



Public Sector  
Commission



Building a high performing, future fit sector

# Annual Report

2024-25



On the cover (from left to right) are Chief Information Officer Rey Garcia, Graduate Officer Damien Chinnery, Consultant SES Management Nadine Barker, and Executive Director Agency Capability and Improvement Vivian Molan.

Together they represent our staff who are the face of the Commission and essential to our work in developing 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.

We foster positive leadership behaviours and mindsets, build our own capability, and set expectations on how we deliver our work – individually and as an agency.

To be a trusted and capable Commission means we work to the highest standards of integrity and support performance excellence.



## 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

## Welcome to the Public Sector Commission Annual Report 2024-25.

This report sets out our performance and services during the year to inform Parliament on 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 2025.

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. The theme of this year's report focuses on the contribution of our staff.

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 reporting period ended 30 June 2025.

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



SHARYN O'NEILL PSM  
PUBLIC SECTOR COMMISSIONER  
(ACCOUNTABLE AUTHORITY)  
18 September 2025

# Contents

## Introduction

From the Commissioner	6
About us	8
Year in review	10
Our performance	12
Our structure	15
Our executive	17



## Report on operations

Priority 1: High impact leadership	21
Priority 2: Effective workforce management	30
Priority 3: Strong agency and individual capability	40
Priority 4: Embedded integrity	44
Priority 5: Trusted and capable Commission	50



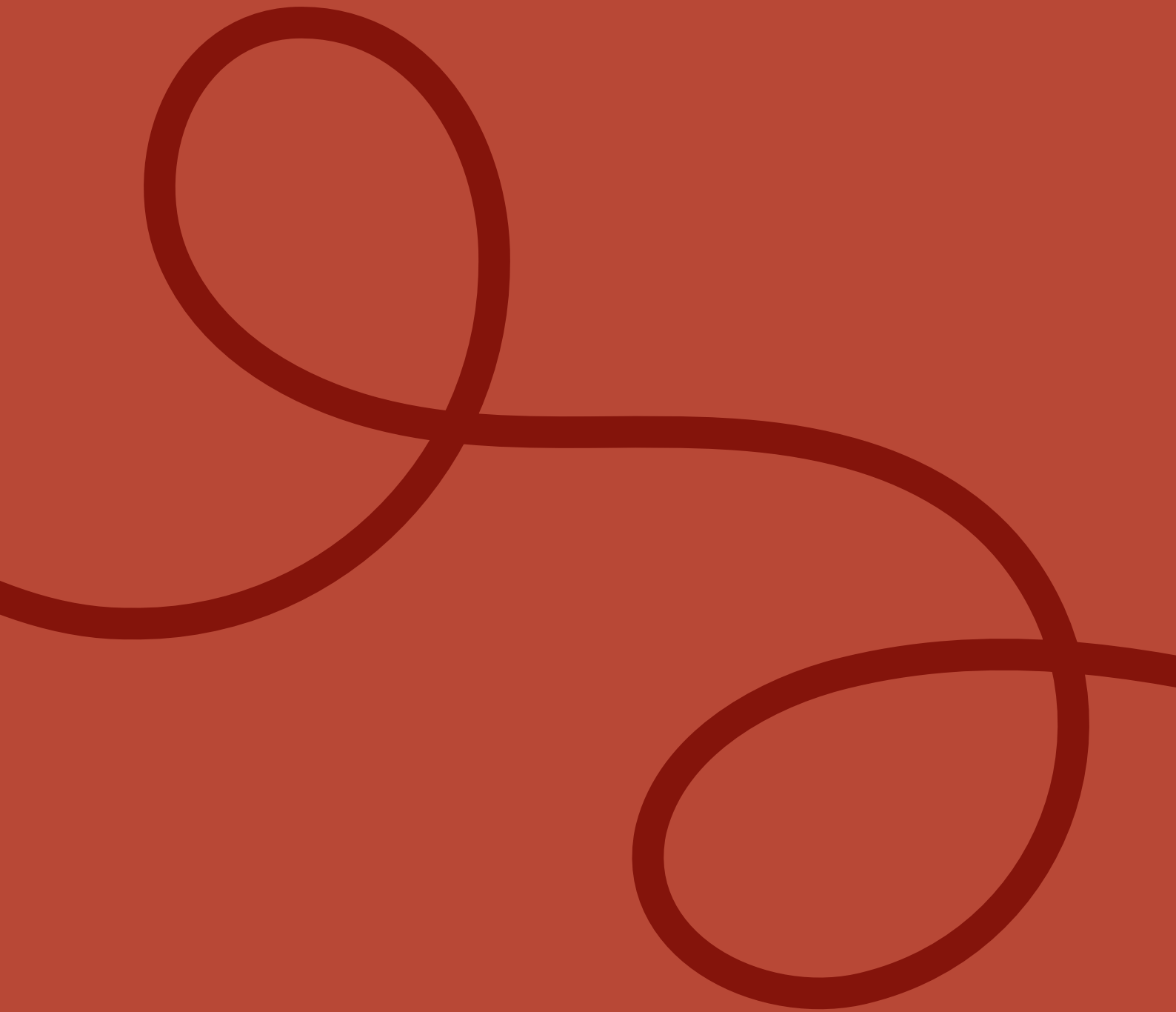
## Legal, financial and key performance indicators

Other legal and policy requirements	62
Financial statements	68
Key performance indicators	112



Appendix 1: Overview of Public Sector Reform 2025	118
Appendix 2: Chief executive officer appointments, re-appointments, transfers and directions to act	120
Appendix 3: Direction to undertake special inquiry into 2025 state election	122

# Introduction



# From the Commissioner

**It is my pleasure to present this annual report on the activities, achievements and challenges of the Public Sector Commission.**

The year was characterised by a number of matters that have been in the sphere for some time as well as new and unexpected factors that required us to respond rapidly and adapt our work.

The ongoing pace of change, cybersecurity threats, the rise of AI, a tight labour market and skills shortages in critical areas impacted both the Commission and the sector – and therefore shaped our work internally and externally.

While the state election 4 year cycle is not new, what is new each cycle is the extent of change a newly elected government wishes to put in place. Following the election in March, change focused on reshaping 9 existing departments and their functions to align with the priorities of the new government, which resulted in a net gain of one department. The Commission led and coordinated activities to deliver this significant reform as efficiently and rapidly as possible, with affected agencies also required to respond quickly. Work will continue in 2025-26.

**The Commission led and coordinated activities to deliver the Public Sector Reform 2025.**

In parallel, on the Premier's direction following concerns raised about the management of the election, I established a special inquiry. Although special inquiries are part of my legislated remit, they are not often undertaken and this was the first one I have been directed to arrange since being appointed Commissioner. I received the report from the special inquirer in mid-June and transmitted it to the Premier.

In terms of the work under our strategic plan, we achieved a great deal and also had some ongoing challenges. The sector reached the highest level of representation of women in the Senior Executive Service (SES) and we successfully focused development of the SES through new bespoke programs and initiatives. We further explored how to identify and nurture SES talent but did not settle on a concept and therefore will extend this work into next year.

We closed out the sector diversification and inclusion strategy after 5 years with all Commission actions completed. Much was achieved through the strategy however the representation in the sector of some diversity groups is still below the target set. The policy changes and resources to help agencies enhance the diversity of their workforces are still in place and we are rethinking the approach we take to add most value to the sector in this regard.

We continued work on a new public sector employment framework involving reforms to policies, standards and practices as well as systems and support. This has been a lengthy and complex piece of work over a number of years with all facets needing to work together seamlessly. Consultation with the sector and unions was key during the year as these facets were developed and tested; and we also went to the market for system solutions. This will continue to be a focus in the next year.

Considerable work was undertaken in reviewing agency capabilities. With 14 reviews completed since the Agency Capability Review Program started in 2021, there is now a wealth of information and insights into gaps, trends and areas for improvement applicable to individual

agencies and the sector as a whole. A key area of work over a number of years has been on organisational culture specific to the public sector context. Like executive talent, work on culture has proved to be challenging and we are yet to firm up on how this might progress as a resource to directly drive high performance.

**14** reviews have been completed since the Agency Capability Review Program started in 2021.

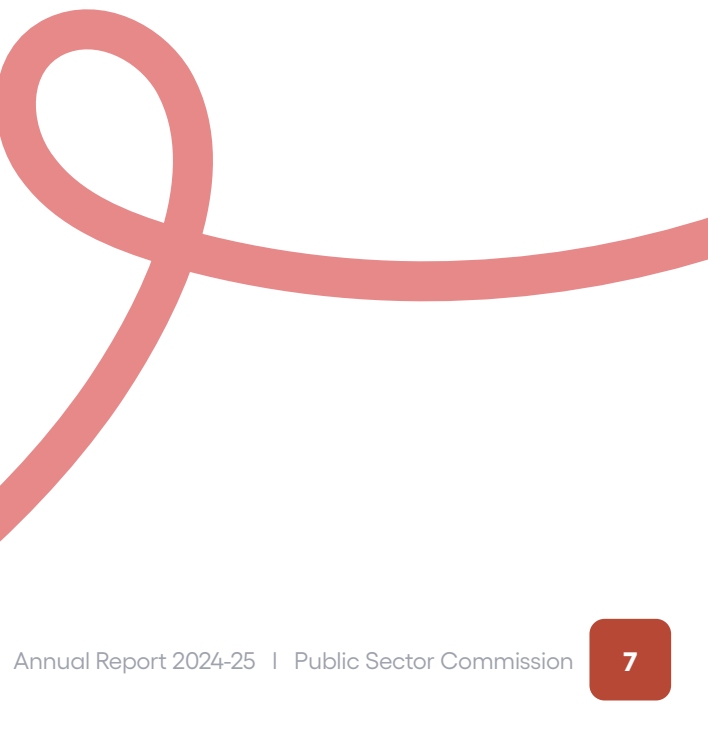
We released a new strategy for the government sector to embed integrity into operations and published a thematic review of integrity education. These 2 new documents complemented the large suite of integrity resources and tools developed in previous years to directly support all public authorities as well as more rigorous policy mandates for public sector agencies.

Across the Commission our staff were central to our outward facing work as well as our work to ensure the Commission operates productively with care and creativity. We maintained high standards of integrity, governance and accountability; we supported staff to develop their leadership behaviours and work related capabilities; and we continued updating legacy systems and processes to maximise efficiencies. We celebrated achievements and events; and we crafted a new Innovate Reconciliation Action Plan to come into effect in the new reporting period.

I extend my appreciation to colleagues across the sector for their ongoing commitment to ensure their agencies are well placed to deliver for Western Australians. I thank the staff in the Commission for their work throughout the year that is reflected in this annual report.



SHARYN O'NEILL PSM



# About us

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 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*.

Bringing together our work across the government sector is **Leading with Impact**, our 4 year strategic plan that commenced in 2023. Now in its second 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.

## Western Australian government sector

### Public sector

#### Public service

Departments and  
SES organisations

#### Non-public service

Non-SES organisations  
and ministerial offices

*Public Sector Management Act 1994*

*Public Interest Disclosure Act 2003*

Applicable sections of the *Corruption,  
Crime and Misconduct Act 2003*

*Integrity (Lobbyists) Act 2016*

### Other government entities

Entities not covered by the  
*Public Sector Management Act 1994*

*Public Interest Disclosure Act 2003*

Applicable sections of the *Corruption,  
Crime and Misconduct Act 2003*

*Integrity (Lobbyists) Act 2016*

# Year in review

## For the sector



**3,000**

public sector staff prepared to operate across 10 reshaped departments from 1 July 2025 as part of Public Sector Reform 2025



**15**



new public sector CEOs recruited

**1**



new integrity strategy released for all public authorities

**41**



public sector chief finance officers started the new CFO leadership capability modules

**3**

public sector agency capability reviews commenced

**5**



public sector agency capability reviews started in the previous reporting period finalised

**37**



graduate and cadetship programs listed on WA.gov.au across 26 participating public sector agencies for 'A place of opportunity'

**41**



Solid Futures trainees commenced in 2025, 11 in the regions

**183**



Commission actions closed out for the 5 year public sector workforce diversification and inclusion strategy

**523**



public sector staff participated in bespoke leadership development programs

**1,311**



participants in public authorities across 36 integrity sessions

**2,839**



registrations recorded across 12 Leadership Conversations

**2**



SES Spotlight forums run for all Senior Executive Service members

**3**



meetings held of the new HR Partnership Group, bringing together public sector chief human resources officers

**19**



public sector women participated in the Women in Executive Leadership Initiative

## In the Commission

# 152 staff

## 88.9%

target 50%

Women in the SES

## 9.2%

target 5.8%

Youth staff

## 2.6%

target 5%

Staff with disability

## 19.1%

target 15.5%

Culturally and linguistically diverse staff

## 6.6%

target 3.7%

Aboriginal and Torres Strait Islander staff

## 4



students joined the Commission through the Public Sector Vacation Program for Aboriginal and Torres Strait Islander university students

## 2



interns contributed to the Commission from the McCusker Centre for Citizenship program

## 6

diversity and inclusion events recognised by Commission staff



Harmony Week



NAIDOC Week



National Reconciliation Week



Lunar New Year



International Day of People with Disability



Wear it Purple Day

## 1



staff member appointed as the Commission's Women in Executive Leadership Initiative participant

## 4



graduates rotated through different work areas in the Commission

# 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

1. public sector leadership
2. assistance and support
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 2024-25.

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 11 consecutive years.

**Table 1: Target versus actual financial performance 2024-25**

	2024-25 Target <sup>(a)</sup> \$000	2024-25 Actual \$000	Variance <sup>(b)</sup> \$000
Total cost of services (expense limit)	33,824	33,136	(688)
Net cost of services	33,716	33,107	(609)
Total equity	17,159	17,261	102
Net increase/(decrease) in cash held	-	1,114	1,114
Approved salary expense level	20,047	20,436	389

<sup>(a)</sup> As specified in Budget Statements.

<sup>(b)</sup> Further explanations in Note 9: Explanatory statements in [Financial statements](#).

As set out in Table 1, the total cost of services for 2024-25 was below the initial expense limit largely due to lower spending on supplies and services which was partly offset by higher spending on employee benefits expenses. Net cost of services moved broadly in line with the expense limit. The net increase in cash held increased which reflected the movement in our cash balances according to the timing of payments, drawdowns of appropriation, and collection of fees and charges.

**Table 2: Agreed working cash limits and targets 2024-25**

	2024-25 Agreed limit \$000	2024-25 Target/Actual \$000	Variance \$000
Agreed working cash limit (at budget)	1,596	1,596	-
Agreed working cash limit (at actuals)	1,648	1,532	(116)

Table 2 shows the agreed working cash limit and target for the year.

## 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 2024-25 results were in line with performance goals. Of note, in 2024-25 we introduced new methodology for collecting this data.

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

**Table 3: Achievements against key effectiveness indicators 2024-25**

	2024-25 Target	2024-25 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%	96%	6%
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%	93%	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.	87%	95%	8%

## 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.

As set out in Table 4, while several efficiency indicators operated within target parameters, others experienced upward pressures due to a variety of factors including higher wage costs, demand factors and evolving operational requirements.

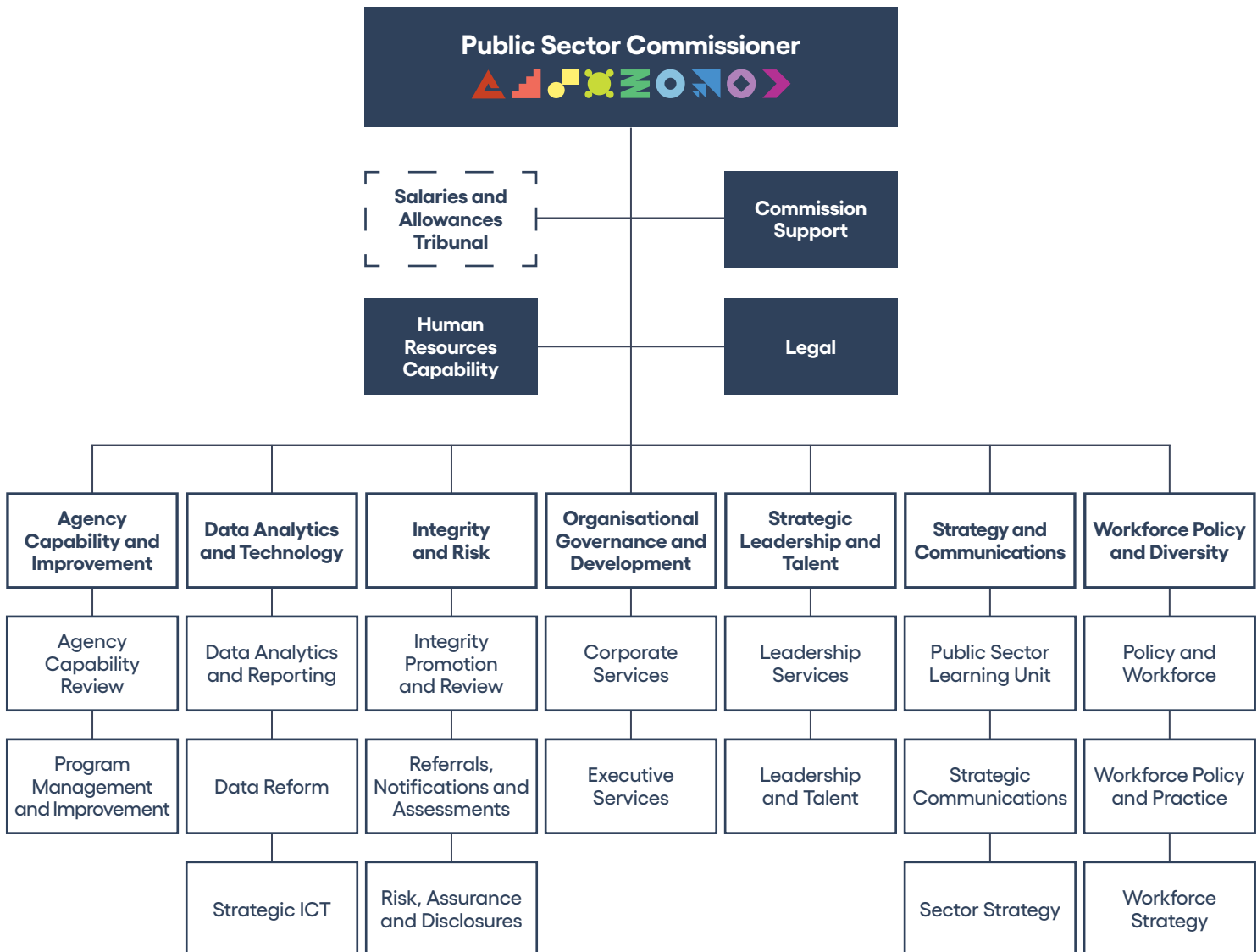
Full details of the indicators are in the [Key performance indicators](#).

**Table 4: Achievements against key efficiency indicators 2024-25**

	2024-25 Target	2024-25 Actual	Variance
<b>Service 1: Public sector leadership</b>			
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.			
Average cost per leadership development program, product or training hour	\$119	\$130	\$11
Average cost per workforce development program, product or training hour	\$131	\$129	(\$2)
<b>Service 2: Assistance and support</b>			
This service provides advice, assistance and support to public sector bodies and employees on a range of administration, management, integrity and governance matters.			
Average cost per hour of assistance and support provided	\$106	\$129	\$23
Average cost per public administration, standards and integrity program, product or training hour	\$158	\$121	(\$37)
<b>Service 3: Oversight and reporting</b>			
This service progresses changes to legislation and develops policies to improve public administration and management, and provides independent oversight to monitor and report to the Parliament and Ministers on compliance with the PSM Act, CCM Act, PID Act and Part IX of the EO Act.			
Average cost per hour addressing legislative and policy development	\$115	\$116	\$1
Average cost per hour of performance and oversight activity	\$99	\$104	\$5
Percentage of oversight actions completed within target timeframes	90%	93%	3%

# Our structure

At 30 June 2025



## 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 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 public sector learning initiative; 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.

## Human Resources Capability

The division was established on a temporary basis under the year long Women in Executive Leadership Initiative. It worked on ways to build human resources capability in the public sector, prepared the Commission for the commencement of the public sector learning initiative and further embedded Building Leadership Impact in the Commission.

## 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.

# Our executive

The Commission was led by the Commissioner with 6 executive directors and 2 directors heading up 8 divisions.



Image L-R: Tanya Milici, Darian Ferguson, Jacqueline Diamond, Lorraine Gregoriadis, Sharyn O'Neill PSM, Lindsay Warner, Vivian Molan, Jane Machin-Everill, Emma Clery

## Sharyn O'Neill PSM Public Sector Commissioner

Sharyn O'Neill was appointed Commissioner in July 2018 following 12 years as Director General of the Department of Education. She is 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, 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).

She has been awarded the Institute of Public Administration Australia (WA) Patron's Award; made a Fellow of the Institute; and received the Australian College of Educators (WA) Medal in recognition of her outstanding achievements in education.

Ms O'Neill was the State Recovery Controller from April 2020 to October 2022 with responsibility for developing, coordinating and overseeing WA's recovery from the impacts of the COVID-19 pandemic. In 2023 she was awarded the Public Service Medal for leading this vital work.

In June 2023, Ms O'Neill became the first Western Australian to be appointed Chair of the Australia and New Zealand School of Government Board.

## **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 is an associate of the Australian Institute of Company Directors. She has a Bachelor of Arts (Psychology), Graduate Certificate in Business (Public Sector Management), Advanced Diploma of Management and Diploma of Investigations.

## **Tanya Milici**

### **Executive Director Data Analytics and Technology**

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

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

## **Darian Ferguson**

### **Executive Director Integrity and Risk**

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

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

## **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 and legal services. 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 and Diploma of Public Safety (Policing).

## 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.

## 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.

## 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.

## Emma Clery

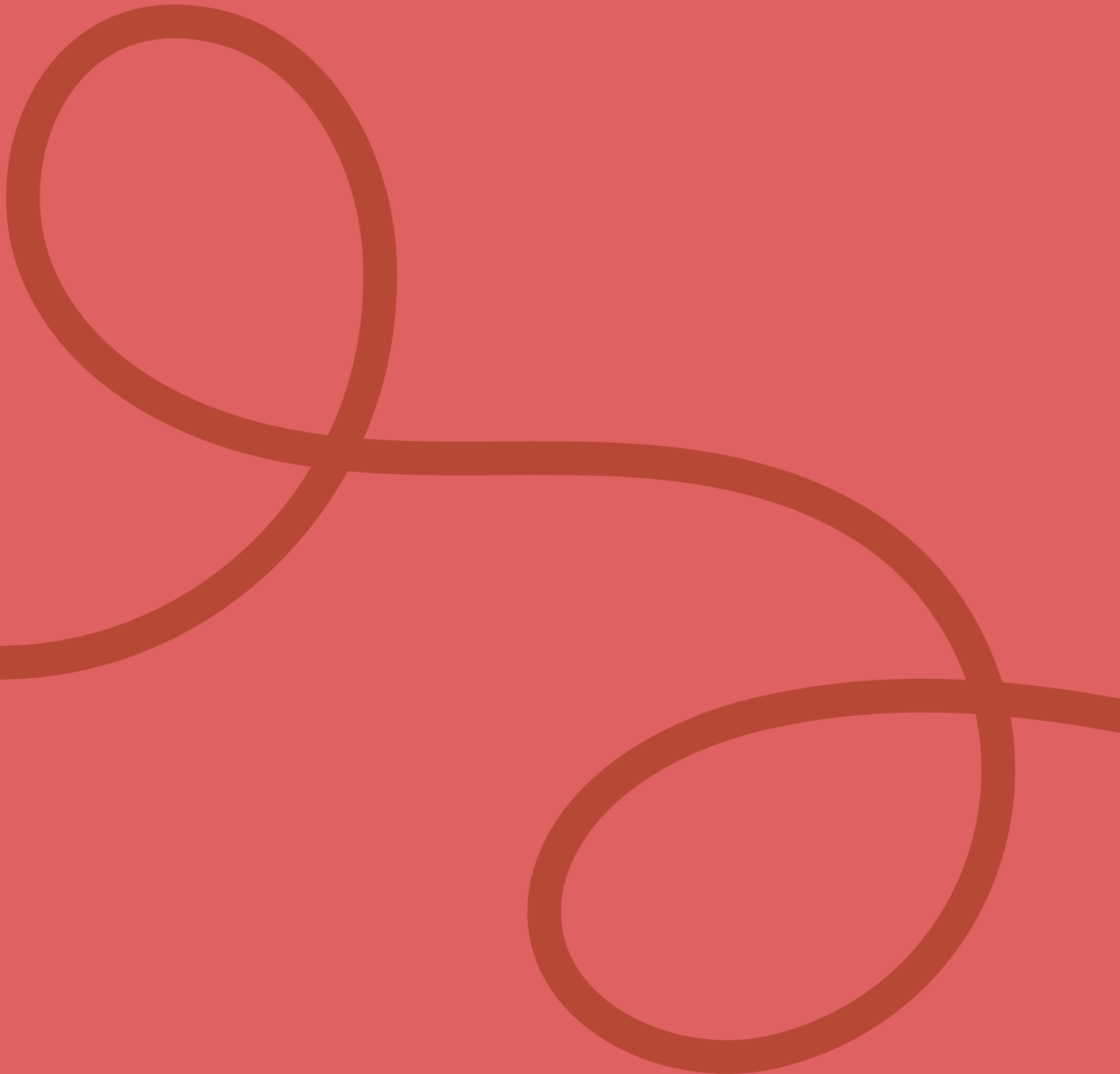
### Director Human Resources Capability

Emma Clery was appointed to this position for 12 months under the Women in Executive Leadership Initiative 2024-25. Her substantive position is Principal Consultant Leadership and Talent, a role she has held since 2023 after commencing at the Commission in 2019.

Before joining the Commission she worked for the Australian public service in leadership roles related to people capability and organisational development; and in community welfare with both not for profit organisations and the Australian Government.

Ms Clery has a Diploma of Community Services, Diploma of Leadership and Management, Certificate IV in Training and Assessment, and Postgraduate Certificate in Business. She is an accredited coach through the NeuroLeadership Institute.

# Report on operations



## Priority 1

## High impact leadership

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

By continuing to support agencies further embed Building Leadership Impact, we sustain the environment needed for positive leadership change. This brings about development and opportunity for all staff at all levels.

Our focus is on bringing together initiatives and programs in support of a shared commitment to having the best leaders and a diverse leadership base for the sector, now and into the future.



Image: Public Sector Commissioner Sharyn O'Neill PSM hosted the inaugural HR Partnership Group meeting in October.

## Leadership impact across the sector

Having run through its second full year, **Building Leadership Impact** progressed in the sector as a comprehensive approach to strengthening the leadership behaviours and impact of public sector employees.

In the first half of the year, the Commissioner met with all department directors general to review progress of this initiative and encourage continued commitment to embedding the 6 conditions that create the environment for positive leadership change.

Steady progress was made by agencies including implementing Leadership Expectations, the foundation for putting Building Leadership Impact into practice. Many agencies worked to integrate leadership behaviours into their recruitment and selection practices, onboarding for new staff, and performance and development processes.

We continued to support the sector through education and information sharing workshops for human resources, organisational development and agency implementation teams. We provided guides and templates on [WA.gov.au](http://WA.gov.au) and ran online sessions and check ins. We also supported agency corporate executives, senior leaders and implementation teams.

We again offered specifically designed and curated learning and development for agencies to provide to their staff including Development Maps, the Personal Leadership Suite and eLearning modules. We continued to deliver a train the trainer model to teach agency staff how to facilitate the 7 learning modules of the Personal Leadership Suite.

### Building Leadership Impact conditions for positive leadership change

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

## Women in leadership

We ran the Women in Executive Leadership Initiative for the second time in 2024-25, building on the positive outcomes from the first year of the trial. The Commissioner again enabled each department and SES organisation to establish a Level 9 position (the first level in the SES structure) for 12 months and appoint an accomplished Level 7 or 8 woman from their agency.

Through the initiative participants were part of decision making, governance and operations at the corporate level, increasing their strategy, policy and public administration skills, and being visible at the highest tiers of their agency and the sector.

We welcomed 19 women into the initiative (26 in the previous year) to experience executive development primarily based on situational learning and mentoring. Participants were also given access to 2 SES Spotlight forums, 4 Leadership Conversations for senior executives and 3 SES Development Series courses. The entire group came together as a peer network at 3 events hosted by the Commission to share learnings and find out about operating in the Executive Leadership context.

Feedback from participants continued to be positive. The trial confirmed that participants found this approach to development and learning to be beneficial; and agencies found it added value to their work and executive deliberations.

The initiative supported the target of 50% women in the Senior Executive Service, set in the Workforce Diversification and Inclusion Strategy for WA Sector Employment 2020-25 (see [Workforce diversity and inclusion](#)).

At 30 June 2025, 50.5% of the SES were women. This target has been met at various times over the last few years, with the highest level of representation recorded at March 2025 of 51.2%.

However, as the SES is a relatively small cohort of people, even minor changes in the number have an impact on this percentage. This volatility reinforces our focus on supporting the sector to build a sustainable pipeline of talented women.

In February the Commissioner invited 9 female CEOs from across the sector to take part with her in a video for International Women's Day. Each spoke about their motivations, challenges and supporters, and shared insights and perspectives on leadership, workplace gender balance and what is still needed to create positive change.

The video was released for International Women's Day, reflecting the theme of *March Forward: For ALL Women and Girls* and highlighting how different leadership journeys can be. It was shared across the sector and received 2,200 views (327 hours of watch time) on YouTube and 16,807 views on LinkedIn.

## 50.5%

of the SES were women at 30 June 2025.

## 51.2%

was the highest level of representation of women in the SES, recorded at March 2025.



Emma Clery

**Leadership** is one of our core attributes and it drives our work to strengthen leadership behaviours across the WA public sector.

It's represented as 3 stacked triangles which symbolise the layered nature of leadership – each one a step in the journey and showing growth, development and the increasing impact of experience.

Emma Clery was the Commission's participant in the Women in Executive Leadership Initiative 2024-25 as Director Human Resources Capability, shining a spotlight on the public sector human resources workforce and the important role it plays.

"Focusing on this space benefits everyone who comes in contact with HR, from recruitment, people and capability through to culture and creating safe workplaces," she says.



**"By intentionally building capability across this area we are helping the sector be the best it can be."**

It reflects our shared commitment to having the best leaders across the sector.

## Leadership development

We delivered our suite of bespoke leadership development programs – set out in our [Learning and Development Prospectus](#) for the sector – for public sector staff at different levels and leadership contexts. The programs, linked and cumulative in nature, incrementally strengthen expected behaviours and mindsets over time, and support career progression.

[Launch](#) provided active learning to tertiary graduates entering the sector, complementing the mentoring, training and other support provided in their agencies. In December we hosted a celebration for the 2024 Launch graduates as they completed the year long program.

In January, 141 graduates from 23 agencies joined the 2025 program (118 graduates from 18 agencies in the previous reporting period).

[Propel](#) was open to staff across the sector in the first 3 years of people management positions. Delivered as a series of virtual workshops in partnership with the Australian Graduate School of Management at The University of New South Wales, Propel offered microcredentials with credit points towards higher education qualifications. In 2024-25, 279 participants from 49 agencies built capabilities and insights crucial for effective and dynamic leadership (302 participants from 45 agencies in the previous reporting period). The structure of the program gave participants time to experiment and reflect on their learning alongside colleagues.

The 2025 [Elev8](#) program commenced in March with 24 participants from 18 agencies (26 participants from 21 agencies in the previous reporting period). Once again it was fully subscribed, with participants selected from the large number of applications received. The continuing strong interest among high performing Level 8 staff reflected the desire of this group to develop as influential and adaptive leaders.

Our open learning offering, [Leadership Conversations](#), continued as a series of free online interactive webinars exploring current

leadership themes. We offered different Leadership Conversations for individual contributors, mid-level managers and those in the SES including chief executives. A total of 12 conversations were run over the year with 2,839 registrations (12 conversations and 2,725 registrations in the previous reporting period).

Evaluation of our tailored programs that deliver targeted leadership experiences for individuals at different levels and contexts was very positive.

The online [Induction to the Western Australian public sector](#) – available to all staff through WA.gov.au and promoted in agency systems and onboarding activities – was completed by 3,073 public sector employees during the year (3,844 in the previous reporting period).

## Leadership development program feedback

### Launch

**82%** indicated they would recommend Launch to others

**86%** reported the program as positive

### Propel

**93%** indicated having an overall positive learning experience

**94%** agreed the learning would help build their capability

### Elev8

**100%** reported an overall positive learning experience

**83%** agreed their leadership had improved for the better

### Leadership Conversations

**88%** reported the learning was relevant to their current or future roles

**85%** indicated the learning would help build their capability

Source: Feedback from participants who responded to surveys for each program

## Senior Executive Service development

Members of the Senior Executive Service (SES) occupy the most senior positions across the sector and are responsible for the strategic leadership and management of agencies. To support the SES to succeed in these vital roles – both now and in the future – we looked at creating learning contextualised to Western Australia and incorporating key sector challenges for this executive group.

### SES Development Series

- 1 Leading and Influencing for Change:** Identifying ways to build a high performance culture to lead, influence and achieve change
- 2 Using Policy to Shape WA:** Understanding the interactions between government, policy and a citizen centric environment in the WA context
- 3 Walking in 2 Worlds Together:** Discovering how to foster a leadership approach and workplace environment that are inclusive of First Nations cultures, traditions, values and beliefs

Created in the previous reporting period, 3 standalone courses were released as the **SES Development Series** in October to grow capability, connection, collaboration and accountability through identified areas of development. At 30 June, 79 SES members from 29 agencies had participated in the series. Of those who completed an evaluation, 93% agreed the learning covered in this series would help build their capability.

### SES Development Series



90% indicated they would recommend these sessions to others



93% agreed that the learning would help build their capability

Source: Participants who responded to the SES Development Series surveys in 2024-25

The Commissioner hosted 2 SES Spotlight forums during the year that brought SES members together around the themes in **Future Enabled**. The Insights Edition in October featured demographer Bernard Salt AM as keynote speaker who spoke about the changing demographic drivers shaping Western Australia and the challenges these bring for the future. He also joined a panel discussion with industry experts in the areas of health, economics, human rights and resources.

The Global Edition in April featured Paul 't Hart, Professor of Public Administration at Utrecht University in the Netherlands, as keynote speaker. He examined implications for the public sector from recent and emerging global change. He also led a panel discussion with agency chief executives. Following Spotlight, the Commissioner hosted a smaller round table discussion led by Professor 't Hart for Public Sector Leadership Council chief executives and some of their direct reports. The discussion explored the mindsets and capabilities needed to deliver at pace and scale, the machinery and mechanisms for coordination and decision making, and the opportunities and blockers for change.

Planning commenced for the next SES Spotlight: The Vision Edition to be held in September 2025.

In 2024-25 we continued to explore approaches to identify the talent of the SES pool to understand the potential pipeline of future leaders ready to take on more senior roles. We looked at how to objectively gauge the dynamic leadership potential of SES members in a way that supports their ongoing development as well as agency and sector workforce planning.

Our work was informed by research carried out in the previous reporting period on theories and practices of contemporary talent profiling and development. We will continue to work in this sphere into the next reporting period.



Image: Paul 't Hart, Professor of Public Administration at Utrecht University, was the keynote speaker at SES Spotlight: The Global Edition in April.



Image: The new SES Development Series course, *Using Policy to Shape WA*, was a popular choice for senior public sector staff in November.

## Chief executive officer performance and development

In July we starting implementing the new delivery and performance approach for sector CEOs that we developed in the previous reporting period. The new approach incorporated assessment by CEOs of their performance supported by feedback from ministers, board chairs, staff and stakeholders. It was supported by the Learning and Development Guide for Chief Executive Officers that we published last year for the first time. We held an online information session later in July to support and guide CEOs as they transitioned to the new approach.

We continued to provide new CEOs with access to a bespoke online induction as part of a wider introduction program. CEOs indicated the online induction provided a comprehensive overview of the sector, the role of central and integrity agencies, and details of the responsibilities and accountabilities that rest with them.

In 2024-25 we facilitated the appointment of 15 new CEOs, re-appointment of 4 CEOs and transfer of 5 CEOs. The Commissioner directed 12 people to act in 12 CEO offices. For details see [Appendix 2](#).

## Executive classification and board remuneration

We continued using the WA Executive Classification Methodology to classify all executive positions in the reporting period, and again conducted an annual reconciliation of the Executive Salary Expenditure Limit. The 2024 reconciliation confirmed the sector was operating within the limit as was the case for the 2023 reconciliation. Results of the 2025 reconciliation will be reported in the next period.

Following our interjurisdictional research and analysis in the previous reporting period, this year we started developing a bespoke remuneration framework to provide a more contemporary approach to remuneration setting for government boards and committees. This work will be completed in the next reporting period.

## Awards and recognition

For the second year the Public Sector Commission Young Achiever of the Year recognised the contribution of staff aged 24 years and under who are making a direct and immediate difference to their agencies and operating at a mature level in the Personal Leadership context of Leadership Expectations. The award was in partnership with the WA branch of the Institute of Public Administration Australia.

The 2024 recipient was Nikita Prescott from the Department of Finance for her exceptional personal leadership and outstanding contribution to the WA public sector. Starting out at the Public Sector Commission as a school based trainee, Nikita has worked in high pressure roles and with senior officers on complex and sensitive matters. Her work ethic, extensive corporate and sector knowledge, ability to bring people together and calm demeanour were recognised in the win.

In 2024-25, 3 WA public sector employees were awarded the prestigious Public Service Medal for outstanding leadership and service. The Public Service Medal Committee, chaired by the Commissioner, met in July to assess nominations and recommend proposed recipients to the Premier. These recipients were announced on Australia Day 2025. No nominations were submitted for the King's Birthday Honours List in 2025.

## Public Sector Reform 2025

On 31 March the Premier announced a targeted reform of the public sector to provide renewed focus on the priorities of the government following the state election.

The reform affected 9 of the 20 major government departments. It was designed to drive the government's goals of job creation through economic diversification, local manufacturing and energy transition; delivery of hospitals and other major infrastructure; and building of houses across WA.

The Commission played a key leadership role in establishing governance and coordination arrangements to support the efficient implementation of the reform.

The Commissioner set up and chaired a Public Sector Reform Steering Committee to provide coordinated direction, strategy, change management and timeframes across the reform. The committee – with representatives from the Commission, the 9 affected agencies and Office of the Premier – focused on the first stage of a 2 stage implementation plan. The first stage was for the agencies to be operational on 1 July 2025.

### Public Service Medal



#### Australia Day 2025 Honours List

##### Nayantara Gupta PSM

(General Counsel, Advisory Services and Legislation, Department of Communities) for outstanding public service in developing legislation for children's rights and wellbeing

##### John Marrapodi PSM

(Manager Security and Emergency Management, Department of Education) for outstanding public service in managing natural disasters, security threats and emergencies for the Department of Education

##### Andrew John Pyke PSM

(Director Pilbara Region, Main Roads Western Australia) for outstanding public service through strategic leadership and operational activities that have developed the road network and expanded mining activity in the Pilbara

We also supported the establishment of 5 implementation groups – each led by the director general of an affected agency – to manage changes at agency level and report progress to the Steering Committee. Each group included representatives from the Commission, relevant affected agencies, Department of Treasury, and Community and Public Sector Union/Civil Service Association (CPSU/CSA).

We developed and published information on the reform on WA.gov.au including questions and answers for public sector staff. To support the work of the committee and agencies, we devised critical pathways, timelines, change management principles, communications, templates and tools. A particular focus was on the management of staff affected by the change who moved agencies for the 1 July 2025 deadline and the required consultation processes with unions leading up to this.

We undertook regular meetings with chief human resources officers to ensure alignment of workforce matters across the reforms; and with communications directors to drive consistency of messaging and coordinated communications.

We also worked on establishing stage 2 of implementation to commence in the next reporting period. Change management principles specifically tailored to corporate services staff were approved by the Steering Committee and provided to agencies in late June. These principles were developed to guide agency decisions on identifying and transitioning corporate services staff and functions in the second half of 2025.

Alongside this work, the Commissioner undertook the recruitment of 5 vacant leadership positions for which she is the employing authority: directors general of 4 departments and the Under Treasurer. Recruitment processes ran in parallel with each other and overall involved 25 senior people from within and beyond the sector in this state as well as people from across Australia on 5 selection panels. Outcomes of the recruitment processes were made public on 10 June with the new leaders starting in their positions in the next reporting period.

In summary, we supported the sector to complete significant actions ahead of the 1 July implementation including:

- transfer of functions, powers and responsibility for administering legislation to the appropriate reshaped departments
- arrangements for corporate services to be continued across all departments including the use of service level agreements in some instances
- transition of finances, assets, liabilities and contracts
- advice to industry and other stakeholders of the changes.

For 1 July 2025, 10 reshaped departments – including the new Department of Mines, Petroleum and Exploration – were ready to commence; and 3,000 staff in functional areas transferred employers.

We will continue to support these departments to fully implement the reform in the next reporting period through the finalisation of SES staffing structures, corporate services staffing arrangements, accommodation, financial adjustments, and information technology and systems.

#### For 1 July 2025

# 10

reshaped departments ready to operate

# 3,000

staff in functional areas transferred employers



## Priority 2

## Effective workforce management

As the largest workforce in the state, the WA public sector plays a crucial role in delivering vital services to the community, and supporting the growth and diversification of the economy.

Our future focused approach to workforce management is critical given the rapidly changing landscape of work, workforces and workplaces.

This work is nuanced and multilayered, bringing together data, insights and employee experiences to inform planning for a workforce that is equipped to meet the opportunities and challenges of the future.



Image: Jacqueline Diamond, Director Organisational Governance and Development, was part of a mentoring session for Solid Futures Aboriginal trainees.

## Public sector recruitment

A number of recruitment initiatives progressed over the year including advancing the sectorwide attraction, recruitment and selection model to inform a new employment framework.

With a focus on contemporising public sector recruitment with updated standards and instructions, activities included consultation with unions and public sector agencies. Delivery of significant changes to public sector recruitment is expected in the next reporting period.

Commissioner's instructions that set out the rules for recruitment were reviewed during the year with various changes to further support the sector.

**Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies**, issued in 2022, provided ongoing flexibility for agency recruitment. It streamlined processes to support attraction and retention for staff in regional WA, improved diversity representation and reduced time taken to fill positions. With the average time to hire reduced from 73 to 13 days under this instruction, significant efficiencies have been realised. Between 1 April 2023 and 30 June 2025 there was also a positive impact in country WA with 41% (4,196) of appointments being for regional positions. Appointments to support diversity outcomes provided for improved representation of 5% (549 people) under this instruction. Given these outcomes, provisions of the instruction are being included in the new employment framework.

**Commissioner's Instruction 15: Re-appointment of Public Service Officers Ceasing in Statutory Offices**, issued in 2022, was extended to 22 June 2028 with no changes. It sets out the rules when former public service officers appointed to or employed in statutory offices exercise a legislative entitlement to be re-appointed to the public service.

**Commissioner's Instruction 42: Interim Arrangements to Fill Vacancies at WA Health**, issued in 2024, was extended to 30 September 2025. The instruction provided a temporary variation to Commissioner's Instruction 2: Filling a Public Sector Vacancy by allowing senior practitioners to be permanently appointed at WA Health. This ensured practitioners with complex employment arrangements could be properly considered and appointed permanently. WA Health made 1,799 permanent appointments during the reporting period. The extension allowed for further appointments to be made.

Commissioner's Instruction 43 commenced on 1 July 2024 and ceased on 31 August 2024 to allow existing contractors engaged as qualified chefs, kitchen hands and cooks by Integrity Industrial at Banksia Hill Detention Centre to be offered direct employment as vocational support officers with the Department of Justice. This instruction resulted in 4 appointments.

Commissioner's Instruction 44: Interim Arrangements to Fill Vacancies at East Metropolitan Health Service, was issued on 12 August 2024 for 2 months and then extended to 18 November 2024 to allow time to transition staff. The instruction enabled existing employees engaged at Next Step Drug and Alcohol Services at the Mental Health Commission to be offered direct employment in vacant similar positions at the East Metropolitan Health Service. A total of 161 appointment offers were made.

We provided guidance and advice to public sector employers on workforce policy, legislation and employment practices, receiving 465 enquiries from agencies and individuals on human resources matters across the year (619 in the previous reporting period).

## Changes to Commissioner's instructions supporting public sector recruitment

### Commissioner's Instruction 15: Re-appointment of Public Service Officers Ceasing in Statutory Offices

- Extended to 22 June 2028 with no changes

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

- Continues

### Commissioner's Instruction 42: Interim Arrangements to Fill Vacancies at WA Health

- Extended to 30 September 2025 with no changes

### Commissioner's Instruction 43: Interim Arrangements to Fill Vacancies at Department of Justice

- Ceased on 31 August 2024

### Commissioner's Instruction 44: Interim Arrangements to Fill Vacancies at East Metropolitan Health Service

- Ceased on 18 November 2024

## New Jobs Board and Talent Marketplace

To support the establishment of the new employment framework, this year we commenced work to procure services to deliver a contemporary Jobs Board and Talent Marketplace. We conducted market sounding, undertook functional analysis and commenced transition planning to support the change.

In December the Department of Treasury approved a budget reprioritisation for the Commission to implement and operate these 2 new products. A request for tender for a new system was released in January. As the proposed new products do not include a candidate management system, in March we issued a public request for information on candidate management capabilities. The procurement process will continue into the next reporting period.

## Legislative reforms

As part of the targeted review of aspects of the PSM Act, we completed a statutory review of the public sector redeployment and redundancy framework and a report was tabled in Parliament in November.

The review made recommendations in 8 areas and we began addressing priorities from the report in consultation with UnionsWA and the CPSU/CSA. We also worked on legislative and regulatory amendments, along with changes to Commissioner's instructions, required to implement the review's recommendations and associated new model.

We continued to plan for statutory and regulatory changes for 2026 to implement the remainder of the new redeployment and redundancy model, subject to government decision. Substantial system changes, to be delivered through the Jobs Board and Talent Marketplace, were also planned to be integrated with this work.

Separately, changes to the *Industrial Relations Act 1979* in November saw breaches of specified public sector standard claims transferred to the Western Australian Industrial Relations Commission's (WAIRC) general jurisdiction. Under the changes the Commission continues to set the minimum standards of merit, equity and probity required throughout the public sector.

We finalised preparations for amendments to the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005 to come into force on 1 July 2025. These amendments related to providing public sector employees with access to the WAIRC for alleged breaches of specified public sector standards and strengthening employer obligations for claims against breaches of standards. We drafted guidance to inform agencies, employees and members of the public of changes to processes as a result of the amendments. The guidance will be provided in the next reporting period.

## Recommended areas for changes to the public sector redeployment and redundancy framework

- 1 Improve upfront agency workforce planning
- 2 Replace the current registrable and registered redeployee categories with a single category of surplus and simplify notification points
- 3 Place greater obligations on agencies to internally manage and place redeployees
- 4 Expand case management obligations and training requirements
- 5 Set a finite timeframe for overall resolution of redeployment and redundancy processes
- 6 Improve fairness in severance payment calculations
- 7 Expand rights of appeal for affected employees to the Western Australian Industrial Relations Commission
- 8 Amend the definition of continuous service to only recognise service in the WA public sector

## Workforce data and insights

This year we introduced a combined annual collection of workforce information from agencies to replace the previously separate Equal Employment Opportunity collection and Integrity and Conduct collection.

This streamlined agency collection commenced in March and gathered information on the activities of the government sector relating to diversity, integrity and conduct between 1 April 2024 and 31 March 2025. Participating authorities included public sector agencies, local governments, public universities, government trading enterprises, other authorities, and government boards and committees. The information collected ensured the Public Sector Commissioner fulfilled annual reporting obligations under the PSM Act, PID Act and CCM Act. The collection also assisted entities to fulfill annual reporting obligations under Part IX of the EO Act.

For this reporting period a question on the use of the new integrity strategy was added (see [Priority 4: Embedded integrity](#)), and new and changed questions were included on the equity index focusing on target setting as well as activities and barriers to conducting pay gap audits.

Analysis of the data and creation of insights for the government sector and individual authorities to use commenced in May. Aggregated data will be reported in the annual [State of the WA Government Sector Workforce report](#) and Statistical Bulletin, and the [Director of Equal Opportunity In Public Employment Annual Report](#). The latest reports will be available on [WA.gov.au](http://WA.gov.au) in the next reporting period.

In addition, we continued to collect quarterly workforce data to analyse workforce trends and increase understanding of the shape, size and structure of the public sector workforce. For the first time this data was published in 6 monthly [workforce reports](#) to increase the trend interpretability of the data, having been published quarterly prior to 1 July 2024. The

change was reflected in [Commissioner's Instruction 6: Workforce Data](#) that was updated in September.

This year public sector workforce data was used by agencies to assist with industrial agreement negotiations and government accommodation planning. We used it to respond to 34 requests (60 requests in the previous reporting period) for information including parliamentary questions, media enquiries, and questions from agencies and the public. Workforce data was also included in the diversity dashboard report (see [Workforce diversity and inclusion](#)) and annual State of the WA Government Sector Workforce report.

The [State of the WA Government Sector Workforce 2023-24](#) and Statistical Bulletin were released in September.

We continued to streamline statutory reporting obligations and increase timeliness when responding to the growing workforce data needs of agencies, government, external bodies and the public. Work in this reporting period built on a pilot run in 2022-23 and a proof of concept run in 2023-24 which showed that de-identified agency workforce data could be directly accessed by using automated data pipelines and cloud infrastructure. This Direct Access process was shown to remove inefficient manual data collection processes for both us and agencies.

In 2024-25 we prepared systems to be able to receive, store and manage more frequent data and at a higher volume. We also engaged with all 11 payroll system providers used by public sector agencies to test, prepare and support automated data transfers. Direct Access readiness and implementation activities will continue across the next 2 reporting periods.

Using research and data gathered in the previous reporting period, we progressed initial development of a workforce strategy for the sector to respond to emerging trends and challenges, and guide agency workforce planning. We also considered insights and observations from agency capability reviews

to identify skills gaps in core areas of public administration such as financial management, human resources management and policy development (see [Priority 3: Strong agency and individual capability](#)). This work will continue into the next reporting period to ensure a sector strategy that connects the future of work, an evolving workforce and changing workplaces.

## Public Sector Census

Following the success of the 2021 pilot and 2023 trial of the [Public Sector Census](#), during the year we explored a number of options for instituting a regular census cycle to provide information about sectorwide staff demographics, job types and tenures, diversity and inclusion, and education to inform workforce and other policy decisions.

After considering the options, we set a 3 year cycle to take place in March and April. In setting this cycle, we took into consideration the need to keep information current while also providing time for agencies to respond to the results of each census before data is collected again.

In May we advised the sector of this cycle to commence in 2027. Planning and preparation for the 2027 census will commence in the next reporting period.

## Workforce diversity and inclusion

In June we closed out the 183 actions for the Commission in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#).

Over the 5 years of the strategy, we provided an important leadership and coordination role across the sector, and published a range of resources and tools to directly support agencies. Progress was made across the sector in moving towards the aspirational targets for the employment representation that was set for 5 of the 6 diversity groups in the strategy.

This year we expanded the [diversity and inclusion online hub](#) with new resources to support inclusive recruitment and workplace practices. These included a [Guide for hiring people with disability](#) to help agencies design accessible and inclusive recruitment processes for people with disability; and a [Guide for hiring Aboriginal and Torres Strait Islander people](#) to promote culturally respectful and inclusive recruitment. Both resources supplemented the [Hiring Managers' Toolkit](#).

We also introduced [Customised employment guidance](#) to help agencies tailor roles to individual talents and skills, and a [Building disability confidence in employment](#) resource to connect agencies with tools and learning materials to strengthen disability awareness, confidence and inclusive practice.



Next Public Sector Census,  
commencing a 3 year cycle

We continued to provide a dashboard with key metrics to support agency decision making and performance monitoring. Through the 2023 Public Sector Census and from data in the [State of the WA Government Sector Workforce report](#), we furnished agencies with information on the diversity of their workforces and representation of the diversity groups in the strategy.

We further explored with stakeholders how the more inclusive and contemporary questions about disability and cultural and linguistic diversity tested in the census could be adopted in benchmarking representation. This work will continue into the next reporting period.

Following a scheduled review, [Commissioner's Instruction 29: Aboriginal and Torres Strait Islander Cultural Awareness Training](#) was extended to 30 June 2026. The instruction requires all public sector employees and board members to complete training so they are aware of Aboriginal and Torres Strait Islander cultures and can perform their duties in a culturally informed way. To support this requirement, we continued to make available on WA.gov.au our online Aboriginal cultural awareness training. This year it was completed 18,775 times by employees from public sector agencies, government trading enterprises, public universities and local governments. Using data from the 2025 annual collection, we worked with public sector agencies and boards that reported low completion rates of cultural awareness training whether it was the one we provided or training through another source.

## Disability Royal Commission

We began leading the WA Government's response to 4 recommendations of the [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#) which focus on increasing public sector employment participation:

- Recommendation 7.18 – Establish specific and disaggregated targets for disability employment in the public sector
- Recommendation 7.19 – Establish specific disability employment targets for new public service hires in agencies and departments
- Recommendation 7.21 – Introduce consistent adjustment principles and adjustment passports
- Recommendation 7.22 – Public reporting on public sector disability employment strategies and targets

Early focus was on actions to scope and engage on disaggregated targets for disability employment in the public sector together with targets for new public sector hires.

## Pathways for Aboriginal and Torres Strait Islander people

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

In February, 13 trainees from the 2024 program completed their traineeships and were awarded the Certificate III in Government. Of this group, 9 secured ongoing employment in the public sector while 2 secured employment in the private sector. An additional 3 trainees

secured employment without completing the qualification.

To attract new trainees we ran a promotional campaign across regional radio and social media. Forty one trainees commenced in 2025, with 11 in regional locations. Three trainees from the 2024 program accepted extensions to their traineeships and joined the 2025 group.

During the year we explored moving the intake dates from calendar to financial year primarily to align with the budget cycle, enabling agencies to better support transition of their trainees to ongoing employment following assessment of their performance and course progress. The revised dates were also aimed at avoiding the challenges of trainees starting during the end of year/new year holiday period. In May we advised the sector of the change to commence in 2026.

Following development in the last reporting period and establishment of the Public Sector Vacation Program in June 2024, 15 Aboriginal and Torres Strait Islander university students completed paid work in 7 agencies over the mid-year university break. Students and agencies reported positive experiences and outcomes, with one agency offering all 3 of its participants ongoing cadet positions and other agencies exploring further employment opportunities following the program.

On this success, we ran the program again in 2025, partnering with 3 universities. Four agencies took part, receiving 28 applications from 18 students, with 8 ultimately placed. Agencies were supported to design placements that offered meaningful work, culturally informed guidance, and the chance for students to develop practical skills during the university break. Four students joined teams at the Commission (see [Priority 5: Our people](#)).

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



Lauren McGill

**Future** is one of our core attributes and signifies progress, innovation and commitment to a future focused public sector. It's symbolised by an arrow pointing forward, keeping us moving in the right direction.

Lauren McGill is in our Aboriginal Employment team and is also a graduate of the Solid Futures Aboriginal traineeship program.

"It's so important for us to think about the steps we are taking to shape a meaningful future," she says.

"Through the trainees, Solid Futures is bringing cultural awareness to the forefront and building stronger workplaces to support communities.



**"Culture shapes a strong future for our workforce and communities. I know that Solid Futures works – I experienced it firsthand. By completing this program you can give yourself a great future."**

It's one way we foster a more diverse public sector for the future.

## Graduate programs

We strengthened the 'A place of opportunity' initiative, further positioning the WA public sector as a career destination of choice for university students and graduates.

At the end of 2024, 33 agency programs featured on the initiative's website (13.8% increase from the previous year) with 24 programs recruiting during the calendar year: 20 graduate programs, 2 Aboriginal graduate programs, one Aboriginal cadetship and one vacation program.

Participation by agencies grew in the first half of 2025 with 37 agency programs listed on WA.gov.au across 26 participating agencies. 'A place of opportunity' maintained a strong on-campus presence, attending 16 careers events across 4 universities to provide students with information about access to public sector job and career pathways.

In February, the initiative underwent a brand and website refresh informed by feedback from graduate officers in the sector. New campaign materials, co-branded templates and updated resources supported consistent messaging and helped agencies more effectively promote their programs.

Website traffic increased by 67.6% in 2024-25, reaching 246,112 visits from over 73,000 individuals and reflecting high interest in graduate entry into the public sector. Participating agencies recruited 170 graduates who commenced in 2025. Agencies reported positive results from their involvement in 'A place of opportunity' with most noting a lift in both application numbers and candidate quality.

To support stronger collaboration, a Public Sector Program Coordinator Network was established as a forum for agencies to share insights and resources; and to encourage a sectorwide approach to addressing common issues that agencies experience in graduate recruitment.



2024

33

13.8% increase from 2023

agency programs featured on 'A place of opportunity' website

↳ 24

of these programs recruited during the calendar year

2025

37

12.1% increase from 2024

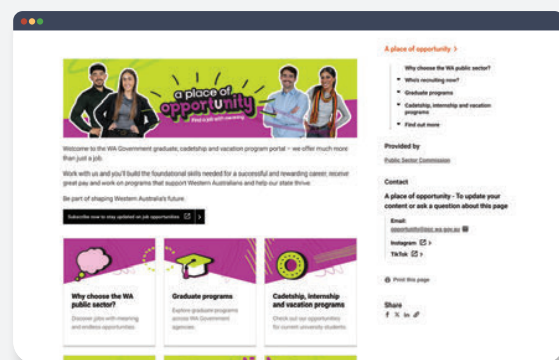
agency programs featured on 'A place of opportunity' website

↳ 26

participating agencies

16

careers events attended on campus across 4 universities



246,112

67.6% increase

website visits in 2024-25 from over

↳ 73,000

individuals

170

graduates recruited

## Traineeships and internships

The School Based Traineeship Program continued as an early stage employment pathway for young people to build work readiness by helping them develop practical skills, explore public sector career pathways and build confidence for future employment or further training.

Over 18 months, trainees blend part time work with ongoing education, learning valuable workplace skills while completing a Certificate II in Government, all of which contribute to the Western Australian Certificate of Education.

Over the reporting period, we developed further resources, website content and communications to promote the program to prospective trainees and their supporters as well as to schools and VET coordinators.

Of the 17 trainees who commenced the program in 2023, 7 were employed in the public sector after completing the program. Twenty one trainees commenced the program in 2024, working in 9 agencies. In 2025, 18 trainees commenced the program, working in 9 agencies.

We also promoted the McCusker Centre for Citizenship internship program, providing students at The University of Western Australia with an opportunity to develop skills and gain experience working in the public sector for the benefit of the community. In 2024-25, 32 agencies provided 210 internships through the program (32 agencies and 146 opportunities in 2023).



2023

17

trainees participated in the program

7

employed in the public sector

2024

21

trainees commenced in the program

9

agencies participated

2025

18

trainees commenced in the program

9

agencies participated

## Priority 3

## Strong agency and individual capability

Building a proactive, fit for purpose approach to performance improvement is a crucial element for a future enabled sector.

We continue to put the pieces in place that set out what a highly capable and high performing sector looks like – and how we deliver this vision.

Individually and collectively, it's about understanding where we can develop, having a continuous improvement mindset and pulling the right levers to get the best outcomes.

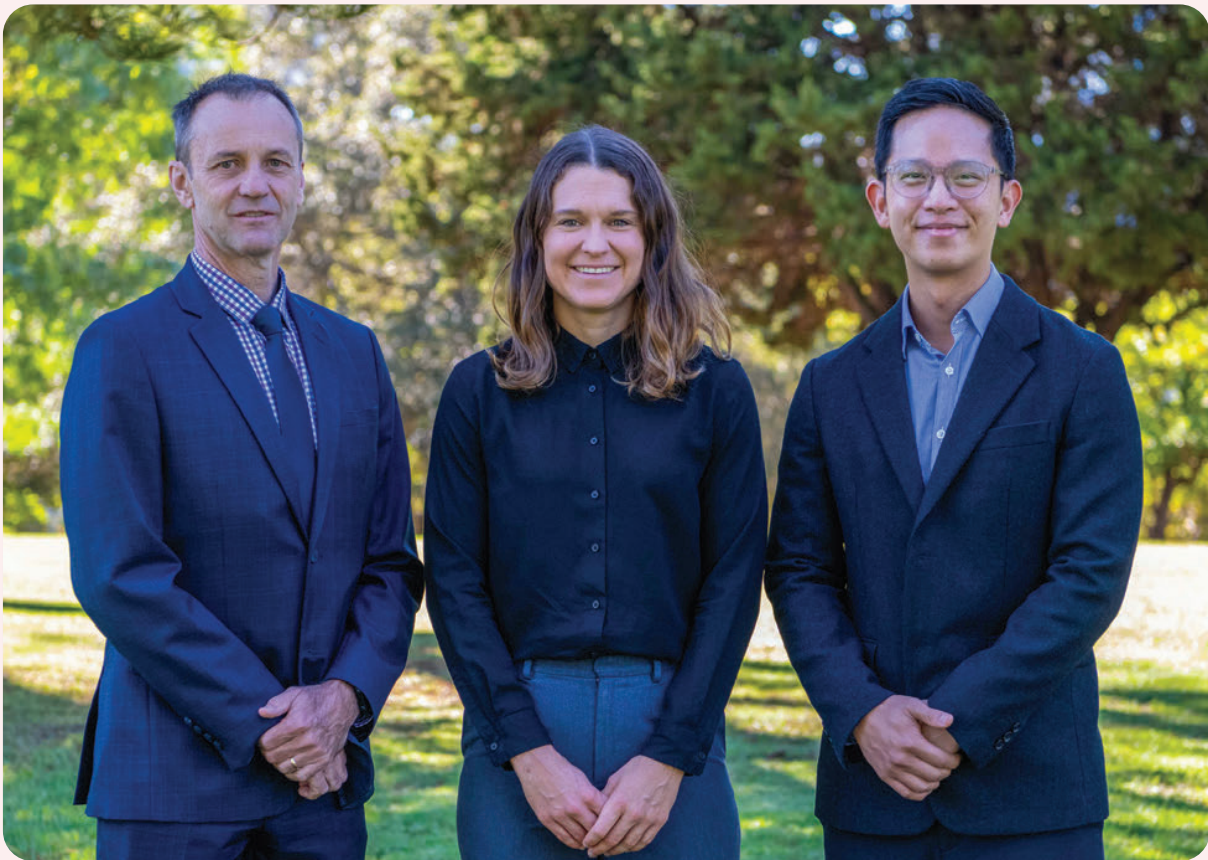


Image L-R: The Commission's agency capability review team of Andrew Kerr, Mikaela Kelsall and Steven Chew worked on the Mental Health Commission review.

## Public sector skills

A focus in 2024-25 was progressing the WA public sector learning initiative, a comprehensive approach to advance the capabilities of around 35,000 primarily non-frontline agency staff. This was driven by the government's announcement in April 2024 of significant investment in the initiative, with funding to start in 2025-26.

Working with the Department of Finance, Insurance Commission of Western Australia, State Solicitor's Office and Western Australian Treasury Corporation, we progressed a request for tender for a commercial contractor to work with the Commission on the initiative. The tender was published on the Tenders WA website in November. In developing the request for tender we used responses received through a request for information run in the previous reporting period.

The outcome of the request for tender will be made at the conclusion of the procurement process. Led and managed by the Commission, and with subject matter experts from across the sector and a community of experienced training developers and suppliers, it is proposed that a learning services partner will support the Commission in developing, delivering and maintaining a high quality learning solution that integrates courses, a technology platform and a service centre in Perth.

After developing a learning design approach and high level curriculum map in previous reporting periods, we worked with 11 agencies (including the Commission) – each nominated as a curriculum lead – to identify public sector specific information for proposed courses. Across these agencies, around 140 subject matter experts contributed to this work, helping to ensure course information is tailored and relevant to the WA public sector context.

We supported 57 agencies in preparing for the introduction of the learning initiative including their identification of in-scope employees, skills gaps and opportunities, and training processes and procedures.



Adrienne Renoux

**Innovation** is one of our core attributes, represented by steps leading upward. This signifies how we like to work: moving onwards and upwards.

For Adrienne Renoux, working on the WA public sector learning initiative is a shining example of innovation in action and an exciting opportunity to build something significant from scratch.

“Innovation can take many forms but to me it's about embracing new ideas to improve the sector's performance and service delivery to the community,” she says.

“Our team works collaboratively to apply innovative thinking and develop clear and strategic solutions.



**“By tailoring the learning initiative specifically to the WA public sector context we can have the greatest impact and relevance.”**

Our innovative approach to individual capability aligns with and complements our approach to agency capability.

The proposed 12 learning pathways of the initiative have been aligned with the [Agency Capability Framework](#) and address key aspects of public administration such as financial management, procurement and contract management, integrity, policy development, leadership, digital and data, workforce planning and customer service.

## Agency capability reviews

The Agency Capability Review Program continued to drive a sectorwide approach to improvement throughout the year guided by a set of standards for what constitutes high performing agencies.

Three reviews were commenced in 2024-25 and 5 reviews started in the previous reporting period were finalised. Review teams examined the current and future capabilities of each agency to help build understanding of both strengths and areas for improvement. They made regional trips to gather information and speak with staff and stakeholders including visiting Albany, Bunbury, Geraldton, Kununurra, Wangkatjungka and Roebourne.

Each review was led by an independent external lead reviewer with public administration expertise and experience. The lead reviewer was supported by a dedicated team at the Commission and a senior reviewer co-opted from the sector. The panel of external lead reviewers was refreshed in early 2025.

Each of the reviewed agencies developed a commitment statement that was part of the final report. Progress against this statement was included in their agency annual reports. Chief executive officers were also held accountable to their commitments through their performance and delivery agreements.

An [executive summary](#) of each completed review was published online. The Commission has completed 14 reviews since it established the Agency Capability Review Program in 2021.

We continued to use the insights gained through the reviews to identify gaps, trends and business improvement areas in the sector including workforce planning, strategic planning, asset management and technology management. Capability gaps in financial management, procurement, contract management and project management have also been highlighted.

## Agency Capability Review Program 2023-24 and 2024-25

Timeframe	Agency	Lead reviewer	Co-opted senior reviewer
Reviews commenced in 2023-24 and 2024-25 that were finalised in 2024-25	Department of Treasury	Colin Murphy PSM	Phillip Metaxas, Western Australian Treasury Corporation
	Mental Health Commission	Jo Gaines	Natalie Gibson, Office of the Inspector of Custodial Services
	Western Australia Police Force	Professor Margaret Seares AO	Hannah Tagore, Department of Fire and Emergency Services
	Department of Education	Jo Gaines	Mark Burgess, Department of Water and Environmental Regulation
	Department of Fire and Emergency Services	Carmel McGregor PSM	James Jegasothy, Department of Local Government, Sport and Cultural Industries
	Department of Training and Workforce Development	Elizabeth MacLeod PSM	Paul Beckers, Department of Finance
Reviews commenced in 2024-25 to be finalised in 2025-26	Department of Justice	Michael Barnes PSM	Zoe Davies, Public Sector Commission
	Department of Jobs, Tourism, Science and Innovation	Elizabeth MacLeod PSM	Amanda Bolleter, Department of Health

Using this information we worked on a number of initiatives that commenced in the previous reporting period (see [Public sector skills; Chief finance officer development](#); and [Priority 2: Workforce data and insights](#)).

We also continued development of a contemporary model for agency culture to suit the unique context of the WA public sector. We explored the concept of trust as an integral element of high performance; and further explored ways of working, thinking and interacting as avenues to develop and embed trust. This work will continue in the next reporting period.

## Chief finance officer development

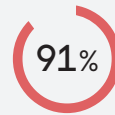
The [Technical and Leadership Capabilities for CFOs](#) program was delivered across the year as part of a shared response with the Department of Treasury to ensure strong financial management in the sector.

Developed in the previous reporting period, the program aimed to increase the expertise and knowledge of all chief finance officers in public sector agencies as well as elevate their strategic impact.

This comprehensive program provided both detailed technical skills development and contemporary leadership development. The Commission delivered the leadership capability modules while the technical capability modules were delivered through the Department of Treasury.

Following the rollout of 2 leadership capability modules in the previous reporting period, we delivered all 4 leadership capability modules during the year. In this reporting period 41 chief finance officers from 32 agencies started the leadership capability modules. It was initially planned for all current chief finance officers to complete these modules by March 2026 but due to demands on the sector this was adjusted to June 2027.

## Leadership capabilities for CFOs



indicated they would recommend this session to others



reported the learning covered is relevant to their current or future roles

Source: Participants who responded to specific module surveys in 2024-25

## Capability in human resources

In October we established the HR Partnership Group to bring together senior human resources officers in the sector to drive a strategic workforce agenda and raise human resources capability. This followed a review coordinated by the Commission in 2023 into the current and proposed future state of public sector human resources capabilities.

Chaired by the Commissioner, the group met 3 times during the reporting period to create a channel of engagement, consultation and feedback on human resources matters that impact the sector. This included consultation on the desired state for the future of human resources in the sector and proposed actions to uplift human resources capability.

Members of the group also provided feedback on the Commission's work to advance a sectorwide attraction, recruitment and selection model (see [Priority 2: Public sector recruitment](#)). We tested with the group various scenarios to evaluate how applicable they would be in the real world and sought feedback on proposed amendments to processes. The group was also given the opportunity to explore and provide feedback on the proposed Jobs Board and Talent Marketplace (see [Priority 2: New Jobs Board and Talent Marketplace](#)).

## Priority 4

## Embedded integrity

We see integrity as an absolute imperative for a strong government sector that is resistant to misconduct and corruption, and maintains the trust of the community it serves.

Integrity cannot be left to chance but must be actively managed and continuously improved, especially as the pace of change accelerates and different operating environments and risks emerge.

The Commission sets the highest standards of integrity for public sector agencies and provides them and the wider government sector with tools and information to help them promote integrity and identify, manage and prevent integrity risks.



Image: Integrity practitioners from across the government sector were part of the Community of Practice held on International Anti-Corruption Day in December.

## New integrity strategy

In October we released [Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28](#). This followed on from the first strategy released in 2019 that focused on getting the foundations in place through an integrity framework supported by an extensive toolkit of resources.

In the new strategy we focused on having integrity running through everything in the government sector as a matter of course. We provided a cohesive set of actions for the Commission, public authorities and individuals to further embed integrity.

### Key improvement areas in Embedding Integrity

- 1 Plan and act to improve integrity
- 2 Model and embody a culture of integrity
- 3 Learn and develop integrity knowledge and skills
- 4 Be accountable for integrity

In each of the 4 areas in the strategy we set out actions to promote integrity and help prevent misconduct and corruption. We also looked at specific aspects of integrity to deliver value for the government sector such as pre-employment screening, speaking up and reporting, managing discipline processes, and better use of data to monitor the integrity environment.

Actions for the Commission focused on continuing to support authorities over the next 4 years including by educating them about and encouraging them to use the integrity resources we have published over the last few years. In developing the strategy, we consulted with the Corruption and Crime Commission, Office of the Auditor General and Public Sector Leadership Council; and worked with the Integrity Practitioners' Group from across the government sector.

## Integrity thematic review

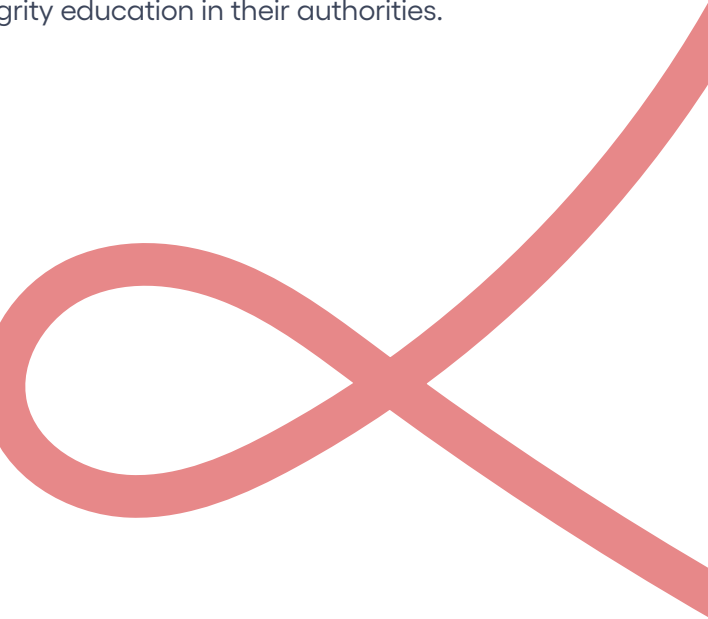
In December we published [Integrity Education: An integrity thematic review](#). The review looked at how a sample of 12 government authorities build the integrity knowledge and skills of their officers and focused on:

- frameworks that govern integrity education
- approaches to educate officers
- reinforcement of integrity education
- evaluation and improvement of integrity education.

The review was conducted as part of the Commission's prevention and education function under the CCM Act. It was the Commission's third integrity themed review.

The review report included observations about good practices and opportunities for improvement under the focus areas. The Commissioner encouraged all authority heads to use the observations to identify ways to strengthen their approaches to integrity education programs and practices.

The release of the report was supported by a community of practice event held on International Anti-Corruption Day in December at which a panel of integrity practitioners shared their insights into and experiences of developing integrity education in their authorities.



## Stronger requirements

After coming into effect in October 2023, **Commissioner's Instruction 40: Ethical Foundations** was reviewed and amended in January 2025 to mandate the use of the **Integrity Framework Maturity Self Assessment tool**.

This tool helps agencies assess the maturity of their approach to integrity; and identify areas where maturity could be lifted. The tool was downloaded 871 times in 2024-25.

The Commissioner's Instruction requires the public sector to implement measures to foster integrity including having an integrity framework in place to document and coordinate their approach to integrity. Both the self assessment tool and integrity framework were available to public authorities outside the public sector for them to use and adapt to meet their circumstances.

At the end of May the Parliamentary Inspector of the Corruption and Crime Commission tabled a report in Parliament entitled 'An inadequate investigation of alleged corruption'. Although allegations of serious misconduct fall outside the jurisdiction of the Public Sector Commission to investigate, the Commissioner wrote to the heads of public sector agencies in June reminding them of their obligations under the CCM Act and the importance of ensuring that allegations of misconduct in their agencies are thoroughly and transparently dealt with. The letter also highlighted the range of Commission information and resources available to actively manage agency integrity and investigations.

# 871

Integrity Framework Maturity  
Self Assessment tool downloads



## Consultation and education

We continued to build the integrity knowledge and skills of employees and board members in the government sector through our advisory and consultancy services and education sessions.

Integrity education sessions were delivered throughout the year on navigating the PID Act, preventing misconduct, introducing the new integrity strategy and using the Integrity Framework Maturity Self Assessment tool.

In 2024-25 we delivered 36 integrity sessions and presentations to 1,311 participants (38 sessions to 1,450 participants in the previous reporting period). The slight reduction was attributable to undertaking the thematic review on integrity education in this reporting period.



Image: Melissa Watson, Manager Integrity Promotion and Review, presented at several integrity education sessions for the government sector.

We consulted 53 times with 210 stakeholders in response to specific integrity matters and as part of a regular schedule of meetings including with the Corruption and Crime Commission, Integrity Practitioners' Group, an interagency meeting hosted by the Department of Communities, and the Local Government Integrity Working Group. In this period, we also co-hosted an interjurisdictional corruption prevention practitioners' forum with the Corruption and Crime Commission.

Our advisory service provided conduct and integrity assistance to individuals and public authorities on 393 occasions (414 in the previous reporting period). This small reduction may be attributable to the Commission's growing suite of integrity resources shared on WA.gov.au including a video called 'Let's check 1, 2' informing people about reporting minor misconduct.

During the reporting period we developed an engagement plan for public authorities, to be updated annually, targeting those authorities yet to implement an integrity framework or complete the Integrity Framework Maturity Assessment tool and offering them practical advice and information to support them to do so.



Denise Chua

**Integrity** is a core attribute of our work and our staff at the Commission. Represented by a blue hoop, with no beginning or end, it reflects the consistency and completeness of our moral principles and ethical behaviour.

As a former auditor and now Manager Financial Reporting at the Commission, Denise Chua embodies integrity both at work and in her home life. For Denise, it's not just a value; it's part of who she is.

"As we say, integrity is doing the right thing even when no one is watching," she says.



**"It's the cornerstone to building confidence and trust in the public sector."**

Her words highlight how integrity guides not just our actions but also our purpose, ensuring we foster accountability and uphold public trust.

## Integrity matters and standards

### Minor misconduct

In 2024-25 we finalised 632 matters alleging minor misconduct, up from 599 in the previous reporting period. The increase in finalised matters reflected our commitment to progress cases in a timely manner.

### Breaches of public sector standards

We finalised 85 breach of public sector standards claims in the reporting period (87 in the previous reporting period). Overall, this is a very small number of claims when compared to the thousands of jobs that are advertised each year across the public sector, showing there is a high level of integrity and compliance to ensure people are fairly treated in recruitment.

### Matters of referral

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

We completed 11 matters of referral in 2024-25 (14 in the previous reporting period). The matters generally related to individuals who were dissatisfied with how agencies managed matters affecting them personally.

**Table 5: Percentage of matters of referral and breach of standards claims completed within timeframes 2023-24 and 2024-25**

	2023-24	2024-25
Simple (30 days)	100%	100%
Routine (50 days)	100%	93%
Complex (120 days)	100%	100%
<b>Average (weighted)</b>	<b>100%</b>	<b>93%</b>

The reduction in the percentage of routine claims finalised within 50 days to 93% can be attributed to an overall increase in the complexity of matters referred to the Commission.

### Lobbyists register

WA regulates lobbyists to ensure public confidence in the transparency, integrity and honesty of dealings between lobbyists and government representatives. The Commission maintains details of lobbyists on a lobbyists register which informs the public about who lobbies the government and who they represent.

At the end of the year there were 124 registrants (companies) and 286 individual lobbyists on the register (116 registrants and 295 individual lobbyists the previous reporting period).

In 2024-25, 2 suspected breaches relating to lobbying were reported to the Commission. Following investigation, in one matter it was the Commission's view that a breach had occurred. In this instance the Commissioner elected to provide a letter of warning to the lobbyist. The investigation into the second matter had not been concluded at the end of the reporting period.

### Public interest disclosures

We received one public interest disclosure in 2024-25 (one in the previous reporting period).

## Special Inquiry into the Planning and Delivery of the 2025 WA State Election

On 2 April the Premier announced that the Honourable Malcolm McCusker AC CVO KC would conduct a Special Inquiry into the Planning and Delivery of the 2025 WA State Election that was held on 8 March.

This decision followed concerns raised by voters, candidates and members of both the Western Australian and Australian Parliaments about the staffing and management of polling booths that led to long waits as well as delays with counting votes.

The Special Inquiry was established by the Public Sector Commissioner following a direction from the Premier under section 24H (2) of the PSM Act. Mr McCusker was formally appointed as Special Inquirer on 7 April.

The inquiry was guided by the Terms of reference (see Appendix 3) which included:

- resourcing, planning and management of polling booths
- the decision to outsource some aspects of the election
- ballot paper allocation and management
- efficiency and effectiveness of vote counting and processing
- changes needed to improve the planning and delivery of future WA state elections.

Public submissions were open from 15 April to 9 May.

Mr McCusker was also provided with the names of political party representatives he could contact to help inform his inquiry. These representatives – one from each of the 4 major political parties – were determined by the Premier in consultation with Parliamentary colleagues.

We ensured Mr McCusker had the resources and support to undertake the inquiry while maintaining his independence. We provided accommodation, IT services and administrative support and a small legal team of 3 staff was seconded from the Commission and State Solicitor's Office. We also supported the inquiry by publishing website content and reporting website visitation to support community engagement; and providing media liaison support.

Mr McCusker provided the final report on the Special Inquiry to the Commissioner on 16 June who transmitted it to the Premier.

## Priority 5

## Trusted and capable Commission

We recognise that our people are the face of our Commission as we shape and build services for the public sector to be its best, and support the wider government sector.

To be a trusted and capable Commission means we work to the highest standards of integrity and support performance excellence.

We foster positive leadership behaviours and mindsets, build our own capability, and set expectations on how we deliver our work – individually and as an agency.



Image: Tracey Cullen, Principal Consultant Aboriginal Employment, took part in the NAIDOC Week Smoking Ceremony led by Noongar Elder Barry Winmar.

## Our people

As a people organisation, around 70% of our 2024-25 budget went towards salaries and other employee benefits.

At 30 June we had 152 staff or 145.8 full time equivalents (FTEs). This compared to 150 staff or 142.7 FTE in the previous reporting period.

The vast majority of our staff were employed on a permanent basis (84.2%, up from 80.7% the previous reporting period). Where we engaged staff on a temporary basis this was primarily to cover for leave and secondments.

This year we exceeded the public sector aspirational targets set in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#) for all diversity groups except for people with disability. As a small agency, minor movements in a diversity group can have a big impact on representation of that group. This was the case during the year regarding staff with disability when 4 staff left the Commission.

Overall we had staff with a broad range of skills, backgrounds, experiences and qualifications. They enhanced our work and contributed to a dynamic work environment. However we were also confronted with labour shortages which impacted our ability to recruit skilled staff and fill all vacancies. Our diversity statistics are included in [Year in Review: In the Commission](#).

In our ambition to improve diversity, during the year we:

- used Commissioner's Instruction 39 to directly appoint 2 Aboriginal and Torres Strait Islander staff
- participated in the Public Sector Vacation Program for Aboriginal and Torres Strait Islander university students for a second year, placing 4 students in the Commission which increased youth representation
- welcomed 2 students through the McCusker Centre for Citizenship internship program, also increasing youth representation
- appointed a participant to the Women in Executive Leadership Initiative 2024-25.

We employed 4 graduate officers during the reporting period. Graduates had the opportunity to rotate through different work areas at the Commission to gain a variety of experiences. Two graduate officers secured permanent positions with the Commission, one secured a permanent position in another agency and one secured a contract position in another sector.

Secondments continued to be part of our workforce profile, giving our staff opportunities to extend their experiences and development, and bringing in new staff to add value and different perspectives to our work.

We improved our management of leave liability over the year, an important achievement as leave is critical for staff wellbeing. Corporate Executive received quarterly reports on staff with high leave balances and these staff were required to complete leave management plans.

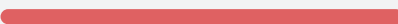
All staff had the equipment, systems and accesses to be able to work from home. In line with our Working from Home Policy and the Public Sector CSA Agreement, at 30 June 63% of staff had formal working from home arrangements approved. We began a review of our existing policy parameters to ensure they align to the Public Sector CSA Agreement 2024.

We continued to have a service level agreement with the Department of the Premier and Cabinet for payroll and human resources services.

**152**      **145.8**  
Headcount      Full time equivalents

**43.4 years**  
Median age

**Permanent staff**  
 **84.2%**

**Full time staff**  
 **85.5%**

**Female staff**  
 **68.4%**

## Our workforce plan

We extended the actions in our workforce and diversity plan until December 2025 while we continued to scope a new workforce plan. These actions fulfilled our obligation for an equal opportunity management plan under section 145 of the EO Act and a multicultural plan under the WA Multicultural Policy Framework.

We achieved against each of the 3 policy priorities in the framework. For priority 1 (harmonious and inclusive communities) we recognised Harmony Week, NAIDOC Week, National Reconciliation Week, International Women's Day and International Day of People with Disability (see [Disability access and inclusion](#)). We celebrated Lunar New Year to build greater cultural awareness and recognition of the diversity of our teams. We promoted these internally and shared stories on our digital channels to recognise staff across the Commission and sector.

For priority 2 (culturally responsive policies, programs and services) we continued to provide mandatory Aboriginal cultural awareness training for our staff, with a completion rate this year of 86%, a small decrease from the previous period due to a change in the mandatory training schedule. This training helped staff increase awareness and knowledge of Aboriginal and Torres Strait Islander cultures and perform their duties in a culturally informed way. We also held Noongar language lessons during the year and they were very positively received by staff (see [Reconciliation](#)).

For priority 3 (economic, social, cultural, civic and political participation) we provided all staff with a broad range of learning and development, and took action to set up a more consistent approach to making internal events accessible for all staff.

## Workforce inclusiveness

We continued to build a workplace environment where diverse voices and views are welcomed, affirmed and valued. In 2024-25 this was demonstrated through a series of actions to provide an inclusive place to work, encompassing both personal experiences and physical spaces (see also [Reconciliation plan](#) and [Disability access and inclusion](#)). We continued to use our census data from 2023 to inform this focus.

We engaged the 2 students we placed from the 2024 Public Sector Vacation Program for Aboriginal and Torres Strait Islander university students for further work in the Strategy and Communications Division. This reflected the positive contribution each made during the initial placement and was an opportunity for both to gain further workplace experiences.

A project designed and implemented by one of these students introduced a new communications approach to raising awareness of Noongar culture and language through a series of stories on Noongar seasons. Shared on our intranet, the project showed a more personal lens on how the seasons are recognised and experienced, and also encouraged staff to use Noongar language learnt in classes held during the year.

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

The Ally Network invited staff to a Wear it Purple Day event in August. A guest speaker from the Youth Disability Advocacy Network shared their unique lived experience as a young person driving change for some of the most vulnerable in the community, and offered advice for a more inclusive workplace.

We continued our membership of the Diversity Council Australia, accessing research, opportunities and information about national initiatives to inform and strengthen our diversity and inclusion policy and practice.



Image: Clara Tyler, Georgina Mouda-Hughes and Bianca Morgan joined our Human Resources, Executive Services, and Agency Capability and Improvement teams respectively as part of the Public Sector Vacation Program for Aboriginal and Torres Strait Islander university students in June.

## Leadership impact

The next phase of implementing **Building Leadership Impact** and Leadership Expectations in the Commission was led by our Women in Executive Leadership Initiative participant for 2024-25 (see **Skills and training**) as a special project. Through this project we developed and tested a Building Leadership Impact maturity model to identify what success looks like in the Commission and how this can be evaluated.

We continued to consider opportunities across the employee lifecycle, concentrating on our internal recruitment approach and resources such as referee reports, interview questions and the assessment matrix.

Across May and June staff in the Personal Leadership context had the opportunity to attend the Personal Leadership Suite workshop on 'Dynamically sense the environment'. Over 4 sessions, 68% of staff in this context took up

the opportunity to further explore this leadership behaviour. We also skilled staff to deliver the workshops through our train the trainer approach.

To support our people leaders, we held workshops in June to build their confidence in structuring and leading productive performance discussions with their staff. The workshops shared ways to leverage Leadership Expectations to guide meaningful feedback and performance conversations, and create development plans with staff that support growth and accountability. Over 3 sessions, 72% of staff from the Leading Others, Leading Leaders and Multiple Area Leader contexts attended.

Resources and tools – including a new eLearning product – were created to further demonstrate how Building Leadership Impact can be used in everyday actions. These will be released for staff in the next reporting period.

## Actions from the census

Our Census Action Plan continued to roll out in the reporting period with 21 actions implemented across the 7 enhancement and improvement avenues.

Several initiatives that address the learning and development, and the sharing and collaboration avenues progressed and will continue into the new reporting period. These included expanding the use of a psychometric tool to further develop individuals and teams and strengthen communications; and progressing a critical and systems thinking model that staff can use to improve problem solving, research and analysis.

In December staff provided feedback on the census response. Commentary recognised that the Census Action Plan enhanced and improved information sharing and socialisation in the agency. Corp X Live was identified as the most impactful initiative for improving access and increasing awareness of our work as a Commission. This monthly strategy update informed all staff on directions, risks and activities.

Working from home initiatives received the most positive feedback for implementing improvements that helped clarify and create consistency for working from home arrangements.

Consideration of how to build on the enhancements achieved to date continues into the next reporting period.



Alex Ireson

**People** is one of our core attributes, represented by 4 circles gathered around a meeting place or yarning circle. It signifies the synergy achieved when individuals come together, each bringing their unique strengths and efforts to support and realise a common vision.

Alex Ireson in our Human Resources team understands the value and importance of putting people front and centre.

“Our people are the lifeblood of the Commission, driving our remit and operations,” he says.

“Our team members make sure everyone in the Commission can conduct their work in a safe, productive and collaborative environment so we can foster innovation and high performance.



**“It’s having the right people in the right places and keeping those people, ensuring safety and productive relationships.”**

Badimia Yamatji Ballardong Noongar artist Acacia Collard created this version of the symbol.

Our people focused approach not only encourages continuous development and collaboration but also creates a supportive and inclusive work environment for staff.

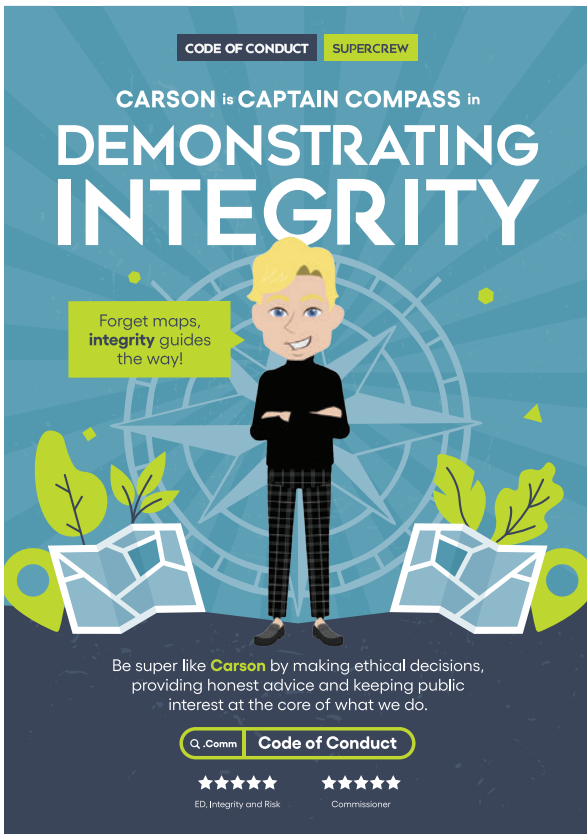


Image: The poster series shows the 4 characters created to embed the themes of our Code of Conduct.

## Code of Conduct

Following the in-house development last reporting period of a training module to support our new Code of Conduct, we released this training to staff in August. We built into the training practical information, examples and case studies of what our code means in everyday work, how staff can meet the expected standards of behaviour, and mechanisms for reporting concerns and breaches. The training met the requirement of **Commission's Instruction 40: Ethical Foundations** for each public sector agency to have formal and planned integrity training on its code of conduct. The module was completed by 98.6% of staff at the end of the reporting period.

A feature of the training was 4 characters created to embed the themes of our code. These were further reinforced in a poster series, creating a strong visual reminder across the workplace of the standards required of all staff.

Commissioner's Instruction 40 also requires each agency to have an integrity framework. After reviewing our framework in the previous reporting period to reflect this instruction, we provided the updated version on our intranet this reporting period for staff to access.

## Skills and training

For the second year we set up a temporary executive role through the sectorwide Women in Executive Leadership Initiative. Emma Clery was appointed as Director Human Resources Capability and was a member of our Corporate Executive. In this role she led the formation of the HR Partnership Group for the sector (see **Priority 3: Capability in human resources**).

In August we formed the T3Strategy Network, a forum established as part of our Census Action Plan, to strengthen collaboration among our tier 3 leadership group and develop a more strategic use of skills and expertise to bring to our work. The group was also charged with considering how evaluations and learnings

from completed work could be used to enhance future work.

Continuing our investment in enhancing the skills, knowledge and capabilities of all staff, we released our first Staff Learning and Development Prospectus in August. The prospectus brought together details of management and leadership development, mandatory training, training for specific roles and other learning opportunities available to staff over the year. This was the first time this information had been compiled into one source. It was set as an action in the Census Action Plan from suggestions by staff.

The prospectus was also used during performance setting discussions to support development plans directly linked to individual performance and the requirements of each role.

In 2024-25, 7 staff participated in Propel and 141 staff registered to attend Leadership Conversations online. Eight SES members participated in the SES Development Series, completing each of the 3 courses across the series. In January, our 2 graduates joined Launch for 2025.

We provided leadership opportunities to staff in the Leading Others and Leading Leaders contexts, with one staff member being accepted into the Elev8 program, one into Leadership WA's Rising Leadership Program and one into its Signature Leadership Program. At the executive level, one executive director undertook the ANZSOG Deputies Leadership Program. Staff in the Leading Others, Leading Leaders and Executive Leader contexts accessed internal workshops on 'Making your development more meaningful' in August to support performance planning for the year.

Staff cohesion and team building were facilitated through team training sessions on psychometric assessment results and how staff can use the psychometric tools to build connections in their immediate teams and across their divisions.

We continued to mandate training for all staff to have critical information about and knowledge of identified areas including cybersecurity, Aboriginal cultural awareness, disability awareness, financial management, record keeping and workplace safety.

Training was provided to staff holding or taking on specific roles such as work health and safety representatives, wardens and public interest disclosure officers. We also ensured there were appropriate numbers of staff in these roles across our office buildings. Eleven staff completed the Equal Opportunity Commission training as contact officers to be the first point of call for staff with complaints and grievances.

As part of our benefits of being a Premier Corporate Partner of the Institute of Public Administration Australia we received Young Professional Memberships for staff aged 35 years and under. We provided these memberships to eligible staff and also allocated funding to pay for learning events.

All staff were encouraged to access learning through Development Maps and the Personal Leadership Suite as part of implementing Building Leadership Impact. These learning resources were included on our learning management system. Over the year 29 staff completed Development Maps modules (adding to 97 in the previous reporting period).

Our new learning management system, called Spark, went live at the start of the reporting period as a centralised platform for learning and performance management. The platform included the mandatory Code of Conduct training released at the same time in compliance with Commissioner's Instruction 40.

## Reconciliation plan

Across the year our Reconciliation Action Plan Implementation Working Group focused on progressing from a Reflect to an Innovate plan. In closing the Reflect plan we considered lessons learnt and acknowledged a strengthened

agency commitment to reconciliation. The group was chaired by an executive director and met 5 times over the year.

In January all staff were invited to contribute to the creation of a vision statement for the Innovate plan. An online workshop helped capture shared aspirations for reconciliation. It was followed by further consultation with executive members, the working group, T3Strategy Network, and Aboriginal and Torres Strait Islander staff.

An Innovate plan was proposed by the working group and shared with Corporate Executive for review in June. This will progress in the next reporting period.

Early in the reporting period we joined colleagues from the Department of the Premier and Cabinet to mark NAIDOC Week. Noongar Elder Barry Winmar led a Welcome to Country and traditional Smoking Ceremony which set a respectful and unifying tone for the week.

To continue our shared learning and appreciation of First Nations culture, staff attended an online screening of the *Survivors of Wadjemup (Rottnest Island)* documentary; and contributed to a collaborative artwork telling the story of kaarla (fire).

Noongar language classes were held during NAIDOC Week and again in June to build understanding of and familiarity with local words and phrases, with 18 staff attending. Members of the working group also identified First Nations' words and phrases that hold special meaning for them, and these were shared on our intranet and social media channels during the week.

In recognition of the importance of language, the working group championed a meaningful update to the Acknowledgement of Country used by the Commission. This was flowed into our email signatures, on WA.gov.au and across all our publications and resources from October.

In June we tuned in for the livestream of the 2025 National Reconciliation Week breakfast.

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

## Governance and accountability

### Committees

#### Corporate Executive

Corporate Executive is the Commissioner's key decision making body that provides leadership, sets strategic directions, and plans and monitors business requirements and resources to achieve government and Commission priorities. During the year Corporate Executive met 12 times, setting and monitoring the annual budget; approving policies, procedures and frameworks; overseeing performance; and monitoring risk.

Key decisions on sector initiatives approved by Corporate Executive included Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28, Building Leadership Impact maturity model, and establishment of the sectorwide HR Partnership Group.

Internally, Corporate Executive approved our risk appetite statement (developed in the previous reporting period), Integrity Framework Maturity Self Assessment tool, and draft Reconciliation Action Plan Innovate for submission to Reconciliation Australia. Corporate Executive also considered modes of employment, use of the Employee Assistance Program, staff feedback (through exit interviews and the Census Action Plan survey) and instances of gifts, benefits and hospitality.

All staff were invited to join the Corp X Live monthly strategy updates, a continuation of this process from the previous year. Corp X Live was introduced in response to staff feedback gained through the census discussion to have more information about the Commission's strategic directions.

#### Project Governance Committee

The Project Governance Committee provides information and assurance on the effective and efficient management of project governance, strategy and practices in the Commission. The committee met 10 times during the year, overseeing and endorsing 10 new project plans, 19 status updates, 11 variations and 9 closures.

Significant sector project plans endorsed included a new recruitment, selection and appointment standard and policy; procurement for the learning initiative; and response to the Disability Royal Commission.

#### Project Governance Committee 2024-25

10

committee meetings held

10

new project plans endorsed

19

project status updates endorsed

11

project variations endorsed

9

project closures endorsed

### Audit and Risk Committee

The Audit and Risk Committee provides independent advice to the Commissioner on the effectiveness of the Commission's system of risk oversight, management, governance frameworks and external accountability obligations. This year the committee's 5 members included 3 members from within the sector but external to the Commission, one being the chair, and 2 members from our Corporate Executive. During the year the chair resigned due to work commitments and a new chair was appointed in February.

The committee met 3 times in the reporting period. Key actions included endorsing the scope of the 3 audits on the Commission's annual audit plan (see [Internal audit and risk management](#)) and oversighting the implementation of recommendations made in audit reports. Improvements were made to the level of reporting to the committee with new items (such as mandatory training completion by Commission staff) added as standing agenda items.

### Work Health and Safety Committee

The committee met 4 times during the year to resolve identified safety matters, review reports of hazards and incidents, and share knowledge and better practices. The committee also planned and implemented WHStober initiatives and activities in October, and monitored the planned audit of psychosocial risk management (see [Internal audit and risk management](#)).

Ongoing facilities maintenance and area inspections were managed by the committee to ensure the safety of staff. Consideration of the Commission's work health and safety obligations was given to staff working at the Salaries and Allowances Tribunal who moved to offsite accommodation (see [Salaries and Allowances Tribunal](#)).

Along with the minutes from each meeting, a quarterly report was provided to Corporate Executive on matters considered by the committee and any recommendations on significant work health and safety matters.

In December a revised terms of reference for the committee (required to be updated every 2 years) was endorsed by Corporate Executive.

### Joint Consultative Committee

The Joint Consultative Committee met 3 times over the reporting period as 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. Other items discussed included the Public Sector CSA General Agreement 2024, structural changes at the Commission, and learning and development opportunities for staff. The committee also advised on new and revised policies and procedures including flexible working arrangements.

A report after each meeting was provided to Corporate Executive on matters considered by the committee along with the minutes of the meetings.

### Board and committee remuneration

The Commission has no boards or committees.

## Internal policies and procedures

In line with our review and update scheme for internal policies, procedures and guidance, in 2024-25 we reviewed our Internal Governance Framework which sets out internal governance arrangements and is structured according to the principles in the [Good governance for public sector agencies guide](#).

### Internal policy and procedure reviews and updates

- Customer Service Charter, and Feedback and Compliance Procedures
- Developing and Managing External Policy Instruments Policy and Procedures
- Filling a Vacant Position Policy and Procedures
- Grievance Resolution Policy and Procedures
- Information Protection Policy and Information Breach Response Procedures
- Managing Conflicts of Interest Policy
- Managing Staff Attendance Policy
- Procurement and Contract Management Policy
- Staff Performance Management Procedures

We updated our Customer Service Charter to describe our commitment to the standard of service that customers and those we interact with can expect from us, and how they can help us deliver high quality services. Its supporting Feedback and Complaints Procedures were also refreshed. The procedures set out how we capture both positive feedback and improvement suggestions as well as how these are reported annually to Corporate Executive. Both documents were shared with staff in November.

With the Public Sector CSA Agreement 2024 coming into place, we held information sessions on changes to and new aspects of the agreement. Corporate Executive began working through the new flexible work provisions to ensure our working from home position aligned while still considering staff feedback gathered in 2023 on how to improve the workplace. A new internal policy will be released in the next reporting period.

## Privacy and responsible information sharing

We progressed preparations for when the new *Privacy and Responsible Information Sharing Act 2024* (PRIS Act) comes into effect in July 2026. Activities included reviewing our current information assets, developing an information assets register and drafting policies to support implementation of the PRIS Act in the Commission.

## Client perception survey

We conducted our annual client perception survey to collect feedback from core clients on our performance against the 3 key effectiveness indicators in our outcome based management framework. All 3 indicators achieved results that exceeded the 2024-25 targets (see [Key performance indicators](#)).

Following a proposal made in the previous reporting period, and with support from the Office of the Auditor General and Department of Treasury, the methodology was simplified for the 2025 survey. This saw the number of response options for the 3 questions reduced from 6 to 3. An improvement was also made in response to an identified issue with the methodology where neutral responses were treated as negative. This change improved the meaning of the indicators by removing response options that did not provide useful insights into respondents' perceptions of the services we provide.

## Cybersecurity and IT systems

Cybersecurity was once again in the spotlight internally as we remained vigilant in the rapidly changing digital landscape. Core systems continued to be hosted through our shared environment with the Department of the Premier and Cabinet as did the shared servicing arrangement for ICT infrastructure and helpdesk services.

In March, jointly with the Department of the Premier and Cabinet, we maintained a Level 1 maturity rating against the WA Cybersecurity Policy implementation requirements (Essential Eight and Further Five). This rating met the Office of Digital Government minimum maturity requirements for the year. The minimum required Level 1 maturity rating has been sustained since 2022-23.

We extended our IT Strategy to 2025 to progress the remediation of the final legacy system, the Recruitment Advertising Management System (RAMS). During the year we took actions to accelerate procurement of a modern Jobs Board (see [Priority 2: New Jobs Board and Talent Marketplace](#)). Implementation over the life of the strategy has included a significant body of work to remediate legacy ICT risks by managing the progressive replacement of 9 systems.

In September we migrated RAMS to a new certified data centre for increased security and reliability. In doing this, we successfully migrated approximately 50,000 agency users, 1.8 million jobseeker profiles and 4.2 million active applications. Annual penetration testing was conducted to help maintain the security of the system.

Internally we reviewed security configurations and undertook patching and firmware updates across corporate devices. We introduced controls to prevent unauthorised software execution. Details of our shared arrangements with the Department of the Premier and Cabinet for IT, records, payroll and human resources services were also reviewed.

In May we released a new Introduction to Countering Foreign Interference online learning module to increase understanding of what foreign interference is and how to protect the Commission from potential interference. This module complemented our other mandatory training to ensure staff understood their obligations and could spot the dangers of foreign interference. It was mandatory for staff to complete the training, with 57% having done so at 30 June. We added this training to our Staff Learning and Development Prospectus (see [Skills and training](#)) with a requirement for staff to re-take the training every 3 years. Outstanding training will be followed up as part of the new performance agreement setting phase for 2025-26.

Sensitivity labelling was rolled out across SharePoint and MS Teams in August to communicate the sensitivity of information both internally and externally, and allow for better control and security monitoring. This aligned to the Western Australian Information Classification Policy.

A series of 11 monthly articles was shared on our intranet to keep staff alert and informed of current and emerging cyber threats.

# Other legal and policy requirements

## Act of grace payments

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

## Credit cards

We regularly reminded staff of their obligations under our Purchasing Card Policy. In 2024-25, one employee inadvertently used a corporate purchasing card for personal expenditure. This matter was settled promptly.

**Table 6: Purchasing card use for personal purposes**

	2024-25
Number of instances the Western Australian Government Purchasing Cards has been used for personal purposes	1
Aggregate amount of personal use expenditure for the reporting period	\$12.95
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$12.95
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	N/A
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	N/A
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

## Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$188,855 with advertising agencies and media advertising organisations. We did not incur any expenditure with market research, polling and direct mail organisations.

**Table 7: Advertising expenditure 2024-25**

	Amount
<b>Advertising agencies</b>	
Word of Mouth	\$62,727
Rare	\$14,480
<b>Media advertising organisations</b>	
Initiative Media	\$74,828
Carat	\$35,041
Meta	\$1,779

## 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 International Day of People with Disability a guest speaker from Guide Dogs WA spoke about the organisation and its work in promoting awareness, understanding and acceptance of people living with low vision, disability and illness. To ensure equal access, staff were able to attend in person and remotely.

In January we commissioned an independent accessibility audit of one of our office buildings, Hale House, against the requirements of the *Disability Discrimination Act 1992*. The audit set out to identify any obstructions to accessibility for people with disability, and ensure the building and facilities did not discriminate against people with disability or prevent equal access. We began working with building management to consider all recommendations in the report.

In May we recognised Global Accessibility Awareness Day by promoting how to ensure the information we share internally and externally is inclusive for a wide audience. We raised awareness of how to use the Microsoft Accessibility Checker on emails and documents to identify errors and apply recommended actions. To upskill staff in running more inclusive meetings we provided guidance on using live captions and Sign Language View in MS Teams meetings.

## Public sector standards and ethical codes

We complied with the Public Sector Standards in Human Resource Management and Public Sector Code of Ethics (see also **Priority 5: Code of Conduct**).

We informed new staff of these standards through our onboarding processes as well as in the new Code of Conduct training rolled out from July. Our human resources team provided

### Disability Access and Inclusion Plan in 2024-25

#### December 2024 International Day of People with Disability

Guide Dogs WA guest speaker talked about the organisation and its work in spreading awareness, understanding and acceptance of people with disability.

#### January 2025 Independent accessibility audit

We commissioned an audit of Hale House to identify any obstructions to accessibility for people with disability.

#### May 2025 Global Accessibility Awareness Day

We raised staff awareness of how to make the information we share internally and externally inclusive for a wide audience.

advice, support and guidance to managers and staff on the standards.

Notification of the right to lodge breach of standards claims was provided as required by the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005. There were no applications lodged for breaches of standards in 2024-25.

## 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.

## Internal audit and risk management

In line with the Global Internal Audit Standards, we commissioned an external quality assessment of our internal audit function. The purpose was to provide the Commission with support in evaluating the current state of internal audit activities and oversight with the objective of improving internal audit conformance and performance. This was aligned with the requirement in Treasurer's Instruction 10: Internal Audit.

The methodology included stakeholder interviews, feedback surveys, documentation reviews and evaluation of internal audit work papers. The report will be presented to the Audit and Risk Committee and Commissioner in the next reporting period. Observations from the final report will inform the internal audit works plan.

We completed work commenced in the last reporting period on the development of our first risk appetite statement to define how the Commission engages with risk in achieving its strategic objectives. Corporate Executive approved the statement in April and reporting against the statement will start next year.

The audit on recruitment processes and practices that commenced in the previous reporting period was finalised in 2024-25. There were 3 findings rated as 'Low' that related to non-adherence to the Commission's Filling a Vacant Position Policy, candidate shortlisting and selection processes, and documentation requirements for conflicts of interest. The audit report was shared with staff on our intranet.

The 3 audits in our 2024-25 audit plan were conducted and will be finalised in the next reporting period. The first was a risk assessment and assurance mapping exercise looking at the Commission's IT environment. The second centred on psychosocial risk management to assess the design and operating effectiveness of our current practices, including consideration of relevant workplace health and safety legislation and associated mandatory requirements. The third audit assessed the adequacy and

operational effectiveness of our general financial controls in accordance with applicable legislation and internal policies. This included alignment of financial processes and controls in the in-scope areas with the updated Treasurer's Instructions issued in June 2024.

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

Instead of an annual audit plan, this year the internal audit function drafted a rolling plan for 2025 to 2028 in line with the Commission's priorities, emerging risks and legislative obligations. The plan was prepared for the Audit and Risk Committee to consider and recommend to the Commissioner for approval in the next reporting period.

## Freedom of information

We received 9 freedom of information applications in 2024-25. We finalised 8 during the reporting period and one was transferred to another agency. A total of \$232 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](#). We also updated our information statement.

## Work health and safety

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

- appointing and training 21 mental health first aid officers
- celebrating WHStober with staff participating in activities to build physical and mental health
- providing free flu vaccinations
- joining Fitness Passport and making this available to all staff
- running meditation and mindfulness sessions.

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

We settled one workers' compensation claim in April from the previous year. No new claims were received in the year.

**Table 8: Safety, health and injury management performance reporting**

Indicator	2022-23	2023-24	2024-25	Target
Number of fatalities	0	0	0	0
Lost time injury/disease incidence rate	0	0.7%	0	0 or 10% improvement on previous 3 years
Lost time injury/disease severity rate	0	100%	0	0 or 10% improvement on previous 3 years
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	(i) N/A (ii) N/A	0	(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	81%	88%	80%	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 2024-25 we assisted in finding and relocating the tribunal to new premises.

# Financial statements



# Contents for financial statements

Certification of financial statements	70
Independent auditor's report	71
Statement of comprehensive income	76
Statement of financial position	77
Statement of changes in equity	78
Statement of cash flows	79
Index: Notes to the financial statements	80
Summary of consolidated account appropriations	90

# Certification of financial statements

## For the financial year ended 30 June 2025

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 2025 and the financial position as at 30 June 2025.

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



GAVIN CLOTHIER  
CHIEF FINANCE OFFICER  
29 August 2025



SHARYN O'NEILL PSM  
PUBLIC SECTOR COMMISSIONER  
29 August 2025



## Auditor General

### INDEPENDENT AUDITOR'S REPORT

2025

#### 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 2025, 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 2025 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.

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](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 2025, and the controls were implemented as designed as at 30 June 2025.

### **The Commissioner's responsibilities**

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

## Auditor General's responsibilities

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

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

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

## Limitations of controls

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

## Report on the audit of the key performance indicators

### Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Commission for the year ended 30 June 2025 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 2025 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 2025.

## The Commissioner's responsibilities for the key performance indicators

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Commissioner determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Commissioner is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 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 entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 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 entity's annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Public Sector Commission for the year ended 30 June 2025 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Steven Hoar  
Acting Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
1 September 2025

# Statement of comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
<b>Cost of services</b>			
<b>Expenses</b>			
Employee benefits expenses	2.1(a)	22,780	20,953
Supplies and services	2.3	7,603	6,683
Depreciation and amortisation expenses	4.1 / 4.2 / 4.3	138	150
Finance costs	6.2	7	3
Accommodation expenses	2.4	2,497	2,398
Grants and subsidies	2.2	24	18
Other expenses	2.5	87	98
<b>Total cost of services</b>		<b>33,136</b>	<b>30,303</b>
<b>Income</b>			
Other income	3.2	29	34
<b>Total income</b>		<b>29</b>	<b>34</b>
<b>Net cost of services</b>		<b>33,107</b>	<b>30,269</b>
<b>Income from State Government</b>			
Service appropriation	3.1	30,668	28,604
Income from other public sector entities	3.1	1,203	890
Resources received	3.1	978	887
Royalties for Regions Fund	3.1	-	3
<b>Total income from State Government</b>		<b>32,849</b>	<b>30,384</b>
<b>Surplus/(deficit) for the period</b>		<b>(258)</b>	<b>115</b>
<b>Total comprehensive income/(loss) for the period</b>		<b>(258)</b>	<b>115</b>

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

# Statement of financial position

As at 30 June 2025

	Notes	2025 \$000	2024 \$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6.3	15,831	14,717
Receivables	5.1	1,069	761
Amounts receivable for services	5.2	109	109
Other current assets	5.3	826	1,029
<b>Total current assets</b>		<b>17,835</b>	<b>16,616</b>
<b>Non-current assets</b>			
Receivables	5.1	505	445
Amounts receivable for services	5.2	6,729	6,695
Property, plant and equipment	4.1	267	270
Right-of-use assets	4.2 / 6.4	118	49
Intangible assets	4.3	213	191
Other non-current assets	5.3	1	2
<b>Total non-current assets</b>		<b>7,833</b>	<b>7,652</b>
<b>Total assets</b>		<b>25,668</b>	<b>24,268</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	5.4	3,349	1,884
Lease liabilities	6.1	29	18
Employee related provisions	2.1(b)	4,002	4,104
Contract liabilities	5.5	223	198
<b>Total current liabilities</b>		<b>7,603</b>	<b>6,204</b>
<b>Non-current liabilities</b>			
Lease liabilities	6.1	93	34
Employee related provisions	2.1(b)	711	534
<b>Total non-current liabilities</b>		<b>804</b>	<b>568</b>
<b>Total liabilities</b>		<b>8,407</b>	<b>6,772</b>
<b>Net assets</b>		<b>17,261</b>	<b>17,496</b>
<b>Equity</b>			
Contributed equity		193	170
Accumulated surplus/(deficit)		17,068	17,326
<b>Total equity</b>		<b>17,261</b>	<b>17,496</b>

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 2025

	Contributed equity \$000	Accumulated surplus/(deficit) \$000	Total equity \$000
<b>Balance at 1 July 2023</b>	145	17,211	17,356
Surplus/(deficit)	-	115	115
<b>Total comprehensive income for the period</b>	<b>-</b>	<b>115</b>	<b>115</b>
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	25	-	25
<b>Total</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Balance at 30 June 2024</b>	<b>170</b>	<b>17,326</b>	<b>17,496</b>
<b>Balance at 1 July 2024</b>	170	17,326	17,496
Surplus/(deficit)	-	(258)	(258)
<b>Total comprehensive loss for the period</b>	<b>-</b>	<b>(258)</b>	<b>(258)</b>
<i>Transactions with owners in their capacity as owners:</i>			
Capital appropriation	23	-	23
<b>Total</b>	<b>23</b>	<b>-</b>	<b>23</b>
<b>Balance at 30 June 2025</b>	<b>193</b>	<b>17,068</b>	<b>17,261</b>

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 2025

	Notes	2025 \$000	2024 \$000
<b>Cash flows from the State Government</b>			
Service appropriation		30,525	28,517
Capital appropriation		23	25
Funds from other public sector entities		1,197	934
Holding account drawdown		109	109
Royalties for Regions Fund		-	3
<b>Net cash provided by the State Government</b>		<b>31,854</b>	<b>29,588</b>
<i>Utilised as follows:</i>			
<b>Cash flows from operating activities</b>			
<b>Payments</b>			
Employee benefits		(22,244)	(20,818)
Supplies and services		(5,762)	(6,173)
Finance costs		(7)	(3)
Accommodation		(2,498)	(2,397)
Grants and subsidies		(24)	(18)
GST payments on purchases		(876)	(782)
GST payments to taxation authority		(8)	(5)
<b>Receipts</b>			
GST receipts on sales		8	5
GST receipts from taxation authority		857	795
Other receipts		29	34
<b>Net cash provided by/(used in) operating activities</b>		<b>(30,525)</b>	<b>(29,362)</b>
<b>Cash flows from investing activities</b>			
<b>Payments</b>			
Purchase of non-current assets		(128)	(42)
<b>Net cash provided by/(used in) investing activities</b>		<b>(128)</b>	<b>(42)</b>
<b>Cash flows from financing activities</b>			
<b>Payments</b>			
Principal elements of lease payments		(27)	(25)
Payment to accrued salaries account		(60)	(59)
<b>Net cash provided by/(used in) financing activities</b>		<b>(87)</b>	<b>(84)</b>
Net increase/(decrease) in cash and cash equivalents		1,114	100
Cash and cash equivalents at the beginning of the period		14,717	15,003
Adjustment for the reclassification of accrued salaries account		-	(386)
<b>Cash and cash equivalents at the end of the period</b>	6.3	<b>15,831</b>	<b>14,717</b>

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

# Index

## Notes to the financial statements

No.	Notes	Page
<b>1</b>	Basis of preparation	<b>81</b>
<b>2</b>	Use of our funding	<b>82</b>
<b>2.1(a)</b>	Employee benefits expenses	<b>83</b>
<b>2.1(b)</b>	Employee related provisions	<b>84</b>
<b>2.2</b>	Grants and subsidies	<b>86</b>
<b>2.3</b>	Supplies and services	<b>86</b>
<b>2.4</b>	Accommodation expenses	<b>87</b>
<b>2.5</b>	Other expenses	<b>87</b>
<b>3</b>	Our funding sources	<b>88</b>
<b>3.1</b>	Income from State Government	<b>88</b>
	Summary of consolidated accounts appropriations	<b>90</b>
<b>3.2</b>	Other income	<b>90</b>
<b>4</b>	Key assets	<b>91</b>
<b>4.1</b>	Property, plant and equipment	<b>91</b>
<b>4.2</b>	Right-of-use assets	<b>92</b>
<b>4.3</b>	Intangible assets	<b>94</b>
<b>5</b>	Other assets and liabilities	<b>95</b>
<b>5.1</b>	Receivables	<b>96</b>
<b>5.2</b>	Amounts receivable for services (Holding Account)	<b>97</b>
<b>5.3</b>	Other assets	<b>97</b>
<b>5.4</b>	Payables	<b>98</b>
<b>5.5</b>	Contract liabilities	<b>98</b>
<b>6</b>	Financing	<b>99</b>
<b>6.1</b>	Lease liabilities	<b>99</b>
<b>6.2</b>	Finance costs	<b>100</b>
<b>6.3</b>	Cash and cash equivalents	<b>100</b>
<b>6.4</b>	Assets pledged as security	<b>101</b>

No.	Notes	Page
<b>7</b>	Financial instruments and contingencies	<b>101</b>
<b>7.1</b>	Financial instruments	<b>101</b>
<b>7.2</b>	Contingent assets and liabilities	<b>102</b>
<b>7.2.1</b>	Contingent assets	<b>102</b>
<b>7.2.2</b>	Contingent liabilities	<b>102</b>
<b>8</b>	Other disclosures	<b>102</b>
<b>8.1</b>	Events occurring after the end of the reporting period	<b>102</b>
<b>8.2</b>	Changes in accounting policies	<b>103</b>
<b>8.3</b>	Key management personnel	<b>103</b>
<b>8.4</b>	Related party transactions	<b>104</b>
<b>8.5</b>	Related bodies	<b>104</b>
<b>8.6</b>	Affiliated bodies	<b>104</b>
<b>8.7</b>	Remuneration of auditors	<b>104</b>
<b>8.8</b>	Supplementary financial information	<b>105</b>
<b>9</b>	Explanatory statements	<b>105</b>
<b>9.1</b>	Explanatory statement for controlled operations	<b>105</b>
<b>9.1.1</b>	Statement of comprehensive income variances	<b>106</b>
<b>9.1.2</b>	Statement of financial position variances	<b>107</b>
<b>9.1.3</b>	Statement of cash flows variances	<b>109</b>
	Major variance narratives	<b>111</b>

# Notes to the financial statements

For the year ended 30 June 2025

## 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 29 August 2025.

### 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	2025 \$000	2024 \$000
Employee benefits expenses	2.1 (a)	22,780	20,953
Employee related provisions	2.1 (b)	4,713	4,638
Grants and subsidies	2.2	24	18
Supplies and services	2.3	7,603	6,683
Accommodation expenses	2.4	2,497	2,398
Other expenses	2.5	87	98

**Note 2.1 (a): Employee benefits expenses**

	<b>2025 \$000</b>	<b>2024 \$000</b>
Employee benefits	20,461	18,867
Termination benefits	18	-
Superannuation – defined contribution plans	2,301	2,086
<b>Employee benefits expenses</b>	<b>22,780</b>	<b>20,953</b>
Add: AASB 16 non-monetary benefits (not included in employee benefits expense)	36	28
Less: Employee contributions (per <b>Note 3.2: Other income</b> )	(29)	(28)
<b>Total employee benefits provided</b>	<b>22,787</b>	<b>20,953</b>

**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 GSS (concurrent contributions), the WSS, the GESB schemes 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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Current</b>		
<b>Employee benefits provisions</b>		
Annual leave	1,766	1,821
Long service leave	2,211	2,191
Deferred salary scheme	-	68
	<b>3,977</b>	<b>4,080</b>
<b>Other provisions</b>		
Employment on-costs	25	24
<b>Total current employee related provisions</b>	<b>4,002</b>	<b>4,104</b>
<b>Non-current</b>		
<b>Employee benefits provisions</b>		
Long service leave	708	532
<b>Other provisions</b>		
Employment on-costs	3	2
<b>Total non-current employee related provisions</b>	<b>711</b>	<b>534</b>
<b>Total employee related provisions</b>	<b>4,713</b>	<b>4,638</b>

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

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

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

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

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

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

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

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

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

	<b>2025</b> <b>\$000</b>	<b>2024</b> <b>\$000</b>
<b>Employment on-costs provision</b>		
Carrying amount at start of period	26	30
Additional/(reversals of) provisions recognised	2	(4)
<b>Carrying amount at end of period</b>	<b>28</b>	<b>26</b>

### 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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
Sponsorships	24	18
<b>Total grants and subsidies</b>	<b>24</b>	<b>18</b>

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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
Communications	16	14
Consultants and contractors	5,333	4,262
Consumables	405	522
Repairs and maintenance	22	36
Travel	111	161
Insurance premiums	111	99
Licences, fees and registration	1,264	1,317
Operating lease, rental and hire cost	94	69
Other supplies and services	247	203
<b>Total supplies and services expenses</b>	<b>7,603</b>	<b>6,683</b>

**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

	2025 \$000	2024 \$000
Office rental	2,497	2,398
<b>Total accommodation expenses</b>	<b>2,497</b>	<b>2,398</b>

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

## Note 2.5: Other expenses

	2025 \$000	2024 \$000
Employment on-costs	2	(4)
Professional services	85	76
Expected credit losses expense	(11)	13
Bad debts expense	11	13
<b>Total other expenses</b>	<b>87</b>	<b>98</b>

**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	2025 \$000	2024 \$000
Income from State Government	3.1	32,849	30,384
Other income	3.2	29	34

### Note 3.1: Income from State Government

	2025 \$000	2024 \$000
Appropriation received during the period:		
Service appropriation	30,668	28,604
<b>Total service appropriation</b>	<b>30,668</b>	<b>28,604</b>
Income received from other public sector entities during the period:		
Reviews	378	280
Recoveries	119	123
Training and development courses	706	487
<b>Total income from other public sector entities</b>	<b>1,203</b>	<b>890</b>
Resources received free of charge from other public sector entities during the period:		
Department of the Premier and Cabinet – Corporate support services	740	787
Department of Finance – Accommodation leasing	27	27
Department of Justice – Legal services	211	68
Department of Water and Environmental Regulation – Committee representation	-	5
<b>Total resources received</b>	<b>978</b>	<b>887</b>
Royalties for Regions Fund:		
Regional Community Services Fund	-	3
<b>Total Royalties for Regions Fund</b>	<b>-</b>	<b>3</b>
<b>Total income from State Government</b>	<b>32,849</b>	<b>30,384</b>

**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.

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

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

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

# Summary of consolidated account appropriations

For the year ended 30 June 2025

	2025 Budget \$000	2025 Section 25 transfers \$000	2025 Additional funding* \$000	2025 Revised budget \$000	2025 Actual \$000	2025 Variance \$000
<b>Delivery of Services</b>						
Item 7 – Net amount appropriated to deliver services	29,549	587	-	30,136	30,136	-
Amount authorised by other statutes:						
- <i>Salaries and Allowances Act 1975</i>	532	-	-	532	532	-
<b>Total appropriations provided to deliver services</b>	<b>30,081</b>	<b>587</b>	<b>-</b>	<b>30,668</b>	<b>30,668</b>	<b>-</b>
<b>Capital</b>						
Item 102 Capital appropriation	26	-	-	26	23	(3)
<b>Total consolidated account appropriations</b>	<b>30,107</b>	<b>587</b>	<b>-</b>	<b>30,694</b>	<b>30,691</b>	<b>(3)</b>

\*Additional funding includes supplementary funding and new funding authorised under section 27 of the Act and amendments to standing appropriations. No additional funding is received by the Commission in 2024-25.

## Note 3.2: Other income

	2025 \$000	2024 \$000
Contributions by senior officers to the Government Vehicle Scheme	29	28
Australian Apprenticeships Incentive Program	-	6
<b>Total other income</b>	<b>29</b>	<b>34</b>

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 the performance of these assets:

	Notes	2025 \$000	2024 \$000
Property, plant and equipment	4.1	267	270
Right-of-use assets	4.2	118	49
Intangible assets	4.3	213	191

### Note 4.1: Property, plant and equipment

Year ended 30 June 2025	Computer hardware \$000	Office equipment \$000	Leasehold improvement \$000	Furniture and fittings \$000	Total \$000
<b>1 July 2024</b>					
Gross carrying amount	6	334	286	98	724
Accumulated depreciation	(6)	(174)	(211)	(63)	(454)
<b>Carrying amount at start of period</b>	<b>-</b>	<b>160</b>	<b>75</b>	<b>35</b>	<b>270</b>
Additions	-	59	33	-	92
Disposals	-	-	-	-	-
Depreciation	-	(54)	(32)	(9)	(95)
<b>Carrying amount at end of period</b>	<b>-</b>	<b>165</b>	<b>76</b>	<b>26</b>	<b>267</b>
Gross carrying amount	6	393	319	98	816
Accumulated depreciation	(6)	(228)	(243)	(72)	(549)
<b>Carrying amount at end of period</b>	<b>-</b>	<b>165</b>	<b>76</b>	<b>26</b>	<b>267</b>

### 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 lease term or the estimated useful life of the leasehold improvement.

### Subsequent measurement

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

## Useful lives

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

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

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

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

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

## Impairment

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

Where an asset 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 2025	Vehicles \$000	Total \$000
<b>Carrying amount at beginning of period</b>	49	49
Additions	98	98
Depreciation	(29)	(29)
<b>Net carrying amount as at end of period</b>	<b>118</b>	<b>118</b>

The Commission has leases for vehicles and office accommodation.

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

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

### **Initial recognition**

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

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

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

#### **Note 6.1: Lease liabilities.**

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

### **Subsequent measurement**

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

### **Depreciation and impairment of right-of-use assets**

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

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

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

**Note 4.3: Intangible assets**

Year ended 30 June 2025	Western Australian Executive Classification Methodology \$000	Total \$000
<b>1 July 2024</b>		
Gross carrying amount	211	211
Accumulated amortisation	(20)	(20)
<b>Carrying amount at start of period</b>	<b>191</b>	<b>191</b>
Additions	36	36
Amortisation expense	(14)	(14)
<b>Carrying amount at end of period</b>	<b>213</b>	<b>213</b>

**Initial recognition**

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

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

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

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

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

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

**Subsequent measurement**

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

## Useful lives

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

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

## Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2025, 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	2025 \$000	2024 \$000
Receivables	5.1	1,574	1,206
Amounts receivable for services (Holding Account)	5.2	6,838	6,804
Other assets	5.3	827	1,031
Payables	5.4	3,349	1,884
Contract liabilities	5.5	223	198

**Note 5.1: Receivables**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Current</b>		
Receivables	681	522
GST receivable	248	230
	<b>929</b>	<b>752</b>
Other debtors	148	28
Allowance for impairment of receivables	(8)	(19)
	<b>140</b>	<b>9</b>
<b>Total current</b>	<b>1,069</b>	<b>761</b>
<b>Non-current</b>		
Accrued salaries account <sup>(a)</sup>	505	445
<b>Total non-current</b>	<b>505</b>	<b>445</b>
<b>Total receivables at end of the period</b>	<b>1,574</b>	<b>1,206</b>

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

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

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

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

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

**Note 5.2: Amounts receivable for services (Holding Account)**

	<b>2025 \$000</b>	<b>2024 \$000</b>
Current	109	109
Non-current	6,729	6,695
<b>Total amounts receivable for services at end of period</b>	<b>6,838</b>	<b>6,804</b>

**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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Current</b>		
Prepayments	826	1,029
<b>Total current</b>	<b>826</b>	<b>1,029</b>
<b>Non-current</b>		
Prepayments	1	2
<b>Total non-current</b>	<b>1</b>	<b>2</b>
<b>Total other assets at end of period</b>	<b>827</b>	<b>1,031</b>

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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Current</b>		
Payables	1,514	614
Accrued salaries	592	477
Accrued expenses	1,243	793
<b>Total payables at end of period</b>	<b>3,349</b>	<b>1,884</b>

**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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Reconciliation of changes in contract liabilities</b>		
<b>Opening balance at the beginning of the period</b>	198	116
Additions	223	198
Revenue recognised in the reporting period	(198)	(116)
<b>Closing balance at the end of the period</b>	<b>223</b>	<b>198</b>
<b>Current</b>	<b>223</b>	<b>198</b>

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	2025 \$000	2024 \$000
Lease liabilities	6.1	122	52
Finance costs	6.2	7	3
Cash and cash equivalents	6.3	15,831	14,717
Assets pledged as security	6.4	118	49

### Note 6.1: Lease liabilities

	2025 \$000	2024 \$000
Not later than one year	29	18
Later than one year and not later than 5 years	86	34
Later than 5 years	7	-
	<b>122</b>	<b>52</b>
<b>Current</b>	29	18
<b>Non-current</b>	93	34
	<b>122</b>	<b>52</b>

### 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

	<b>2025</b> <b>\$000</b>	<b>2024</b> <b>\$000</b>
<b>Finance costs</b>		
Interest expense on lease liabilities	7	3
<b>Total finance costs expensed</b>	<b>7</b>	<b>3</b>

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

	<b>2025</b> <b>\$000</b>	<b>2024</b> <b>\$000</b>
Cash and cash equivalents	15,831	14,717
<b>Balance at end of period</b>	<b>15,831</b>	<b>14,717</b>

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**

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Assets pledged as security</b>		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets – vehicles	118	49
<b>Total assets pledged as security</b>	<b>118</b>	<b>49</b>

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

**Note 7: Financial instruments and contingencies**

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

	<b>Notes</b>
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:

	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Financial assets</b>		
Cash and cash equivalents	15,831	14,717
Financial assets at amortised cost <sup>(a)</sup>	8,164	7,780
<b>Total financial assets</b>	<b>23,995</b>	<b>22,497</b>
<b>Financial liabilities</b>		
Financial liabilities at amortised cost <sup>(b)</sup>	3,471	1,936
<b>Total financial liability</b>	<b>3,471</b>	<b>1,936</b>

<sup>(a)</sup> The amount of financial assets at amortised cost excludes GST recoverable from ATO (statutory receivable).

<sup>(b)</sup> 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.

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

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

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

## Note 8.2: Changes in accounting policies

### New and revised AASs effective at 30 June 2025

The Commission has applied all new and revised AASs that apply to annual reporting periods beginning on or after 1 July 2024.

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

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

## Note 8.3: Key management personnel

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

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

	2025	2024
<b>Compensation Band (\$)</b>		
650,001 - 700,000	-	-
600,001 - 650,000	1	1
250,001 - 300,000	3	1
200,001 - 250,000	3	4
150,001 - 200,000	1	1
100,001 - 150,000	1	2
50,001 - 100,000	3	-
	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Total compensation of senior officers</b>	<b>2,588</b>	<b>2,215</b>

## Note 8.4: Related party transactions

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

Related parties of the Commission include:

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

### Material transactions with related parties

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

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

## Note 8.5: Related bodies

The Commission has no related bodies during the financial year.

## Note 8.6: Affiliated bodies

### Salaries and Allowances Tribunal

The Tribunal, established by section 5 of the *Salaries and Allowances Act 1975*, is a government affiliated body that received administrative support from, but is not subject to operational control by, the Commission. It is funded by a Parliamentary appropriation of \$1,122,000 (2024: \$1,074,000).

## 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.

	2025 \$000	2024 \$000
Auditing the accounts, financial statements, controls and key performance indicators	82	75

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

During the financial year, \$10,781 (2024: \$13,202) was written off as bad debts and \$2,339 (2024: \$7,958) was written off from the Commission's property register under the authority of:

	<b>2025 \$000</b>	<b>2024 \$000</b>
The accountable authority	13	21
	<b>13</b>	<b>21</b>

**(b) Losses through theft, defaults and other causes**

	<b>2025 \$000</b>	<b>2024 \$000</b>
Losses of public money through default – salary overpayments deemed unrecoverable	<b>11</b>	<b>13</b>

**Note 9: Explanatory statements**

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

	<b>Notes</b>
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 2025, and between the actual results for 2025 and 2024 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):

1. Estimate and actual results for the current year:
  - Total cost of services of the annual estimates for the **Statement of comprehensive income** and **Statement of cash flows** (i.e. 1% of \$33,824,000), and
  - Total assets of the annual estimates for the **Statement of financial position** (i.e. 1% of \$23,409,000).
2. 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 \$30,303,000), and
  - Total assets of the previous year for the **Statement of financial position** (i.e. 1% of \$24,268,000).

**Note 9.1.1: Statement of comprehensive income variances**

	Variance notes	Estimate <sup>(4)</sup> 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
<b>Expenses</b>						
Employee benefits expenses	A	22,451	22,780	20,953	329	1,827
Supplies and services	1, B	8,657	7,603	6,683	(1,054)	920
Depreciation and amortisation expenses		146	138	150	(8)	(12)
Finance costs		6	7	3	1	4
Accommodation expenses		2,396	2,497	2,398	101	99
Grants and subsidies		18	24	18	6	6
Other expenses		150	87	98	(63)	(11)
<b>Total cost of services</b>		<b>33,824</b>	<b>33,136</b>	<b>30,303</b>	<b>(688)</b>	<b>2,833</b>
<b>Income</b>						
Other income		108	29	34	(79)	(5)
<b>Total income other than income from State Government</b>		<b>108</b>	<b>29</b>	<b>34</b>	<b>(79)</b>	<b>(5)</b>
<b>Net cost of services</b>		<b>33,716</b>	<b>33,107</b>	<b>30,269</b>	<b>(609)</b>	<b>2,838</b>
<b>Income from State Government</b>						
Service appropriation	2, C	30,081	30,668	28,604	587	2,064
Income from other public sector entities	3	1,846	1,203	890	(643)	313
Resources received	4	1,812	978	887	(834)	91
Royalties for Regions Fund		5	-	3	(5)	(3)
<b>Total income from State Government</b>		<b>33,744</b>	<b>32,849</b>	<b>30,384</b>	<b>(895)</b>	<b>2,465</b>
<b>Surplus/(deficit) for the period</b>		<b>28</b>	<b>(258)</b>	<b>115</b>	<b>(286)</b>	<b>(374)</b>
<b>Total comprehensive income for the period</b>		<b>28</b>	<b>(258)</b>	<b>115</b>	<b>(286)</b>	<b>(374)</b>

<sup>(4)</sup> These are annual estimates published for the financial year ended 30 June 2025.

**Note 9.1.2: Statement of financial position variances**

	Variance notes	Estimate <sup>(4)</sup> 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		14,326	15,831	14,717	1,505	1,114
Receivables		753	1,069	761	316	308
Amounts receivable for services		109	109	109	-	-
Other current assets	5	392	826	1,029	434	(203)
<b>Total current assets</b>		<b>15,580</b>	<b>17,835</b>	<b>16,616</b>	<b>2,255</b>	<b>1,219</b>
<b>Non-current assets</b>						
Receivables		534	505	445	(29)	60
Amounts receivable for services		6,732	6,729	6,695	(3)	34
Property, plant and equipment		298	267	270	(31)	(3)
Right-of-use assets		86	118	49	32	69
Intangible assets		177	213	191	36	22
Other non-current assets		2	1	2	(1)	(1)
<b>Total non-current assets</b>		<b>7,829</b>	<b>7,833</b>	<b>7,652</b>	<b>4</b>	<b>181</b>
<b>Total assets</b>		<b>23,409</b>	<b>25,668</b>	<b>24,268</b>	<b>2,259</b>	<b>1,400</b>

<sup>(4)</sup> These are annual estimates published for the financial year ended 30 June 2025.

**Note 9.1.2: Statement of financial position variances** (continued)

	Variance notes	Estimate <sup>(4)</sup> 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
<b>Liabilities</b>						
<b>Current liabilities</b>						
Payables		1,540	3,349	1,884	1,809	1,465
Lease liabilities		29	29	18	-	11
Employee related provisions	6	3,623	4,002	4,104	379	(102)
Contract liabilities		116	223	198	107	25
<b>Total current liabilities</b>		<b>5,308</b>	<b>7,603</b>	<b>6,204</b>	<b>2,295</b>	<b>1,399</b>
<b>Non-current liabilities</b>						
Lease liabilities		61	93	34	32	59
Employee related provisions		881	711	534	(170)	177
<b>Total non-current liabilities</b>		<b>942</b>	<b>804</b>	<b>568</b>	<b>(138)</b>	<b>236</b>
<b>Total liabilities</b>		<b>6,250</b>	<b>8,407</b>	<b>6,772</b>	<b>2,157</b>	<b>1,635</b>
<b>Net assets</b>		<b>17,159</b>	<b>17,261</b>	<b>17,496</b>	<b>102</b>	<b>(235)</b>
<b>Equity</b>						
Contributed equity		145	193	170	48	23
Accumulated surplus/(deficit)		17,014	17,068	17,326	54	(258)
<b>Total equity</b>		<b>17,159</b>	<b>17,261</b>	<b>17,496</b>	<b>102</b>	<b>(235)</b>

<sup>(4)</sup> These are annual estimates published for the financial year ended 30 June 2025.

**Note 9.1.3: Statement of cash flows variances**

	Variance notes	Estimate <sup>(4)</sup> 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
<b>Cash flows from the State Government</b>						
Service appropriation	2, C	29,935	30,525	28,517	590	2,008
Capital appropriation		26	23	25	(3)	(2)
Funds from other public sector entities	3	1,846	1,197	934	(649)	263
Holding account drawdown		109	109	109	-	-
Royalties for Regions Fund		5	-	3	(5)	(3)
<b>Net cash provided by the State Government</b>		<b>31,921</b>	<b>31,854</b>	<b>29,588</b>	<b>(67)</b>	<b>2,266</b>
<b>Cash flows from operating activities</b>						
<b>Payments</b>						
Employee benefits	A	(22,451)	(22,244)	(20,818)	207	(1,426)
Supplies and services	1, B	(7,323)	(5,762)	(6,173)	1,561	411
Finance costs		(6)	(7)	(3)	(1)	(4)
Accommodation	7	(2,096)	(2,498)	(2,397)	(402)	(101)
Grants and subsidies		(18)	(24)	(18)	(6)	(6)
GST payments on purchases		(635)	(876)	(782)	(241)	(94)
GST payments to taxation authority		(20)	(8)	(5)	12	(3)
<b>Receipts</b>						
GST receipts on sales		20	8	5	(12)	3
GST receipts from taxation authority		635	857	795	222	62
Other receipts		108	29	34	(79)	(5)
<b>Net cash provided by/(used in) operating activities</b>		<b>(31,786)</b>	<b>(30,525)</b>	<b>(29,362)</b>	<b>1,261</b>	<b>(1,163)</b>

<sup>(4)</sup> These are annual estimates published for the financial year ended 30 June 2025.

**Note 9.1.3: Statement of cash flows variances** (continued)

	Variance notes	Estimate <sup>(4)</sup> 2025 \$000	Actual 2025 \$000	Actual 2024 \$000	Variance between actual and estimate \$000	Variance between actual results for 2025 and 2024 \$000
<b>Cash flows from investing activities</b>						
<b>Payments</b>						
Purchase of non-current assets		(109)	(128)	(42)	(19)	(86)
<b>Net cash provided by/(used in) investing activities</b>		<b>(109)</b>	<b>(128)</b>	<b>(42)</b>	<b>(19)</b>	<b>(86)</b>
<b>Cash flows from financing activities</b>						
<b>Payments</b>						
Principal elements of lease payments		(26)	(27)	(25)	(1)	(2)
Payments to accrued salaries account		-	(60)	(59)	(60)	(1)
<b>Net cash provided by/(used in) financing activities</b>		<b>(26)</b>	<b>(87)</b>	<b>(84)</b>	<b>(61)</b>	<b>(3)</b>
Net increase/(decrease) in cash and cash equivalents		-	1,114	100	1,114	1,014
Cash and cash equivalents at the beginning of period		14,860	14,717	15,003	(143)	(286)
Adjustment for the reclassification of accrued salaries account		-	-	(386)	-	386
<b>Cash and cash equivalents at the end of the period</b>		<b>14,860</b>	<b>15,831</b>	<b>14,717</b>	<b>971</b>	<b>1,114</b>

<sup>(4)</sup> These are annual estimates published for the financial year ended 30 June 2025.

# Major variance narratives

## Variations between estimate and actual 2025

1. Supplies and services is \$1.054 million (12.2%) lower than the original budget, mainly due to the deferment of the SES Talent Initiative, lower than projected agency capability review expenses, and lower than budgeted expense of resources from the Department of Finance related to fit-out depreciation.
2. Service appropriation is \$587,000 (2.0%) higher than the original budget, primarily reflecting the transfer of appropriation from the Provision for Government Wages Policy administered by the Department of Treasury following settlement of the Public Sector CSA Agreement.
3. Income from other public sector entities is \$643,000 (34.8%) lower than the original budget, mainly due to the deferment of the SES Talent Initiative and lower than projected agency capability review revenue.
4. Resources received is \$834,000 (46.0%) lower than the original budget, largely due to lower than anticipated amount from the Department of Finance related to fit-out depreciation.
5. Other current assets is \$434,000 (110.7%) higher than the original budget, due to the prepayment of the Recruitment Advertising Management System service costs for 2025-26, which were not forecast in the original budget.
6. Current employee related provisions is \$379,000 (10.5%) higher than the original budget, primarily due to the salary increment associated with the Government Wages Policy, step progression and promotion have contributed to the increase in leave provision. The reclassification from non-current to current long service leave provision due to an increase in the number of employees satisfying the 7 years of service eligibility requirement further contributes to the increase.
7. Accommodation is \$402,000 (19.2%) higher than the original budget, largely due to higher than forecast rent and variable outgoings.

## Variations between actual results for 2025 and 2024

- A. Employee benefits expense is \$1.827 million (8.7%) higher than the previous year, mainly due to the increase in salary rates stipulated in the Public Sector CSA Agreement.
- B. Supplies and services is \$920,000 (13.8%) higher than the previous year, primarily driven by an increase of \$632,000 in consultant and contractor fees for ICT projects, and an increase of \$660,000 in professional services for training courses delivered by the Commission, reflecting growth in the number and diversity of courses. These increases are partially offset by reductions of \$105,000 in general advertising and \$125,000 in labour hire costs respectively.
- C. Service appropriation is \$2.064 million (7.2%) higher than the previous year, mainly reflecting the Government's Wages Policy and Streamline Budget Incentive Funding provided in 2024-25.

# Key performance indicators

# Certification of key performance indicators

**For the financial year ended 30 June 2025**

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 2025.



SHARYN O'NEILL PSM  
PUBLIC SECTOR COMMISSIONER  
29 August 2025

# 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 2024-25 client perception survey was distributed to 117 core clients made up of:

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

The survey was open from 18 to 26 February 2025 inclusive and achieved a response rate of 46%.

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.

For the first time, the approved revised methodology was used which included a 3 point rating scale in place of the historical 6 point scale and the exclusion of neutral responses from the KEI calculation:

- previous KEI calculation:  
(strongly agree + somewhat agree) / (total responses excluding 'did not interact')
- new KEI calculation: agree / (total responses excluding 'unsure' or 'did not interact').

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

Key effectiveness indicator	Target 2024-25	Actual 2024-25	Variance	Actual 2023-24 <sup>(c)</sup>	Actual 2022-23 <sup>(c)</sup>
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%	96%	6% <sup>(a)</sup>	91%	94%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	90%	93%	3%	84%	84%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	87%	95%	8% <sup>(b)</sup>	81%	85%

<sup>(a)</sup> The variance between the actuals (96%) and target (90%) is likely a result of:

1. maintained strong performance
2. a contemporised survey methodology which provided a simplified rating scale, implemented for the first time in 2024-25
3. the release of sectorwide integrity resources such as Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28.

<sup>(b)</sup> The variance between the actuals (95%) and budget (87%) is likely a result of a contemporised survey methodology which provided a simplified rating scale, implemented for the first time in 2024-25.

<sup>(c)</sup> The actual results for 2023-24 and 2022-23 have not been restated under the revised methodology and are therefore not directly comparable.

## 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 2024-25	Actual 2024-25	Variance	Actual 2023-24	Actual 2022-23
Average cost per leadership development program, product or training hour.	\$119	\$130	\$11 <sup>(d)</sup>	\$115	\$123
Average cost per workforce development program, product or training hour.	\$131	\$129	(\$2)	\$122	\$128

<sup>(d)</sup> The variance between the actuals (\$130) and target (\$119) is likely attributable to the following factors:

1. An increase in salaries and wages attributable to the updated salary rates stipulated in the Public Sector CSA Agreement 2024; and
2. An increase in expenditure resulting from higher operational costs of course delivery, along with a rise in the number of courses conducted by the Commission.

## 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 2024-25	Actual 2024 25	Variance	Actual 2023-24	Actual 2022-23
Average cost per hour of assistance and support provided.	\$106	\$129	\$23 <sup>(e)</sup>	\$108	\$116
Average cost per public administration, standards and integrity program, product or training hour.	\$158	\$121	(\$37) <sup>(f)</sup>	\$104	\$118

<sup>(e)</sup> The variance between the actuals (\$129) and target (\$106) is likely attributable to the following factors:

1. Additional spending on planning related to the Western Australian Public Sector Learning Initiative;
2. An increase in corporate overhead allocation, consistent with the higher expenditure allocated to this indicator; and
3. Variations in the cost allocation methodology applied to a particular component of ICT expenditure during the indicator calculation.

<sup>(f)</sup> The variance between the actuals (\$121) and target (\$158) reflects variations in the cost allocation methodology applied to a particular component of ICT expenditure 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 2024-25	Actual 2024 25	Variance	Actual 2023-24	Actual 2022-23
Average cost per hour addressing legislative and policy development	\$115	\$116	\$1	\$90	\$114
Average cost per hour of performance and oversight activity	\$99	\$104	\$5	\$94	\$100
Percentage of oversight actions completed within target timeframes	90%	93%	3%	100%	90%

# Appendix 1: Overview of Public Sector Reform 2025

Priority: A more resilient economy

Name	Previous name	Responsibilities moved elsewhere	Responsibilities added
<b>Department of Energy and Economic Diversification</b>	Department of Jobs, Tourism, Science and Innovation	Defence including Defence West, Defence Industries and Veterans Tourism WA and tourism investment development Coordinator General	Energy Policy WA
<b>Department of Creative Industries, Tourism and Sport</b>	Department of Local Government, Sport and Cultural Industries	Local Government Racing, Gaming and Liquor including support for Gaming and Wagering Commission	Tourism WA and tourism investment development
<b>Department of Mines, Petroleum and Exploration</b>	Department of Energy, Mines, Industry Regulation and Safety	Energy Policy WA	None
<b>Department of Local Government, Industry Regulation and Safety</b>			Local Government Racing, Gaming and Liquor including support for Gaming and Wagering Commission
<b>Department of the Premier and Cabinet</b>	No change	None	Defence including Defence West, Defence Industries and Veterans Coordinator General Office of Early Childhood (new) Strengthened statewide leadership of Aboriginal Affairs

## Priority: A better way to build

Name	Previous name	Responsibilities moved elsewhere	Responsibilities added
<b>Department of Transport and Major Infrastructure</b>	Department of Transport	None	Office of Major Infrastructure Delivery established with: <ul style="list-style-type: none"> <li>• Office of Major Transport Infrastructure Delivery</li> <li>• Major Projects</li> <li>• Office of Major Health Infrastructure Delivery</li> <li>• Westport</li> <li>• METRONET</li> </ul>
<b>Department of Health</b>	No change	Office of Major Health Infrastructure Delivery	None
<b>Department of Housing and Works</b>	Department of Finance	State Revenue Procurement policy Major Projects	Housing Authority Social housing works and tenancy management Government Regional Officer Housing
<b>Department of Communities</b>	No change	Housing Authority Social housing works and tenancy management Government Regional Officer Housing	None
<b>Department of Treasury and Finance</b>	Department of Treasury	None	State Revenue Procurement policy Financial GTE team for consolidated oversight of: <ul style="list-style-type: none"> <li>• Insurance Commission of WA</li> <li>• Government Employees Superannuation Board</li> <li>• Western Australian Treasury Corporation</li> <li>• Keystart</li> </ul>

## Appendix 2: Chief executive officer appointments, re-appointments, transfers and directions to act

Appointments	
Catherine Brooks	Director, South West Development Commission
Jodie Wallace	Director General, Department of Training and Workforce Development
Jay Peckitt	Director General, Department of Education; Chief Executive Officer, School Curriculum and Standards Authority
Blair Marsh	Managing Director, South Regional TAFE
Alistair Jones	Director General, Department of Water and Environmental Regulation
Paul Nicholls	Chief Executive Officer, Chemistry Centre of Western Australia
Paula Dewhurst	Managing Director, North Regional TAFE
Saj Abdoolakhan	Commissioner, Small Business Development Corporation
Trish Scully	Chief Executive Officer, Western Australian Land Information Authority (Landgate)
Dean Mudford	Chief Executive Officer, DevelopmentWA (Chief Executive Officer, Metropolitan Redevelopment Authority)
Joann Wilkie*	Under Treasurer, Department of Treasury and Finance†
Michael Carey*	Director General, Department of the Premier and Cabinet†
Leon McIvor**	Director General, Department of Housing and Works†
Chad Anderson*	Director General, Department of Creative Industries, Tourism and Sport; Chief Executive Officer, Tourism WA†
Chris Shaw*	Director General, Department of Mines, Petroleum and Exploration†

\* Appointed in the reporting period to commence on 4 August 2025

\*\* Appointed in the reporting period to commence on 1 July 2025

† Agency establishment on 1 July 2025 as part of Public Sector Reform 2025

## Re-appointments

Kris Starcevich	Director, Goldfields-Esperance Development Commission
Chris White	Chief Executive Officer, WorkCover
Alec Coles OBE	Chief Executive Officer, WA Museum
Colin Walker	Chief Executive Officer, Art Gallery of WA

## Transfers

Peter McCafferty	Transferred from the role of Chief Executive Officer, Chemistry Centre of Western Australia, to the performance of other functions in the Senior Executive Service
Karen Ho	Transferred from the role of Director General, Department of Training and Workforce Development, to the performance of other functions in the Senior Executive Service
Mellisa Teede	Transferred from the role of Director, South West Development Commission, to the performance of other functions in the Senior Executive Service
Richard Sellers	Transferred from the role of Director General, Department of Energy, Mines, Industry Regulation and Safety, to the performance of other functions in the Senior Executive Service
Emily Roper	Transferred from the role of Director General, Department of the Premier and Cabinet, to the performance of other functions in the Senior Executive Service

## Directions to act

Bruce Roberts	Chief Executive Officer, Western Australian Land Information Authority (Landgate)
Melanie Sorenson	Managing Director, North Regional TAFE
Kathy Keay	Managing Director, South Regional TAFE
Ashley Clements	Director, South West Development Commission
Matt Ryan	Chief Executive Officer, DevelopmentWA (Chief Executive Officer, Metropolitan Redevelopment Authority)
Jim Bell	Director General, Department of Education; Chief Executive Officer, School Curriculum and Standards Authority
Jarrad Gardner	Director, Great Southern Development Commission
Jeff Healy	Commissioner, Small Business Development Corporation
Richard Sellers	Director General, Department of the Premier and Cabinet
Jai Thomas	Director General, Department of Energy, Mines, Industrial Regulation and Safety
Michael Court	Under Treasurer, Department of Treasury
Michele Pucci	Director, Kimberley Development Commission

# Appendix 3: Direction to undertake special inquiry into 2025 state election



## Premier of Western Australia

Our Reference: 60-154419

**SHARYN O'NEILL PSM  
PUBLIC SECTOR COMMISSIONER**

### **DIRECTION TO UNDERTAKE SPECIAL INQUIRY – 2025 WA STATE ELECTION**

Pursuant to sections 24H(2) and (3) of the *Public Sector Management Act 1994*, I hereby direct you to arrange for the holding of a special inquiry in accordance with the enclosed terms of reference.

The Honourable Malcolm McCusker AC CVO KC has advised that he is available to undertake the inquiry and prepare a report into these matters. I require a final report to be provided to me on or before 30 June 2025.

While I note that the special inquirer is to act independently in relation to the performance of his or her functions and is not bound by the rules of evidence, it is a well-established principle that any hearings into matters of substantial public interest and controversy are generally held in public, unless the public interest requires otherwise. Therefore, I ask that you draw this to Mr McCusker's attention.

I also request that you draw Mr McCusker's attention to the reference panel that is being established to help inform the inquiry. I have sought a representative from each of the four major parties to join the panel with an electoral affairs expert to also be appointed.

Finally, please request Mr McCusker to provide briefings to me, yourself and the Minister for Electoral Affairs before the final report is delivered.

A handwritten signature in blue ink, appearing to read 'R. Cook'.

**ROGER COOK MLA  
PREMIER**

Enc.

**- 3 APR 2025**

2 Havelock Street, West Perth, Western Australia 6005  
Telephone: +61 8 6552 5000 Email: [WA-Government@dpc.wa.gov.au](mailto:WA-Government@dpc.wa.gov.au)  
[www.premier.wa.gov.au](http://www.premier.wa.gov.au)

## Attachment 1

### SPECIAL INQUIRY INTO THE MANAGEMENT OF THE 2025 WA STATE ELECTION

#### Terms of Reference

The Special Inquirer is to inquire into and report by 30 June 2025 on the following aspects of the planning and delivery of the 2025 WA State election with a focus on election day issues.

- 1 Were polling places adequately resourced having regard to.
  - allocation and suitability of staff
  - the procurement, appointment, training and management of staff
  - monitoring of staffing?
- 2 What was the decision-making process for outsourcing aspects of the 2025 WA State election?
- 3 Was ballot paper allocation appropriately managed having regard to:
  - availability of ballot papers at polling booths on election day
  - where and why there were shortfalls (if any) at different booths
  - how ballot paper availability was monitored and managed?
- 4 Was there adequate planning and management of polling places having regard to.
  - communication to electors, candidates and parties of changes to electoral boundaries since the last election
  - enrolment activities prior to the election
  - adequacy of number and location of polling places
  - voter access, wait times and queuing delays and the way they were addressed
  - communication between polling places and the Electoral Commission?
5. Was the processing and counting of votes efficient and effective having regard to the systems for processing, counting and recording votes before, during and after election day?
6. Was the WA Electoral Commission's response to issues arising on election day adequate?
- 7 What changes should be made by the WA Electoral Commission to improve the planning and delivery of future WA State elections?

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Copies are available in different formats on request.

**Public Sector Commission**

Dumas House, 2 Havelock Street

WEST PERTH WA 6005

T: 08 6552 8500

E: [admin@psc.wa.gov.au](mailto:admin@psc.wa.gov.au)

W: [WA.gov.au](http://WA.gov.au)

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