatalities	0	0	0	0
Lost time injury/disease incidence rate	0.7%	0%	0%	0 or 10% improvement on previous 3 years
Lost time injury/disease severity rate	100%	0%	0%	0 or 10% improvement on previous 3 years
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	0%	(i) N/A (ii) N/A	(i) N/A (ii) N/A	Greater than or equal to 80% return to work within 26 weeks
Percentage of managers and supervisors trained in work health and safety and injury management responsibilities	88%	80%	82%	Greater than or equal to 80%

Salaries and Allowances Tribunal

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

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

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

In line with the service level agreement established in the previous reporting period, we continued to provide corporate support required for the tribunal to undertake its functions while ensuring this independence. In 2025-26 we developed new branding for the tribunal.



Financial statements and key performance indicators

Contents for financial statements

The Commission has pleasure in presenting its audited general purpose financial statements for the reporting period 30 June 2026 which provides users with the information about the Commission's stewardship of resources entrusted to it.

The financial information is presented in the following structure:	Page
Certification of financial statements	68
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Statement of comprehensive income	74
Statement of financial position	75
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Statement of cash flows	77
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Certification of financial statements

For the financial year ended 30 June 2026

The accompanying financial statements of the Public Sector Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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



GAVIN CLOTHIER
CHIEF FINANCE OFFICER
31 August 2026



SHARYN O'NEILL AO PSM
PUBLIC SECTOR COMMISSIONER
31 August 2026

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Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Public Sector Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

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

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Commission for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by the Commission are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

The Commissioner's responsibilities

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

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Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Commission for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Commission for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2026.

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

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

In preparing the key performance indicators, the Commissioner is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5 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 Commission'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 *ISAE 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 3 - Requirement 5 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 Commission's annual report for the year ended 30 June 2026, 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.

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In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

This auditor's report relates to the financial statements and key performance indicators of the Commission for the year ended 30 June 2026 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 Commission 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
1 September 2026

Statement of comprehensive income

For the year ended 30 June 2026

	Notes	2026 \$000	2025 \$000
Cost of services			
Expenses			
Employee benefits expenses	2.1(a)	23,971	22,780
Supplies and services	2.3	7,795	7,603
Depreciation and amortisation expenses	4.1 / 4.2 / 4.3	667	138
Finance costs	6.2	10	7
Accommodation expenses	2.4	2,598	2,497
Grants and subsidies	2.2	18	24
Other expenses	2.5	150	87
Total cost of services		35,209	33,136
Income			
Other income	3.2	48	29
Total income		48	29
Net cost of services		35,161	33,107
Income from State Government			
Service appropriation	3.1	34,452	30,668
Income from other public sector entities	3.1	838	1,203
Resources received	3.1	1,320	978
Total income from State Government		36,610	32,849
Surplus/(deficit) for the period		1,449	(258)
Total comprehensive income/(loss) for the period		1,449	(258)

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

Statement of financial position

As at 30 June 2026

	Notes	2026 \$000	2025 \$000
Assets			
Current assets			
Cash and cash equivalents	6.3	16,848	15,831
Receivables	5.1	940	1,069
Amounts receivable for services	5.2	109	109
Other current assets	5.3	1,038	826
Total current assets		18,935	17,835
Non-current assets			
Receivables	5.1	736	505
Amounts receivable for services	5.2	6,773	6,729
Property, plant and equipment	4.1	261	267
Right-of-use assets	4.2 / 6.4	126	118
Intangible assets	4.3	12,666	213
Other non-current assets	5.3	2	1
Total non-current assets		20,564	7,833
Total assets		39,499	25,668
Liabilities			
Current liabilities			
Payables	5.4	5,249	3,349
Lease liabilities	6.1	35	29
Employee related provisions	2.1(b)	4,215	4,002
Contract liabilities	5.5	188	223
Total current liabilities		9,687	7,603
Non-current liabilities			
Lease liabilities	6.1	97	93
Employee related provisions	2.1(b)	861	711
Total non-current liabilities		958	804
Total liabilities		10,645	8,407
Net assets		28,854	17,261
Equity			
Contributed equity		10,337	193
Accumulated surplus		18,517	17,068
Total equity		28,854	17,261

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

Statement of changes in equity

For the year ended 30 June 2026

	Contributed equity \$000	Accumulated surplus/(deficit) \$000	Total equity \$000
Balance at 1 July 2024	170	17,326	17,496
Surplus/(deficit)	-	(258)	(258)
Total comprehensive loss for the period	-	(258)	(258)
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	23	-	23
Total	23	-	23
Balance at 30 June 2025	193	17,068	17,261
Balance at 1 July 2025	193	17,068	17,261
Surplus/(deficit)	-	1,449	1,449
Total comprehensive income for the period	-	1,449	1,449
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	10,144	-	10,144
Total	10,144	-	10,144
Balance at 30 June 2026	10,337	18,517	28,854

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

Statement of cash flows

For the year ended 30 June 2026

	Notes	2026 \$000	2025 \$000
Cash flows from the State Government			
Service appropriation		34,299	30,525
Capital appropriation		10,144	23
Funds from other public sector entities		805	1,197
Holding account drawdown		109	109
Net cash provided by the State Government		45,357	31,854
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(23,822)	(22,244)
Supplies and services		(6,722)	(5,762)
Finance costs		(10)	(7)
Accommodation		(2,598)	(2,498)
Grants and subsidies		(19)	(24)
GST payments on purchases		(2,162)	(876)
GST payments to taxation authority		(7)	(8)
Receipts			
GST receipts on sales		7	8
GST receipts from taxation authority		1,865	857
Other receipts		38	29
Net cash provided by/(used in) operating activities		(33,430)	(30,525)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(10,640)	(128)
Net cash provided by/(used in) investing activities		(10,640)	(128)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(38)	(27)
Payment to accrued salaries account		(232)	(60)
Net cash provided by/(used in) financing activities		(270)	(87)
Net increase/(decrease) in cash and cash equivalents		1,017	1,114
Cash and cash equivalents at the beginning of the period		15,831	14,717
Cash and cash equivalents at the end of the period	6.3	16,848	15,831

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

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Notes to the financial statements

For the year ended 30 June 2026

Note 1: Basis of preparation

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

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

These annual financial statements were authorised for issue by the Commissioner of the Commission on 31 August 2026.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for the Commission, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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 8 Requirement 8.1(i) and have been credited directly to Contributed Equity.

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 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	2026 \$000	2025 \$000
Employee benefits expenses	2.1 (a)	23,971	22,780
Employee related provisions	2.1 (b)	5,076	4,713
Grants and subsidies	2.2	18	24
Supplies and services	2.3	7,795	7,603
Accommodation expenses	2.4	2,598	2,497
Other expenses	2.5	150	87

Note 2.1 (a): Employee benefits expenses

	2026 \$000	2025 \$000
Employee benefits	21,431	20,461
Termination benefits	2	18
Superannuation – defined contribution plans	2,538	2,301
Employee benefits expenses	23,971	22,780
Add: AASB 16 non-monetary benefits (not included in employee benefits expense)	50	36
Less: Employee contributions (per Note 3.2: Other income)	(37)	(29)
Total employee benefits provided	23,984	22,787

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 (such as cars and free or subsidised goods and services) for employees.

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

Superannuation is the amount recognised in profit or loss of the **Statement of comprehensive income** comprising employer contributions paid to the Gold State Super (GSS) (concurrent contributions), the West State Super (WSS), Government Employees Superannuation Board (GESB) Super or other superannuation funds.

AASB 16 non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle benefit that is recognised under AASB 16 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 and non-AASB 16 employee contributions.

Note 2.1 (b): Employee related provisions

	2026 \$'000	2025 \$'000
Current		
Employee benefits provisions		
Annual leave	1,936	1,766
Long service leave	2,249	2,211
	4,185	3,977
Other provisions		
Employment on-costs	30	25
Total current employee related provisions	4,215	4,002
Non-current		
Employee benefits provisions		
Long service leave	856	708
Other provisions		
Employment on-costs	5	3
Total non-current employee related provisions	861	711
Total employee related provisions	5,076	4,713

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

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

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

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

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

The provision for long service leave is calculated at present value as the Commission does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to

the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

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**.

	2026 \$000	2025 \$000
Employment on-costs provision		
Carrying amount at start of period	28	26
Additional/(reversals of) provisions recognised	7	2
Carrying amount at end of period	35	28

Key sources of estimation uncertainty – long service leave

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

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

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

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

Note 2.2: Grants and subsidies

	2026 \$000	2025 \$000
Sponsorships	18	24
Total grants and subsidies	18	24

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

Note 2.3: Supplies and services

	2026 \$000	2025 \$000
Communications	18	16
Consultants and contractors	5,580	5,333
Consumables	416	405
Repairs and maintenance	51	22
Travel	64	111
Insurance premiums	175	111
Licences, fees and registration	1,207	1,264
Operating lease, rental and hire cost	109	94
Other supplies and services	175	247
Total supplies and services expenses	7,795	7,603

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

Repairs and maintenance costs are recognised as expenses as incurred.

Other supplies and services generally represent the day-to-day running costs incurred in normal operations.

Note 2.4: Accommodation expenses

	2026 \$000	2025 \$000
Office rental	2,598	2,497
Total accommodation expenses	2,598	2,497

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

Note 2.5: Other expenses

	2026 \$000	2025 \$000
Employment on-costs	6	2
Professional services	130	85
Expected credit losses expense	14	(11)
Bad debts expense	-	11
Total other expenses	150	87

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

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

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

Note 3: Our funding sources

How we obtain our funding

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

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

	Notes	2026 \$000	2025 \$000
Income from State Government	3.1	36,610	32,849
Other income	3.2	48	29

Note 3.1: Income from State Government

	2026 \$000	2025 \$000
Appropriation received during the period:		
Service appropriation	34,452	30,668
Total service appropriation	34,452	30,668
Income received from other public sector entities during the period:		
Reviews	254	378
Recoveries	21	119
Training and development courses	563	706
Total income from other public sector entities	838	1,203
Resources received free of charge from other public sector entities during the period:		
Department of the Premier and Cabinet – Corporate support services	1,145	740
Department of Housing and Works – Accommodation leasing	27	27
Department of Justice – Legal services	148	211
Total resources received	1,320	978
Total income from State Government	36,610	32,849

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

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.

Summary of consolidated account appropriations

For the year ended 30 June 2026

	2026 Budget \$000	2026 Section 25 transfers \$000	2026 Additional funding* \$000	2026 Revised budget \$000	2026 Actual \$000	2026 Variance \$000
Delivery of services						
Item 7 – Net amount appropriated to deliver services	36,671	-	-	36,671	33,904	(2,767)
Amount authorised by other statutes:						
- <i>Salaries and Allowances Act 1975</i>	548	-	-	548	548	-
Total appropriations provided to deliver services	37,219	-	-	37,219	34,452	(2,767)
Capital						
Item 100 Capital appropriation	19,224	-	-	19,224	10,144	(9,080)
Total consolidated account appropriations	56,443	-	-	56,443	44,596	(11,847)

*Additional funding includes supplementary funding and new funding authorised under section 27 of the *Financial Management Act 2006* and amendments to standing appropriations.

No additional funding was received by the Commission in 2025-26.

Note 3.2: Other income

	2026 \$000	2025 \$000
Recoups	11	-
Contributions by senior officers to the Government Vehicle Scheme	37	29
Total other income	48	29

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

Note 4: Key assets

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

	Notes	2026 \$000	2025 \$000
Property, plant and equipment	4.1	261	267
Right-of-use assets	4.2	126	118
Intangible assets	4.3	12,666	213

Note 4.1: Property, plant and equipment

	Computer hardware	Network hardware	Office equipment	Leasehold improvement	Furniture and fittings	Total
Year ended 30 June 2026	\$000	\$000	\$000	\$000	\$000	\$000
1 July 2025						
Gross carrying amount	6	-	393	319	98	816
Accumulated depreciation	(6)	-	(228)	(243)	(72)	(549)
Carrying amount at start of period	-	-	165	76	26	267
Additions	-	28	67	-	-	95
Disposals	-	-	-	-	-	-
Depreciation	-	(4)	(64)	(25)	(8)	(101)
Carrying amount at end of period	-	24	168	51	18	261
Gross carrying amount	6	28	460	319	98	911
Accumulated depreciation	(6)	(4)	(292)	(268)	(80)	(650)
Carrying amount at end of period	-	24	168	51	18	261

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 directly 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 remaining 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
- Network hardware – 5 years
- Office equipment – 5 years
- Furniture, fixtures and fittings – 10 years

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

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

Impairment

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

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

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

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

Note 4.2: Right-of-use assets

Year ended 30 June 2026	Vehicles \$000	Total \$000
Carrying amount at beginning of period	118	118
Additions	47	47
Disposals	1	1
Depreciation	(40)	(40)
Net carrying amount as at end of period	126	126

The Commission has leases for vehicles and office accommodation.

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

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

Initial recognition

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

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

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

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

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

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

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

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

Note 4.3 Intangible assets

	Western Australian Executive Classification Methodology	The Skills Academy	Capital Works In Progress	Total
Year ended 30 June 2026	\$000	\$000	\$000	\$000
1 July 2025				
Gross carrying amount	247	-	-	247
Accumulated amortisation	(34)	-	-	(34)
Carrying amount at start of period	213	-	-	213
Additions	60	10,178	2,741	12,979
Transfer to/from capital works in progress	(36)	-	36	-
Amortisation expense	(17)	(509)	-	(526)
Carrying amount at end of period	220	9,669	2,777	12,666

Initial recognition

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

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

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

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

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

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

Subsequent measurement

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

Useful lives

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

The Commission has assessed the estimated useful lives of the following intangible assets are:

- The Skills Academy – 5 years
- Western Australian Executive Classification Methodology – 15 years

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2026, 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	2026 \$000	2025 \$000
Receivables	5.1	1,676	1,574
Amounts receivable for services (Holding Account)	5.2	6,882	6,838
Other assets	5.3	1,040	827
Payables	5.4	5,249	3,349
Contract liabilities	5.5	188	223

Note 5.1: Receivables

	2026 \$000	2025 \$000
Current		
Receivables	173	681
GST receivable	545	248
	718	929
Other debtors	244	148
Allowance for impairment of receivables	(22)	(8)
	222	140
Total current	940	1,069
Non-current		
Accrued salaries account ^(a)	736	505
Total non-current	736	505
Total receivables at end of the period	1,676	1,574

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

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

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

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

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

Note 5.2: Amounts receivable for services (Holding Account)

	2026 \$000	2025 \$000
Current	109	109
Non-current	6,773	6,729
Total amounts receivable for services at end of period	6,882	6,838

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

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

Note 5.3: Other assets

	2026 \$000	2025 \$000
Current		
Prepayments	1,038	826
Total current	1,038	826
Non-current		
Prepayments	2	1
Total non-current	2	1
Total other assets at end of period	1,040	827

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

	2026 \$000	2025 \$000
Current		
Payables	3,654	1,514
Accrued salaries	764	592
Accrued expenses	831	1,243
Total payables at end of period	5,249	3,349

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

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

Note 5.5: Contract liabilities

	2026 \$000	2025 \$000
Reconciliation of changes in contract liabilities		
Opening balance at the beginning of the period	223	198
Additions	263	223
Revenue recognised in the reporting period	(298)	(198)
Closing balance at the end of the period	188	223
Current	188	223

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

Note 6: Financing

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

	Notes	2026 \$000	2025 \$000
Lease liabilities	6.1	132	122
Finance costs	6.2	10	7
Cash and cash equivalents	6.3	16,848	15,831
Assets pledged as security	6.4	126	118
Capital commitments	6.5	6,798	-

Note 6.1: Lease liabilities

	2026 \$000	2025 \$000
Not later than one year	35	29
Later than one year and not later than five years	95	86
Later than five years	2	7
	132	122
Current	35	29
Non-current	97	93
	132	122

Initial measurement

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

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

- fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease; 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

	2026 \$000	2025 \$000
Interest expense		
Interest expense on lease liabilities	10	7
Total finance costs expensed	10	7

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

Note 6.3: Cash and cash equivalents

	2026 \$000	2025 \$000
Cash and cash equivalents	16,848	15,831
Balance at end of period	16,848	15,831

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

Note 6.4: Assets pledged as security

	2026 \$000	2025 \$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets – vehicles	126	118
Total assets pledged as security	126	118

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 6.5: Capital commitments

	2026 \$000	2025 \$000
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within one year	6,798	-
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
	6,798	-

The capital commitments are presented inclusive of GST.

Note 7: Financial instruments and contingencies

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

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

Note 7.1: Financial instruments

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

	2026 \$000	2025 \$000
Financial assets		
Cash and cash equivalents	16,848	15,831
Financial assets at amortised cost ^(a)	8,013	8,164
Total financial assets	24,861	23,995
Financial liabilities		
Financial liabilities at amortised cost ^(b)	5,381	3,471
Total financial liability	5,381	3,471

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

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

Note 7.2: Contingent assets and liabilities

Contingent assets and 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 parties	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 2026

There were no new and revised AASs that apply to annual reporting periods beginning on or after 1 July 2025.

Note 8.3: Key management personnel

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

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

	2026	2025
Compensation Band (\$)		
650,001 - 700,000	1	-
600,001 - 650,000	-	1
250,001 - 300,000	6	3
200,001 - 250,000	2	3
150,001 - 200,000	-	1
100,001 - 150,000	1	1
50,001 - 100,000	-	3
	2026	2025
	\$000	\$000
Total compensation of senior officers	2,895	2,588

Note 8.4: Related parties

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 the agency capability 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 \$1,148,000 (2025: \$1,122,000).

Note 8.7: Remuneration of auditors

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

	2026 \$000	2025 \$000
Auditing the accounts, financial statements, controls and key performance indicators	84	82

Note 8.8: Supplementary financial information

(a) Write-offs

During the financial year, nil (2025: \$10,781) was written off as bad debts and \$9,832 (2025: \$2,339) was written off from the Commission's property register under the authority of:

	2026 \$000	2025 \$000
The accountable authority	10	13
	10	13

(b) Losses through theft, defaults and other causes

	2026 \$000	2025 \$000
Losses of public money through default – salary overpayments deemed unrecoverable	-	11

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 2026, and between the actual results for 2026 and 2025 are shown below.

Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the following (as appropriate):

- Estimate and actual results for the current year:
 - Total cost of services of the annual estimates for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$39,529,000), and
 - Total assets of the annual estimates for the **Statement of financial position** (i.e. 1% of \$43,610,000).
- Actual results between the current year and the previous year:
 - Total cost of services of the previous year for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$33,136,000), and
 - Total assets of the previous year for the **Statement of financial position** (i.e. 1% of \$25,668,000).

9.1.1: Statement of comprehensive income variances

	Variance notes	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
		\$000	\$000	\$000	\$000	\$000
Expenses						
Employee benefits expenses		24,868	23,971	22,780	(897)	1,191
Supplies and services	1	11,947	7,795	7,603	(4,152)	192
Depreciation and amortisation expenses	2, A	144	667	138	523	529
Finance costs		6	10	7	4	3
Accommodation expenses		2,396	2,598	2,497	202	101
Grants and subsidies		18	18	24	-	(6)
Other expenses		150	150	87	-	63
Total cost of services		39,529	35,209	33,136	(4,320)	2,073
Income						
Other income		37	48	29	11	19
Total income other than income from State Government		37	48	29	11	19
Net cost of services		39,492	35,161	33,107	(4,331)	2,054
Income from State Government						
Service appropriation	B	37,219	34,452	30,668	(2,767)	3,784
Income from other public sector entities	3, C	1,905	838	1,203	(1,067)	(365)
Resources received	D	1,122	1,320	978	198	342
Royalties for Regions Fund		5	-	-	(5)	-
Total income from State Government		40,251	36,610	32,849	(3,641)	3,761
Surplus/(deficit) for the period		759	1,449	(258)	690	1,706
Total comprehensive income/(loss) for the period		759	1,449	(258)	690	1,706

⁽¹⁾ These are annual estimates published for the financial year ended 30 June 2026.

9.1.2 Statement of financial position variances

	Variance notes	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
		\$000	\$000	\$000	\$000	\$000
Assets						
Current assets						
Cash and cash equivalents		14,569	16,848	15,831	2,279	1,017
Receivables		789	940	1,069	151	(129)
Amounts receivable for services		109	109	109	-	-
Other current assets		1,029	1,038	826	9	212
Total current assets		16,496	18,935	17,835	2,439	1,100
Non-current assets						
Receivables		593	736	505	143	231
Amounts receivable for services		6,764	6,773	6,729	9	44
Property, plant and equipment		310	261	267	(49)	(6)
Right-of-use assets		82	126	118	44	8
Intangible assets	4, E	19,363	12,666	213	(6,697)	12,453
Other non-current assets		2	2	1	-	1
Total non-current assets		27,114	20,564	7,833	(6,550)	12,731
Total assets		43,610	39,499	25,668	(4,111)	13,831

91.2 Statement of financial position variances (continued)

	Variance notes	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
		\$000	\$000	\$000	\$000	\$000
Liabilities						
Current liabilities						
Payables		1,884	5,249	3,349	3,365	1,900
Lease liabilities		28	35	29	7	6
Employee related provisions		4,104	4,215	4,002	111	213
Contract liabilities		198	188	223	(10)	(35)
Total current liabilities		6,214	9,687	7,603	3,473	2,084
Non-current liabilities						
Lease liabilities		59	97	93	38	4
Employee related provisions		534	861	711	327	150
Total non-current liabilities		593	958	804	365	154
Total liabilities		6,807	10,645	8,407	3,838	2,238
Net assets		36,803	28,854	17,261	(7,949)	11,593
Equity						
Contributed equity		19,364	10,337	193	(9,027)	10,144
Accumulated surplus		17,439	18,517	17,068	1,078	1,449
Total equity		36,803	28,854	17,261	(7,949)	11,593

⁽¹⁾ These are annual estimates published for the financial year ended 30 June 2026.

9.1.3 Statement of cash flows variances

	Variance notes	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
		\$000	\$000	\$000	\$000	\$000
Cash flows from the State Government						
Service appropriation	B	37,075	34,299	30,525	(2,776)	3,774
Capital appropriation	5, F	19,224	10,144	23	(9,080)	10,121
Funds from other public sector entities	3, C	1,905	805	1,197	(1,100)	(392)
Holding account drawdown		109	109	109	-	-
Royalties for Regions Fund		5	-	-	(5)	-
Net cash provided by the State Government		58,318	45,357	31,854	(12,961)	13,503
Cash flows from operating activities						
Payments						
Employee benefits		(24,868)	(23,822)	(22,244)	1,046	(1,578)
Supplies and services	1, G	(11,303)	(6,722)	(5,762)	4,581	(960)
Finance costs		(6)	(10)	(7)	(4)	(3)
Accommodation	6	(2,096)	(2,598)	(2,498)	(502)	(100)
Grants and subsidies		(18)	(19)	(24)	(1)	5
GST payments on purchases	7, H	(635)	(2,162)	(876)	(1,527)	(1,286)
GST payments to taxation authority		(20)	(7)	(8)	13	1
Receipts						
GST receipts on sales		20	7	8	(13)	(1)
GST receipts from taxation authority	7, H	635	1,865	857	1,230	1,008
Other receipts		37	38	29	1	9
Net cash provided by/(used in) operating activities		(38,254)	(33,430)	(30,525)	4,824	(2,905)

9.1.3 Statement of cash flows variances (continued)

	Variance notes	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
		\$000	\$000	\$000	\$000	\$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets	4, E	(19,309)	(10,640)	(128)	8,669	(10,512)
Net cash provided by/(used in) investing activities		(19,309)	(10,640)	(128)	8,669	(10,512)
Cash flows from financing activities						
Payments						
Principal elements of lease payments		(24)	(38)	(27)	(14)	(11)
Payments to accrued salaries account		-	(232)	(60)	(232)	(172)
Net cash provided by/(used in) financing activities		(24)	(270)	(87)	(246)	(183)
Net increase/(decrease) in cash and cash equivalents		731	1,017	1,114	286	(97)
Cash and cash equivalents at the beginning of period		13,838	15,831	14,717	1,993	1,114
Cash and cash equivalents at the end of the period		14,569	16,848	15,831	2,279	1,017

⁽¹⁾ These are annual estimates published for the financial year ended 30 June 2026

Major variance narratives

Variances between estimate and actual 2026

1. Supplies and services in the Statement of comprehensive income is \$4.152 million (34.8%) below the original budget, while the expenditure in the Statement of cash flows is \$4.581 million (40.5%) below budget. The lower outcome is mainly due to the revised commencement date for the build of The Skills Academy following the finalisation of contract negotiations, lower expenditure on leadership development programs due to lower than anticipated participant numbers, and the deferral of the Senior Executive Service (SES) Talent Initiative.
2. Depreciation and amortisation expenses is \$523,000 (363.2%) higher than the original budget, mainly due to completed phases of The Skills Academy being capitalised and depreciated during the year, rather than upon completion of the build as originally budgeted.
3. Income from other public sector entities in the Statement of comprehensive income is \$1.067 million (56.0%) lower than the original budget, while the corresponding receipt in the Statement of cash flows is \$1.100 million (57.7%) lower than budget. These variances are largely due to lower revenue from leadership development programs, driven by lower than expected participant numbers and the deferral of the SES Talent Program. Lower than forecast revenue from Agency Capability Reviews also contributed to the variances.
4. As a result of the revised timing for the build of The Skills Academy, following the finalisation of contract negotiations, intangible assets in the Statement of financial position is \$6.697 million (34.6%) lower than the original budget while the purchase of non-current assets in the Statement of cash flows is \$8.669 million (44.9%) lower than budget. The original budget assumed that the build of The Skills Academy would be completed in 2025-26, however, it is now expected to occur across 2025-26 and 2026-27.
5. Capital appropriation is \$9.08 million (47.2%) lower than the original budget, mainly reflecting the revised commencement date for the build of The Skills Academy following the finalisation of contract negotiations (see item 4 above).
6. Payments for accommodation were \$502,000 (24.0%) higher than the original budget, primarily due to accommodation costs exceeding budgeted expectations.
7. GST payments on purchases is \$1.527 million (240.5%) higher than the original budget, while GST receipts from the taxation authority increased by \$1.230 million (193.7%), mainly because the original budget did not include the GST component associated with expenditure on The Skills Academy.

Variances between actual results for 2026 and 2025

- A. Depreciation and amortisation expenses is \$529,000 (383.3%) higher than the previous year, mainly attributable to the amortisation of intangible assets for The Skills Academy following the capitalisation of completed phases of the build during the year.
- B. Service appropriation in the Statement of comprehensive income increased by \$3.784 million (12.3%) compared to the previous year, while service appropriation receipts in the Statement of cash flows increased by \$3.774 million (12.4%). These increases are mainly driven by funding for The Skills Academy's run costs following its launch in March 2026, as well as funding increases related to non-salary cost indexation and the Government's wages policy.
- C. Income from other public sector entities in the Statement of comprehensive income is \$365,000 (30.3%) lower than the previous year, while cash receipts from other public sector entities reported in the Statement of cash flows decreased by \$392,000 (32.7%). This is mainly due to lower participant enrolments across a range of leadership development programs, with lower Agency Capability Review revenue also contributing to the variance.
- D. Resources received is \$342,000 (35.0%) higher than the previous year, mainly due to an increase from the Department of Premier and Cabinet related to annual ICT charges.
- E. Intangible assets in the Statement of financial position is \$12.453 million higher than the previous year, while cash payments for intangible assets reported in the Statement of cash flows increased by \$10.512 million. These increases are primarily driven by the capitalisation of completed phases of The Skills Academy.
- F. Capital appropriation is \$10.121 million higher than the previous year, reflecting commencement of the build of The Skills Academy.
- G. Payments for the supplies and services is \$960,000 (16.7%) higher than the previous year, primarily due to timing differences in payments. Accounts payable for 2025-26 included \$2.435 million related to the purchase of intangible assets. Excluding this payable, the 2025-26 accounts payable balance was lower than in 2024-25, reflecting a higher amount of payments made in 2025-26.
- H. GST payments on purchases is \$1.286 million (146.8%) higher than the previous year, while GST receipts from the taxation authority increased by \$1.008 million (117.6%), primarily due to GST claims associated with The Skills Academy.

Contents for key performance indicators

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Certification of key performance indicators

For the financial year ended 30 June 2026

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 2026.



SHARYN O’NEILL AO PSM
PUBLIC SECTOR COMMISSIONER
31 August 2026

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 (KEIs) measure the extent to which our activities are achieving or are progressing towards our agency level outcome. To measure how we are performing against these indicators, an annual client perception survey is issued to our core clients.

The 2025-26 client perception survey was distributed to 118 core clients made up of:

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

The survey was open from 16 to 26 February 2026 inclusive and achieved a response rate of 50.8%.

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 3-point scale from 'disagree' to 'agree', with an additional 'unsure or did not interact with the Commission' option.

In 2024-25 the Commission simplified the number of responses options for the 3 questions, reduced from 6 to 3. The changes were discussed with the then Department of Treasury and were supported. The changes included:

- previously respondents could pick a response of 'Strongly agree', 'Somewhat agree', 'Neither agree or disagree', 'Somewhat disagree', 'Strongly disagree', or 'Did not interact with the Commission in this way'.

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

Key effectiveness indicator (KEI)	Target 2025-26	Actual 2025-26	Variance	Actual 2024-25	Actual 2023-24
KEI 1: 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%	100%	10%	96%	91%
KEI 2: 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%	88%	(2%)	93%	84%
KEI 3: 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	90%	100%	10%	95%	81%

The Commission continued to exceed its targets across KEI 1 and KEI 3 in the 2025-26 Client Perception Survey and reaching slightly below for KEI 2 target.

Although KEI 2 is slightly below target, these results have a strong historical trend over the past years. The following factors may have contributed to the lower-than-target results:

- 'Disagree' responses primarily came from smaller agencies. Their comments reflected agency specific issues relating to time constraints, prioritisation, and the implementation of particular programs, as well as the level of support required.
- Reform is meant to reduce burden and lift performance, but we acknowledge the transition period can feel the opposite. We will continue to monitor and manage this through our agency support systems.

Key efficiency indicators

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

Service 1: Public sector leadership

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

Key efficiency indicator	Target 2025-26	Actual 2025-26	Variance	Actual 2024-25	Actual 2023-24
Average cost per leadership development program, product or training hour	\$125	\$123	(\$2)	\$130	\$115
Average cost per workforce development program, product or training hour	\$137	\$120	(\$17) ^(a)	\$129	\$122

^(a)The variance between the actuals (\$120) and target (\$137) largely reflects the lower-than-expected expenditure in the Solid Futures Aboriginal traineeship Program.

Service 2: Assistance and support

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

Key efficiency indicator	Target 2025-26	Actual 2025-26	Variance	Actual 2024-25	Actual 2023-24
Average cost per hour of assistance and support provided	\$146	\$133	(\$13)	\$129	\$108
Average cost per public administration, standards and integrity program, product or training hour	\$160	\$117	(\$43) ^(b)	\$121	\$104

^(b)The variance between the actuals (\$117) and target (\$160) reflects variations in the cost allocation methodology applied to a particular ICT expenditure component during the indicator calculation.

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*, *Corruption, Crime and Misconduct Act 2003*, *Public Interest Disclosure Act 2003* and Part IX of the *Equal Opportunity Act 1984*.

Key efficiency indicator	Target 2025-26	Actual 2025-26	Variance	Actual 2024-25	Actual 2023-24
Average cost per hour addressing legislative and policy development	\$100	\$109	\$9	\$116	\$90
Average cost per hour of performance and oversight activity	\$98	\$103	\$5	\$104	\$94
Percentage of oversight actions completed within target timeframes	90%	97%	7% ^(c)	93%	100%

^(c)The increase in the volume of matters of referral has included a high proportion of relatively straightforward matters that can be addressed efficiently. Furthermore, the team is no longer responsible for assessing breaches against the Grievance Resolution standard, which historically required longer timeframes to finalise. These factors contributed to improve timeliness and the Commission exceeding the KPI target.

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

Appointments

Chad Anderson	Director General, Department of Creative Industries, Tourism and Sport
Leon McIvor	Director General, Department of Housing and Works
Chris Shaw	Director General, Department of Mines, Petroleum and Exploration
Michael Carey	Director General, Department of the Premier and Cabinet
Joann Wilkie PSM	Under Treasurer, Department of Treasury and Finance
Helen Robinson	Managing Director, Insurance Commission of Western Australia
Glen Chidlow	Director, Kimberley Development Commission

Re-appointment

Natasha Monks	Director, South West Development Commission
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Transfer

Rod Whithear	Managing Director, Insurance Commission of Western Australia to the performance of Other Functions in the Senior Executive Service
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Directions to act

Courtney Fiddian	Chief Executive Officer, Arts and Culture Trust
Marcelyn Nicolaou	Director General, Department of Creative Industries, Tourism and Sport
Andrew Chaplyn	Director General, Department of Mines, Petroleum and Exploration
Richard Sellers	Director General, Department of the Premier and Cabinet
Michael Court	Under Treasurer, Department of Treasury and Finance
Helen Robinson	Managing Director, Insurance Commission of Western Australia
Michelle Pucci	Director, Kimberley Development Commission
Keith Williams	Director, Kimberley Development Commission
Renee Manning	Director, Wheatbelt Development Commission

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