



Government of Western Australia
Public Sector Commission

Annual Report

2008/09

excellence professionalism
collegiality integrity
innovation respect

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Statement of Compliance

Hon. C J Barnett MEd MLA
PREMIER

In accordance with section 61 of the Financial Management Act 2006, I hereby submit for your information and presentation to Parliament, the Annual Report for the Public Sector Commission for the year ended 30 June 2009.

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

A handwritten signature in black ink, appearing to read 'M C Wauchope', written in a cursive style.

M C Wauchope
ACCOUNTABLE AUTHORITY
10 September 2009

Commissioner's Overview

I am honoured to introduce the Public Sector Commission (the Commission).

The Commission was established on 28 November 2008 under the *Public Sector Management Act 1994* (PSM Act) to enhance the integrity, professionalism and independence of the Western Australian public sector.

Since its inception, the Commission's focus has been on defining and finalising its direction, functions and organisational structure. As well as engaging in a thorough strategic planning process, the Commission has continued to undertake those functions transferred from the former Public Sector Management Division, Office of e-Government and Accountability Support Unit in the Department of the Premier and Cabinet (DPC). The Commission has also undertaken considerable work associated with machinery of government changes where agencies and portfolios have been restructured. As a member of the Economic Audit Committee and sponsor of the Committee's *Modernising the Public Sector* theme, the Commission has also supported the activities of the Economic Audit Committee. It has been a challenging and exciting time.

I would like to take this opportunity to express my personal appreciation for the support I have received from our dedicated and professional staff during this period. Their knowledge, experience and enthusiasm has ensured a smooth transition and will be invaluable as the Commission moves forward.

There are many challenges and opportunities ahead as we work to realise our vision of an esteemed Public Sector. One of the most important of these is reforms to modernise the public sector through significant amendments to the PSM Act and supporting instruments. The Commission is leading the reform process and we have the opportunity to put in place the most wide reaching reform of the public sector since the introduction of the PSM Act in 1994.

I am confident that the Commission is well positioned to meet these challenges and I look forward to working with the Commission's staff to achieve our goals for the year ahead.



M C Wauchope
PUBLIC SECTOR COMMISSIONER

Establishment of the Public Sector Commission

Cabinet approved the creation of the Commission on 26 September 2008. Significant work was required to review the way in which business was to be undertaken, and to identify priorities and associated strategies in order to meet the Government's new initiatives.

In October 2008, a Transition Committee comprising Mr Mal Wauchope, (former Director General, DPC), Mr David Smith (Assistant Director General, DPC) Ms Deidre Willmott (Chief of Staff to the Premier) and Ms Michelle Reynolds (former Assistant Director General, Public Sector Management Division, DPC) was formed to consider and facilitate the transfer of functions from the DPC to the Commission. The Committee determined that three functions of DPC should be transferred to the Commission, these were the Public Sector Management Division, Office of e-Government and the Accountability Support Unit.

Once the preliminary transitional arrangements were decided upon, the Commission was formally established under the PSM Act on 28 November 2008. A comprehensive strategic planning process was required to provide clarity and understanding of the purpose, roles and priorities of the Commission, prior to identifying the structural arrangements considered necessary to achieve the strategic direction of the Commission.

A Transition Team was established to work closely with the Commissioner and Acting Deputy Commissioners to oversee the implementation process for coordinating the communications and changes to management and employees of all affected branches. The Acting Deputy Commissioners are now taking responsibility to ensure, work associated with these changes are implemented smoothly with the continued assistance of the Strategic Corporate Support Unit.

In early 2009, the Corporate Executive convened a number of strategic planning workshops involving the Commission's senior management team to establish the Commission's vision and goals and the structural arrangements that would best facilitate the Commission's work.

After considering the outcomes of this activity, and taking into consideration feedback from key public sector chief executive officers (CEOs), the Commissioner announced in February 2009 that the Commission's structure would comprise of three key service delivery areas, each of which would be overseen by a second tier Deputy Commissioner. These areas are Public Sector Agency Support, Strategic Policy and Planning and Public Sector Capability and Development. The Strategic Corporate Support Unit was also created to provide organisational development, human resource management and financial management services within the Commission. A Service Level Agreement was put in place with DPC to provide a range of corporate services to the Commission.

In April 2009, the Commissioner announced that Mr Dan Volaric, Mrs Petrice Judge, and Dr Kim Schofield would be appointed to the three Deputy Commissioner roles in an acting capacity. Upon assuming their new positions, the Acting Deputy Commissioners immediately set about the task of refining the functions and staffing arrangements of their service delivery areas.

The strategic planning workshop process also resulted in the development of the Commission's Strategic Plan, which contains the Commission's Vision, Mission and Goals for 2009/10.

Purpose

The Commission's purpose is to enhance the integrity, independence and professionalism of the Western Australia public sector.

The establishment of the Commission is an important step in the Government's commitment to re-enforcing a high performing modern public sector that operates with integrity and is accountable to the Western Australian community.

Leadership is of paramount importance in achieving this objective. As a small agency, the Commission cannot of itself achieve its of an esteemed public sector. It will be critical for the Commission to work with Chief Executive Officers and the leaders of the public sector to position the public sector for the future and build the capacity of the public sector workforce to deliver high quality services to the community. The Commission's role is to lead the public sector by:

- building capacity;
- driving reform;
- developing management policies and practices;
- evaluating performance; and
- advancing the diversity and accountability agenda.

Strategic Direction for the Commission

Vision: An esteemed public sector

Mission: To lead and promote excellence and integrity in the public sector

Goal 1

Provide expert support and guidance to public sector agencies to enhance their delivery of government services

Goal 2

Position the public sector for the long term future to best support delivery of services to the community

Goal 3

Build the capacity of the public sector

Goal 4

Be recognised as a source of expertise and guidance

Our values: Excellence, Integrity, Innovation, Professionalism, Collegiality and Respect

Structure of the Public Sector Commission

Enabling and Administered Legislation

The Commission was established under the *Public Sector Management Act 1994* (PSM Act) and is the agency principally responsible for its administration. To that end, the Premier has delegated his powers as Minister to the Commissioner to enable the statutory functions of the Act to be performed independently.

Responsible Minister

The responsible Minister is the Hon. C J Barnett MEd MLA, Premier; Minister for State Development.

Key Legislation Impacting on the Commission's Activities

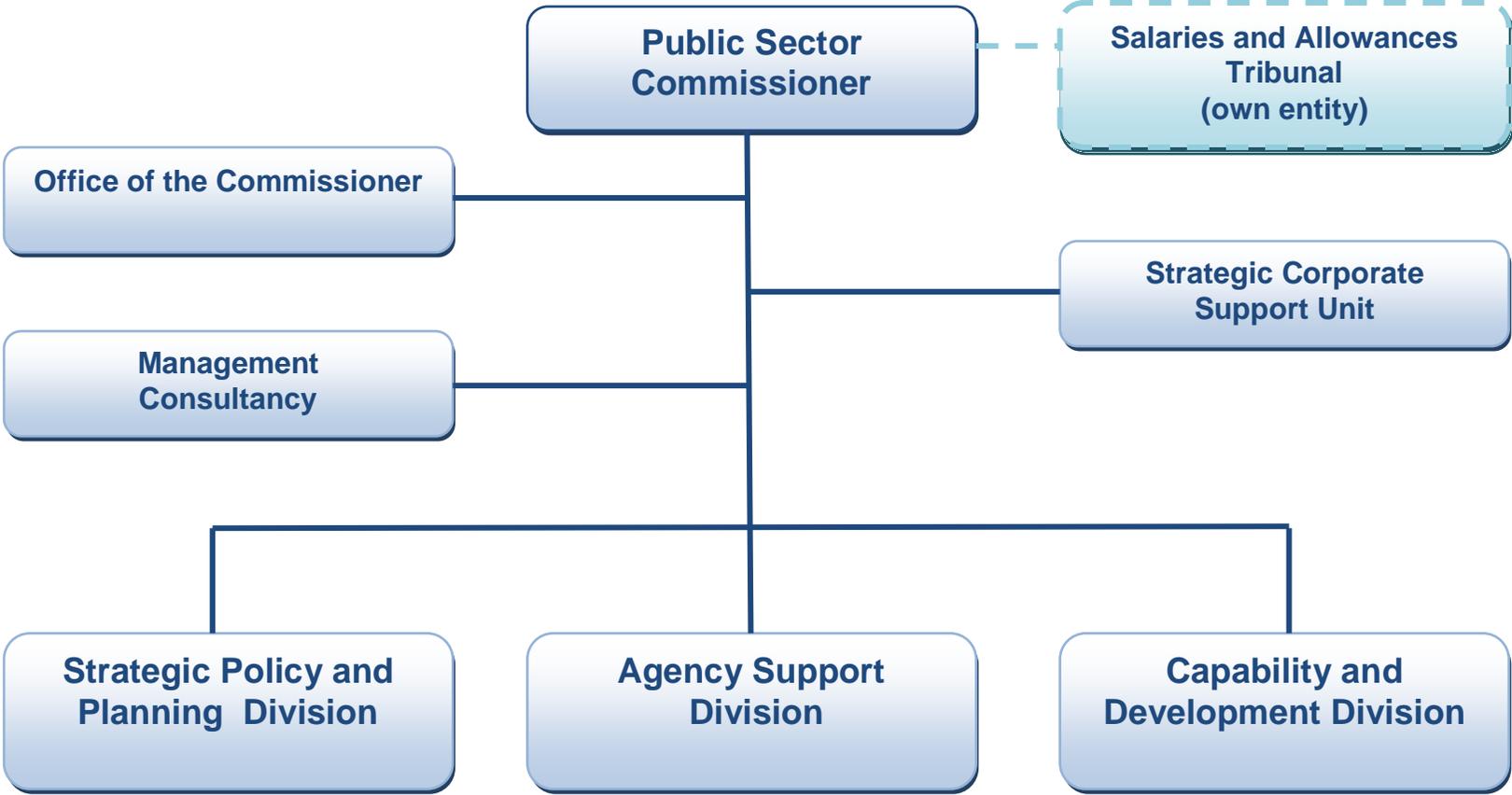
In the performance of its functions, the Commission complies with the following relevant written laws:

- *Auditor General Act 2006*;
- *Corruption and Crime Commission Act 2003*;
- *Criminal Code Compilation Act 1913*;
- *Disability Services Act 1993*;
- *Equal Opportunity Act 1984*;
- *Financial Management Act 2006*;
- *Freedom of Information Act 2006*;
- *Industrial Relations Act 1979*;
- *Minimum Conditions of Employment Act 1993*;
- *Occupational Health and Safety Act 1984*;
- *Public Sector Management Act 1994*;
- *Public Interest Disclosure Act 2003*;
- *Salaries and Allowances Act 1975*;
- *State Records Act 2000*;
- *Electoral Act 1907*; and
- *State Supply Commission Act 1991*.

Government Affiliated Bodies

The Salaries and Allowances Tribunal (the Tribunal) was an “affiliated body” of the DPC, in accordance with section 60(1)(b) of the *Financial Management Act 2006*, until 20 January 2009 when the Treasurer determined that the Tribunal was an affiliated body of the Commission.

Organisational Chart



Introducing members of the Corporate Executive

Mr Mal Wauchope, Public Sector Commissioner

Mal gained a Bachelor of Commerce (Hons) and Master of Commerce from the University of Western Australia. He was appointed Public Sector Commissioner on 28 November 2008. Prior to that Mal was Director General of the Department of the Premier and Cabinet from October 1997 to November 2008, he was Clerk of the Executive Council from 1987 to 2009. Previously he held the positions of Chief Executive, Office of State Administration and Chief Executive, Department of the Premier. Mal has 36 years public sector experience and held senior positions in the Treasury Department prior to joining the Department of the Premier and Cabinet. In addition to holding the position of Public Sector Commissioner, Mal is the state representative on the Council for the Order of Australia.



Mrs Petrice Judge, Acting Deputy Commissioner, Strategic Policy and Planning

Petrice gained a Masters degree in Psychology from the University of Western Australia. She was selected for the prestigious Public Service Executive Development Year. Most recently, Petrice undertook a number of special projects such as business continuity planning for Executive Government and coordinating the Government's recovery response to the Varanus Island gas disruption.

Petrice brings to the position of Deputy Commissioner a depth of experience based on many years at the centre of whole of Government policy development, including being the COAG senior official for Western Australia. The focus of the Strategic Policy and Planning Division is on positioning the public sector for the future.



Mr Dan Volaric, Acting Deputy Commissioner, Agency Support

Dan has qualifications in business administration and management with extensive experience in and a very strong focus on organisational development and human resource service management across the sector. As Director, Workforce Management in the Public Sector Management Division he provided extensive and high level advice and support to Ministers and Chief Executive Officers.

Dan brings extensive senior management experience with a blend of line agency and a whole of government perspective. The focus of the Agency Support Division is to work with agencies and to provide advice and assistance on a broad range of public sector management matters.





Dr Kim Schofield, Acting Deputy Commissioner, Capability and Development

Kim holds a Doctor of Business Administration from Curtin University and an MBA in Human Resource Management from UWA. He is a Fellow of the Australian Human Resource Institute and is currently serving as its WA State President. He also periodically lectures to post graduates studying Strategic Human Resource Management at Edith Cowan University.

Kim brings to the role proven organisational leadership skills and a strong intellectual framework. The Division is working to develop the capability and leadership of the public sector through programs and professional development.



Ms Fiona Roche, Executive Director, Office of the Public Sector Commissioner

Fiona has a Bachelor of Arts (Hons) and a Master of Commerce. Fiona has held a number of senior executive positions, including as Assistant Director General of the Public Sector Management Division, and has lectured in human resource management and industrial relations at Curtin University. She previously ran the Accountability Support Unit in the DPC, and prior to this role was Executive Director of Ethics and Human Resources at the office of the Commissioner for Public Sector Standards.

In her role, Fiona manages issues for the Commissioner and coordinates across Commission activities and priorities.



Ms Elizabeth Delany, Manager, Strategic Corporate Support Unit

Elizabeth has extensive experience across the sector and jurisdictionally with a strong focus recently on human resource leadership. Elizabeth prior to being seconded to the Commission was Manager, Human Resource Services, DPC. In this role Elizabeth was responsible for the delivery of human resource services, including recruitment and payroll for the agency and to electorate officers.

Elizabeth in her role provides high level employee relation advice, including strategic planning, performance management and recruitment, to senior management of the Commission. The Unit is developing and implementing policies and procedures to ensure alignment with the Commission's values and goals as well as compliance with government and legislative requirements.

Performance Management Framework

Outcome Based Management Framework

The Commission's outcome-based management structure and key performance indicators were approved by the Outcome Structure Review Group in April 2009. The approved structure supports the activities delivering agency level outcomes required to meet the Government outcomes-based service delivery goal '*Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians*'. This structure will be subject to further review during 2009/10 to ensure alignment and refine the key performance indicators.

There are no target indicator values against which to compare actual results as the Commission was established in November 2008. The services delivered by the former DPC Public Sector Management and e-Government functions are not comparable with the services provided by the Commission, and accordingly (with the exception of service 3) prior period data is not available to be reported.

Agency level Government desired outcome:

An independent and professional public sector workforce serving the community of Western Australia

- Service 1: Advice and Assistance;
- Service 2: Public Sector Reform; and
- Service 3: Professional Development and Training.

Agency Performance Report on operations

Financial Targets – Actual performance compared with budget targets

	2008-09 Target \$000 ⁽¹⁾	2008-09 Actual \$000	Variation (\$000)
Total cost of services (expense limit)		9,775	N/A
(sourced from Income Statement)			
Net cost of services		127,979	N/A
(sourced from Income Statement)			
Total equity		20,897	N/A
(sourced from Balance Sheet)			
Net increase/(decrease) in cash held		4,790	N/A
(sourced from Cash Flow Statement)			
	No.	No.	No.
Approved full time equivalent (FTE) staff level		52 ^(a)	

(1) The Public Sector Commission was established on 28 November 2008 and no target data is available for comparison.

(a) The average annual FTE reported is for 7 months 2008/09 only.

Summary of Key Performance Indicators: Actual performance compared with budget Targets

The Public Sector Commission was established on 28 November 2008 by transfer of the Public Sector Management, e-Government and Accountability Support functions from the Department of the Premier and Cabinet. An interim Outcome-Based Management structure was developed and approved by the Department of Treasury and Finance Outcome Structure Review Group in April 2009. Approval of the interim structure is subject to review prior the 2010/11 budget process.

	Target 2008-09 ⁽¹⁾	Actual 2008-09	Variation
Outcome: An independent and professional public sector workforce serving the community of Western Australia			
Key Effectiveness Indicator(s):			
Proportion of clients who indicated that the provision of advice and assistance was independent and professional.	N/A	61%	N/A
Proportion of clients who indicated that the provision of strategic policy advice and support provided for public sector reform processes was independent and professional.	N/A	56%	N/A
Proportion of professional development participants who indicated that they will be able to apply their learning on their workplace for the benefit of their agency, or within the public sector generally.	95%	99%	4%
Service: Advice and Assistance			
Key Efficiency Indicator:			
Average cost per client to whom public sector management advice has been provided	N/A	24,648	N/A
Service: Public Sector Reform			
Key Efficiency Indicator:			
Average cost per client to whom policy advice and support services have been provided.	N/A	18,730	N/A
Service: Professional Development and Training			
Key Efficiency Indicator(s):			
Average cost per leadership and workforce development participant.	886	1,486	(600) ^(a)
Average cost per accountability training participant.	N/A	1,304	N/A

(1) The Public Sector Commission was established on 28 November 2008. Given the significant change in direction, with the exception of the average cost per leadership and workforce development participant, targets published by the Department of the Premier and Cabinet for 2008-09 are not comparable so have not been reported.

(a) The significant increase between the 2008-09 Target and 2008/09 is the outcome of the restructure and reallocation of resources to services following transfer of this function to the Public Sector Commission. For further explanation, see footnotes on page 95.

Agency Performance *Service One – Advice and Assistance*

The Agency Support Division of the Commission comprises several teams based on portfolio allocation and projects, policies and initiatives. The Division is primarily responsible for the development and delivery of direct advice and services to agencies and government on a broad range of matters to do with:

- the employment framework that exists within the WA public sector including; human resource management policies, practices and processes;
- the operations of relevant public sector legislation;
- structural reviews and analysis;
- the public sector administrative and regulatory regime;
- organisational and functional reviews;
- Information and Communication Technology (ICT) innovation and best practices for enhanced service delivery;
- disciplinary matters and investigations;
- boards and remuneration;
- redeployment and severance; and
- good governance and ethical advice.

Recruitment Advertising and Management System

The State Government's Recruitment Advertising and Management System (RAMS) was introduced in 2004 and the first five year contract ceased on 14 September 2008. A public tender process was entered into and BigRedSky Ltd was awarded the new contract for the next three year period from 15 September 2008, plus the option of two one year extensions. Initially, the contract was facilitated through the Department of Premier and the Cabinet (DPC) and became the responsibility of the Commission from 28 November 2008 onwards.

During the period 28/11/08 to 30/6/09, a total of 6229 jobs were advertised on RAMS during the year, of which, 2 520 (i.e. 40%) were advertised using the Candidate Management Module.

With respect to the current system, considerable effort continues to be expended to streamline and improve recruitment and selection procedures, particularly through the Candidate Management System. The bulk of these improvements have taken the form of major system enhancements based on feedback and requests from agency users. Some flexibility also exists to customise other components of the system to suit specific agency needs.

Chief Executive Officers

Effective from 28 November 2008, the Commission became responsible for:

The appointment of Chief Executive Officers (CEO). During the period 28 November 2008 to 30 June 2009, eight (8) CEO appointments or reappointments under sections 45 and 46 (respectively) of the PSM Act were finalised.

Managing the process for completion and submission of performance agreements and assessments for Chief Executive Officers. This includes developing and disseminating templates and guidelines, and assessing the content of agreements and assessments to ensure minimum requirements are met.

The Commissioner regularly met with CEOs, at training sessions and general forums, on a range of issues. These provided opportunities for engagement and discussion on various initiatives and priorities, and enabled CEOs to provide input on critical issues being considered by the Commissioner from time to time. In addition, the Commissioner meets with all newly appointed CEOs as part of their induction process. A more formal mechanism for structured meetings between the Commissioner and CEOs is to be introduced.

Appointments

The Commission coordinated or assisted with the recruitment, selection and appointment processes for the independent statutory offices of the Freedom of Information Commissioner, the Deputy Parliamentary Commissioner for Administrative Investigations and the Inspector of Custodial Services.

In addition, the following CEO appointments or reappointments were made during the reporting year:

CEO	AGENCY	APPOINTMENT/ REAPPOINTMENT	DATE TERM OF APPOINTMENT COMMENCED
Mr Peter Conran	Department of the Premier and Cabinet	Appointment	28 November 2008
Ms Susan Hunt	Zoological Parks Authority	Reappointment	30 March 2009
Mr Richard Sellers	Department of Mines and Petroleum	Appointment	2 June 2009
Mr Ron Alexander	Department of Sport and Recreation	Reappointment	7 June 2009
Mr Peter Millington	Chemistry Centre (WA)	Appointment	8 June 2009
Mr Paolo Amaranti	Rottneest Island Authority	Reappointment	8 June 2009
Mr Michael Bradford	Western Australian Land Information Authority (trading as Landgate)	Appointment	19 June 2009
Ms Karen Dickinson	Kimberley TAFE	Appointment	29 June 2009

Please note there may be minor variances between the CEO appointment details reported by the Commission and the Office of the Public Sector Standards Commissioner (OPSSC). This is due to the OPSSC reporting on CEO selection processes undertaken and the Commission reporting on CEO appointments and reappointments made following approval by the Governor in Executive Council.

Senior Executive Service

The PSM Act establishes the Senior Executive Service (SES) as a distinct executive cohort within the public service. The SES comprises of senior officers who provide high-level policy advice and senior leadership roles within agencies.

As at 30 June 2009 the number of SES members was 395.

The Commission assessed all applications for classification or reclassification of positions within the Senior Executive Service. During the period 28 November 2008 to 30 June 2009, 96 applications were assessed.

Classification Requests (New Positions)	37
Reclassification Requests	57
Temporary Special Allowance Requests	2
TOTAL	96

Agency Support and Advice

The Commission provided an advisory and support service to the public sector on a broad range of matters encompassing public sector legislation and whole of government employment and/or ICT related policies, procedures, strategies and directives.

Redeployment and Redundancy Management

The Commission assumed responsibility for the management and maintenance of an effective whole-of-government redeployment and redundancy management framework from the DPC on 28 November 2008. The Commission undertakes these duties under Part 6 of the PSM Act and the *Public Sector Management (Redeployment and Redundancy) Regulations 1994*.

Individual agencies retain responsibility and accountability for the management of their own redeployees who undertake work assignments while awaiting redeployment. Redeployees are required to take an active role in the redeployment process and are provided priority access to public sector vacancies through an internet based RAMS (see page 15).

Redeployment and Redundancy Activity - 28 November 2008 to 30 June 2009

Activity	No.
New redeployees registered	57
Number of agencies that registered redeployees	19
Current number of redeployees at 30 June 2009	79
Current redeployees in secondment positions at 30 June 2009	23
Redeployment placements effected	27
Average number of vacant positions referred for redeployment consideration each month	778

Voluntary Severance – 28 November 2008 to 30 June 2009

Public sector agencies reported that a total of 23 employees accepted offers of voluntary severance during 28 November 2008 to 30 June 2009. In April 2009, details of a *Targeted Employment Separation Offer 2009* were made available to assist agencies impacted by the Government's 3% efficiency dividend. Agencies had access to central funding to cover severance and other employment separation costs effected under this offer. As at 30 June 2009, 193 applications had been received.

Disciplinary Matters

The Commission provided ongoing advice and assistance to agencies on the application of disciplinary processes under the PSM Act, and was directly involved in a number of specific cases. Two of those cases involved complex investigations of senior staff in agencies, requiring ongoing liaison with the Corruption and Crime Commission (CCC).

To support this work of the Commission, and to provide a greater level of guidance to agencies in undertaking investigations, significant work was undertaken on the rewriting of the *Public Sector Management Discipline Guide* to incorporate further information on conducting investigations. A draft revised guide has been prepared, with further consultation and collaboration with agencies planned. To complement this work, the curriculum for a training program in conducting investigations specific to the public sector has been developed, with further work planned on the possible roll out and application of the program to enhance the quality of investigations across the sector.

In line with the generally accepted view that the disciplinary provisions of the PSM Act are overly complex and prescriptive, work has been undertaken to progress drafting instructions for amendments to the Act to streamline the process. The final form of the proposed changes were agreed by a high level Steering Committee established in November 2006 to advise the Premier on a response to the Ombudsman's *Report on Allegations Concerning the Treatment of Children and Young People in Residential Care*. Planned amendments will see a streamlined process which removes the high level of prescription and multiple stages in the current legislation, and details on process contained in Guidelines issued by the Public Sector Commissioner.

Information and Communications Technology

The Commission has worked on the development and implementation of a number of initiatives that form part of the Secure Government Strategy, including representing Western Australia in cross-jurisdictional engagement to develop and finalise a unified national approach for government agencies planning for and implementing authentication processes in the online environment through the National e-Authentication Framework .

The Commission has been working with the Department of Treasury and Finance: Shared Services to develop and implement the Western Australian Government Number (WAGN), a whole-of-government employee number. The WAGN provides a consistent mechanism for effectively managing entitlements, career progression, job mobility and access to information across agencies.

In the past year the Commission has worked on implementing the *Citizen Centric Government: Electronic Service Delivery Strategy* through a number of initiatives, including:

Website Governance Framework (WGF): The WGF provides agencies with a consistent approach to the management and delivery of online information and services to citizens and business.

Providing assistance to the Strong Families Unit within the Department for Child Protection in the development of Strong Families online, which provides unit coordinators with online access to relevant tools and information resources to assist them in working with families at risk.

Fostering across-agency relationships to assist in implementing computer security initiatives, and fostering relationships with appropriate law enforcement agencies to aid in incident management. This activity includes liaising with the Asia Pacific Network Information Centre regarding management and governance of the WA Government's Internet addresses, and hosting the Inter Agency Information Security Management Group, which met in June 2009.

Fostering relationships between State and Commonwealth government agencies to harmonise computer security activities, managing and coordinating projects that contribute to national initiatives enhancing computer security, and promoting the use of federal computer security standards and processes as best-practice within agencies.

Agency Performance *Service Two – Public Sector Reform*

The Commission provides strategic policy, planning and support to agencies with the aim of positioning the public sector for the future. Policy and support services cover legislative and regulatory reform, interfaces with other statutory bodies (such as the CCC and the Office of the Public Sector Standards Commissioner (OPSSC)), structural and systemic issues to enhance public sector effectiveness and efficiency, strategic technology solutions, CEO performance agreements, public sector workforce planning, and structure of government reviews. The Commission also plays a major part in implementing Machinery of Government changes, and providing strategic direction for the enhancement of government services and alternate service delivery.

The Commission assumed responsibility for the functions supporting this role from the DPC on 28 November 2008. The following summary of activities and achievements covers the period from this commencement date until 30 June 2009.

Strategic Alignment

The Commission plays a role in optimising the strategic alignment of public sector functions and bodies with the service priorities of government. It achieves this by supporting and facilitating the implementation of changes sought by Government to the roles, functions and responsibilities of Departments of State and through the provision of advice about ways to improve the operation of systems and processes that regulate the administration of the public sector generally.

Since the establishment of the Commission, advice and assistance has been provided to give effect to the establishment and significant restructuring of a number of Departments (covered in more detail in Machinery of Government Section). Indirectly, advice has been also been provided to Government through the Economic Audit process. The Public Sector Commissioner is a member of the Economic Audit Committee and has contributed information to that process on matters relating to the structure, effectiveness and efficiency of the sector, and about opportunities to improve the instruments that are used to administer the sector. In developing submissions and providing input to the Economic Audit process the Commission focussed on machinery of government, the accountability framework governing public sector administration, proposing actions to facilitate more effective workforce management in the public sector and proposing recommendations on possible improvements to the operation of the PSM Act.

Interface with Statutory Bodies

The Commission engages actively with the key statutory bodies such as the CCC, the Office of the Auditor General, the State Ombudsman and OPSSC. The Commission has been consulted on the introduction of new programs and information products developed by these Authorities and has, in turn, consulted with these bodies on training programs such as Accountable and Ethical Decision Making, and on issues associated with the management of discipline and misconduct in the public sector.

In a specific instance, assistance was provided to the Country Housing Authority (CHA) in developing a better practice Corporate Governance Framework to assist the Chairman and the Board undertake their responsibilities and provide good governance to the CHA.

Machinery of Government

The Public Sector Commissioner has the delegated power under section 10 of the PSM Act to provide advice to Government on structural changes to improve the efficiency and effectiveness of the public sector. The Commission provided advice and facilitated processes to implement a number of machinery of government changes. This included the following major changes:

- Creation of the Department of State Development and Department of Mines and Petroleum;
- Redesignation of the Department of Consumer and Employment Protection to the Department of Commerce; and
- Transfer of the works functions from the Department of Housing and Works to the Department of Treasury and Finance and redesignation of the Department of Housing.

The Commission also chaired a working party to progress the establishment of the Department of Regional Development and Lands effective from 1 July 2009 and participated on the Steering Committee set up to progress the actions required to create the Department of Transport which came into effect on 1 July 2009.

Strategic Information and Communication Technology Planning

The Commission provided strategic advice to the Department of Treasury and Finance (DTF) and to agencies on planning for the transition to a Next Generation Network telecommunications environment.

More widely, the Commission has represented WA on a number of national ICT bodies, including the Cross Jurisdictional Chief Information Officer Committee, and policy working groups under the auspices of the Australian Government Information Management Office.

Emergency Services Communications Strategy: The Commission has completed the development of the Emergency Services Communications Strategy which proposes a common approach to interoperability, data management, continuity of essential services, enhanced public communications, and governance across the emergency services sector. A high-level implementation plan has been completed with the assistance of Commonwealth Government funding.

CEO Performance Framework

The PSM Act prescribes that a performance agreement is required for Chief Executive Officers (CEOs appointed under section 45 of the PSM Act, and is to be completed for each financial year, or calendar year for Managing Directors of TAFE Colleges). The Public Sector Commissioner has delegated responsibility to administer and approve CEO performance agreements and to provide advice and support to Responsible Authorities and/or Ministers in completing the process.

A review of CEO performance agreements was completed for implementation in the 2009/2010 financial year. Key changes include a focus on:

- reporting on high level agency outcomes (up to 5) and the desired performance targets;
- meeting financial targets in agency resource agreements, and equity and diversity targets;
- putting in place effective accountability and governance arrangements;
- contributing to sector wide initiatives, which in 2009/10 include the development of public sector goals and strategic workforce initiatives
- observing and practicing agreed values in undertaking agency responsibilities; and
- identifying professional learning and development opportunities.

The changes are intended to make performance agreements more strategic with a focus on outcomes and contributing to sector wide initiatives and a more meaningful process of engagement between Responsible Authorities and/or Ministers.

Strategic Workforce Planning and Workforce Information

Workforce Planning

On 1 May 2009, *Strategic Directions for the Public Sector Workforce 2009 – 2014 (Strategic Directions)* was released. *Strategic Directions* follows on from the development of the *State Workforce Plan* that was undertaken by DPC and outlines the main workforce issues that the public sector is facing. The strategy includes 38 initiatives for central and line agencies to implement to ensure that high quality services continue to be provided to the Western Australian community. The main strategies within *Strategic Directions* are:

- Attracting a Skilled Workforce;
- Retaining Valued Employees;
- Building the Capacity of the Public Sector;
- Providing Strategic leadership;
- Meeting Regional Needs; and
- Ensuring an Efficient and Flexible Public Sector.

In addition to *Strategic Directions*, the Commission also released *Forward Thinking: Workforce Challenges for the Public Sector* which highlights some of the economic, social, environmental and technological factors that will affect public sector workforce planning and the delivery of public services.

Workforce Reporting

The availability of accurate workforce data results in well informed parliamentary, legislative, industrial and policy decision-making for the public sector. The Commission manages a sector-wide workforce data collection process to facilitate this to occur.

In 2007 the (then) DPC introduced a new method to collect Human Resource Minimum Obligatory Information Requirements (HR MOIR) workforce data using the Workforce Analysis and Comparison Application (WACA). The WACA is a web-based information collection, validation and reporting system. The WACA has been customised specifically for the collection of workforce information from public sector agencies and is used by seven State/Territory jurisdictions. As at March 2009, 127 public sector agencies provided workforce data to the Commission.

Key achievements during 2008/09 included:

- significant improvements in the quality of public sector workforce data;
- improved public sector workforce reporting;
- active participation in a national consortium of State/Territory representatives that consider public sector workforce data issues, including improved reporting, quality assurance and benchmarking opportunities;
- a continued partnership with the Australian Bureau of Statistics to further develop a more rigorous data quality assurance process; and
- the release of resources, including User-Guides, to support agencies in their data reporting requirements.

In November 2008, an independent audit on the workforce data collection process and procedures was undertaken by Stantons International. A 'clean bill of health' resulted, with no audit recommendations being made. While process and system improvements have been implemented to address workforce data quality, further enhancements are planned for 2009/10. On 15 December 2008, Cabinet imposed a ceiling on employment levels for general government agencies. During 2008/09, the Commission worked closely with DTF to commence implementation of this policy.

Structure of Government Reviews

The Commission conducted a review of the governance and operations of the Heritage Council of Western Australia, providing a report to the Council in April 2009. Further support was provided to the Council in the implementation of key recommendations of the review related to accountability and governance training.

Agency Performance Service Three – Professional Development and Training

The Public Sector Capability and Development division is responsible for professional development to build the capacity of the public sector workforce. It comprises four teams which are Operational Planning, Agency Development, Executive Development and Career Development. They are responsible for:

- leadership development;
- public sector capacity building;
- development of resources and programs to promote good practice in workforce development;
- working with agencies to identify and address critical skills gaps;
- graduate and traineeship programs;
- accountability training;
- performance agreements other than CEO performance agreements; and
- CEO and Senior Executive Service development.

Annual Reporting Framework 2008-2009

The Annual Reporting Framework was updated with a number of amendments and published by the Commission in March 2009. Amendments included:

- streamlining reporting requirements to eliminate duplication of reporting;
- changes to presentation and distribution methods for annual reports; and
- expansion of the reporting of costs by agencies to Ministers.

Other amendments included using information collected through the Annual Agency Survey administered by the OPSSC to demonstrate compliance with Public Sector Standards and Ethical Codes and removal of the Extract Report section.

Women in Leadership

Launched in August 2007, the Women in Leadership Strategy comprises a series of initiatives to be implemented over 3 years. These initiatives have been designed to attract, develop and retain women in senior management roles in the public sector.

Oversight of the implementation of the initiatives is by the Women in Leadership Planning Group which includes representatives from the Office of Equal Employment Opportunity, Department of Commerce, Office of Women's Policy and the Commission.

Initiatives progressed this year include:

- monitoring a benchmark of 50% female representation in relevant programs under the Public Sector Improvement and Leadership Development Strategies;
- implementation of a mentoring program for women senior executives. This initiative is complemented by a similar program for men and women in senior management positions; and
- launched in July 2008, the Flexiwork Register supports women and men who are already working part-time or who may be considering becoming part-time in the public sector. Over 1,000 individuals are registered on the data base and more than 70 agency users authorised to access registrants' details. The Register's operation was evaluated in February and a number of improvements are being made to the system's functionality.

2009 Graduate Accounting Program

The 2009 Graduate Accounting Program (GAP) is a pilot program developed by the Commission in response to an identified shortage of qualified accountants in the Western Australian public sector. With a focus on professional development, GAP was designed to make the sector more competitive as an employer of accounting professionals.

Three recruits commenced GAP in January 2009. During the one year Program, recruits undertake six month rotations at two of the following agencies: the Fire and Emergency Services Authority, the Department for Child Protection, the Department of Housing and the Department of Treasury and Finance. Regular evaluation surveys have found that since the beginning of the Program all three recruits have gained substantial experience in key aspects of the profession including management and financial accounting.

Recruits are provided with opportunities for professional development at each host agency as well as attending the Commission-sponsored Graduate Development Program seminar series. Tuition costs for studies leading to professional accreditation that are undertaken during the Program are also reimbursed by the Commission.

Internship Program

The Commission coordinates the Internship Program which is designed to raise the profile of the public sector amongst university students and increase awareness of the diversity of career opportunities available to young people in public sector agencies.

The Program places university students in public sector agencies across the sector for one day per week over the course of one semester. During this time the interns complete a small project for the agency under the guidance of a supervisor.

An evaluation of the 2008 Program was conducted in March 2009. The evaluation found that the Program was effective and was well regarded by students and participating agencies.

In May 2009 the Program was expanded to cater for up to 30 interns from the School of Social Sciences and Humanities at Murdoch University and the School of Communications and Arts at Edith Cowan University. Following an invitation to agencies to propose projects for inclusion in the Program, the Commission received 31 proposals from 10 different agencies.

The 2009 Program will commence in July.

Learning From Leaving

Learning from Leaving was released in May 2009 and was developed by the Commission to assist public sector agencies to improve agency performance and limit the loss of talented individuals.

Staff turnover and the resultant loss of corporate knowledge is a significant cost to agencies and to the public sector as a whole. Agencies can implement strategies to minimise the cost of such losses by gathering valuable intelligence about employee attitudes, organisational culture and labour market competitiveness through the effective use of exit interviews.

Although public sector agencies have introduced a number of significant initiatives designed to improve attraction and retention, until now there has been no coordinated effort to capture the reasons why people leave with an aim to inform and improve workforce planning. By gaining greater insight into the factors that influence an employee's decision to leave an agency or the public sector trends in employee turnover can be identified and strategies developed to better manage its impact.

Learning from Leaving provides information on the common elements of exit interviews and details strategies for agencies to analyse and respond to exit data, to revise their existing survey/interview process or to develop an exit survey and interview strategy and policy.

The guide was developed from interviews with Human Resource (HR) practitioners from nine public sector agencies. These interviews identified why exit interviews are performed, who conducts exit interviews, what exit processes and reporting methods are in place, and which method is most effective.

Our Sector Our People

Best practice human resource management is critical to effective workforce management and efficient organisational performance. Released in May, 2009, *Our Sector Our People* is a practical guide for human resource practitioners seeking to improve agency performance through the measurement of human capital via the development of targets and benchmarks. Implementation of measures such as those outlined in the guide will assist decision-makers to make productive choices about how people are led, managed, developed and deployed.

Our Sector Our People identifies a set of indicators or benchmarks to assess whole-of-government HR performance and enable comparisons across the sector. These indicators also enable CEOs to effectively measure HR performance in their own agencies and manage their specific future workforce needs.

Entry Level and Traineeship Recruitment

The Commission administers the following targeted recruitment programs to assist public sector agencies:

- Entry Level Recruitment; and
- Traineeships, including School-based and Business Traineeships.

These programs recruit job seekers who are eligible, suitable and interested in entry level and traineeship employment opportunities in the Western Australian Public Sector. Subject to meeting the minimum requirements for inclusion, job seekers are registered and their resumes are made available to public sector agencies.

Each program consists of three applicant pools namely, General, Aboriginal and Torres Strait Islander and People with Disabilities.

The Commission recruits, screens and registers eligible applicants, on behalf of public sector agencies, in order to provide:

- public sector agencies with a source of suitable and available job seekers to fill metropolitan-based Level 1 or traineeship opportunities; and
- registered job seekers with a point of entry to access fixed-term employment opportunities within the Government of Western Australia.

Entry Level Recruitment

Public sector agencies can source candidates, including specific equity groups, for entry level administrative positions through the Commission's Entry Level Employment Program (ELEP).

The program assists agencies to expeditiously recruit, select and appoint job seekers to cover periods of staff leave, complete a backlog of work, assist in projects of a finite nature and cover periods of time when staff member/s are performing other jobs on a temporary basis.

Registration with the ELEP is dependent upon job seekers meeting the minimum requirements of the Public Sector Recruitment Test. Applicants register and complete an online 22 minute test.

The Commission processed the registration of 295 new candidates for the ELEP this financial year. There were 166 placements made.

Traineeships

Public sector agencies can also source candidates, including equity groups, to fill both School-based Traineeships (SBT) and Business Traineeships (BT) opportunities via the Commission's traineeship program.

The Commission administers the *Access Government Traineeships* strategy, which details the Government's commitment to youth employment. This strategy, developed in partnership with the Department of Education and Training (DET), targets job seekers under 25 years of age without any formal qualifications.

The Commission processed the registration of 214 new candidates for the BT program this financial year, and 18 BT placements were made.

Additionally, in conjunction with DET, the Commission facilitates the SBT program, providing Year 11 and 12 students with employment in a public sector agency for two days per week as part of their school program. This year there were 44 SBT placements.

Table 1 shows program placements across General, Aboriginal and Torres Strait Islander and People with Disabilities categories.

Table 1:

Program Placements	General	Aboriginal and Torres Strait Islanders	People with Disabilities	Total
Entry-Level Placements	140	3	23	166
Traineeships – School-based	41	2	1	44
Traineeships - Business	12	2	4	18
TOTAL	193	7	28	228

Creating a Flexible SES Workforce

The 2006 *Retirement Intentions Survey* found that many employees perceived difficulties in accessing flexible work practices. With 19% of SES employees aged 55 years and over and only 6% working part time (at December 2008), access to quality part-time work at senior levels will attract and retain employees for longer.

In response, the Commission developed *Creating a Flexible SES Workforce*, a guide that aims to communicate to CEOs and Directors General (DGs) the imperative to promote and support flexible work practices among the SES workforce. Flexible work practices have been shown to increase employee morale, satisfaction and commitment, and should assist in retaining SES employees.

The guide provides information for CEOs and DGs to lead and develop a flexible work practices program for their SES employees and focuses on the needs and expectations of mature aged executive staff, women in executive roles and rural and remote executive staff.

Workforce Development

The Commission continued providing a range of whole-of-government professional development programs which were previously delivered through the DPC Public Sector Management Division. These programs encompassed leadership development, public sector improvement, strategic human resource management, graduate development and career development.

An examination of the programs provided is taking place in light of the new directions for the Commission. Key aspects of the *Leadership Development Strategy*, now in its third year, were reviewed including the Leadership Assessment Profile. Work is underway to develop an improved tool for the sector to enable leaders and aspiring leaders to assess their existing skills against required capabilities via a 360-degree feedback tool, and a range of skills workshops and other learning activities. A series of workshops that have been run as part of the Leadership Development Strategy have also been reviewed and work is underway to develop new options for the 2009/10 financial year.

The flagship *Pathways to Leadership* and *Foundations of Leadership* programs contracts were awarded and work on the new curriculum has been finalised. In the coming year it is anticipated that each of these programs will be run twice, offering development opportunities for 100 public sector staff.

Delivery of the *Regional Skills Initiative* continued to enhance access to relevant professional development opportunities for regional employees of public sector agencies. The regional workshops were held in the Kimberly and Mid West regions, with four workshops being offered. A regional subsidy model designed to help offset the cost of travel and accommodation incurred by regional participants attending programs or workshops in Perth also continued, with 4 applications for subsidies being received and processed.

Initiative	Events/ Programs	Participants	Hours
Leadership Skills Workshops	7	122	987
Public Sector Improvement Workshops	3	39	273
Strategic Human Resource Management Workshops	1	14	98
Career Development Workshops	4	65	455
Graduate Development Workshops	3	415	1,245
Mentoring Training	4	50	238
Public Sector Management Program	7	127	3,045
TOTALS	29	832	6,341

The fifth annual intake of the *Graduate Development Program* commenced with 127 graduates registering for this series of events. The program runs for a calendar year and consists of six half-day workshops designed to broaden new graduates' understanding of the wider issues of working in the public sector.

The *Australian and New Zealand School of Government* program continued. Participants in 2006 and 2008 Executive Masters of Public Administration continued their studies with the first graduation taking place in February and a further three participants from the 2006 cohort also completing their studies.

Public Sector Management Program

The key objective of the Public Sector Management Program is to enhance the knowledge and skills of middle to senior public sector managers and emerging leaders. This tertiary program aims to improve capabilities in *political management* (policy skills, strategic management), *accountabilities* (decision-making, ethics), *relationship management* (leadership, communication) and *delivering results* (people, performance, planning, and problem solving).

The Program takes up to 15 months to complete and successful participants graduate with a Graduate Certificate in Public Sector Management from Flinders University. This is a change to the certifying University following a tender process to select a new provider for certification of the program was conducted at a national level.

The Program provides credit into a range of further post-graduate studies. Its outcomes link to the Leadership Development Strategy, reflecting the strategic workforce priorities and leadership skills needed in a modern professional public sector.

During the reporting period one PSM Program commenced with 28 participants and 68 participants successfully graduated from the program.

Accountable and Ethical Decision Making Training

The provision of Accountable and Ethical Decision Making (AEDM) training to CEOs continued, with two further sessions with 22 attendees being run in December 2008 and June 2009. This brings the total number of CEOs who have completed the training to 106. Feedback continued to be positive, with 100% of respondents to the evaluation of the program indicating that it increased their awareness of how accountability and integrity principles impact on their role and/or responsibilities and that they see benefit in similar sessions being provided in their organisation.

After receiving a commitment from the new Government to roll out the AEDM program to new ministerial staff, the program was customised and delivered to 177 staff in ministerial offices in late 2008 and early 2009. Significant progress was made to develop an online version of the program for roll out to ministerial staff on an ongoing basis to cater for staff turnover and to provide for revision of the material. This online version will be finalised and rolled out in 2009/10, together with the delivery of additional face to face training sessions by the Commission in collaboration with DPC.

Largely as a result of feedback from CEOs indicating the AEDM program has a high degree of relevance and applicability to boards and committees, the program was customised for Boards and Committees. Curriculum materials, including case studies and scenarios, were developed. This work further supports that undertaken by the former Public Sector Management Division in developing the Good Governance website and resources.

Three forums for Chairs of Government Boards and Committees were held in May and June 2009 to raise awareness of the availability of the training program and to showcase the Good Governance website. Overwhelming support for the training was received, and the Commission will work with Board Chairs to deliver the program in 2009/10.

The Commission has also provided advice and support to agencies on the roll out of the program to public sector employees in accordance with Public Sector Commissioner's Circular 13/2009. The Commission directly delivered a number of sessions at the agency level, particularly to Corporate Executive groups and, in addition to maintaining the curriculum and materials on the Commission's website, regularly met with agencies to provide general assistance. The Commission also played a significant role in having the AEDM program included in DTF's Training Common Use Arrangement.

Boards and Committees Governance

In January 2009 the *Good Governance* website for WA public sector boards and committees became publicly available. The website includes a set of principles for good governance for WA public sector boards and committees which was developed by the Commission in consultation with key stakeholders. Explanatory guidelines, interactive tools and aids to support the application of the good governance principles are also contained on the website. This online resource also provides links to information sessions and training opportunities, and encourages professional development for board chairs and members.

The *Good Governance* website enables boards, committees and support staff to access relevant and up to date information from one source making it easier to implement and maintain good governance practices. There are 219 registered users regularly accessing the website and an average of 721 visitors to the website per month.

The website was showcased at the three forums hosted by the Commission for Chairpersons of Boards and Committees on accountability, governance and ethical decision making in May and June 2009. Feedback received from participants indicated greatly improved understanding of governance issues as a result of attending the forums and a high level of satisfaction with the information that was provided at them.

Agency Performance *Strategic Corporate Support*

Strategic Corporate Support

The Strategic Corporate Support Unit provides advice and support on organisational development, including strategic human resource management, job design and structures, fleet management, and financial management including budgeting and reporting, procurement and contract management. The DPC provides a range of corporate services to the Commission, including recruitment and payroll, information technology, corporate information and facilities management through an agreed Service Level Agreement.

The Commission is developing and implementing a recruitment and selection policy that reflects a more contemporary public sector and which incorporates more innovative practices associated with the 'Rethinking Recruitment' discussion paper released by the former Public Sector Management Division in August 2007.

Recruitment in the Commission since its creation has remained low due to existing functions transferring across from the DPC and the need to finalise the structure. The new focus, and direction of the Commission provides the opportunity to determine the appropriate skill mix for new roles, and strategies for attracting and retaining valued staff will be a critical area for development in the new financial year.

Positions advertised:	2008/2009
Permanent	4
Fixed Term (<i>including secondments/acting opportunities</i>)	7
Pools (future opportunities)	1

Graduate Employment

The Commission continues to participate in the DPC's graduate program to allow the current graduates an opportunity to complete their rotations. The Graduate Program is conducted in a supportive and learning environment that continues to provide excellent opportunities to work with senior experienced officers on specific projects. The Commission will develop and implement a Graduate Employment program for 2010-11.

Traineeships

The Commission continues to participate in the DPC's school based traineeship program and employs students part-time while they complete Years 11 and 12. The Commission will be developing and implementing its own traineeship program for 2010/11 providing opportunities for full-time and school based trainees.

Staff Profile

The staff profile for the Commission at 30 June 2009 comprised 120 (Headcount). Functions, positions and substantive employees were transferred across from the DPC to form the new Commission. A number of vacant positions continue to be filled by short term acting/secondments/fixed term contracts pending finalisation of structure and skills assessment, and there are 19 officers working part time.

Flexible working arrangements are supported when operationally possible and options available to staff include working from home, purchased leave and flexible working hours.

STAFF PROFILE	2008/2009
Full time Permanent	105
Full time Fixed Term	12
Trainees	3
<i>Full-time</i>	101
<i>Part-time</i>	19
TOTAL	120

Equity and Diversity

The Commission's Equity and Diversity Plan 2009-2011 was submitted to the Office of Equal Employment Opportunity (OEEO) in July 2009. The Equity and Diversity Plan identifies and sets specific priorities to achieve actions over the next 2 years designed to promote and achieve diversity across the Commission. It has the support of the Corporate Executive, and demonstrates the Commission's commitment to the principles of equal opportunity and diversity management. The Plan focuses on identified strategies to reinforce the Commission's values, maximise the potential of staff and enhance productivity in order to meet corporate goals and objectives.

Figures below are reflective of the data collected from the seven months the Commission has been operating (28 November 2008 and 30 June 2009).

	Equity Index %	% Actual Representation (30 June '09)	Target (30 June '10)	% Above/Below Target
Women in Tier 2&3 combined	84.5	60	61	N/A
Indigenous Australians	N/A	0	1	N/A
People with Disabilities	N/A	3.7	4	N/A
People from diverse backgrounds	84.2	15.7	16	N/A
Youth	N/A	10.6	11	N/A

Training and Development

The personal and professional development of its staff is a priority for the Commission and staff are encouraged to participate in relevant development courses and attend seminars. This includes participation in the range of strategic programs and workshops provided by the Commission.

The Commission organised the following internal courses for staff in the 2008/09 period:

- Recruitment and Selection training;
- Flexi-purchase Train the Trainer; and
- Red Cross Emergency Service Training.

Agency Performance – Other Services

Freedom of Information

The Commission aims to assist Freedom of Information (FOI) applicants to access available documents at the least possible cost. Seven new valid applications were received during the year, of these seven applications 5 were dealt with by the Commission in the 2008/09 period and 2 were carried over to the new financial year.

The table below provides a breakdown of the FOI Applications that were finalised during this period. A more comprehensive breakdown of the Commission's statistics are provided in the Information Commissioner of Western Australia's Annual Report – www.foi.wa.gov.au.

FOI Applications 2008/09			
	Total		
Carried Over	0		
Received	7		
Total handled	7		
Applications Decided in Year		Personal Information	Non-personal Information
Full Access	2	1	1
Edited Access	2	0	2
Deferred Access	0	0	0
Section 28 Access	0	0	0
Access Refused	1	0	1
Total Decisions	5	1	4
Transfer to other agencies	0		
Withdrawn	0		
Total Applications Finalised	5		
Carried Forward	2		

The Commission's Information Statement is currently being developed

Senior Executive Service (SES) Consulting

The PSC has established a small SES consultancy wing that comprises a small number of Senior Executive Service personnel who are available to assist Directors General and Chief Executive Officers undertake investigations, strategic change management and reform initiatives in agencies. Agencies assisted have included the Department of Local Government, Pilbara Development Commission and the Department of Transport.

Australian Honours System

The Australian honours system was established in 1975 and represents the highest level of recognition accorded by the nation for outstanding achievement and service by Australians who have contributed to our country in a way that encourages and reinforces the highest community values and enhances national identity.

The Public Sector Commissioner is Western Australia's representative on the Council for the Order of Australia and the Chair of the State selection panel for the Public Service Medal.

There were 108 Western Australian recipients in the Australia Day and Queen's Birthday Honours Lists in 2009.

Affiliated Body of the Public Sector Commission – Salaries and Allowances

Tribunal

Affiliation

During the first half of 2008/09, the Salaries and Allowances Tribunal (Tribunal) was an “affiliated body” of DPC in accordance with section 60(1)(b) of the *Financial Management Act 2006* (FMA). The Tribunal continued to be an affiliated body of DPC until 20 January 2009 at which time the Treasurer determined that the Tribunal was an affiliated body of the Commission.

As an affiliated body of an agency under the FMA, the Tribunal’s statutory operational independence is recognised. This independence is also recognised by the Tribunal’s separate Parliamentary budget appropriation and resource agreement with the Premier and Treasurer.

Under these financial arrangements, both the DPC and the Commission have been obliged to provide the Tribunal with certain financial services during the year, including the preparation of financial information to facilitate the discharge of statutory reporting obligations.

Functions

The *Salaries and Allowances Act 1975* requires the Tribunal to enquire into, and determine at intervals of not more than twelve months, the remuneration to be paid to:

- Ministers of the Crown and the Parliamentary Secretary of the Cabinet;
- A Parliamentary Secretary appointed under section 44A(1) of the *Constitution Acts Amendment Act 1899*;
- Parliamentary Secretaries, Chairmen, Deputy Chairmen and members of standing and joint standing committees of the Parliament;
- Officers and members of the Parliament;
- Clerk of the Legislative Council or Clerk of the Legislative Assembly or the Deputy Clerk of either House;
- Officers of the Public Service holding offices included in the Special Division of the Public Service;

- Person holding any other office of a full-time nature, created or established under a law of the State, that is prescribed for the purposes of this section, but not being an office the remuneration for which is determined by or under any industrial award or agreement made or in force under any other law of the State;
- Chief Commissioner, Senior Commissioner and Commissioners of the Western Australian Industrial Relations Commission (WAIRC); and
- Non-judicial members of the State Administrative Tribunal.

For Parliamentarians the Tribunal determines:

- basic salary;
- additional salary for Ministers of the Crown and Officers of the Parliament;
- electorate allowances;
- expense, travelling (including air charter and car hire) and accommodation allowances; and
- postage and telephone allowances.

For the Clerk of the Legislative Council or the Clerk of the Legislative Assembly or the Deputy Clerk of either House, Officers of the Public Service holding offices in the Special Division of the Public Service, persons holding prescribed offices and the Chief Commissioner, Senior Commissioner and Commissioners of the WAIRC, the Tribunal determines the salaries to be paid to the holders of these positions and the motor vehicle entitlement.

The Tribunal also is required to enquire into and report at intervals of not more than twelve months on the remuneration to be paid to:

- Judges of the Supreme Court, the Masters of the Supreme Court and Judges of the District Court;
- Stipendiary Magistrate; and
- The Parliamentary Inspector of the Corruption and Crime Commission.

The report with recommendations to the Minister must be tabled before each House of Parliament and the recommendations may be disallowed.

The Tribunal is responsible for determining (before an appointment is made to the office) the remuneration to be paid to the Governor of Western Australia.

The Tribunal also enquires into and makes a recommendation report on the total reward package to be paid to chief executive officers (CEOs) of local government areas at intervals of not more than twelve months. The Tribunal's recommendations are published in the *Western Australian Government Gazette*.

The Tribunal also is required from time to time as it sees fit, to determine aspects of Parliamentary Superannuation. Changes to the *Parliamentary Superannuation Act 1970* in October 2000 significantly increased the responsibilities of the Tribunal in this area.

The benefits and entitlements granted to former Premiers, Ministers of the Crown and members of the Parliament are determined from time to time by the Tribunal.

Tribunal Membership

The members of the Tribunal are appointed by the Governor for a three-year period. The Tribunal membership changed during the 2008/09 financial year as follows:

- Professor M C Wood, Chairman (term completed 8 February 2009);
- Mr W S Coleman AM, Member/Chairman (appointed Chairman on 24 February 2009);
- Ms M L Nadebaum, Member (term completed 28 October 2008);
- Mrs C A Broadbent, Member (appointed for three years from 24 February 2009); and
- Mr B S Moore, Member (appointed for three years from 13 January 2009)

Mr John Lukin is the Tribunal's Executive Officer.

Meetings are held monthly as a minimum or as required. During the 2008/09 financial year 24 formally constituted meetings of the Tribunal were held.

Major Activities

The Tribunal has issued a number of determinations and reports in the reporting period. These include:

- August 2008 - a determination was issued increasing the base salary for parliamentarians by 4.2 per cent to \$128,980 per annum with effect from 1 September 2008;
- September 2008 – further determinations were issued with respect to Members of Parliament taking into account the new electorate boundaries that came into effect with the September State election;
- November 2008 - the Tribunal issued a recommendation report for an increase of 4.3 per cent for the judiciary from 1 January 2009;
- November 2008 - the Tribunal issued its third determination for the non-judicial members of the State Administrative Tribunal;
- March 2009 - a determination was issued for the Commissioners of the WAIRC and in view of current economic circumstances, no general increase was awarded;
- April 2009 - a determination was issued for the Special Division of the Public Service and Prescribed Office holders and no general increase was awarded; and
- additional determinations were produced in respect of the holders of particular offices where machinery of government changes or other changes in circumstances warranted those determinations.

Significant Issues

The impact of the rapidly changing global economic and financial circumstances has created a challenging environment for the Tribunal in which to determine fair and equitable remuneration outcomes.

Significant Issues Impacting the Agency

The following are some of the current and emerging significant issues that are impacting on the work of the Commission:

Public Sector Reform

The Government announced a major commitment to reform the public sector in July 2009. These reforms require significant legislative amendment, supported by changes to subsidiary instruments, policies and procedures. The reform is aimed at improving the flexibility and integrity of the public sector. The legislative reforms are being progressed as a matter of urgency and consultative forums have been held with public sector chief executive officers, human resource directors, unions and external stakeholders. Feedback has also been sought on issues papers from human resource practitioners and other external stakeholders. The reforms include:

- merging the roles of Commissioner for Public Sector Standards and Minister for Public Sector Management to create an independent statutory role of the Public Sector Commissioner; and
- amending the *Public Sector Management Act 1994* to streamline process and remove administrative anomalies.

While legislative amendments are the necessary first step to reforming the public sector, change is also needed at the operational and agency level. The Commission will work with agencies to facilitate this.

Accountability Agenda for the Sector

Expectations of the public sector in terms of performance, accountability, probity and transparency are increasing. The current accountability framework for the public sector is overly prescriptive and complex, hampering the management of ethical conduct and proving counterproductive to the effective operation of the public sector. The public sector reform process will allow the Commission to put in place an enabling regulatory regime with a strong accountability agenda for the sector, focusing its advice to Government and support to CEOs and agencies.

In line with the *Government Accountability and Public Sector Management* policy, legislation is being developed to regulate the conduct of lobbyists in Western Australia, including a public register for lobbyists.

Building the capacity of the Public Sector

Between 2006 and 2026, Western Australia's population is projected to increase by 30%. During this period, the population's demographic profile is also expected to change. The projected change includes a 16% decrease in the proportion of youth under 15 years and a 66.9% increase in the proportion of people aged 65 and over. This has implications for the public sector workforce, as well as the nature of public services required in the future. The demographic of the public sector workforce is also changing; almost 50% is aged 45 years or over, and nearly 20% are 55 years or over. Significant pressures are being faced in attracting, retaining and replacing qualified and experienced personnel. Whilst the global financial crisis will reduce the impact of this in the short term, it is likely that these issues will resurface in the medium and long term as the economy stabilises. To build the capacity of the public sector the Commission has developed a comprehensive workforce planning strategy consisting of 38 initiatives to be implemented over the next 5 years that will respond to these factors so that the public sector is well positioned to employ the right people and skills for the future.

In addition to its work focused on career development and attracting new employees to the sector through initiatives such as traineeships, the Commission recognises that future capacity of the public sector is reliant on a commitment to and investment in the development of strong leadership and professional development at the highest levels. Leadership and professional development within the sector and support to agencies in this area is therefore a priority for the Commission. The Commission will continue several core programs for leadership and professional development, including; the Leadership Development Strategy, the Australian New Zealand School of Government Executive Master in Public Administration, and Executive Fellows Programs, the Pathways to Foundations and Foundations of Leadership programs, and the Graduate Development Program *Public Sector in Focus*. The Commission will also work collaboratively with public sector agencies to develop programs designed to build the skills of HR managers in promoting good practice in workforce management thereby increasing organisational capacity to manage change. Work will also be undertaken to formally recognise those who participate by examining options for accreditation of the Commission's programs through external education providers.

Increased demand on Government services

With increased demand on Government services and the recent economic down turn it is vital that Government delivers services more efficiently and effectively. The Commission will work with agencies to enhance delivery of services, to ensure that these services are centred on the customer and are aligned with Government priorities and minimise inefficient practices and process. This will include looking at alternative service delivery models and exploring opportunities for better service delivery through the use of Information Communication Technology (ICT). The Commission will work with agencies to ensure the best investment for ICT in times of economic constraint including exploring opportunities for sharing applications and having better governance practices in place.

Independent Audit Opinion



Auditor General

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

PUBLIC SECTOR COMMISSION FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE PERIOD 28 NOVEMBER 2008 TO 30 JUNE 2009

I have audited the accounts, financial statements, controls and key performance indicators of the Public Sector Commission.

The financial statements comprise the Balance Sheet as at 30 June 2009, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the period then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

Public Sector Commissioner's Responsibility for the Financial Statements and Key Performance Indicators

The Public Sector Commissioner is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error: selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer www.audit.wa.gov.au/pubs/AuditPracStatement_Feb09.pdf.

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

Independent Audit Opinion

Public Sector Commission Financial Statements and Key Performance Indicators for the period 28 November 2008 to 30 June 2009

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Public Sector Commission at 30 June 2009 and its financial performance and cash flows for the period ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Commission provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Commission are relevant and appropriate to help users assess the Commission's performance and fairly represent the indicated performance for the period ended 30 June 2009.



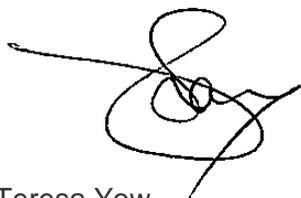
COLIN MURPHY
AUDITOR GENERAL
17 September 2009

Financial Statements

Certification of Financial Statements for the period ended 30 June 2009

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 period ending 30 June 2009 and the financial position as at 30 June 2009.

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



Teresa Yow
Chief Finance Officer
7 August 2009



M C Wacuhope
Accountable Authority
7 August 2009

Income Statement for period ended 30 June 2009

	Notes	2009 (\$'000)
COST OF SERVICES		
Expenses		
Employee benefits expense	6	5,913
Supplies and services	7	2,751
Depreciation and amortisation expense	8	41
Accommodation expenses	9	971
Grants and subsidies	10	24
Other expenses	11	75
Total cost of services		<u>9,775</u>
Income		
Revenue		
User charges and fees	12	319
Commonwealth grants and contribution	13	68
Other Revenues	12	542
Total Revenue		<u>929</u>
Total income other than income from State Government		<u>929</u>
NET COST OF SERVICES		8,846
INCOME FROM STATE GOVERNMENT		
Service appropriation		11,201
Resources received free of charge		844
Total income from State Government	14	<u>12,045</u>
SURPLUS/(DEFICIT) FOR THE PERIOD		<u><u>3,199</u></u>

See also the 'Schedule of Income and Expenses by Service'.

The Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet as at 30 June 2009

	Notes	2009 (\$'000)
ASSETS		
Current Assets		
Cash and cash equivalents	24	4,704
Receivables	16	791
Amounts receivable for services	17	33
Other current assets	18	369
Total Current Assets		<u>5,897</u>
Non-Current Assets		
Restricted cash and cash equivalents	15	86
Amounts receivable for services	17	2,923
Property, plant and equipment	19	222
Total Non-Current Assets		<u>3,231</u>
TOTAL ASSETS		<u>9,128</u>
LIABILITIES		
Current Liabilities		
Payables	21	499
Provisions	22	3,141
Total Current Liabilities		<u>3,640</u>
Non-Current Liabilities		
Provisions	22	867
Total Non-Current Liabilities		<u>867</u>
TOTAL LIABILITIES		<u>4,507</u>
NET ASSETS		<u>4,621</u>
Equity		
Contributed Equity	23	1,422
Accumulated surplus/(deficiency)		3,199
Total Equity		<u>4,621</u>

See also the 'Schedule of Assets and Liabilities' by service

The Balance Sheet should be read in conjunction with the accompanying notes

Changes in Equity for the period ended 30 June 2009

	Note	2009 (\$000)
Balance of equity at start of period		-
CONTRIBUTED EQUITY	23	
Balance at start of period		-
Contributions by owners		<u>1,422</u>
Balance at end of period		<u>1,422</u>
ACCUMULATED SURPLUS (RETAINED EARNINGS)	23	
Balance at start of period		-
Surplus/(deficit) for the period		<u>3,199</u>
Restated balance at end of period		<u>3,199</u>
Balance of equity at end of period		<u><u>4,621</u></u>
Total income and expenses for the period ^(a)		<u>3,199</u>

*(a) The aggregate net amount attribute to each category of equity is: Surplus \$3,198,892.
The Statement of Changes in Equity should be read in conjunction with the accompanying notes.*

Cash Flow Statement for period ended 30 June 2009

	Notes	2009 (\$000)
CASH FLOWS FROM STATE GOVERNMENT		
Service appropriation		11,122
Holding account drawdowns		13
Contributions by owners		2,016
Net cash provided by State Government		<u>13,151</u>
Utilised as follows:		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits		(5,587)
Supplies and services		(2,068)
Accommodation		(923)
Grants and subsidies		(24)
GST payments on purchases		(340)
GST payments to taxation authority		(19)
Receipts		
User charges and fees		227
Commonwealth grants and contribution		68
Other receipts		151
GST receipts on sales		46
GST receipts from taxation authority		123
Net cash provided by/(used in) operating activities	24	<u>(8,346)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of non-current physical assets		(15)
Net cash provided by/(used in) investing activities		<u>(15)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Net cash provided by/(used in) financing activities		<u>-</u>
Net increase/(decrease) in cash and cash equivalents		4,790
Cash and cash equivalents at the beginning of period		-
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	24	<u><u>4,790</u></u>

The Cash Flow Statement should be read in conjunction with the accompanying notes.

Schedule of Income and Expenses by Service for period ended 30 June 2009

	Advice and Assistance	Public Sector Reform	Professional Development and Training	Total
COST OF SERVICES	2009	2009	2009	2009
	\$000	\$000	\$000	\$000
Expenses				
Employee benefits expense	3,168	1,787	958	5,913
Supplies and services	1,051	579	1,121	2,751
Depreciation and amortisation expense	35	3	3	41
Accommodation expenses	375	414	182	971
Grants and subsidies	1	18	5	24
Other expenses	15	46	14	75
Total cost of services	4,645	2,847	2,283	9,775
Income				
User charges and fees	11	-	308	319
Commonwealth grants and contribution	-	68	-	68
Other Revenues	403	84	55	542
Total income other than income from State Government	414	152	363	929
NET COST OF SERVICES	4,231	2,695	1,920	8,846
INCOME FROM STATE GOVERNMENT				
Service appropriation	6,645	3,061	1,495	11,201
Resources received free of charge	480	235	129	844
Total income from State Government	7,125	3,296	1,624	12,045
Surplus/deficit for the period	2,894	601	(296)	3,199

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

Schedule of Assets and Liabilities by Service for the period ended 30 June 2009

	Advice and Assistance	Public Sector Reform	Professional Development and Training	General- Not Attributed	Total
COST OF SERVICES	2009	2009	2009	2009	2009
	\$000	\$000	\$000	\$000	\$000
ASSETS					
Current assets	1,257	719	875	3,046	5,897
Non-current assets	1,987	832	412	-	3,231
Total assets	3,244	1,551	1,287	3,046	9,128
LIABILITIES					
Current liabilities	1,881	1,107	595	57	3,640
Non-current liabilities	459	268	140	-	867
Total Liabilities	2,340	1,375	735	57	4,507
NET ASSETS	904	176	552	2,989	4,621

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

Summary of Consolidated Account Appropriations and Income Estimates for the period ended 30 June 2009

	2009 ESTIMATE \$000	2009 ACTUAL \$000	VARIANCE \$000
DELIVERY OF SERVICES			
Item - Net amount appropriated to deliver services	-	340	(340)
Section 25 Transfer of service appropriation ^(a)	-	10,861	(10,861)
Amount Authorised by Other Statutes			
- Salaries and Allowances Act 1975	-	-	-
Total appropriations provided to deliver services	-	11,201	(11,201)
CAPITAL			
Item - Capital Contribution	-	-	-
GRAND TOTAL	-	11,201	(11,201)
Details of Expenses by Service			
Advice and Assistance	-	4,645	(4,645)
Public Sector Reform	-	2,847	(2,847)
Professional Development and Training	-	2,283	(2,283)
Total Cost of Services	-	9,775	(9,775)
Less Total Income	-	(929)	929
Net Cost of Services	-	8,846	(8,846)
Adjustments	-	2,355	(2,355)
Total appropriations provided to deliver services	-	11,201	(11,201)
Capital Expenditure			
Purchase of non-current physical assets	-	15	(15)
Adjustment for other funding sources	-	(15)	15
Capital Contribution (appropriation)	-	-	-

Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.

Note 29 "Explanatory statement" provides details of any significant variations between estimates and actual results for 2009 and between the actual results for 2008 and 2009. However for the period ended 30 June 2009, in accordance with TI 949 (2), there is no disclosure of comparative figures and explanation of variations. Government Gazette, WA, No. 195, dated Friday, 21 November 2008, under section 35(1)(a) of the Public Sector Management Act 1994 established and designated the Public Sector Commission, with effect from 28 November 2008.

(a) AASB 1004.57 requires that where activities are transferred from one government agency to another government agency as a result of a restructure of administrative arrangements, the transferee government agency must disclose in the notes to the financial statements the expenses and revenues attributable to the transferred activities for the reporting period, showing separately those expenses and revenues recognised by the transferor government agency during the reporting period. This information is included in Note 23.

Notes to the Financial Statements

1 **Commissional mission and funding**

The Commission's mission is to lead and promote excellence and integrity in the Public Sector.

The Commission is mainly funded by Parliamentary appropriations. The financial statements encompass all funds through which the Commission controls resources to carry on its functions.

2 **Australian Equivalents to International Financial Reporting Standards**

General

The Commission's financial statements for the period ended 30 June 2009 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Commission has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

Early adoption of standards

The Commission cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 "Application of Australian Accounting Standards and Other Pronouncements". No Standards and Interpretations that have been issued or amended but are not yet effective have been early adopted by the Commission for the annual reporting period ended 30 June 2009.

3 **Summary of significant accounting policies**

(a) General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standard. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of Preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

The judgements that have been made in the process of applying the Commission's accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at note 4 'Judgements made by management in applying accounting policies'.

(c) Reporting Entity

The reporting entity comprises the Commission.

(d) Contributed Equity

AASB Interpretations 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers, other than as a result of restructure of administrative arrangements, in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955 "Contributions by Owners made to Wholly Owned Public Sector Entities" and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 23 "Equity".

(e) **Income**

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Rendering of Services

Revenue is recognised upon the delivery of the service to the client or by reference to the stage of completion of the transaction.

Service Appropriations

Service Appropriations are recognised as revenues in the period in which the Commission gains control of the appropriated funds. The Commission gains control of appropriated funds at the time those funds are deposited into the Commission's bank account or credited to the holding account held at Treasury. See note 14 "Income from State Government" for further detail.

Net Appropriation Determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Commission. In accordance with the determination, the Commission will retain the following:

- * Proceeds from fees and charges
- * Commonwealth grants and contribution
- * Other revenue
- * GST input credits
- * GST receipts on sales

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Commission obtains control over the assets comprising the contributions which is usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Gains

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets.

(f) Property, Plant and Equipment

Capitalisation/Expensing of assets

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Income Statement (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal consideration, the cost is their fair value at the date of acquisition.

Subsequent measurement

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

Depreciation

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

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Furniture and fittings	10 years
Plant and equipment	5 years
Computer hardware	3 years

Works of art controlled by the Commission are classified as property, plant and equipment. They are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

(g) Intangible Assets

Capitalisation/Expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$5,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

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

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets controlled by the Commission have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

Software

3 Years

Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Web site costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(h) Impairment of Assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at each balance sheet date. 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. As the Commission is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

See note 20 'Impairment of assets' for the outcome of impairment reviews and testing.

See note 3(n) 'Receivables' and note 16 'Receivables' for impairment of receivables.

(i) Leases

The Commission has entered into a number of operating lease arrangements for the rent of office buildings and motor vehicles where the lessor effectively retains all of the risks and benefits incidental to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Income Statement over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(j) Financial Instruments

In addition to cash, the Commission has two categories of financial instrument:

Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivable for services
- Amount Receivable for services

Financial Liabilities

- Payables
- Other liabilities

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest applicable and subsequent measure is not required as the effect of discounting is not material.

(k) Cash and Cash Equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalent includes restricted cash and cash equivalents. These are comprised of cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(l) Accrued Salaries

The accrued salaries suspense account (see note 15 'Restricted cash and cash equivalents') consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 21 "Payables") represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Commission considers the carrying amount of accrued salaries to be equivalent to its net fair value.

(m) Amounts Receivable for Services (Holding Account)

The Commission receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

See also note 14 'Income from State Government' and note 17 'Amounts receivable for services'.

(n) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Commission will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

See note 3(j) 'Financial Instruments' and note 16 'Receivables'.

(o) Payables

Payables are recognised 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 they are generally settled within 30 days. See note 3(j) 'Financial Instruments' and note 21 'Payables'.

(p) Amounts Due to the Treasurer

The amount due to the Treasurer is in respect of a Treasurer's Advance. Initial recognition and measurement, and subsequent measurement is at the amount repayable. Although there is no interest charged the amount repayable is equivalent to fair value as the period of the borrowing is for less than 12 months with the effect of discounting not being material.

(q) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date. See note 22 'Provisions'.

(i) Provisions - Employee Benefits

Annual Leave and Long Service Leave

The liability for annual and long service leave expected to be settled within 12 months after the end of the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members. The Commission has no liabilities for superannuation charges under the Pension or the GSS Schemes as the liability has been assumed by Treasurer.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Commission makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

See also note 3(r) 'Superannuation expense'.

(ii) Provisions - Other

Employment On-Costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Commission's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. (See note 11 'Other expenses and note 22 'Provisions').

(r) Superannuation Expense

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

Defined contribution plans - in order to reflect the Commission's true cost of services, the Commission is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Account.

The GSS Scheme is a defined benefit scheme for the purpose of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(s) Resources Received Free of Charge or for Nominal Cost

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income and as assets or expenses as appropriate, at fair value.

(t) Comparative Figures

Government Gazette, WA, No. 195, dated Friday, 21 November 2008, under section 35(1)(a) of the Public Sector Management Act 1994 established and designated the Public Sector Commission, with effect from 28 November 2008.

In accordance with TI 949 (2), there is no disclosure of comparative figures for the period ended 30 June 2008.

4 Judgements made by management in applying accounting policies

The judgements that have been used in the process of applying accounting policies have had no material effect on amounts recognised in the financial statements.

5 Disclosure of Accounting Policy and Estimates

Initial application of an Australian Accounting Standard

The Commission has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2008 that impacted on the Commission:

Review of AAS 27 'Financial Reporting by Local Governments', AAS 29 'Financial Reporting by Government Commissions' and AAS 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short term review of AAS 27, AAS 29 and AAS 31:

AASB 1004 'Contributions',

AASB 1050 'Administered items',

AASB 1051 'Land under Roads',

AASB 1052 'Disaggregated Disclosures',

AASB 2007-9 'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137];

Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.

The existing requirements in AAS 27, AAS29 and AAS 31 have been transferred to the above new and revised topic-based Standards and Interpretation. These requirements remain substantively unchanged. The new and revised Standards and Interpretation make some modifications to disclosures and provide additional guidance, otherwise there is no financial impact.

Future impact of Australian Accounting Standards not yet operative

The Commission cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Commission has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued and which may impact the Commission but are not yet effective. Where applicable, the Commission plans to apply these Standards and interpretation from their application date:

Title	Operative for reporting periods beginning on/after
AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non-owner changes equity. The Commission does not expect any financial impact when the standard is first applied.	1 January 2009
AASB 2008-13 'Amendments to Australian Accounting Standards arising from AASB Interpretation 17 - Distributions of Non-cash Assets to Owners [AASB 5 & AASB 110]. This Standard amends AASB 5 'Non-current Assets Held for Sale and Discontinued Operations' in respect of the classification, presentation and measurement of non-current assets held for distribution to owners in their capacity as owners. This may impact on the presentation and classification of Crown land held by the Commission where the Crown land is to be sold by the Department for Planning and Infrastructure. The Commission does not expect any financial impact when the Standard is first applied prospectively.	1 July 2009

6 Employee benefits expense

2009 (\$000)

Wages and salaries ^(a)	5,239
Superannuation - defined contribution plans ^(b)	476
Long service leave ^(c)	163
Annual leave ^(c)	35
	<hr/>
	5,913
	<hr/>

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).

(c) Includes a superannuation contribution component.

Employment on-costs such as workers' compensation insurance are included at note 11 'Other expenses'. The employment on-costs liability is included at note 22 'Provisions'.

7 Supplies and services

Professional services	2,446
Travel	27
Other staff costs	27
Communications	99
Consumables	152
	<hr/>
	2,751
	<hr/>

8 Depreciation and amortisation expense

Depreciation

Computer hardware	1
Furniture and fittings	33
Office equipment	7
Total depreciation	<hr/>
	41
	<hr/>

	2009 (\$000)
9 Accommodation expenses	
Lease rentals and outgoings	971
	<u>971</u>
10 Grants and subsidies	
<u>Recurrent</u>	
Government agency grants	18
External grants	6
	<u>24</u>
11 Other Expenses	
Employment on-costs ^(a)	1
Impairment losses ^(b)	32
Other ^(c)	42
	<u>75</u>

(a) Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 22 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

(b) Write down of furniture and fittings as a result of relocation of office accommodation.

(c) Audit fees, see also note 28 "Remuneration of Auditor".

	2009 (\$000)
12 Revenues	
User charges and fees	
Provision of services	319
	<u>319</u>
Other Revenues	
Recoups	511
Contributions by senior officers to the Government Vehicle Scheme	31
	<u>542</u>
13 Commonwealth grants and contributions	
This is funding from the Commonwealth Department for Broadband, Communications and the Digital Economy to undertake the Clever Networks and Building on Broadband projects.	68
	<u>68</u>
14 Income from State Government	
Appropriation received during the year:	
Service appropriations ^(a)	11,201
Resources received free of charge ^(b)	
Determined on the basis of the following estimates provided by agencies:	
Department of the Premier and Cabinet - Corporate support services	813
Department of Treasury and Finance - lease administration services	9
Department of the Attorney General - legal services	22
	<u>844</u>
	<u>12,045</u>

- (a) Service appropriations are accrual amounts reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.
- (b) Where assets or services have been received free of charge or for nominal cost, the Commission recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably measured and which would have been purchased if they were not donated, and those fair values shall be recognised as assets or expenses, as applicable. Where the contribution of assets or services are in the nature of contributions by owners, the Commission makes the adjustment direct to equity.

2009 (\$000)

15 Restricted cash and cash equivalent assets

Non Current

Accrued salaries suspense account ^(a)

86
86

(a) Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

16 Receivables

Current

Receivables

GST receivable

650
141
791

Reconciliation of changes in the allowance for impairment of receivables:

Balance at start of year

Doubtful debts expense recognised in the income statement

Amounts written off during the year

Amount recovered during the year

Balance at end of year

-
-
-
-

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

See also note 3(n) 'Receivables' and note 30 'Financial Instruments'.

17 Amounts receivable for services

Current

Non-current

33
2,923
2,956

Represents the non-cash component of service appropriations. See note 3(m) 'Amounts Receivable for Services (Holding Account)'. It is restricted in that it can only be used for asset replacement or payment of leave liability.

18 Other assets

Prepayments

369

19 Property, plant and equipment**2009 (\$000)**

Computer Hardware	
At cost	6
Accumulated depreciation	(1)
Accumulated impairment losses	-
	<hr/>
	5
	<hr/>
Furniture and Fittings	
At cost	249
Accumulated depreciation	(33)
Accumulated impairment losses	(32)
	<hr/>
	184
	<hr/>
Office Equipment	
At cost	40
Accumulated depreciation	(7)
Accumulated impairment losses	-
	<hr/>
	33
	<hr/>
Total	<hr/>
	222
	<hr/>

Reconciliations

Reconciliations of the carrying amounts of plant and equipment at the beginning and end of the current and previous financial year are set out below:

	Computer Hardware \$000	Furniture and Fittings \$000	Office Equipment \$000	Total \$000
2009				
Carrying amount at start of year	-	-	-	-
Additions	6	-	9	15
Transfers	-	249	31	280
Impairment losses	-	(32)	-	(32)
Depreciation	(1)	(33)	(7)	(41)
Carrying amount at end of year	<hr/>	<hr/>	<hr/>	<hr/>
	5	184	33	222

20 Impairment of assets

2009 (\$'000)

32

As at 30 June 2009, an impairment of \$32,014 of furniture and fittings resulted from relocation of office accommodation.

The Commission held no goodwill or intangible assets with an indefinite useful life during the reporting period and at reporting date there were no intangible assets not yet available for use.

21 Payables

Current

Trade payables
Accrued salaries
Accrued expenses

24

103

372

499

See also note 3(o) Payables and note 30 'Financial instruments.'

22 Provisions

Current

Employee benefits provision
Annual leave^(a)
Long service leave^(b)
48/52 leave arrangements
Deferred salary scheme

1,171

1,681

9

-

2,861

Other provisions

Employment on-costs^(c)

280

3,141

Non-current

Long service leave^(b)

800

Other provisions

Employment on-costs^(c)

67

867

2009 (\$000)

- (a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	797
More than 12 months after balance sheet date	383
	<u>1,180</u>

- (b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	1,311
More than 12 months after balance sheet date	1,170
	<u>2,481</u>

- (c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 11 'Other expenses'.

Movement in Other Provisions

Employment on-cost provision

Carrying amount at start of year	-
Additional provisions recognised	347
Payments/other sacrifices of economic benefits	-
Carrying amount at end of year	<u>347</u>

23 Equity

2009 (\$000)

Equity represents the residual interest in the net assets of the Commission. The Government holds the equity interest in the Commission on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

Balance at the start of the year

-

Contributions by owners:

Transfer of net assets from other agencies (a)(b)

1,422

Total contributions by owners

1,422

Balance at the end of the year

1,422

- (a) Under AASB 1004 'Contributions', transfers of net assets as a result of a restructure of administrative arrangements are to be accounted for as contributions by owners and distributions to owners.

Where activities are transferred from one agency to another agency as a result of a restructure of administrative arrangements, AASB 1004 (paragraph 57) requires the transferee agency to disclose the expenses and income attributable to the transferred activities for the reporting period, showing separately those expenses and income recognised by the transferor agency during the reporting period. Furthermore, AASB 1004 (paragraph 58) requires disclosures for each material transfer of assets and liabilities in relation to a restructure of administrative arrangements together with the name of counterparty transferor/transferee agency. In respect of transfers that are individually immaterial, the assets and liabilities are to be disclosed on an aggregate basis.

- (b) Under TI 955, non-discretionary (non-reciprocal) transfers net assets between State government agencies have been designated as contributions by owners in accordance with AASB Interpretation 1038, where the transferee agency accounts for a non-discretionary (non-reciprocal) transfer of net assets as a contribution by owners and the transferor agency accounts for the transfer as a distribution to owners.

A restructure of administrative arrangement resulted in various functions of the Department of the Premier and Cabinet being transferred to the Public Sector Commission with effect from 28 November 2008. For the reporting period, the Department of the Premier and Cabinet recognised the following expenses, income, assets, and liabilities attributed to the transferred activities:

	2009 (\$000)
Expenses	
Employee benefits expense	3,772
Supplies and services	1,972
Depreciation and amortisation expense	40
Accommodation expenses	537
Grants and subsidies	13
Other expenses	17
	<u>6,351</u>
Income	
User charges and fees	315
Other Revenues	135
Resources received free of charge	34
	<u>484</u>
Assets	
Current assets	1,141
Non-current assets	332
	<u>1,473</u>
Liabilities	
Current liabilities	1,785
Non-current liabilities	840
	<u>2,625</u>
Accumulated Surplus/(Deficit) (Retained Earnings)	
Balance at the start of the year	-
Result for the period	3,199
Balance at the end of the year	<u>3,199</u>

24 Notes to the Cash Flow Statement**2009 (\$000)**Reconciliation of cash

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Cash and cash equivalents	4,704
Restricted cash and cash equivalents (refer to note 15)	86
	<hr/>
	4,790

Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

Net cost of services	(8,846)
Non-cash items:	
Depreciation and amortisation expense	41
Impairment losses	32
Resources received free of charge	844
<u>(Increase)/decrease in assets:</u>	
Current receivables	(601)
Other current assets	(368)
<u>Increase/(decrease) in liabilities:</u>	
Current payables	499
Current provisions	1,867
Non current provisions	(1,673)
Change in GST in receivables/payables	(141)
Net cash provided by/(used in) operating activities	<hr/>
	(8,346)

25 Resources provided free of charge

2009 (\$000)

During the year no resources were provided to other agencies free of charge for functions outside the normal operations of the Commission.

26 Commitments

Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised in the financial statements are payable as follows:

Non-cancellable operating lease commitments:

Within 1 year

1,130

Later than 1 year and not later than 5 years

2,023

Later than 5 years

-

3,153

Motor vehicle leases as part of the "whole of Government" arrangement:

Within 1 year

66

Later than 1 year but not later than 5 years

40

Later than 5 years

-

106

Accommodation leases occupied by the Commission:

Within 1 year

1,064

Later than 1 year and not later than 5 years

1,983

Later than 5 years

-

3,047

These commitments are all inclusive of GST.

27 Remuneration of Senior Officers

2009 (\$000)

Remuneration

The number of senior officers, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2009
10,001 - 20,000	1
30,001 - 40,000	2
50,001 - 60,000	1
60,001 - 70,000	1
70,001 - 80,000	2
90,001 - 100,000	1
230,001 - 240,000	1

The total remuneration of senior officers is:

675

The total remuneration includes the superannuation expense incurred by the Commission in respect of senior officers.

No senior officers are members of the Pension Scheme.

28 Remuneration of Auditor

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

Auditing the accounts, financial statements and performance indicators

42

This expenses is included in the note 11 'Other Expenses'.

29 Explanatory statement

Government Gazette, WA, No. 195, dated Friday, 21 November 2008, under section 35(1)(a) of the Public Sector Management Act 1994 established and designated the Public Sector Commission, with effect from 28 November 2008.

In accordance with TI 949 (2), there is no disclosure of comparative figures and explanation of variations for the period ended 30 June 2009.

In addition, as the Commission was only established in November 2008, there was no budget estimate for 2008/09 for comparative purposes.

30 Financial Instruments

(a) Financial Risk Management Objectives and Policies

Financial instruments held by the Commission are cash and cash equivalents, restricted cash and cash equivalents, Treasurer's advances and receivables and payables. All of the Commission's cash is held in the public bank account (non-interest bearing) apart from restricted cash held in a special purpose account. The Commission has limited exposure to financial risks. The Commission's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the Commission's receivables defaulting on their contractual obligations resulting in financial loss to the Commission.

The maximum exposure to credit risk at balance sheet date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment, as shown in the table at Note 30(c) 'Financial Instruments Disclosures' and Note 16 'Receivables'.

Credit risk associated with the Commission's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Commission trades only with recognised, creditworthy third parties. The Commission has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Commission's exposure to bad debts is minimal. At the balance sheet date there are no significant concentrations of credit risk.

Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating changes in client credit ratings. For financial assets that are either past due or impaired, refer to Note 30(c) 'Financial Instruments Disclosures'.

Liquidity risk

Liquidity risk arises when the Commission is unable to meet its financial obligations as they fall due. The Commission is exposed to liquidity risk through its trading in the normal course of business.

The Commission has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Commission's income or the value of its holdings of financial instruments. The Commission does not trade in foreign currency and is not materially exposed to other price risks. Other than as detailed in the Interest rate sensitivity analysis table at Note 30(c), the Commission is not exposed to interest rate risk because apart from minor amounts of restricted cash, all other cash and cash equivalents and restricted cash are non-interest bearing, and have no borrowings other than the Treasurer's advance (non-interest bearing).

(b) Categories of Financial Instruments

In addition to cash and bank overdraft, the carrying amounts of each of the following categories of financial assets and financial liabilities at the balance sheet date are as follows:

	2009 (\$000)
Financial Assets	
Cash and cash equivalents	4,704
Restricted Cash and cash equivalents	86
Receivables ^(a)	3,606
Financial Liabilities	
Financial liabilities	499

(a) The amount of receivables excludes GST recoverable from ATO (statutory receivable).

Financial Instruments (Con't)

(c) Financial Instrument Disclosures

Credit Risk and Interest Rate Risk Exposures

The following table details the Commission's maximum exposure to liquidity risk, interest rate risk and the ageing analysis of financial assets. The Commission's maximum exposure to credit risk at the balance sheet date is the carrying amount of the financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Commission.

The Commission does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

The Commission does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

Interest rate exposures and ageing analysis of financial assets (a)

	Weighted average effective interest rate	Carrying Amount	Interest rate exposure				Past due but not impaired						Impaired financial assets
			Variable interest rate	Non-interest bearing	Up to 3 months	3-12 months	1-2 years	2-3 Years	3-4 Years	4-5 Years	More than 5 Years		
	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Financial Assets													
2009													
Cash and cash equivalents		4,704	-	4,704	-	-	-	-	-	-	-	-	-
Restricted cash and cash equivalents		86	-	86	-	-	-	-	-	-	-	-	-
Receivables(a)		650	-	650	38	10	-	-	-	-	-	-	-
Amounts receivable for services		2,956	-	2,956	-	-	-	-	-	-	-	-	-
		8,396	-	8,396	38	10	-	-	-	-	-	-	-

(a) The amount of receivables excludes the GST recoverable from ATO(statutory receivable).

Liquidity Risk

The following table details the contractual maturity analysis for financial liabilities. The contractual maturity amounts are representative of the undiscounted amounts at the balance sheet date. The table includes both interest and principal cash flows. An adjustment has been made where material.

Interest Rate exposures and maturity analysis of financial liabilities

	Weighted average effective interest rate	<u>Interest rate exposure</u>					<u>Maturity dates</u>						
		Carrying Amount	Variable interest rate	Non- interest bearing	Adjustment for discounting	Total Nominal Amount	Up to 3 months	3-12 months	1-2 years	2-3 Years	3-4 Years	4-5 Years	More than 5 Years
<u>Financial Liabilities</u>													
2009													
Payables		499	-	499	-	-	-	-	-	-	-	-	-
Other liabilities		-	-	-	-	-	-	-	-	-	-	-	-
		499	-	499	-	-	-	-	-	-	-	-	-

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities.

Fair Values

All financial assets and liabilities recognised in the balance sheet, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

31 Events occurring after the balance sheet date

There were no events occurring after the reporting date that impact on the financial statements.

32 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 parliamentary appropriation of \$585,000 for 2009 (\$583,000 in 2008) received via the Commission.

33 Contingent liabilities and contingent assets

Contingent Liabilities

The Commission has no contingent liabilities.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Commission is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated - remediation required or possibly contaminated - investigation required, the Commission may have a liability in respect of investigation or remediation expenses. The Commission has no known or suspected contaminated sites.

Contingent Assets

The Commission has no contingent assets.

Key Performance Indicators

Certification of Key Performance Indicators

I hereby certify that the 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 Public Sector Commission for the period ended 30 June 2009.



M C Wauchope
Accountable Authority
1 September 2009

Key Performance Indicators

For the period ending 30 June 2009

The Public Sector Commission's vision is *"an esteemed public sector"* and its mission is to *"To lead and promote excellence and integrity in the public sector"*.

Four goals have been adopted to realise the Commission's vision and mission:

- Provide expert support and guidance to public sector agencies to enhance their delivery of government services;
- Position the public sector for the long term future to best support delivery of services to the community;
- Build the capacity of the public sector; and
- Be recognised as a source of expertise and guidance.

Agency Level Outcome

In support of its vision and mission, the Commission's agency level outcome is:

An independent and professional public sector workforce serving the community of Western Australia

The Commission commenced operation on the 28 November 2008, and accordingly, performance reporting against this outcome applies for the period 28 November 2008 - 30 June 2009. Where functions are transferred from one agency to another, in the absence of any approved changes, Treasurer's Instruction 903 requires the transferee agency to report the existing service, desired outcome and related key performance indicators for the full period. In this instance, a significant restructure was approved by the DTF Outcome Structure Review Group. However, as there are common elements between the professional development activities undertaken whilst the function resided with the DPC, comparative data is reported for the Professional Development and Training service, although given changes in the operation and programs delivered, this information may not be fully comparable.

Measurement of Agency Level Outcome Key Effectiveness Indicators

Key effectiveness indicators provide a measure of the extent to which the activities undertaken by the Commission are achieving, or have made progress towards achieving agency level outcomes. The Commission's key effectiveness indicators are:

1. Proportion of clients who indicated that the provision of advice and assistance was independent and professional.
2. Proportion of clients who indicated that the provision of strategic policy advice and support provided for public sector reform processes was independent and professional.
3. Proportion of professional development participants who indicated that they will be able to apply their learning on their workplace for the benefit of their agency, or within the public sector generally.

The first key effectiveness indicator has been derived from the responses to an externally administered on-line client survey provided to 168 government agencies, ministerial offices and instrumentalities. 102 agencies, ministerial offices and instrumentalities responded, a 61% response rate. Client assessment of the extent to which strategic policy advice and support was independent and professional was 63% and 84% respectively. 61% of survey respondents considered that strategic policy advice and support provided was both independent and professional. The lower percentage of clients assessing the service as independent and professional is due to a significant number of "don't know" rather than "not independent" responses.

	2008/09 Actual
Proportion of clients who indicated that the provision of advice and assistance was independent and professional.	61%

The second key effectiveness indicator has been derived from the responses to the same externally administered on-line client survey provided to 151 government agencies and instrumentalities. 94 agencies and instrumentalities responded, a 62% response rate. Client assessment of the extent to which strategic policy advice and support was independent and professional was 63% and 84% respectively. 56% of survey respondents considered that strategic policy advice and support provided was both independent and professional. The lower percentage of clients assessing the service as independent and professional is due to a significant number of “don’t know” rather than “not independent” responses.

	2008/09 Actual
Proportion of clients who indicated that the provision of strategic policy advice and support provided for public sector reform processes was independent and professional.	56%

The professional development data for the third key effectiveness indicator is sourced from feedback forms provided to participants. Participants in leadership and workforce development conducted by the Commission are provided with a standard assessment sheet for completion at the conclusion of each event. 93% of Professional Development participants were provided with survey forms and responses were received from 74% of those participants. 99.1% of these respondents indicated that they would be able to apply at least some of the learning in their workplace. 177 Accountability Training participants were invited to complete an on-line survey, however only 47% did so. Accordingly, while 71% of those who responded stated that they would change certain practices as a result of their participation, in view of the small sample of participants, data for this activity has been excluded from the following key effectiveness indicator.

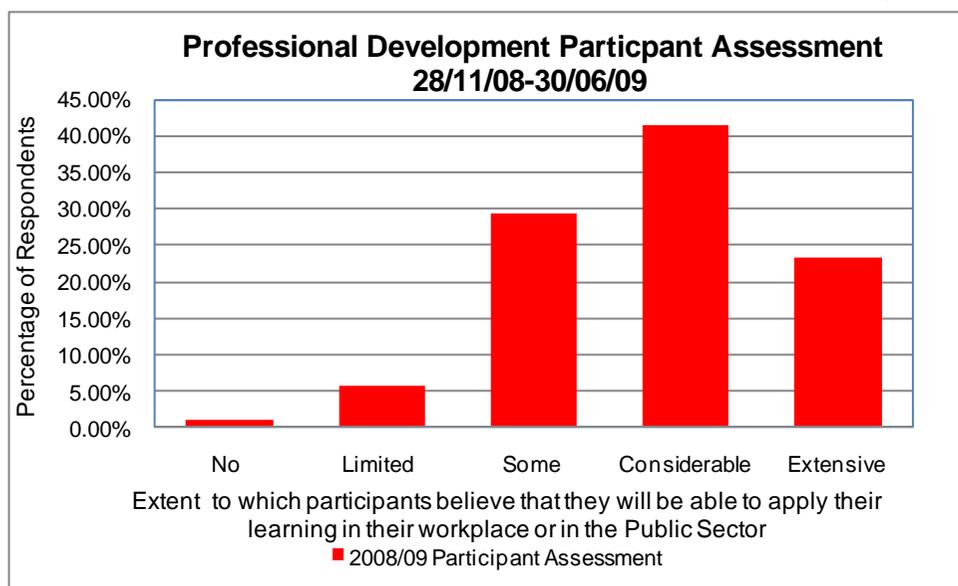


Figure 1

Figure 1 shows data for the Commission only for the period 28 November 2008- 30 June 2009. This figure shows the percentage of responses by participants on a 1-5 assessment scale ranging from ‘not at all’ to ‘a great deal’ on the extent to which participants consider that they will be able to apply the learning from participation in the development event in their workplace for the benefit of their agency, or within the public sector generally.

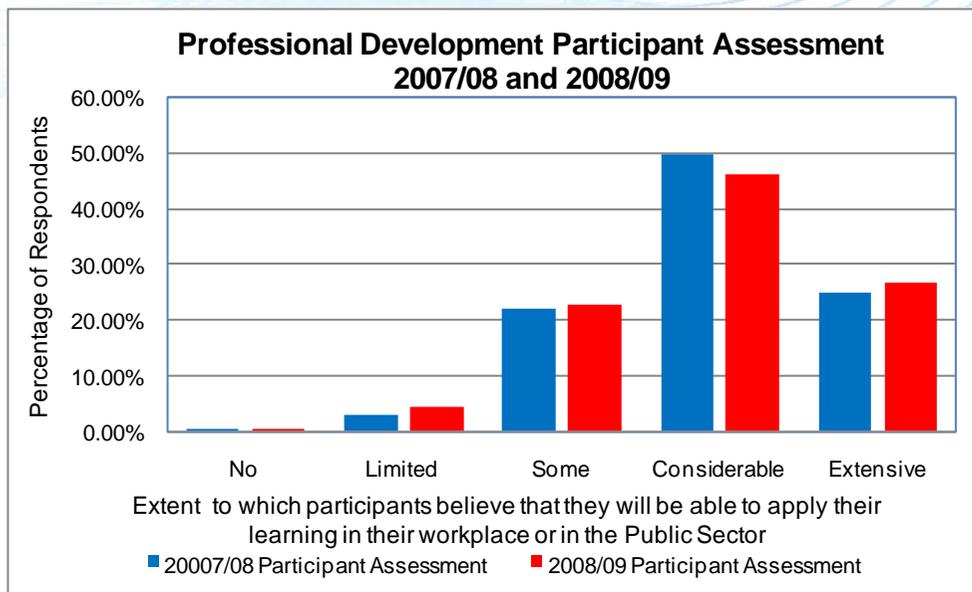


Figure 2

In accordance with Treasurer’s Instruction 903, the Commission is required to report, where possible, prior period comparative and full year information for 2008/09. Figure 2 shows the combined leadership development and workforce development participant assessment information for 2007/08 and 2008/09 derived by combining Commission data for the period 28/11/2008 – 30/06/2009 and DPC data for the period 1/07/2008 – 27/11/2008.

The professional development data excludes 43 participants in the Leadership Assessment initiative who were asked to respond to a ‘yes/no’ question about whether the learning from in 360 degree leadership profile and professional coaching could be applied for the benefit of their agency, or within the public sector generally. All but one responded in the affirmative. The workforce development participant assessment data excludes 56 participants in the 2008/09 graduate program series who were only asked to respond to a ‘yes/no’ question about whether they would be apply the learning from their participation in the event for the benefit of their agency or in the public sector generally. 53 graduates (82%) responded positively.

Agency Level Services

The services delivered by the Commission directly support achievement of the outcome, which, in turn supports achievement of the vision and mission. To achieve this outcome, the Commission delivers three services:

- *Service 1* *Advice and Assistance*
- *Service 2* *Public Sector Reform*
- *Service 3* *Professional Development and Training*

Key efficiency indicators

Key efficiency indicators provide a measure of the cost of inputs required to achieve those outcomes. The key efficiency indicators reported include all costs associated with the particular product or service identified and, in aggregate, capture and report the total cost of the service. Corporate and Executive Support costs are distributed across services on a Full-Time Equivalent (FTE) basis, and are included in the key efficiency indicators (except where otherwise stated). The value of grants administered is excluded from key efficiency indicators since it is considered that grant expenditure is not a cost of delivering service.

1. Average cost per client to whom public sector management advice has been provided.
2. Average cost per client to whom policy advice and support services have been provided.
3. Average cost per leadership and workforce development participant.
4. Average cost per accountability training participant.

Service 1 Advice and Assistance

This service provides advice, assistance and support to Ministers and public sector agencies. Principal activities associated with this service include:

- public sector management, and human resource policies and practices
- classification determination
- *Public Sector Management Act 1994* (and subsidiary legislation advice and compliance)
- organisational reviews
- conduct of investigations
- best practice information and communications technology management
- boards and committees remuneration
- redeployment and severance policy and advice.

The following key efficiency indicator includes all costs associated with the delivery of the above services to client departments and agencies, and includes a proportion of the cost of executive support and corporate services allocated on an FTE basis.

Key Indicator	2008/09 Actual
Average cost per client to whom public sector management advice has been provided ^(a) .	\$24,648

(a) Grants of \$750 in 2008/09 have been excluded from this efficiency indicator as they are not considered to be a cost of delivering service, and community service obligations of \$472,627 also reported against this service for convenience are similarly excluded.

Service 2 Public Sector Reform

This service provides advice, policies and direction in public sector reform. Principal activities associated with this service include:

- strategic alignment
- interface with Statutory bodies
- Machinery of Government
- strategic information communications technology planning
- Chief Executive Officer performance framework
- leading and initiating legislative and regulatory reform
- strategic workforce planning and workforce information
- alternative service delivery.

The following key efficiency indicator includes all costs associated with the delivery of the above services to client departments and agencies, and includes a proportion of the cost of executive support and corporate services allocated on an FTE basis.

Key Indicator	2008/09 Actual
Average cost per client to whom policy advice and support services have been provided ^(a) .	\$18,730

(a) Grants of \$18,182 in 2008/09 have been excluded from this efficiency indicator as they are not considered to be a cost of delivering service.

Service 3 Professional Development and Training

This service provides professional development and training skills to develop the workforce. Principal activities associated with this service include:

- leadership development
- graduate and traineeship programs
- accountability training
- severance and redeployment
- performance agreements
- Chief Executive Officer and Senior Executive Service development.

The following key efficiency indicators include all costs associated with the delivery of the above services to client departments and agencies, and a proportion of the cost of executive support and corporate services allocated on an FTE basis.

DPC data reported for 2007/08 and 2008/09 prior to establishment of the Commission on 28 November 2008 is shown for comparative purposes in accordance with Treasurer's Instruction 903. No data is available for accountability training expenditures for 2007/08 Actual or 2008/09 Target

Key Indicator	2007/08	2008/09	2008/09	2008/09	2008/09
	Actual \$	Target \$	DPC Actual \$	PSC Actual \$	Combined Actual \$
Average cost per leadership and workforce development participant	993 ^(a) .	886 ^(a) .	817	2,362 ^{(b)(c)} ..	1,486
Average cost per accountability training participant	N/A	N/A	N/A	1,304	1,304

(a) Grants of \$96,770 in 2007/08 Actual and \$237,000 in 2008/09 Target have been excluded from this efficiency indicator as they are not considered to be a cost of delivering service.

(b) Grants of \$5,484 in 2008/09 have been excluded from this efficiency indicator as they are not considered to be a cost of delivering service.

(c) The significant variance in the 2008/09 Actual average cost per leadership and workforce development participant compared with the 2007/08 Actual, 2008/09 Target and 2008/09 DPC Actual is the outcome of the restructure and reallocation of resources to services following transfer of this function to the Public Sector Commission.

Other Financial Disclosures

Pricing Policies

The Commission charges for the professional development courses that it provides. Fees and charges for professional development activities are generally increased in line with CPI as advised by the Department of Treasury and Finance. Normally fees are structured to recover all costs including overheads. However, in cases where specific funding has been received to assist with professional development activities, fees are reduced accordingly. All fees are approved by the Premier and the Department of Treasury and Finance through the budgeting process.

Governance Disclosures

As at the date of reporting the Commission has not received any disclosures from any senior officer of any interest in any existing or proposed contract pursuant to *T1903 (14)*.

Other Legal Requirements

Compliance with Public Sector Standards and Ethical Codes

Public Sector Management Act 1994, S31 (1)

The following guidelines are provided by the Commissioner for Public Sector Standards in accordance with section 31(1) of the PSM Act:

In accordance with section 31(1) of the *Public Sector Management Act 1994* the Commission fully complied with regard to the public sector standards, the WA Code of Ethics and the Code of Conduct (Commission staff, by default, comply with Department of Premier and Cabinet pending final approval of the Commission's draft Code of Conduct and launch by September 2009).

One potential breach of discipline was investigated which returned a 'no finding' result.

The Commission is currently developing policies and procedures in accordance with the Public Sector Standards in Human Resource Management to ensure compliance and relevancy. The Commission includes in all new and amended Job Description Forms the vision, mission and values as well as supporting equal employment opportunities for existing and potential officers. Also included is a statement requiring Commission officers to adhere to the Public Sector Code of Ethics and to show a willingness to learn new approaches and acquire new skills and knowledge.

The Commission is committed to continually seeking opportunities to improving current practices through internal auditing, reviewing of policies and procedures and through performance management and feedback. Information sessions will form an integral part of the on-going learning and awareness raising of officers. Training in Accountability and Ethical Decision Making and Records Awareness will form part of the induction for new officers.

Electoral Act 1907 Section 175ZE

In accordance with Section 175ZE of the *Electoral Act 1907*, the Commission incurred the following expenditure in advertising, market research, polling, direct mail and media advertising:

1. Total expenditure for 2008/09 was \$19,455.09
2. Expenditure was incurred in the following areas:

Advertising agencies		\$17,718.60
Adcorp	\$17,599.10	
Government Gazette	\$ 115.50	
Market research organisations		Nil
Polling organisations		Nil
Direct mail organisations		Nil
Media advertising organisations		\$ 1,737
• The West Australian	\$ 1,509	
• My Career	\$ 132	
• Seek	\$ 96	

Disability Access and Inclusion Plan Outcomes

Disability Services Act 1993, S29

The Commission's Disability Access and Inclusion Plan, to be developed and implemented in the next year, will be committed to ensuring identical opportunities to access Commission services and information are afforded to people with disabilities. In developing the Plan, the Commission will ensure it develops a number of initiatives in order to be successful in addressing statutory requirements under the Disability Services Act 1993 and ensuring collaboration with appropriate stakeholders (both internal and external) in order to achieve the desired six outcomes.

The responsibility and general focus of the Commission is to enhance independence, professionalism and integrity in the public sector and to achieve the government's objectives. While limited in contact with the public, there is some provision of services direct to the public. Co-located in leased accommodation at 197 St George's Terrace, Perth with other government agencies, there is limited access by the general public to:

- Ground Floor Reception
- Capability and Development Division
 - Recruitment for entry level positions
 - Traineeships in the Public Sector that incorporate programs for disabilities.
- The building currently has disability access with a number of other facilities accessible by prior arrangement.
- The Commission will undertake to ensure the website provides information in formats that are appropriate and accessible.

Recordkeeping Plan

The Commission submitted its draft recordkeeping plan to the State Records Office in May 2009. The plan covers records of the Commission and recognises that recordkeeping services are provided through a bureau service arrangement with the DPC.

In accordance with State Records Commission Standard 2, Principle 6 the following compliance information is provided:

Evaluation of Recordkeeping Systems

The Commission was formed on 28 November 2008 and as such is still in the process of establishing its recordkeeping systems. Draft recordkeeping policy documents have been prepared and are currently with the State Records Office awaiting submission to the State Records Commission. The Commission's draft recordkeeping plan has noted that work is required to improve compliance with State Records Commission Standard 8 (Digital Recordkeeping).

To support compliance with Standard 8 the Commission is continuing to implement a system to capture electronic records; this year 29 sessions and 39 hours of training was provided to support a general records system user base of 20 people.

The Commission shares common records management procedures and controlled vocabulary with DPC. These are reviewed annually and approved before use.

The Commission's draft disposal authority is with the State Records Office awaiting submission to the State Records Commission.

Recordkeeping Training Program

The Commission uses the online self paced records awareness training system (RAT) endorsed by the State Records Office. Training is offered to all staff to give them a standardised understanding of recordkeeping roles and responsibilities.

Participation statistics for the Commission are 109 enrolled and 95% complete.

This year 42 records related publications were produced and made available to the Commission through the bureau service arrangement, including induction books, service updates and training manuals.

Review of Recordkeeping Training Program

The RAT includes a feedback process to assist in improving the course, to date participants have indicated a 93% approval of content and 98% of participants have indicated an improved understanding of recordkeeping roles and responsibilities.

Induction Program

The recordkeeping induction book is revised and new versions released annually. This induction book is included in the Commission's staff induction package.

Recordkeeping roles and responsibilities are also included in accountability and ethical decision making training and the code of conduct.

Internal Audit

The Internal Audit Committee convened in April 2009. The Commission's Internal Audit Charter and Terms of Reference were adopted at the first meeting in April 2009. Internal audit functions will be undertaken by Stantons International.

At the time the Commission was created on 28 November 2008 there was one outstanding Internal Audit report submitted to the Director General of the DPC. Its subject was Events Management and HR MOIR systems, managed by the then Public Sector Management Division. The Committee was advised at the meeting in April 2009 that this had since been addressed.

Risk Management

The Commission has held two Risk Management workshops with the Corporate Executive members to complete the risk assessment process and to develop treatment action plans, the workshops have been facilitated by RiskCover. Once this process is completed the Commission will implement the use RiskCover's RiskBase system to manage its risk, RiskCover will continue to provide advice and assistance to the Commission.

Ministerial Directives

No Ministerial directives were received during the financial year.

Government Policy Requirements

Corruption Prevention

Public Sector Commissioner's Circular 2009/25: Corruption Prevention

The Commission is continually working to promote accountable and ethical behaviour and effectively manage the risks relating to misconduct and corruption. This commitment to strengthen our culture is emphasised through our 2009-10 Strategic Plan which embraces:

- excellence - leading by example
- integrity – being principled and upholding ethical and transparent behaviour
- professionalism – working to the highest standard
- collegiality – recognising shared public sector values.

The Commission continues to develop and implement a range of strategies for identifying, managing and preventing misconduct and corruption these include:

- ongoing awareness by way of circulars and information sessions in regard to the Code of Ethics and conflict of interest is provided to officers
- all staff are required to declare to the Commissioner in writing any private interests that conflict with their official responsibilities
- mandatory training in Accountability and Ethical Decision Making is part of the induction process
- Public Interest Disclosure Officers have been appointed
- compliance by all staff with the Contact with Lobbyists Code
- development of the Code of Conduct has commenced which is due to be released in October 2009.

The following risk management actions are being undertaken in the Commission:

- currently assessing and preparing a comprehensive risk management program
- an Audit Committee has been established to oversee corporate governance and risk management.

Substantive Equality

Public Sector Commissioner's Circular 2009/23: Implementation of the Policy Framework for Substantive Equality

The Commission will be developing and implementing the required Framework in the next year by undertaking an assessment of its functions and determining through a needs and impact assessment which function may have the greatest priority.

Within this Framework the Commission will implement strategies to ensure accessibility, sensitivity, fairness and equity for all client groups that may experience barriers when accessing services that may be delivered by the Commission. The Framework will be linked to the Commission's Equity and Diversity Plan that has identified a number of strategies to ensure supportive work place practices for community groups internal to the Commission.

Also linked to the Substantive Equality Framework and to be implemented in the next year is the Reconciliation Action Plan aimed at fostering, reconciling and creating a dynamic workforce representative of Western Australia's diverse community.

Occupational Safety, Health and Injury Management

Public Sector Commissioner's Circular 2009/11: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector

The Commission strives to ensure the health of employees is considered daily and for the future. Included in the new policy will be the obligation to assess and reduce identified risks to employees in the workplace as well as an Injury Management framework to promote the early and safe return to work of injured officers. As part of this commitment, it is the intention to have work place representatives be responsible for disseminating information and instructions to ensure a safe workplace.

Occupational Safety and Health Performance Indicators	Target 2009/08	2006/07	2007/08
Number of fatalities	0	N/A	N/A
Lost time injury/diseases (LTI/D) incidence rate	0	0	0
Lost time injury severity rate	0	0	0

The Commission introduced health initiatives inviting officers to participate in individual health assessments and blood testing. Flu vaccinations were also offered and regular updates are circulated in regards to seminars covering general health and well being, including the opportunity to participate in physical activities.

The Commission is also committed to ensuring regular information relating to the H1N1 influenza is circulated to all officers.

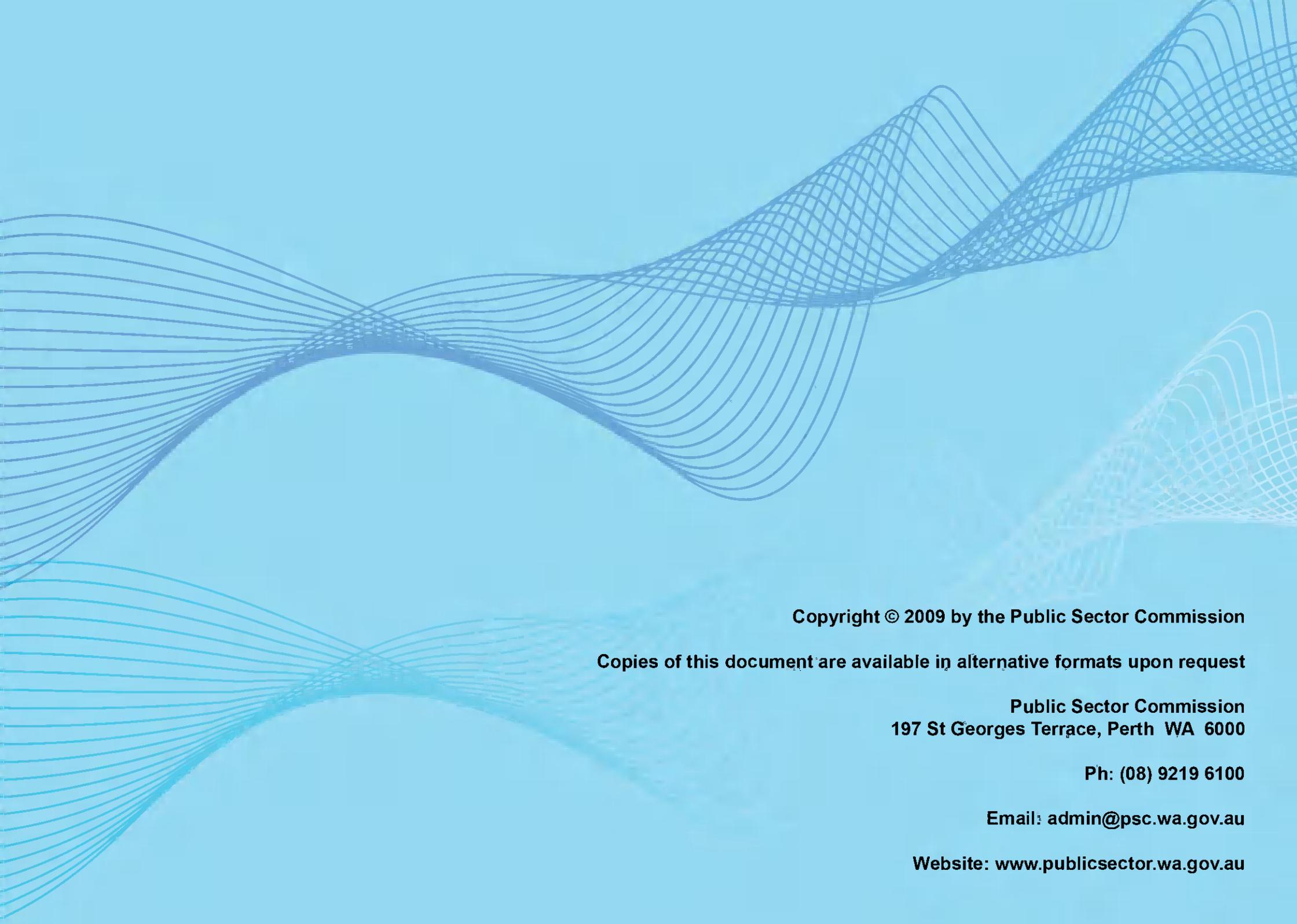
Employee Assistance Program

The Commission recognises the central role and importance of its officers in the overall achievement of the Commission's goals and objectives. It is essential for Commission staff to be motivated and satisfied at work and these critical factors can be influenced by work-related concerns and personal problems.

The Employee Assistance Program is available to help officers identify, explore and resolve everyday work or personal problems that are an inevitable part of life. Some of the issues may include stress, depression, relationship worries, parenting concerns, conflict with others, confidence issues and communication breakdowns, and confidential counselling is readily available through a number of providers.

Attachment A – Publications of the Public Sector Commission

Strategic Directions for the Public Sector Workforce 2009 -2014
Forward Thinking – Workforce Challenges for the Public Sector
Profile of the Public Sector Workforce 2008
Good Governance for WA Public Sector Boards and Committees
Creating a Flexible SES Workforce
Learning from Leaving
Our Sector Our People
Framework for Executive Classifications
Annual Reporting Framework 2009
Report of the Review of the Public Interest Disclosure Act 2003
Chart of the Western Australian Government
Public Sector Workforce Profile 2008
Western Australian Public Sector Workforce Report – June 2008
Western Australian Public Sector Workforce Report – September 2008
Western Australian Public Sector Workforce Report – December 2008
Western Australian Public Sector Workforce Report – March 2009
School Based Traineeship – Guide for Supervisors
Guide to Sourcing and Appointing Candidates for the Business Traineeship
Guide to Sourcing Candidates from the Entry Level Employment Program
Employment Program Flyers: Aboriginal and Torres Strait Islander, Business Traineeship, Disability
Rethinking Recruitment
Cross Agency Recruitment Pools
Guide to Advertising Policies, Standards and Legislation
Tapping into Employee Networks
Targeting the Strongest Candidate
Graduate Development Program Flyer 2009
PSM Program Graduation Booklet 2008
Human Resource Minimum Obligatory Information Requirements (HR MOIR) 2008 Definitions
CEO Guidelines for Performance Agreements and Assessments (Tafe Managing Directors) 2009
2 editions of InterSector



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**Public Sector Commission
197 St Georges Terrace, Perth WA 6000**

Ph: (08) 9219 6100

Email: admin@psc.wa.gov.au

Website: www.publicsector.wa.gov.au