



Public Sector
Commission



Annual Report

2020-21





Cover story

From public sector trainee to working for the Australian Government

Flying off to Canberra to work for the Australian Government would never have entered Paige Corunna's mind a few years ago.

Yet, at the age of 19, that's exactly what she did, starting a job as governance apprentice at the Department of Parliamentary Services.

Her achievement is testament to her dedication and hard work – and her time in the WA public sector's Aboriginal Traineeship Program that helped fast track her career.

Her journey started in 2019 when she went along to a careers expo looking for ideas and opportunities for the future to inspire her. The Aboriginal Traineeship Program piqued her interest as it offered skills development and a secure wage – so she applied and was accepted.

She was placed at the Department of Water and Environmental Regulation in February 2020. There she got a 360-degree view of the department and how it worked, spending time in different business areas including HR, strategic policy and communications.

A year later, she graduated with a Certificate III in Government. Her talent did not go unnoticed and she was offered a job as a project support officer at the department.



Front cover: Aboriginal Traineeship Program graduate Paige Corunna is now working in Canberra for the Australian Government.

As her interest in working for the public sector grew, she applied for the governance apprentice position across the other side of Australia.

Out of 4,000 applicants, Paige – along with approximately 400 other candidates – were chosen for various roles.

Paige says the experiences she gained through the Aboriginal Traineeship Program helped her land this exciting new role. She encourages other trainees to take every opportunity given to them as they step out into their careers.

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About this report

This report provides information on the performance of the Public Sector Commission in the 2020-21 reporting period. For information about the public sector in general, refer to the [State of the Western Australian Government Sector Workforce](#) report which is published annually.



Statement of compliance

Hon Mark McGowan MLA, Premier of Western Australia

In accordance with Section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to the Parliament of Western Australia the annual report for the Public Sector Commission for the reporting period ended 30 June 2021.

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

SHARYN O'NEILL

PUBLIC SECTOR COMMISSIONER

(ACCOUNTABLE AUTHORITY)

9 September 2021

We acknowledge the traditional custodians throughout Western Australia and their continuing connection to land, waters and community. We pay respect to their cultures, and to elders past and present.

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

Copies are available in different formats on request.

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From the Commissioner



Public Sector Commissioner Sharyn O'Neill with WA Governor Kim Beazley and members of the Public Service Commissioners' Conference.

I am pleased to present this report on the Public Sector Commission's activities and performance for 2020-21.

The continuing impact of the COVID-19 pandemic was evident and, as a Commission, we adapted quickly to deliver our priorities and commitments through restrictions, lockdowns and changing working arrangements.

A milestone during the year was the release in September 2020 of the 5-year strategy on workforce diversification and inclusion for the public sector along with 6 supporting action plans for diverse groups. The strategy and plans were the culmination of 2 years of work and consultation. The strategy set aspirational employment targets as a key step in prompting deliberate action on diversity and inclusion. Implementation of the strategy and working towards the targets will be a focus for the Commission and sector over the next few years.

With reliable, relevant and timely data becoming increasingly important, the Commission worked on internal and sectorwide reforms to data collection, storage, management and use. One significant piece of work was the first ever public sector census piloted in March 2021 with 17 agencies. The pilot showed this ground-breaking work can provide insights into sector workforce trends at a level never before achieved. Better data means better decisions and opportunities to identify and respond to challenges.

Throughout the year, we continued work on a proactive approach to continuous improvement across the sector, including securing funding for a 2-year trial of a new program of agency capability reviews beginning in 2021-22. I look forward to reporting on the program next year.

Following the State Election in 2021, and with 4 directors general planning retirement, I sought to renew leadership across the public sector. I placed some directors general where their skills and experiences could be best used, and created opportunities to develop the next generation of leaders.

In April 2021, Western Australia hosted the Public Service Commissioners' Conference. These conferences, usually held twice each year, are an important way to share knowledge and address matters that are common across jurisdictions. Welcomed by the Premier, we discussed a range of challenges including COVID-19 vaccination strategies, workforce mobilisation and workplace sexual harassment.

The Commission continued to progress a range of research, projects and initiatives related to leadership, talent, integrity, data and workforce, including looking at the way we issue policy and instructions for the sector.

We also continued to enhance our own planning, governance and management to ensure a strong and high performing Commission.

We achieved a great deal this year and I acknowledge the staff in the Commission. This report reflects your work and you should be very proud to see the progress we have made and the many exciting things on the horizon.

I also thank colleagues across the sector for their continuing contribution and collective efforts to build a public sector that delivers for all Western Australians.

SHARYN O'NEILL
PUBLIC SECTOR COMMISSIONER



Our year in review

About our achievements

Comprehensive **sectorwide strategy** to increase diversification and inclusion in the public sector workforce



1 strategy

6 action plans

5 targets



First ever **census** trialled to give greater insight into the public sector workforce

17 trial agencies

15% of public sector

47.5% response rate

Robust CEO performance management trialled to set clear expectations



2-year trial with **Public Sector Leadership Council members**

17 delivery and performance agreements set in **2019**

Traineeship program to provide employment and skills to Aboriginal young people

26 graduates in 2020

18 graduates secured public sector employment

47 trainees in 2021

16 trainees from **regional WA**



Self-assessment for public authorities to strengthen integrity in financial management

88% of the actions in the section '**plan and act to improve integrity**' were in place

88.5% of the actions in the section '**be accountable for integrity**' were in place



New **Agency Capability Review Program** created to lift capability and drive performance improvement



2-year trial

8 trial departments

21 capabilities

Commission in focus

Our agency

Establishment

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

Commissioner

The Public Sector Commissioner is an independent statutory officer with responsibility for strengthening the efficiency, effectiveness and capability of the public sector; driving performance excellence; and maintaining and advocating for professionalism and integrity.

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

Sharyn O'Neill was appointed Public Sector Commissioner in July 2018.

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

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

Responsible Minister

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

Enabling and administered legislation

On behalf of the Commissioner, the Commission administers:

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

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

Government affiliated bodies

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



Our strategic directions

Leading with Purpose is our strategic plan for 2020-2022 and sets out 5 high-level priorities areas – 4 are sector-facing and the fifth is how we build our own performance and capability as the Commission to provide the best support for the sector.

Our purpose:

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

Our remit and responsibilities:

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

Our aspirations for the sector:

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

Our aspirations for the Commission:

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

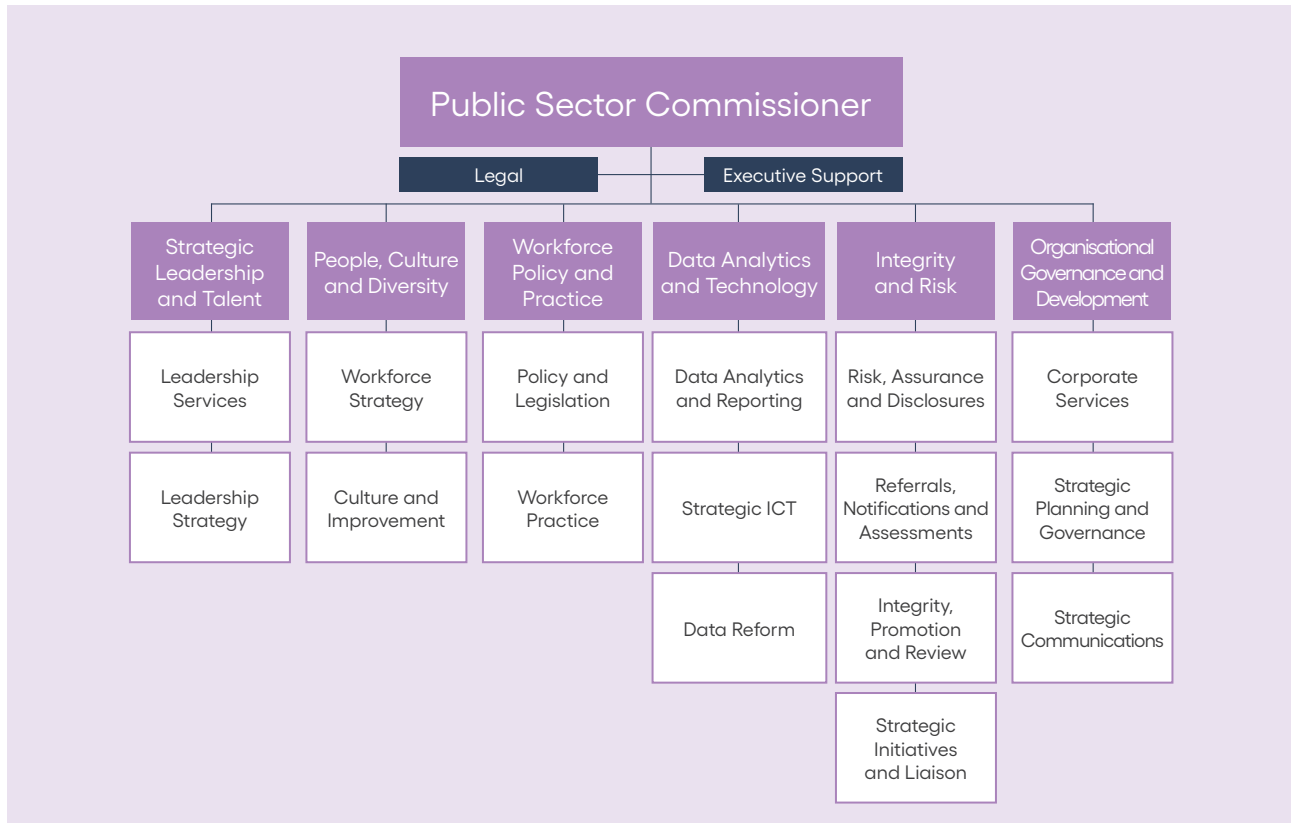
The Commission continued to be on track to achieve the priorities in its strategic plan. Updates on key areas of work were provided at each Corporate Executive meeting.

To drive the strategic plan, we continued to implement Focus 2020, an internal document to guide our work over the calendar year of 2020. In December 2020, we assessed our achievements against Focus 2020 including in the areas of workforce data collection, CEO performance management, and integrity data and resources.

We developed Focus 2021 and implemented actions for this reporting period. We will continue to action Focus 2021 and develop Focus 2022 in the new financial year. We will also begin work on a new strategic plan for 2023 onwards.

Our structure

as at 30 June 2021



*On 1 July 2020, information and communication technology functions moved to Workforce Data Analytics which was renamed Data Analytics and Technology.

Strategic Leadership and Talent

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

People, Culture and Diversity

Responsible for sector workforce planning and diversity, capability and performance improvement.

Workforce Policy and Practice

Responsible for guidance on policy and legislation, key instruments and employment frameworks.

Data Analytics and Technology

Responsible for collecting, analysing and reporting sector workforce information and data, and strategic information and communication technology.

Integrity and Risk

Responsible for promoting integrity, helping to prevent misconduct in public authorities, and supporting the governance and accountability of government boards and committees.

Organisational Governance and Development

Responsible for corporate services; strategy, planning and governance; and strategic communications.



Our Corporate Executive

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



Sharyn O'Neill

**Public Sector
Commissioner**

Sharyn O'Neill was appointed Commissioner on 30 July 2018 following 12 years as Director

General of the Department of Education. She is the first woman to undertake the role.

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

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



Lorraine Gregoriadis

**Executive Director
Strategic Leadership
and Talent**

Lorraine Gregoriadis was appointed to this position in January 2019.

Before joining the Commission, she held a range of executive roles in both the public and private sectors in the areas of leadership development, innovation and disability services. She has also worked in health, education and community services.

Ms Gregoriadis began her career as a speech pathologist and has a Bachelor of Arts (Speech and Hearing Therapy) and Master of Arts (General Linguistics)(Cum Laude). She is a graduate of the Australian Institute of Company Directors and Fellow of Leadership WA.



Sonja O'Leary

**Executive Director
People, Culture and
Diversity**

Sonja O'Leary was appointed to this position in September 2018. In November

2018 she was appointed concurrently to the role of the Director of Equal Opportunity in Public Employment.

Before joining the Commission, Ms O'Leary held various senior positions leading strategy, policy, planning and asset investment in the Department of Justice and WA Police Force.

She has a Bachelor of Arts (Criminal Justice Administration), Executive Master of Public Administration and is a Fellow of Leadership WA.



Lindsay Warner
Executive Director
Workforce Policy and
Practice

Lindsay Warner was appointed to this position in December 2018.

He acted as Commissioner from April 2018 until Ms O'Neill's appointment in July 2018. Before this he held a number of senior leadership roles in the Commission.

Mr Warner has worked in a range of government agencies in the areas of human services and economic development. He has also worked in central agencies. He has a Bachelor of Economics.



Tanya Milici
Acting Executive
Director Data Analytics
and Technology

Tanya Milici took up this position in October 2019 on a secondment from the Department

of the Premier and Cabinet where she holds the position of Director Infrastructure and Major Projects.

Before this, she held senior roles in the WA Police Force, Department of Treasury and Australian Bureau of Statistics. She has expertise and experience in data analytics, strategy and reform.

Ms Milici has a Bachelor of Psychology, Postgraduate Certificate in Organisational Human Resources and Safety, and Certificate IV in Government (Investigation). She is an alumnus of the Australian and New Zealand School of Government Executive Fellows Program and is a member of the Australian Institute of Company Directors.



Dan Volaric
Executive Director
Integrity and Risk

Dan Volaric was appointed to this position in May 2019. He previously held the roles of Executive

Director Strategic Initiatives and Liaison and Deputy Commissioner.

He has extensive experience in public sector management, integrity, governance, corporate services and human resource management. He has worked as a member of the executive of several agencies as part of the Commission's advice and support role including acting as Director General of the then Department of Environmental Regulation.

He has a Diploma of Business Administration and is a member of the Australian Institute of Company Directors.



Jane Machin-Everill
Executive Director
Organisational
Governance and
Development

Jane Machin-Everill was appointed to this position in August 2018.

Before joining the Commission, she spent 16 years at the Department of Education (and Training) in a range of leadership roles with responsibility for policy, governance, communications, executive services and ministerial liaison.

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

Our performance management framework

Outcome based management framework

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



Key effectiveness indicators

- The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance **integrity** within their organisations.
- The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the **effectiveness** and **efficiency** of their organisations.
- The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance **diversity** and **inclusion** within their organisations.

Key efficiency indicators

Service 1:
Public sector leadership

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

Service 2:
Assistance and support

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

Service 3:
Oversight and reporting

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



Our performance

Financial performance

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

The tables below summarise our target versus actual financial performance and our agreed working cash limits and targets for 2020-21.

Table 1: Target versus actual financial performance 2020-21

	2020-21 Target ¹ \$000	2020-21 Actual \$000	Variance ² \$000
Total cost of services (expense limit)	27 487	27 522	35
Net cost of services	27 379	27 451	72
Total equity	17 417	17 646	229
Net increase/(decrease) in cash held	(193)	(410)	(217) ^(a)
Approved salary expense level	17 011	16 769	(242)

¹ As specified in Budget Statements.

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

^(a) Variation primarily a result of timing difference between budget and actual payments of supplies and services.

Table 2: Agreed working cash limits and targets 2020-21

	2020-21 Agreed limit \$000	2020-21 Target ¹ / Actual \$000	Variance ² \$000
Agreed working cash limit (at budget)	1 309	1 309	-
Agreed working cash limit (at actuals)	1 315	1 318	3

¹ As specified in the Budget Statements.

² Explanations for variations between target and actual results presented in Note 8.9 'Explanatory statement' to financial statements.

Effectiveness performance

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

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

In April 2021, we instituted a new definition of core clients which excluded entities listed in Schedule 1 of the PSM Act. The 2020-21 target was set before this change and reflects the Commission's former core client definition. This prevents meaningful comment on variances between targets and actuals.

Table 3: Achievements against key effectiveness indicators 2020-21

Key effectiveness indicator	Target 2020-21	Actual 2020-21	Variance
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations.	87%	90%	3%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	80%	90%	10%
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	75%	84%	9%



Efficiency performance

Table 4: Achievements against key efficiency indicators 2020-21

Service 1: Public sector leadership	Target 2020-21	Actual 2020-21	Variance
Average cost per leadership development program, product or training hour	\$104	\$101	(\$3)
Average cost per workforce development program, product or training hour	\$146	\$129	(\$17)
Service 2: Assistance and support	Target 2020-21	Actual 2020-21	Variance
Average cost per hour of assistance and support provided	\$93	\$106	\$13
Average cost per public administration, standards and integrity program, product or training hour	\$102	\$107	\$5
Service 3: Oversight and reporting	Target 2020-21	Actual 2020-21	Variance
Average cost per hour addressing legislative and policy development	\$94	\$119	\$25
Average cost per hour of performance and oversight activity	\$93	\$100	\$7
Percentage of oversight actions completed within target timeframes	85%	94%	9%

Our report on operations

Our report on operations is framed around the 5 priority areas of our strategic plan, and details our achievements, successes and challenges throughout the year.

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

Leadership takes different forms and, for the sector to perform at its very best, we need to develop leaders at all levels, and rigorously hold chief executive officers and senior leaders to account. The Commission has a role in leading this work at times and at other times collaborating and supporting.

Setting a new approach to leadership

During the year we continued to work on a new approach based on the expectation that every single person in the public sector adopts a leadership mindset. By establishing expectations, drawing on mindsets and identifying behaviours, the approach explores a new focus on how we do our work rather than just on what work we do. The extensive feedback gained from consultations across the sector helped us refine and simplify this approach to be accessible and able to be used in agencies of all sizes and types. We will continue working on this important initiative for the sector next year.

The CEO performance management trial ended in June 2021. The 2-year trial with Public Sector Leadership Council members incorporated elements of the draft leadership approach into delivery and performance agreements set in 2019. It also established a biennial agreement rather than an annual agreement, providing a longer timeframe to achieve outcomes but with more regular and robust performance assessments embedded.

Some operational issues during the trial – mainly related to procedures and technology – were resolved during the year and the new process will be rolled out for the next agreement period. A new Commissioner's instruction and process requirements were drafted for Public Sector Leadership Council

members using the 2-year timeframe and for other chief executives using a one-year timeframe. The new instruction will be released in July 2021.

Developing our leaders

2020-21 saw the landscape of leadership development change considerably, primarily due to the COVID-19 pandemic.

The Leadership Conversations Series shifted to predominantly virtual delivery and allowed leaders to engage in contemporary leadership development learning. Management Essentials was delivered via face to face sessions and interactive webinars. The year concluded with the SES Leadership Masterclass Series which saw a selection of senior executive service (SES) leaders across the sector participating and connecting in online sessions supported by group coaching.

Shifts to virtual delivery gave programs a much wider reach and made them more accessible to public sector employees across the state, including regional areas.

Over the year, we delivered 43 workshops and programs to build capability of current and emerging leaders – 20 for Management Essentials, 15 for Leadership Conversations, 4 for a Leading Adaptively ANZSOG program and 4 for the SES Leadership Masterclass Series.



Priority 1

After more than 4,000 participants over 6 years, we retired Management Essentials at the end of the year. We worked with a university to design 3 new and contemporary learning offerings for mid-level managers via micro credentials. Aligned to the new leadership approach for the sector, these offerings will be released next year allowing participants to gain credits towards university qualifications.

Identifying and assessing talent

As part of our remit to create a future fit public sector we are exploring an approach to identify and assess high potential senior leaders in the public sector.

We undertook significant research to inform the approach and began creating

assessment and selection processes. We also commenced scoping a 2-year accelerated development program which successful candidates would undertake.

The feasibility of this exciting piece of work will be further explored next year.

CEO appointments, reappointments, transfers and directions to act

In 2020-21, we facilitated the appointment of 3 people to CEO offices, reappointment of 2 CEOs and transfer of 4 CEOs. We directed 16 people to act in 22 CEO offices and assisted the reappointment of one statutory office holder and acting arrangements for 2 statutory offices.

A full list is at **Appendix 1**.

Commissioner awarded top honour by Leadership WA

In February 2020 Commissioner Sharyn O'Neill was made an Honorary Fellow of Leadership WA at its annual awards night.

The fellowship recognises Ms O'Neill's enduring support for Leadership WA, her commitment to the development of leaders across the public sector and her efforts in steering WA through the COVID-19 pandemic recovery.

In accepting her award, she gave an insight into her own leadership journey throughout different stages of life and the impact of these experiences on her mindset.



She emphasised her passion for public good and the spirit of public service which were founded in her early career as a teacher in regional and remote WA schools.

"My early experience shifted my mindset to be part of the solution to serve children and the public better," she said.

"When faced with adversity, it is how you respond that sets you apart."

Commissioner Sharyn O'Neill was presented her honorary fellowship by IPAA WA president and then Director General of the Department of Water and Environmental Regulation, Mike Rowe

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

To be innovative and high performing, the sector needs the very best people designing and delivering services for Western Australians. Overall, the sector has a diverse workforce of more than 145,000 people working across the state in virtually every profession and trade. The Commission plays a key role in workforce policy and practice.

Diversifying the workforce

In September, after significant consultation, the government released the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#) and 6 supporting action plans for [women](#), [youth](#), [Aboriginal and Torres Strait Islander people](#), [culturally and linguistically diverse people](#), [people with disability](#) and [people of diverse sexualities and genders](#).

The twin goals of the strategy are to increase the representation of people from different backgrounds at all levels across our sector; and ensure all staff in the sector experience a sense of belonging and inclusion in the work environment.

The strategy sets aspirational targets for 5 of the 6 groups and outlines practical actions for the Commission and agencies to implement.

We implemented a number of our actions during the year. In October, we released [Family and domestic violence support: A guide for public sector agencies to create safe workspaces for their staff](#) to help public sector staff understand what constitutes family and domestic violence, and what they and their agencies can do to support staff who are experiencing it.

In November, we released [Recruiting for and developing diverse talent in the public sector](#), a guide that sets out how agencies can use the exceptions in the EO Act to achieve greater diversity in their workforces.

In April, we released [Psychologically safe and inclusive workplaces](#), containing practical ideas and actions for agencies and staff.

Disability employment

We continued our partnership with the National Disability Service (NDS) by supporting the delivery of Building the Talent Pool. This program aims to increase employment of people with disability in the sector by building confidence and awareness about recruiting people with disability. The Commission is one of 9 agencies committed to the project which receives funding through the Department of Communities.

We provided office space one day a week for an NDS staff member and facilitated partnerships with other government agencies to extend the program's reach.

Entering the public sector

Our Graduate Launch Program continued to provide career development to university graduates new to the public sector. The 45 participants in 2020 were offered a fully virtual program. In 2021 we used a contemporary blended approach for 63 graduates from 14 agencies including full day workshops, onsite experiences and online learning.

We also supported staff new to the sector through the release of an online induction which replaced face-to-face delivery. The induction provides a broad look at what constitutes the public sector, what it means to be a sector employee, what is expected of employees in their service to the community, and where each person and agency fit in.

From its release in October 2020 to 30 June 2021, 1,590 public sector staff completed the induction. This was a significant increase from an average of 250 participants, a year in the former program. Staff working in regional areas made up 35% of online participants, up from 0% last year for face-to-face.



Priority 2

Training Aboriginal young people

The Aboriginal Traineeship Program gives young Aboriginal people formal training and access to employment while they work towards a Certificate III in Government.

From the 2020 intake, 26 trainees completed the traineeship in 2020-21, 18 of whom also secured public sector employment. Historically, not all trainees who started the program saw it through to completion, with some trainees dropping out, some moving to other programs in the private sector and others securing employment.

To promote the 2021 intake, we ran a targeted digital and social media campaign for the first time which resulted in more people applying than in previous years, more being selected and more ultimately commencing the traineeship (47 this year compared with 31 last year). Of these, 16 were from regional WA – the largest number of regional-based trainees in the history of the program (5 last year). We also widened promotion of the program and had 3 local governments participate as host agencies for the first time.

During the year we reviewed all marketing collateral and worked on developing a culturally appropriate brand and name for the program. We used a closed iThink challenge with our staff, as well as current and former trainees, seeking names for the program. We plan to market the program under the new name and brand for the next intake.

This year we completed and evaluated a pilot school-based traineeship program for 10 Aboriginal students. In October, 4 trainees completed the program and received a Certificate II in Government and WA Certificate of Education. While this was a positive outcome, evaluation of the pilot indicated the flagship Aboriginal Traineeship Program provided greater employment opportunities.

The Commission continued to support the Jawun Corporate Partnerships program helping to coordinate 2 secondments from the sector (up from one last year) to assist Aboriginal businesses in the East and West Kimberley. These were delivered virtually due to COVID-19 pandemic restrictions.

Employing youth

We continued to manage a database of suitably screened young people seeking employment in the public sector.

In 2020-21, we assisted agencies to fill 44 requests (down from 53 last year) for trainees and entry-level positions.

We continued to provide support for the 31 school-based trainees employed in agencies from intakes in 2019 and 2020. In February, 23 new school-based trainees were employed in agencies.

Providing internship opportunities

We continued our partnership with the McCusker Centre for Citizenship at The University of Western Australia supporting the placement of interns in agencies where they engage in real work solving problems for the community and get experience in government.

In 2020-21, 20 government agencies supported 63 interns (an increase from 19 agencies and 57 interns last year). A survey conducted by the McCusker Centre for Citizenship found that 98% of interns said they would recommend the program to their peers.

Public sector mobility

The Commission supported the rapid mobilisation of staff from one agency to another to meet critical and short-term staffing needs related to the COVID-19 pandemic.

During the reporting period, 323 staff were trained and available for mobilisation in response to requests from various agencies.

Priority 2

We worked with the Department of the Premier and Cabinet, Government Sector Labour Relations and other agencies to develop workforce policy settings, products and resources to support the sector respond to the COVID-19 pandemic.

We also worked with the Australian Government and other states to develop the National Framework for Public Sector Surge Mobility. This framework enables staff to be shared quickly across jurisdictions to ensure the delivery of critical services.

Increasing stable employment

During the year, we continued to deliver on the government's commitment to better job security for employees, and a more stable and efficient sector through continuity of experienced employees.

[Commissioner's Instruction 23: Converting and appointing fixed-term contracts and casual employees to permanency](#) remained in place.

This complemented [Commissioner's Instruction 2: Filling a public sector vacancy](#) which provides for the transition from non-secure to permanent employment in certain circumstances.

Agencies reported in 2020-21 that 2,323 employees were made permanent (10,482 last year) – 1,986 under Commissioner's Instruction 23 (2,304 last year) and 337 under Commissioner's Instruction 2 (8,178 last year). Given a large number of eligible employees converted in 2019-20 this was an expected result.

To date, a total of 15,496 employees have been converted to permanent employment. We continued to meet with public sector unions to monitor and evaluate progress. During the year we reviewed the effectiveness of Commissioner's Instruction 23 and found it supported permanent employment outcomes. We will work with stakeholders to finalise the review and on next steps.

Further data on conversions to permanency is in the [State of the Western Australian Government Sector Workforce](#) report.

Reviewing legislation and instruments

In 2020-21, we drew up terms of reference for a statutory review of redeployment and redundancy arrangements for public sector employees. In 2014, involuntary severance of surplus public sector employees and a phased redeployment process were incorporated into the PSM Act. Section 96B of the Act requires a review of these changes and the operation of Part 6 of the Act more generally.

Towards the end of the year, the government approved the terms of reference. We also drafted a consultation paper that included the major elements of the redeployment and redundancy framework and areas that may benefit from change. Ten key matters were identified including the complexity of the framework, unclear payment calculations and limited appeal rights for involuntary termination. Consultation will begin next year with the release of this paper. Following consultation, the Commission will report to the government with recommendations for possible changes to the PSM Act and/or regulations.

We amended the Public Sector Management (General) Regulations 1994 to facilitate the transfer of Equal Opportunity Commission employees to the Department of Justice. This was as a result of changes that saw the Department of Justice administer services to the Equal Opportunity Commissioner as it does for the State Administrative Tribunal and district and supreme courts, making these services more stable and sustainable.

We investigated existing public sector standard review mechanisms and how they could be dealt with by the Western Australian Industrial Relations Commission, and continued to provide support to Government Sector Labour Relations in its negotiations for the 2021 Public Sector CSA Agreement.



Priority 2

In line with the requirement in the Public Sector CSA Agreement 2019, we drafted terms of reference to review recruitment practices through a sample of public sector agencies. At the Commission, we trialled the data collection for this review. From the trial a number of changes was required. The review will commence in 2021-22 and look at agency compliance with Commissioner's Instruction 2, common or systemic problems and patterns in relation to recruitment, and examples of good practice.

Also due to commence in 2021-22 is a review into the employment and industrial frameworks, workforce practices and culture in WA's public prisons which may be impacting the implementation of reforms to the prison system. Terms of reference for the review were drafted during 2020-21.

Supporting recruitment, redeployment and redundancy for the sector

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

We provided advice and support to agencies on redundancy matters and severance schemes.

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

Advising the sector

In 2020-21, we responded to 558 enquiries (827 last year) from agencies about human resources matters related to workforce policy, legislation and practice. The reduction is likely a result of more resources being available on WA.gov.au and through our staff visiting agencies to work with their human resources executives and practitioners.

Reforming data management

Relevant and timely information about the people and agencies that make up the public sector is crucial in understanding trends and future directions, and making data-driven decisions. Data reform continued this reporting period along with progress towards a sector data strategy.

Our timeliness for quarterly workforce reporting improved again due to ongoing process improvements. In 2020-21 we published each report within 10 weeks of the end of the quarter. This was down from 28 weeks in 2018-19 and 18 weeks in 2019-20.

We implemented a new data collection portal called Insights: Your workforce data to further improve reporting turnaround. The portal enabled public sector agencies to provide workforce data to the Commission more easily and incorporated measures to improve quality control. The portal was developed with a modular architecture to enable future integration of new collections and give agencies access to additional workforce insights and information.

As part of the rollout, we also migrated 5 years of historical workforce data into a new data estate to support advanced reporting and analysis.

Priority 2

Piloting the public sector census

The public sector is the state's largest employer but what we know about employees can be limited, mostly coming from payroll systems that are not designed to capture the information needed to make decisions about the future of the workforce.

Greater insight into the sector's workforce size, shape, composition, integrity, diversity, capability, leadership, culture and changes over time is essential to deliver a future fit sector. This information can also support individual agencies, government and Western Australians to better understand how the sector is performing against workforce policies and strategies, and drive workforce reform and improvement.

To address these challenges, last year we commenced work on a public sector census to create a fit-for-purpose, contemporary approach to collect information directly from employees.

The design of the questions was a 12-month process based on statistical and behavioural science, co-design and consultation. We engaged with more than 30 external organisations, stakeholders and entities during development of the questionnaire including the Australian Bureau of Statistics, central state government agencies, public service commissions from across Australia, and non-government organisations such as Pride at Work, Reconciliation WA and relevant unions.

Extensive feedback from an internal working group informed the questions which were then refined through 4 rounds of cognitive testing and 3 rounds of usability testing. This resulted in a highly efficient survey that, despite having 84 questions only took on average 11 minutes to complete.

In March, we ran a pilot to test and evaluate the design, methodology and engagement strategy, stress test systems, and demonstrate the value of a future full census. The pilot involved 17 agencies, including the Commission, covering approximately 15% of the public sector.

To help participating agencies communicate with their staff and encourage them to take part, we developed a communications pack with messages, graphics, posters, intranet posts, and questions and answers. We also directly promoted the pilot on WA.gov.au and social media to raise awareness.

The pilot achieved a response rate of 47.5% – an extraordinarily high level of response compared with similar programs in other jurisdictions. Feedback from participants indicated the questionnaire was quick and easy to understand. Individual data dashboards were created for each participating agency so they could browse and analyse responses.

Select data will be published on WA.gov.au in 2021-22. Consideration for a full rollout of the census will take place during the year.

Read more about the Commission's results in census pilot.

Collecting data

We reviewed our annual data collections and made a number of changes this year. We updated the questions in the Integrity and Conduct, and Equal Employment Opportunity annual collections to support the integrity strategy and workforce diversification and inclusion strategy. As all agencies were able to report via these 2 collections, we discontinued the Public Sector Entity annual collection.



Our staff get behind our priorities

Throughout the year our staff participated in and led a range of activities, acknowledging that our actions, big or small, make a difference and can have an impact on people's lives. These activities also met some of the actions from the plans supporting the workforce diversification and inclusion strategy.

Supporting NAIDOC and reconciliation



We joined with the Department of the Premier and Cabinet and Department of Treasury to recognise important weeks.

For NAIDOC Week, we organised activities and events to learn more about the land we live on, its rich culture and history, and the connection that Aboriginal and Torres Strait Islander people have to it. Staff from our agencies had the opportunity to take part in a live stream panel discussion with the Danjoo Koorliny Walking Together Project leaders and Public Sector Leadership Council members; and join a cultural tour of Kaarta Koomba (Kings Park) hosted by a Noongar guide.

We engaged local Aboriginal artist Acacia Collard to create a sand mural on the grounds of Dumas House and staff added their handprints to it. We heard reflections from leaders on the NAIDOC Week theme 'Always Was, Always Will Be'. The mural symbolised our collaboration on a lead agency Reconciliation Action Plan and joint commitment to the journey of reconciliation.

We developed a dedicated NAIDOC Week 2020 intranet page so our staff could share what they had learnt.

Our staff also contributed to the reconciliation journey during National Reconciliation Week by supporting the theme 'More than a word. Reconciliation takes action'. We took part in events, volunteering opportunities and a statewide social media campaign which included the National Reconciliation Week breakfast, Walk for Reconciliation and Yarning Circles at WA Museum Boola Bardip.

Harmony Week



We celebrated the Harmony Week theme 'Everyone Belongs' by recognising the cultural diversity of our workforce through a shared lunch event with Gracia Mukiibi, an inspirational Congolese-born public servant, who shared her story as a refugee, public speaker and author. We also took part in activities that encouraged discussion about inclusiveness, respect, challenging unconscious bias and providing a sense of belonging for everyone at the Commission and in the community we serve.

Wear It Purple Day



We recognised the 10th anniversary of Wear It Purple Day by adding a splash of purple to our workday outfits which was highlighted during a rainbow morning tea hosted with the Department of the Premier and Cabinet. Staff also watched an online panel discussion on the theme 'We are the change'.

"You can't ask that!"

We celebrated International Day of People with Disability through a panel event of 3 people with direct experience of living with disability. Based on the ABC TV show of the same name, staff used iThink to ask potentially uncomfortable questions about living with disability to break down preconceptions and build greater understanding.

Guest speakers were Ben Aldridge, a quadriplegic family man and founder of 30 Foot Drop; Tracy Destree-Thompson, a carer for her sister and husband, each with acquired brain injury; and valued Commission staff member Erin McGlew who has vision impairment. Each shared their stories, experiences and insights.

International Women's Day 2021

Professor Colleen Hayward AM and Jodi Cant, Director General of the Department of Finance, spoke about their leadership journeys and experiences in overcoming adversity and bias as part of the public sector's celebration of International Women's Day 2021.

These 2 inspiring women shared their stories live to more than 600 public sector employees who logged in across the state through a panel discussion hosted by the Public Sector Commissioner and IPAA WA. It was MC'd by Channel 7's Syan Dougherty. The video of the event was placed on WA.gov.au and received 456 impressions.



Donating blood

We engaged in a little friendly competition for a good cause by challenging the Department of the Premier and Cabinet, Department of Finance, and Department of Treasury to increase blood and plasma donations to Lifeblood.

CEO Sleepout

Our Commissioner joined hundreds of business, government and community leaders in Perth to raise awareness of those sleeping in tough conditions, and generate donations by being part of the annual Vinnies CEO Sleepout. The Commissioner exceeded her fundraising goal which directly helps people experiencing homelessness.



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

Nowhere are excellence and continuous improvement more important than in the public sector where our people deliver vital services to business, industry, the community, families and individuals. Facilitating and monitoring performance improvement is a key function of the Commission.

Finalising a new program of capability reviews

Significant work was undertaken to establish a new Agency Capability Review Program to be trialled over the next 2 financial years.

The program, to lift organisational capability and drive performance improvement, was developed to assess the extent to which agencies have the right structures, processes, resource use, systems and governance in place for them to deliver the very best services possible.

The foundation for this program emanated from a lack of proactive, consistent, regular and comprehensive 'health checks' or reviews of agencies funded through the public purse.

We finalised a comprehensive framework specifically designed to assess capability in WA public sector agencies. Subject matter experts from across the sector helped identify and refine 21 capabilities, grouped under the 5 most significant areas of public sector management and administration. For the first time, standards of what constitutes a high performing agency were identified.

We created an efficient and collaborative delivery process to ensure completion of each review in around 6 months. We also included in the program's design highly regarded, trained and experienced independent reviewers external to the agencies under review to head up each review.

We scoped resourcing requirements – including staffing and information technology – to review 8 government departments during the trial.

The first tranche of 3 reviews will start in late 2021 and early 2022, with a further tranche of 5 reviews to be completed by the end of 2023. Reports to the departments reviewed will enable leaders to make evidence-based decisions on where to focus their improvement efforts for maximum impact and benefit.

Understanding culture for high performance

In 2019-20 we advanced planning for a program to enable agencies to better understand their current culture, deliberately consider the culture they each need to be high performing, and have a plan to move from current to needed culture.

This followed extensive research from the previous year and the adoption of a culture insight approach that views culture through a performance lens by considering an agency's role and strategic priorities as well as external and internal influences.

Our work this year included developing a tool in the form of a questionnaire to be completed by staff to elicit insights into an agency's current culture profile. We used this tool in the Commission to test its validity and reliability. The test confirmed the tool was valid and reliable, and only a small number of minor changes were made.

We created a structured and practical planning template for driving cultural change based on an agency's symbols, behaviours and systems.

Priority 3

We advanced the language and definition of culture to underpin the program. With culture defined and discussed in many different ways, a shared language and reference point are needed to talk meaningfully about culture in agencies and across the WA public sector.

The program will be released next year.

Garnering ideas for public sector improvement

After opening iThink to the public last year to support challenges related to the COVID-19 pandemic, we returned it to a community for government sector employees in October 2020.

We ran a total of 15 challenges (15 last year) to generate and share ideas for improvement. Sector challenges were in the areas of youth employment; adapting during the pandemic; connecting to our regional workforce; and the future of public libraries.

The youth challenge was supported by a reference group that considered all the ideas while the ideas generated through the public libraries challenge were considered for a new strategy and actions by a cross-agency working group.

Of the 15 challenges, 9 were closed challenges used by specific agencies and networks to inform their reforms and improvements. North Metropolitan TAFE, for example, sought ideas to inform its new intranet. The STEM4Innovation challenge had ideas submitted by school students that were judged by industry professionals. Selected teams presented their ideas live to this group, which included Professor Fiona Wood AM FAHMS.

Supporting machinery of government changes

During the year, we provided legislative and policy advice to improve the operations and efficiency of government operations.

Of note, we assisted with the transition of staff from the Department of Communities (Housing Authority) to DevelopmentWA following a government decision to transfer functions.

We supported the Department of Communities to review its corporate, policy and contracting functions to improve financial sustainability and drive more integrated, streamlined ways of working.



Outstanding Western Australians

In 2020-21, 6 Western Australians received the Public Service Medal in recognition of their outstanding service to the people of this state. The medal is part of the Australian system of honours and awards. The Public Sector Commissioner set up the WA Public Service Medal Committee in 2019 with the aim to increase the recognition of Western Australians. The Commissioner chairs the committee which makes recommendations to the Premier. The state has a limit of 6 people a year who can be awarded the medal.



**Nicki Godecke
PSM, Director
General of the
Department of
Finance**

At the time of receiving the Public Service Medal, Ms Godecke was

the Commissioner of State Revenue at the Department of Finance. She was responsible for implementing significant measures to deliver \$800 million in grants, rebates and temporary taxation relief as part of the WA's recovery plan for the COVID-19 pandemic.

Keith Carmody PSM, Police Chaplain (retired)

Mr Carmody was a member of the WA Police Force for 24 years and took up the position of chaplain in 2007. He worked tirelessly to look after the mental and spiritual health of all police and public servants in the Force before retiring in March 2021.



**Vicki McKeown
PSM,
Principal of
Coodanup
College**

Ms McKeown's strong leadership of Coodanup College near Mandurah

has shifted the culture and reputation of the school. This has resulted in the college winning the respect and confidence of students, their families and the community as well as the staff.

Kristen Chivers PSM, Senior Assistant State Solicitor

Ms Chivers provides legal advice to the WA Government in relation to administrative law, parliament and parliamentary committees, statutory interpretation, freedom of information, privacy and information sharing. She also oversees the development and training of all junior solicitors.

Nicholas Egan PSM, State Solicitor

Mr Nicholas has many years' experience in providing high level and strategic advice to the WA Government on complex legal matters. He is currently playing a lead role in advising on, negotiating and resolving the many matters brought about by the COVID-19 pandemic.



**Kaylene Gulich
PSM, Chief
Executive
Officer of
Western
Australian
Treasury
Corporation**

Ms Gulich has many years' experience in leading significant bodies of work in the public sector. She held senior leadership roles in the Department of Treasury in the areas of economic business, infrastructure and finance, before being appointed to her current position in early 2019.

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

Earning and maintaining community trust is essential for the public sector to deliver services to the people of Western Australia. Through the CCM Act, the Commissioner also has responsibility to promote integrity and prevent misconduct in the wider government sector.

Implementing the integrity strategy

With the [Integrity Strategy for WA Public Authorities 2020-2023](#) released last reporting period, this year we worked on progressing and delivering a number of the Commission's actions to support public authorities.

We continued development of a comprehensive integrity framework based on the 4 improvement areas in the strategy. It describes the instruments, structures and cultural factors that guide how authorities and their officers practice, manage and account for integrity.

A template and guide were drafted to support public authorities create their own frameworks or strengthen existing frameworks tailored to their unique legislative and operating environments and risk profiles. Consultation with integrity practitioners helped shape the drafts. This work is expected to be released next financial year.

We developed a detailed [self-assessment](#) to help authorities strengthen financial management controls and practices, and reduce the risk of misconduct and corruption. Released in April 2021, the Commissioner required all departments and SES organisations to complete and return their assessments to the Commission by June 2021.

Departments and SES organisations assessed what they had "in place", "in progress" or "not in place" to minimise integrity risks associated with financial management. The 'plan and act to improve integrity' and 'be accountable for integrity' improvement areas had high "in place" responses of 88% and 88.5% respectively. The relative strength of these agency self-assessments was expected as they mostly aligned to compliance requirements.

Responses also showed the 'model and embody a culture of integrity' and 'learn and develop integrity knowledge and skills' improvement areas had greater variance. There were fewer culture building activities to reduce risks "in place" (64% overall) and fewer learning activities "in place" (60% overall). This included awareness raising activities for suppliers and specific training for officers in higher risk roles and awareness of 'red flags'.

The Commissioner also required departments and SES organisations to confirm by 30 June 2022 that all actions resulting from the assessment have been implemented. The Commissioner encouraged other public authorities to use the assessment and make any necessary changes to strengthen their financial management.

This year we published a guide on [managing the risks of gifts, benefits and hospitality](#) and associated resources to help authorities understand possible risks and plan to manage them.

As part of our support of integrity practitioners, we introduced a new e-newsletter, publishing 2 editions during the year. We used it to share information and insights from our work as well as the work of our integrity partners and colleagues to help public authorities strengthen integrity and prevent misconduct.

We instituted new theme-based reviews this year to look at specific areas of integrity policy, practice and procedures to identify where improvements can be made. The first review examined notification of minor misconduct to the Commission as required of public authorities under the CCM Act. We invited a small number of public authorities



Priority 4

to be part of this review and used their experiences to draw out expectations for improvement to ensure high levels of integrity. The report of the review will be finalised and released in the new financial year.

For International Anti-Corruption Day in December we created a campaign to raise awareness of the risks in accepting gifts and other benefits. The campaign included a suite of promotional materials featuring the tagline [“It’s all in a day’s work”](#). The materials, including poster, graphics and template messages, were made available online for all public authorities to use and/or adapt to suit their particular contexts.

Overseeing minor misconduct

In 2020-21, we received 445 minor misconduct matters (down from 473 last year) which we assessed and took appropriate action on. We also reviewed actions taken by public authorities where appropriate. At 30 June 2021, 100% of the matters we received had been handled (up from 98.7% last year).

Managing breach of public sector standards

We completed 123 breach of public sector standards claims in 2020-21 (130 last year). Of these, 4 were substantiated: 2 against the Employment Standard, one against the Grievance Resolution Standard and one against the Performance Management Standard. When managing claims, we assisted agencies by identifying opportunities for improvement in human resources practices and processes.

Completing matters of referral

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

We received and completed 19 matters of referral in 2020-21 (up from 9 last year and down from 29 the year before).

We measure our performance on the percentage of breach of public standards claims and matters of referral that are completed within set timeframes.

Table 5: Percentage of matters of referral and breach of standards claims completed within timeframes 2019-20 and 2020-21

Category	2019-20	2020-21
Simple (30 days)	95%	96%
Routine (50 days)	95%	95%
Complex (120 days)	93%	88%
Average	94%	94%

The reduction in performance in relation to complex matters was attributable to an increase in the number and complexity of matters received.

Priority 4

Registering lobbyists

Each quarter, lobbyists are required to confirm or update their registration details on the [Register of Lobbyists](#) which is maintained by the Commission. This includes information about the company, lobbyist and their clients' details. During 2020-21, we confirmed 769 sets of registration details (686 last year).

At 30 June 2021, there were 115 registrants on the register and 262 individuals listed as lobbyists (114 registrants and 238 individuals last year).

Actioning public interest disclosures

We received one public interest disclosure matter in relation to another agency in 2020-21 (3 last year) and none related to the Commission. The matter was actioned as required under the PID Act.

Providing assistance and support

We supported public sector agencies with a range of integrity matters including examining human resources processes at one agency to assist a principal officer consider a complex matter; and providing investigative assistance to another agency to address conduct issues.

Throughout the year we delivered 26 integrity sessions to 984 participants (up from 18 sessions to 566 participants last year). This increase was due to the easing of COVID-19 pandemic restrictions that impacted program delivery last year and more sessions being delivered online.

We provided assistance on conduct and integrity to individuals and public authorities on 616 occasions (756 last year).

We conducted 38 consultation meetings both in response to specific integrity matters and as part of a regular schedule of quarterly meetings with the Corruption and Crime Commission, Integrity Practitioners' Group and key notifier agencies.

Supporting government boards and committees

We conducted 15 formal presentations to government boards and committees on good governance practices and accountable and ethical decision-making (16 last year).

To extend our support – particularly to boards and committees in regional Western Australia and to new board members – we developed a new e-learning resource, reshaped our information on [WA.gov.au](#), and updated and revised our governance manual for members. This work will go live next financial year.

We made 28 recommendations to ministers and Cabinet on remuneration rates for members of government boards and committees.

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



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

The Commission is a small agency with a wide remit. To best support the sector, we need to have capable and effective people operating in a contemporary, high performance environment. From systems and governance to performance management and development, we are continually striving for better ways of working.

Our workforce

Our people are our most valuable asset, with around 80% of our budget going towards employment costs. This also means we need every person to have the right capabilities, to perform at their best, and to bring energy and passion to their work.

At 30 June 2021, we had 147 staff or 138.9 full-time equivalents (FTE). This compared to 141 staff or 134.4 FTE in the previous reporting period. This increase was due to a number of temporary positions being created until 30 June 2021 to provide targeted support to whole-of-sector work related to diversity, leadership, talent and integrity.

The median age of our staff was 41 years, the same as the previous year.

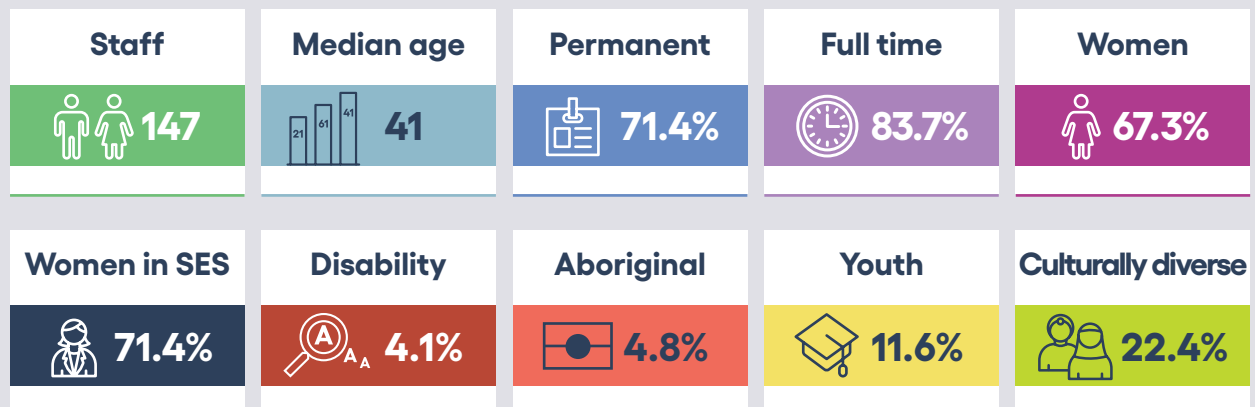
Given the number of temporary positions during the year, the percentage of staff employed on a permanent basis reduced slightly from 73% last year to 71.4% at 30 June 2021.

Diversity profile

To improve our diversity outcomes, during the year we:

- rolled out mandatory online disability awareness training to our staff with nearly 100% completion rate
- provided disability recruitment training for managers to build disability employment confidence, delivered by the National Disability Services
- provided mental health first aid training for staff
- established a Level 1 position with the aim of filling diversity groups with low representation and recruited an Aboriginal officer to this position using the exceptions under the EO Act

About our staff



Priority 5

- advertised our 2022 Level 3 graduate position using the exceptions under the EO Act to recruit a graduate with disability
- updated our request to fill a vacancy template to include substantive equality/diversity initiatives that requires hiring managers to review their team diversity before advertising
- updated our selection report template to include the diversity summary of applicants who apply and are interviewed, and the reasons why applicants from identified diversity groups are not interviewed
- employed a trainee through the Aboriginal Traineeship Program
- employed a youth trainee through the employment referral service.

Table 6: Staff representation at 30 June 2021

Group	Aspirational target (%) ²	2019-20(%)	2020-21(%)
Aboriginal and Torres Strait Islander people	3.7	5.0	4.8
People with disability	5.0	3.5	4.1
Women in the SES ¹	50	71.4	71.4
Culturally and linguistically diverse people	15.5	22.7	22.4
Youth (24 years old and under)	5.8	5.7	11.6
Women in management (tiers 2 and 3)	-	61.9	60.0
People 25 to 44 years old	-	57.4	53.0
People 45 years old and over	-	36.9	35.4

¹ Excludes Commissioner (non-SES position) and substantive Level 8 employee on secondment to SES position.

² Aspirational target from the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-25.



Priority 5

Planning and development

In August 2020, we released our Workforce and Diversity Plan 2020-22 with a focus on 3 key priorities of diversity, performance and capability. Actions completed this year included providing greater volunteering opportunities, moving our performance management process online and making disability awareness training mandatory.

The plan also fulfilled our obligation for an equal opportunity management plan under section 145 of the EO Act and a multicultural plan under the WA Multicultural Policy Framework.

We continued to invest in upskilling our staff, particularly around management and leadership. We created a comprehensive training plan for the year based on needs identified by executive directors, line managers and staff themselves. We implemented the plan that included development of staff at all levels in the areas of design thinking, project management, clear thinking and writing, crucial conversations, data literacy, PRINT, first aid, mental health first aid, family and domestic violence awareness, and disability awareness.

One of our senior managers completed Leadership WA's Signature Leadership Program and an upcoming leader completed the Rising Leadership Program.

To keep up with our ever-evolving work, we considered how we could make sure this investment was realised, and that the knowledge and skills staff gained were put into practice and embedded in our everyday work.

For next year, this means a shift in how we develop our workforce, from simply providing more staff training to looking at where and how we can each best use and consolidate our newfound skills.

We used our annual performance management cycle to ensure all staff had regular opportunities for open and honest feedback as well as forward thinking discussions. These will be refocused in the new year to discuss opportunities and barriers to using the full complement of skills that each person has or is developing.

Developing our Reconciliation Action Plan

Together with the Department of the Premier and Cabinet and Department of Treasury, we continued to work on our joint lead agency plan. The working party set up in December 2019 guided us through the next phases of the development of the plan which included workshops and yarning circles to provide our staff with educational insights and assistance in creating a set of reconciliation deliverables.

We anticipate releasing the plan early in the next reporting period. See also story on page 24.

Consulting with staff

This year we worked with union delegates to establish a Joint Consultative Committee (JCC). This reflected our obligation for consultation under the Public Sector CSA Agreement 2019.

The JCC comprised management representatives and union members. It aimed to improve operational performance and the working environment for our staff by enhancing communication between parties. The JCC meets every quarter.

The first meeting was in May 2021. We shared the meeting minutes and details of the discussion with our staff.

Priority 5

Using and testing resources

As we created resources, products and programs for agencies across the sector, we also tested and used these in our own agency.

Census pilot

We were one of the 17 entities participating in the [WA public sector census pilot](#). We achieved a 99% response rate – the highest of all participating agencies. Presentations to divisions on our responses compared against sector averages are planned in the next financial year.

Integrity and Accountability: A moving feast in the 21st century

In August 2020, Public Sector Commissioner Sharyn O'Neill sat down with Business News journalist Peter Kennedy as part of Institute of Public Administration Australia WA's integrity and accountability series.

In the first of a 3-part series of pre-recorded [interviews](#) promoted to the sector the Commissioner discussed the topic Foundations for Trust to strengthen a culture of integrity in the public sector.



Business News journalist Peter Kennedy and Public Sector Commissioner Sharyn O'Neill

Culture insight tool

As part of our work on organisational culture, we tested the validity and reliability of the culture insight tool. Through our testing, we confirmed that the tool was valid and reliable, with only minor changes needed. We plan to test the next stages of the process in the coming year, using the results of the tool to inform discussions about the Commission's desired future culture and, if necessary, how we can support and embed cultural change through our own symbols, behaviours and systems.

Integrity in financial management assessment

In line with the requirement of all agencies, we completed the [Integrity in financial management self-assessment](#). With the questions intended to be considered in the context of each agency's size, complexity and unique risks, the Commission assessed only one of the 92 areas as not being 'in place' or 'in progress'. This is scheduled to be remedied in 2021-22.

Integrity snapshot

We benchmarked our internal processes and practices against the [Integrity Snapshot Tool](#) which was released last year. The tool asks a range of questions under each of the 4 key improvement areas of the [integrity strategy](#) to assist agencies identify what they have in place and areas for further development.

The Commission had just 2 of 13 items under 'model and embody a culture of integrity' not in place and 1 of 19 items under 'learn and develop integrity knowledge and skills' not in place. Gaps were addressed during the year including developing a new conflicts of interest policy and improving links to policies on our intranet.



Priority 5

Our governance

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

This year, we created a new policy to guide the development and implementation of policy positions for the sector. Associated procedures provided clear direction on how the Commission uses external policies such as Commissioner's Instructions to set values, standards and expectations of the public sector.

We continued reviewing the suite of external policies we issue and administer for the sector to ensure they remain contemporary, and to minimise compliance and reporting obligations. Over the year, we rescinded a number of circulars and instructions that were no longer needed.

In relation to internal policies, we continued to implement our review cycle to ensure high quality and up-to-date policy positions. This resulted in Corporate Executive approving 19 new and updated policies including in the areas of family and domestic violence, leave and workplace support. Two policies were rescinded during 2020-21.

We maintained our delegations register and in October updated procurement and payment delegations to support our transition to a new finance system.

We assisted freedom of information applicants to access documents at the lowest possible cost. A breakdown of related statistics is in the [annual report of the Office of the Information Commissioner](#). We also updated our [information statement](#).

Internal audit and risk

To support our transition to a new finance system, we asked our internal auditors to conduct:

- a pre-implementation audit to review the design of our key controls in the new system and assess whether they were in line with legislative requirements
- a post-implementation audit to review data migration from the old system and evaluate system security, workflow, configuration and implementation controls.

These audits were referred to our Audit and Risk Committee to advise the Commissioner on actions taken to respond to matters.

We used our risk management framework to identify and understand risks related to our strategic and operational functions. In line with risk management principles, we evaluated our risks and corresponding control measures, and used this information in our business planning and resource allocation. The framework continued to be supported by our Risk Management Policy and integrated with our internal corporate governance functions.

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

Priority 5

Incident management

We reconvened our Incident Management Team in response to state COVID-19 pandemic lockdowns. We updated the terms of reference and made a number of improvements to internal communications, scenario planning and pandemic planning based on learnings from the previous year.

Throughout the year, we continued to build our IT capability, improve processes and internal communications, ensuring that the Commission is well-placed to respond to future lockdowns without interruptions to our work.

Our committees

Corporate Executive

Corporate Executive is the Commission's key decision-making body, providing leadership, setting strategic directions, and planning and monitoring business requirements and resources to achieve government and Commission priorities.

Corporate Executive met 13 times in 2020-21. Its terms of reference were reviewed and updated. An external policy register was developed and added as a standing agenda item.

Audit and Risk Committee

The Audit and Risk Committee met 4 times and oversaw the completion of 2 internal audits during the reporting period. In September, the committee welcomed a new independent chair, Fiona Hunt, Deputy Director General of Aboriginal Engagement and Community Policy at the Department of the Premier and Cabinet. Independent members form the majority of the committee's membership.

For details of our internal audit and risk function, see Internal audit and risk.

Project and Program Governance Committee

The Project and Program Governance Committee met 12 times during the year. The committee oversaw 40 programs and endorsed 14 new projects during this time. The committee approved 4 project variations, received 47 status updates and closed 32 projects.

We further aligned our internal budget processes with our project planning to streamline governance and accountability.

Continuous improvement to internal processes for project and program governance remained a focus, with committee templates and terms of reference updated regularly during the year.

Occupational Safety and Health Committee

The Occupational Safety and Health Committee met 3 times during the year.

The committee discussed and resolved safety matters, reviewed hazard and incident reports, shared knowledge and reported quarterly to Corporate Executive. All reported hazards were reviewed and resolved.

Committee member appointments, locations and responsibilities were communicated to all staff regularly during the year so matters could be reported and resolved appropriately. For details of other activities in this area, see Occupational safety and health.



Priority 5

Our systems

We developed a new IT Strategy 2020-2023 in response to both independent and internal reviews of our IT operations. The strategy was approved by Corporate Executive in July. The strategy sets a clear direction to strengthen and modernise the Commission's IT landscape and improve the delivery of IT services over time. As a critical first step in the strategy, a new operating model was designed and implemented.

During the year, we commenced remediating IT risks through the rationalisation, replacement and modernisation of core legacy systems. We scoped and initiated the redevelopment of our case management system for minor misconduct, allegations and advisory services. The new solution focused on streamlining processes and increasing reporting capabilities.

We scoped and commenced the redevelopment of the public interest disclosure officers register and lobbyists register to improve their management, make them easier to use and increase their functionality.

In October, after a number of months of internal testing, our new finance system, Oracle, went live (see also internal audit and risk). This required us to review and update our finance management manual which we completed by the end of the reporting period.

On 1 July, we migrated all Commission public content to the whole of government website WA.gov.au. This reduced service and infrastructure costs and provided easier access to online services and information through a contemporary and integrated government information platform.

Our other legal and policy requirements

Disability access and inclusion

Through our Disability Access and Inclusion Plan 2015-2020 we continued to provide equitable and inclusive access for people with disability to our services, facilities and information.

During the year we:

- facilitated a personal emergency evacuation plan for new staff who commenced from May
- provided mandatory online disability awareness training to staff and facilitated disability recruitment training
- considered accessibility and inclusion requirements as part of the procurement of the Commission's online survey platform and online learning package for the data portal
- undertook extensive consultation and multiple rounds of cognitive testing to ensure the public sector census pilot was accessible for staff with disability.

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

Record keeping

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

We ensured that record keeping requirements continued to be met during COVID-19 pandemic lockdowns by supporting staff mobility and providing remote access to our record keeping system.

As part of the Information Classification Working Group, we supported the Office of Digital Government to develop the [Western Australian Information Classification Policy](#) which was released in August.

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

Advertising expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, we incurred expenditure of \$50 648 with advertising agencies and media advertising organisations. We did not incur any expenditure with market research, polling and direct mail companies.

Table 7: Advertising expenditure 2020-21

Advertising agencies	Amount
Rare Advertising and Digital	\$7 762
Cooch3	\$2 680
Media advertising organisations	Amount
Initiative Media Australia Pty Ltd ¹	\$40 206

¹Includes \$18 407 of CEO recruitment expenditure recouped from agencies.



Complying with public sector standards and codes

We complied with the [Public Sector Standards in Human Resource Management](#) and [Public Sector Code of Ethics](#).

We informed new staff of these standards in their induction, accountable and ethical decision-making training, and information published on our intranet. Our human resources team provided advice, support and guidance to managers and staff on the standards. Notification of the right to lodge breach of standards claims was provided as required by the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005.

There were no applications lodged for breaches of standards in 2020-21.

Salaries and Allowances Tribunal

The Salaries and Allowances Tribunal is an independent statutory body established under Section 5 of the *Salaries and Allowances Act 1975*.

The Treasurer has determined that the tribunal is an affiliated body of the Commission in accordance with Section 60(1)(b) of the *Financial Management Act 2006*.

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

Under these financial arrangements we are obliged to provide the tribunal with certain financial services during the year including preparation of financial information to facilitate the discharge of statutory reporting obligations.

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

Occupational safety and health

Our Corporate Executive continued its commitment to lead a safe and healthy workplace. The Executive Director People, Culture and Diversity chaired the 3 Occupational Safety and Health Committee meetings held during the year in September and December 2020 and March 2021.

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

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

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

Table 8: Safety, health and injury management performance reporting 2018-19 to 2020-21

Indicator	2018-19	2019-20	2020-21	Target	Comment
Number of fatalities	0	0	0	0	Achieved
Lost time injury/disease incidence rate	0	0	0	0 or 10% improvement on previous 3 years	Achieved
Lost time injury/disease severity rate	0	0	0	0 or 10% improvement on previous 3 years	Achieved
Percentage of injured workers returned to work within within (i) 13 weeks and (ii) 26 weeks	(i) N/A (ii) N/A	(i) N/A (ii) N/A	(i) N/A (ii) N/A	Greater than or equal to 80% return to work within 26 weeks	Achieved
Percentage of managers and supervisors trained in OSH and injury management responsibilities	83%	94%	97%	Greater than or equal to 80%	Exceeded

Unauthorised use of purchasing cards

We reminded staff regularly of their obligations under our corporate purchasing card policy. In 2020-21, one member of staff inadvertently used the corporate purchasing card for personal expenditure which was settled promptly.

Table 9: Unauthorised use of purchasing cards 2020-21

Indicator	2020-21
Aggregate amount of personal use expenditure for the reporting period	\$11
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$11



Financial statements

Certification of Financial Statements

For the reporting period ended 30 June 2021

The accompanying financial statements of the Public Sector Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2021 and the financial position as at 30 June 2021.

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

Shaun McLeod
CHIEF FINANCE OFFICER
24 August 2021

Sharyn O'Neill
PUBLIC SECTOR COMMISSIONER
24 August 2021

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Auditor General

INDEPENDENT AUDITOR'S OPINION 2021 Public Sector Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

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

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, and Summary of Consolidated Account Appropriations for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Public Sector Commission for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

I am independent of the Commission in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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



Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Public Sector Commission are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.

The Commissioner's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Public Sector Commission for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Public Sector Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2021.



The Commissioner's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

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

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

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

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

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

This auditor's report relates to the financial statements, controls and key performance indicators of the Public Sector Commission for the year ended 30 June 2021 included on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
27 August 2021



Statement of Comprehensive Income

For the year ended 30 June 2021

	Note	2021 \$000	2020 \$000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	18 433	17 610
Supplies and services	2.3	6 355	5 750
Depreciation expense	4.1(c) / 4.1(d)	95	129
Finance costs	6.2	2	2
Accommodation expenses	2.4	2 414	2 295
Grants and subsidies	2.2	160	467
Other expenses	2.5	63	69
Total cost of services		27 522	26 322
Income			
Other income	3.2	71	57
Total income		71	57
NET COST OF SERVICES		27 451	26 265
Income from State Government			
Service appropriation	3.1	25 557	24 935
Income from other public sector entities	3.1	212	347
Services received free of charge	3.1	1 789	1 469
Royalties for Regions Fund	3.1	4	-
Total income from State Government		27 562	26 751
SURPLUS/(DEFICIT) FOR THE PERIOD		111	486
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		111	486

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

Statement of Financial Position

As at 30 June 2021

	Note	2021 \$000	2020 \$000
ASSETS			
Current assets			
Cash and cash equivalents	6.3	14 349	14 811
Receivables	5.1	736	877
Amounts receivable for services	5.2	100	90
Other current assets	5.3	478	460
Total current assets		15 663	16 238
Non-current assets			
Restricted cash and cash equivalents	6.3	275	223
Amounts receivable for services	5.2	6 805	6 835
Property, plant and equipment	4.1 (a)	268	240
Right-of-use assets	4.1 (b)	66	78
Other non-current assets	5.3	-	30
Total non-current assets		7 414	7 406
TOTAL ASSETS		23 077	23 644
LIABILITIES			
Current liabilities			
Payables	5.4	1 359	2 113
Lease liabilities	6.1	25	27
Employee related provisions	2.1(b)	3 102	3 141
Contract liabilities	5.5	13	-
Total current liabilities		4 499	5 281
Non-current liabilities			
Lease liabilities	6.1	43	52
Employee related provisions	2.1(b)	889	813
Total non-current liabilities		932	865
TOTAL LIABILITIES		5 431	6 146
NET ASSETS		17 646	17 498
EQUITY			
Contributed equity	8.7	80	43
Accumulated surplus/(deficit)	8.7	17 566	17 455
TOTAL EQUITY		17 646	17 498

The Statement of Financial Position should be read in conjunction with accompanying notes.



Statement of Changes in Equity

For the year ended 30 June 2021

	Note	Contributed equity \$000	Accumulated surplus/ (deficit) \$000	Total equity \$000
Balance at 1 July 2019		-	16 969	16 969
Surplus/(deficit)		-	486	486
Total comprehensive income for the period		-	486	486
Transactions with owners in their capacity as owners:				
Capital appropriations		1 324	-	1 324
Distribution to owners		(1 281)	-	(1 281)
		43	-	43
Balance at 30 June 2020	8.7	43	17 455	17 498
Balance at 1 July 2020		43	17 455	17 498
Surplus/(deficit)		-	111	111
Total comprehensive income for the period		-	111	111
Transactions with owners in their capacity as owners:				
Capital appropriations		37	-	37
Total		37	-	37
Balance at 30 June 2021	8.7	80	17 566	17 646

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

Statement of Cash Flows

For the year ended 30 June 2021

	Note	2021 \$000	2020 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		25 487	24 931
Capital appropriations		37	43
Funds from other public sector entities		454	126
Holding account drawdown		90	27
Royalties for Regions Fund		4	-
Net cash provided by State Government		26 072	25 127
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(18 085)	(17 464)
Supplies and services		(5 715)	(3 236)
Finance costs		(2)	(2)
Accommodation		(2 408)	(2 295)
Grants and subsidies		(154)	(308)
GST payments on purchases		(684)	(716)
GST payments to taxation authority		(21)	(9)
Receipts			
GST receipts on sales		21	9
GST receipts from taxation authority		620	703
Other receipts		70	153
Net cash provided by/(used in) operating activities		(26 358)	(23 165)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(83)	(217)
Net cash provided by/(used in) investing activities		(83)	(217)
CASH FLOWS FROM FINANCING ACTIVITIES			
Principal elements of lease payments		(41)	(34)
Net cash provided by/(used in) financing activities		(41)	(34)
Net increase/(decrease) in cash and cash equivalents		(410)	1 711
Cash and cash equivalents at the beginning of period		15 034	13 323
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	6.3	14 624	15 034

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



Summary of Consolidated Account Appropriations

For the year ended 30 June 2021

	2021 Budget estimate \$000	2021 Supplementary funding \$000	2021 Revised budget \$000	2021 Actual \$000	2021 Variance \$000
DELIVERY OF SERVICES					
Item 7 - Net amount appropriated to deliver services	25 047	-	25 047	25 047	-
Amount authorised by other statutes					
- <i>Salaries and Allowances Act 1975</i>	510	-	510	510	-
Total appropriations provided to deliver services	25 557	-	25 557	25 557	-
CAPITAL					
Item 96 capital appropriation	37	-	37	37	-
GRAND TOTAL	25 594	-	25 594	25 594	-

No supplementary funding is received by the Commission.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 1 Basis of preparation

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

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

These annual financial statements were authorised for issue by the Commissioner of the Commission on 24 August 2021.

Statement of compliance

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

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

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

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Contributed equity

AASB Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, 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 appropriations have been designated as contributions by owners by Treasurer's Instruction 955 Contributions by Owners Made to Wholly Owned Public Sector Entities and have been credited directly to Contributed Equity.



The 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 transfer are non-discretionary and non-reciprocal.

Comparative figures

Comparatives figures are, where appropriate, reclassified to be comparable with the figures presented in the current reporting period.

Note 2 Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Commission's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Commission in achieving its objectives and the relevant notes are:

	Notes	2021 \$000	2020 \$000
Employee benefits expenses	2.1 (a)	18 433	17 610
Employee related provisions	2.1 (b)	3 991	3 954
Grants and subsidies	2.2	160	467
Supplies and services	2.3	6 355	5 750
Accommodation expenses	2.4	2 414	2 295
Other expenses	2.5	63	69

Note 2.1 (a) Employee benefits expenses

	2021 \$000	2020 \$000
Employee benefits	16 715	15 650
Termination benefits	133	519
Superannuation - defined contribution plans	1 585	1 441
Total employee benefits expense	18 433	17 610
Add: AASB 16 Non-monetary benefits	37	43
Less: Employee Contributions	29	24
Net employee benefits	18 441	17 629

Employee benefits:

Include wages, salaries, accrued and paid leave entitlements and paid sick leave; and non-monetary benefits such as cars for employees.

Termination benefits:

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

Superannuation:

The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

AASB 16 Non-monetary benefits:

Non-monetary employee benefits, that are employee benefits expenses, predominately relate to the provision of vehicle benefit is measured at the cost incurred by the Commission.

Employee contributions:

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



Note 2.1 (b) Employee related provisions

	2021 \$000	2020 \$000
Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.		
Current		
Employee benefits provisions		
Annual leave ^(a)	1 565	1 483
Long service leave ^(b)	1 519	1 640
	3 084	3 123
Other provisions		
Employment on-costs ^(c)	18	18
Total current employee related provisions	3 102	3 141
Non-current		
Employee benefits provisions		
Long service leave ^(b)	884	808
	884	808
Other provisions		
Employment on-costs ^(c)	5	5
Total non-current employee related provisions	889	813
Total employee related provisions	3 991	3 954

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

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

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

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

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

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

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

	2021	2020
	\$000	\$000
Employment on-costs provision		
Carrying amount at start of period	23	20
Additional/(reversals of) provisions recognised	-	3
Carrying amount at end of period	23	23

Key sources of estimation uncertainty - long service leave

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

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

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

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



Note 2.2 Grants and subsidies

	2021 \$000	2020 \$000
Government agency grants	1	58
Sponsorships	21	14
External grants	138	395
Total grants expenses	160	467

Transactions in which the Commission provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

Note 2.3 Supplies and services

	2021 \$000	2020 \$000
Communications	18	19
Consultants and contractors	4 990	4 526
Consumables	442	417
Repairs and maintenance	18	16
Travel	29	31
Insurance premiums	85	88
Licences, fees and registration	564	430
Operating lease, rental and hire cost	21	1
Other	188	222
Total supplies and services	6 355	5 750

Supplies and services:

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Repairs and maintenance:

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

Other:

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

Note 2.4 Accommodation expenses

	2021 \$000	2020 \$000
Rental	2 414	2 295
Total accomodation expenses	2 414	2 295

Rental expenses include:

- i. short-term leases with a lease term of 12 months or less
- ii. low-value leases with an underlying value of \$5,000 or less
- iii. variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs.

Note 2.5 Other expenses

	2021 \$000	2020 \$000
Employment on-costs	1	2
Professional services	60	66
Bad debts - Written off	2	1
Total other expenses	63	69

Employment on-costs:

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

Professional services:

Includes audit fees. See also Note 8.6 'Remuneration of auditor'.



Note 3 Our funding sources

How we obtain our funding

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

	Notes	2021 \$000	2020 \$000
Income from State Government	3.1	27 562	26 751
Other income	3.2	71	57

Note 3.1 Income from State Government

	2021 \$000	2020 \$000
Appropriation received during the period:		
• Service appropriation	25 557	24 935
Total appropriation received	25 557	24 935
Income received from other public sector entities during the period:		
• Reviews	-	221
• Workers' compensation adjustment	17	41
• Training and development courses	195	85
Total income received	212	347
Services received free of charge from other State Government agencies during the period:		
• Department of the Premier and Cabinet - corporate support services	993	684
• Department of Finance - accommodation leasing and fit-out depreciation	727	719
• Department of Justice - legal services	60	60
• Department of Education - recruitment panel service and intranet presentation	-	2
• Department of Water and Environmental Regulation - Committee representation	9	4
Total resources received	1 789	1 469
Royalties for Regions Fund:		
• Regional Community Services Account - Regional Workers Incentive	4	-
Total Royalties for Regions Fund	4	-
Total income from State Government	27 562	26 751

Service appropriations are recognised as income at the fair value of consideration received in the period in which the Commission gains control of the appropriated funds. The Commission gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Service appropriations fund the net cost of services delivered. Appropriation revenue comprises the following:

- cash component
- a receivable (asset).

The receivable (holding account - note 5.2) comprises the following:

- the budgeted depreciation expense for the year
- any agreed increase in leave liabilities during the year.

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

Assets or services received free of charge or for nominal cost, that the Commission would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

The Regional Community Services Accounts is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent fund is committed to projects and programs in WA regional areas and are recognised as income when the Commission receives the funds. The Commission has assessed Royalties for Regions agreements and concludes that they are not within scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.

Note 3.2 Other income

	2021 \$000	2020 \$000
Recoups	6	16
Contributions by senior officers to the Government Vehicle Scheme	29	24
Australian Apprenticeships Incentive Program	36	15
Other miscellaneous revenue	-	2
Total other revenue	71	57

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



Note 4 Key assets

Assets the Commission utilises for economic benefit or service potential

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

	Notes	2021 \$000	2020 \$000
Property, plant and equipment	4.1 (a)	268	240
Right-of-use assets	4.1 (b)	66	78
Total key assets		334	318

Note 4.1 (a) Property, plant and equipment

	Computer hardware \$000	Office equipment \$000	Leasehold improvement \$000	Furniture and fittings \$000	Total \$000
1 July 2020					
Gross carrying amount	6	141	228	57	432
Accumulated depreciation	(6)	(86)	(76)	(24)	(192)
Carrying amount at start of period	-	55	152	33	240
Additions	6	83	-	-	89
Other disposals ^(a)	-	-	-	-	-
Reclassification	-	-	(28)	28	-
Depreciation	-	(22)	(31)	(8)	(61)
Carrying amount at 30 June 2021	6	116	93	53	268
Gross carrying amount	12	194	200	85	491
Accumulated depreciation	(6)	(78)	(107)	(32)	(223)
Carrying amount at 30 June 2021	6	116	93	53	268

^(a) Three fully depreciated office equipment with a total cost of \$30 000 were disposed during the year.

Initial recognition

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

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

Subsequent measurement

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

Note 4.1 (b) Right-of-use assets

	2021 \$000	2020 \$000
Right-of-use assets		
Vehicles	66	78
Net carrying amount at 30 June	66	78

Additions to right-of-use assets during the 2021 financial year was \$23 000 (2020: \$19 600).

The Commission has secured the right-of-use assets against the related lease liabilities (note.6.1). In the event of default, the rights to the leased assets will revert to the lessor.

Initial recognition

Right-of-use assets are measured at cost including the following:

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



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

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the vehicles (i.e. 5 years).

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

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing of impairment is outlined in note 4.1(d).

Note 4.1 (c) Depreciation charge for right-of-use assets

The following amounts relating to leases have been recognised in the Statement of Comprehensive Income:

	2021 \$000	2020 \$000
Right-of-use assets		
Vehicles	34	41
Total right-of-use asset depreciation	34	41
Lease interest expense (included in finance cost)	2	2

The total cash outflow for leases in 2021 was \$41 000 (2020: \$36 000).

The Commission has leases for vehicles and office accommodations.

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

The Commission recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

Note 4.1 (d) Depreciation and impairment

Charge for the period

	Notes	2021 \$000	2020 \$000
Depreciation			
Leasehold improvement	4.1a	31	58
Computer hardware	4.1a	-	-
Furniture and fittings	4.1a	8	6
Office equipment	4.1a	22	24
Total depreciation for the period		61	88

As at 30 June 2021, there were no indications of impairment to property, plant and equipment.

Finite useful lives

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

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

- Computer Hardware - 3 years
- Office Equipment - 5 years
- Furniture, Fixtures and Fittings - 10 years.

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

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

Impairment

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

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

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



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

Note 5 Other assets and liabilities

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

	Notes	2021 \$000	2020 \$000
Receivables	5.1	736	877
Amounts receivable for services	5.2	6 905	6 925
Other current assets	5.3	478	490
Payables	5.4	1 359	2 113
Contract liabilities	5.5	13	-

Note 5.1 Receivables

	2021 \$000	2020 \$000
Current		
Receivables	219	324
GST receivable	197	133
	416	457
Other debtors	320	420
	320	420
Total current	736	877

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

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

Note 5.2 Amounts receivable for services (holding account)

	2021 \$000	2020 \$000
Current	100	90
Non-current	6 805	6 835
Balance at end of period	6 905	6 925

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

Amount receivables for services are considered not impaired (i.e. there is no expected credit loss of the holding account).

Note 5.3 Other assets

	2021 \$000	2020 \$000
Current		
Prepayments	478	460
Total current	478	460
Non-current		
Prepayments	-	30
Total non-current	-	30
Balance at end of period	478	490

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.



Note 5.4 Payables

	2021 \$000	2020 \$000
Current		
Payables	541	1 365
Accrued salaries	282	184
Accrued expenses	536	564
Balance at end of period	1 359	2 113

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

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

Note 5.5 Contract liabilities

	2021 \$000	2020 \$000
Opening balance at the beginning of the period	-	20
Additions	208	65
Revenue recognised in the reporting period	(195)	(85)
Closing balance at the end of the period	13	-
Current	13	-

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

Note 6 Financing

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

	Notes	2021 \$000	2020 \$000
Lease liabilities	6.1	68	79
Finance cost	6.2	2	2
Cash and cash equivalents	6.3	14 624	15 034
Assets pledged as security	6.4	66	78

Note 6.1 Lease liabilities

	2021 \$000	2020 \$000
Current	25	27
Non-current	43	52
	68	79

Initial measurement

The Commission measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

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

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

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

Periods covered by extension or termination options are only included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

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

This section should be read in conjunction with note 4.1(b).

Subsequent measurement

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



Note 6.2 Finance costs

	2021 \$000	2020 \$000
Finance costs		
Lease interest expense	2	2
Finance costs expensed	2	2

Note 6.3 Cash and cash equivalents

	2021 \$000	2020 \$000
Cash and cash equivalents	14 349	14 811
Restricted cash and cash equivalents		
- Accrued salaries suspense account ^(a)	275	223
Balance at end of period	14 624	15 034

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

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

Note 6.4 Assets pledged as security

	2021 \$000	2020 \$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use assets - vehicles	66	78
Total assets pledged as security	66	78

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

Note 7 Financial instruments and contingencies

	Notes
Financial instruments	7.1
Contingent assets	7.2.1
Contingent liabilities	7.2.2

Note 7.1 Financial instruments

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

	2021 \$000	2020 \$000
Financial assets		
Cash and cash equivalents	14 624	15 034
Financial assets at amortised cost ^(a)	7 444	7 669
Total financial assets	22 068	22 703
Financial liabilities		
Financial liabilities at amortised cost	1 427	2 192
Total financial liability	1 427	2 192

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

Note 7.2 Contingent assets and contingent liabilities

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

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

Note 7.2.1 Contingent assets

The Commission has no contingent assets.

Note 7.2.2 Contingent liabilities

The Commission has no contingent liabilities.



Note 8 Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Affiliated bodies	8.5
Remuneration of auditors	8.6
Equity	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

Note 8.1 Events occurring after the end of the reporting period

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

Note 8.2 Initial application of Australian Accounting Standards

AASB 1059 - Service Concession Arrangements: Grantors is effective on or after 1 January 2020. The Commission considers this standard does not have an impact on our accounts and accounting policies.

Note 8.3 Key management personnel

The Commission has determined that key management personnel to include cabinet ministers and senior officers of the Commission. The Commission does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances. The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Commission for the reporting period are presented within the following bands:

	2021 \$000	2020 \$000
Compensation Band (\$)		
540 001 - 550 000	1	1
230 001 - 240 000	-	1
210 001 - 220 000	4	2
200 001 - 210 000	2	1
190 001 - 200 000	-	1
130 001 - 140 000	-	1
Total compensation of senior officers	1 815	1 741

Total compensation includes the superannuation expense incurred by the Commission in respect of senior officers.

Note 8.4 Related party transactions

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

Related parties of the Commission include:

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

Material transactions with related parties

Outside of normal citizen type transactions with the Commission, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.



Note 8.5 Affiliated bodies

Salaries and Allowances Tribunal

The Tribunal, established by section 5 of the *Salaries and Allowances Act 1975*, is a government affiliated body that received administrative support from, but is not subject to operational control by the Commission. It is funded by a Parliamentary appropriation of \$1 017 000 for 2020-21 (\$1 018 000 for 2019-20).

Note 8.6 Remuneration of auditors

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

	2021 \$000	2020 \$000
Auditing the accounts, financial statements, controls and key performance indicators	60	59
Total remuneration of auditor	60	59

Note 8.7 Equity

	2021 \$000	2020 \$000
Contributed equity		
Balance at start of period	43	-
Contributions by owners		
Capital appropriations	37	1 324
Total contributions by owners	80	1 324
Distributions to owners		
Return of capital appropriations to Consolidated Account	-	(1 281)
Total distributions to owners	-	(1 281)
Balance at end of period	80	43
Accumulated surplus/(deficit)		
Balance at the start of period	17 455	16 969
Result for the period	111	486
Balance at end of period	17 566	17 455
Total equity at the end of the period	17 646	17 498

Note 8.8 Supplementary financial information

(a) Write-offs

During the financial year \$2 343 (2020: \$4 548) was written off as bad debts under the authority of:

	2021 \$000	2020 \$000
The Accountable Authority	2	5
The Minister	-	-
Executive Council	-	-
	2	5

(b) Losses through theft, defaults and other causes

	2021 \$000	2020 \$000
Losses of public money through default - salary overpayments deemed unrecoverable	2	5



Note 8.9 Explanatory statement (Controlled Operations)

All variances between annual estimates (original budget) and actual results for 2021, and between the actual results for 2021 and 2020 are shown below. Narratives are provided for key major variances, which are greater than 10% and 1% of Total Cost of Services for the previous year for the Statements of Comprehensive Income, and Statement of Cash Flows (i.e. 1% of \$26 322 000), and are greater than 10% and 1% of Total Assets (Estimate) for the Statement of Financial Position (i.e. 1% of \$23 624 000).

8.9.1 Statement of Comprehensive Income Variances

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual for 2021 \$000	Variance between actual results for 2021 and 2020 \$000
Expenses						
Employee benefits expense		18 799	18 433	17 610	(366)	823
Supplies and services	1, A	5 271	6 355	5 750	1 084	605
Depreciation expense		70	95	129	25	(34)
Finance costs		4	2	2	(2)	-
Accommodation expenses	2	2 696	2 414	2 295	(282)	119
Grants and subsidies	3, B	591	160	467	(431)	(307)
Other expenses		56	63	69	7	(6)
Total cost of services		27 487	27 522	26 322	35	1 200
Income						
Other income		108	71	57	(37)	14
Total income other than income from State Government		108	71	57	(37)	14
NET COST OF SERVICES		27 379	27 451	26 265	72	1 186

8.9.1 Statement of Comprehensive Income Variances continued

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual for 2021 \$000	Variance between actual results for 2021 and 2020 \$000
Income from State Government						
Service appropriation		25 557	25 557	24 935	-	622
Income from other public sector entities		347	212	347	(135)	(135)
Services received free of charge	4, C	1 346	1 789	1 469	443	320
Royalties for Regions Fund		11	4	-	(7)	4
Total income from State Government		27 261	27 562	26 751	301	811
SURPLUS/ (DEFICIT) FOR THE PERIOD		(118)	111	486	229	(375)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(118)	111	486	229	(375)



8.9.2 Statement of Financial Position Variances

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual \$000	Variance between actual results for 2021 and 2020 - \$000
ASSETS						
Current assets						
Cash and cash equivalents		14 544	14 349	14 811	(195)	(462)
Receivables		976	736	877	(240)	(141)
Amounts receivable for services		63	100	90	37	10
Other current assets		460	478	460	18	18
Total current assets		16 043	15 663	16 238	(380)	(575)
Non-current assets						
Restricted cash and cash equivalents		297	275	223	(22)	52
Amounts receivable for services		6 842	6 805	6 835	(37)	(30)
Property, plant and equipment		326	268	240	(58)	28
Right-of-use assets		86	66	78	(20)	(12)
Other non-current assets		30	-	30	(30)	(30)
Total non-current assets		7 581	7 414	7 406	(167)	8
TOTAL ASSETS		23 624	23 077	23 644	(547)	(567)

8.9.2 Statement of Financial Position Variances continued

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual \$000	Variance between actual results for 2021 and 2020 - \$000
LIABILITIES						
Current liabilities						
Payables		2 166	1 359	2 113	(807)	(754)
Lease liabilities		27	25	27	(2)	(2)
Employee related provisions		3 141	3 102	3 141	(39)	(39)
Contract liabilities		-	13	-	13	13
Total current liabilities		5 334	4 499	5 281	(835)	(782)
Non-current liabilities						
Lease liabilities		61	43	52	(18)	(9)
Employee related provisions		812	889	813	77	76
Total non-current liabilities		873	932	865	59	67
TOTAL LIABILITIES		6 207	5 431	6 146	(776)	(715)
NET ASSETS		17 417	17 646	17 498	229	148
EQUITY						
Contributed equity		(12 897)	80	43	12 977	37
Accumulated surplus/ (deficit)		30 314	17 566	17 455	(12 748)	111
TOTAL EQUITY		17 417	17 646	17 498	229	148



8.9.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual \$000	Variance between actual results for 2021 and 2020 \$000
Cash flows from State Government						
Service appropriation		25 487	25 487	24 931	-	556
Capital appropriations		37	37	43	-	(6)
Funds from other public sector entities		347	454	126	107	328
Holding account drawdown		90	90	27	-	63
Royalties for Regions Fund		11	4	-	(7)	4
Net cash provided by State Government		25 972	26 072	25 127	100	945
Cash flows from operating activities						
Payments						
Employee benefits		(18 582)	(18 085)	(17 464)	497	(621)
Supplies and services	1, A	(4 573)	(5 715)	(3 236)	(1 142)	(2 479)
Finance costs		(4)	(2)	(2)	2	-
Accommodation		(2 396)	(2 408)	(2 295)	(12)	(113)
Grants and subsidies	3	(591)	(154)	(308)	437	154
GST payments on purchases	5	(415)	(684)	(716)	(269)	32
GST payments to taxation authority		(87)	(21)	(9)	66	(12)
Receipts						
GST receipts on sales		87	21	9	(66)	12
GST receipts from taxation authority		415	620	703	205	(83)
Other receipts		108	70	153	(38)	(83)
Net cash provided by/(used in) operating activities		(26 038)	(26 358)	(23 165)	(320)	(3 193)

8.9.3 Statement of Cash Flows Variances continued

	Variance Note	Estimate 2021 \$000	Actual 2021 \$000	Actual 2020 \$000	Variance between estimate and actual \$000	Variance between actual results for 2021 and 2020 \$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(90)	(83)	(217)	7	134
Net cash provided by/(used in) investing activities		(90)	(83)	(217)	7	134
Cash flows from financing activities						
Principal elements of lease payments		(37)	(41)	(34)	(4)	(7)
Net cash provided by/(used in) financing activities		(37)	(41)	(34)	(4)	(7)
Net increase/(decrease) in cash and cash equivalents		(193)	(410)	1 711	(217)	(2,121)
Cash and cash equivalents at the beginning of period		15 034	15 034	13 323	-	1,711
Cash and cash equivalents at the end of period		14 841	14 624	15 034	(217)	(410)



Major Variance Narratives

Variances between estimate and actual 2021

1. Supplies and Services is greater than the 2021 original budget as a result of reprioritising the Commission's resources to ensure service delivery outcomes are achieved which is offset by the underspend of Accommodation and Grants Subsidies expenses.
2. The variance in accommodation is largely due to the over provision in the estimate when the Commission initially adjusted its budget to account for the impact of AASB 16.
3. Grants and subsidies is lower than estimates largely due to reprioritising the Commission's resources to meet service delivery priorities.
4. The increase in resources received free of charge is mainly from the Department of Premier and Cabinet subsequent to a review of their service delivery allocation methodology.
5. The variance in GST payment on purchases is primarily due to actual supplies and services payments being greater than the original budget.

Variances between actual results for 2021 and 2020

- A. In 2021, the Commission has undertaken a number of new projects and initiatives such as the implementation of new integrity and risk case management, online reporting framework, census, digital solutions to CEO Delivery and performance approach and workplace and new accounting system.
- B. The decrease in grants and subsidies is mainly due to lower activities in the Executive Masters of Public Administration Program space as a result of the Covid pandemic, and reduction in the annual contributions made to third parties.
- C. The increase in resources received free of charge is mainly from the Department of Premier and Cabinet subsequent to a review of their service delivery allocation methodology.

Key performance indicators

Certification of key performance indicators

For the year ended 30 June 2021

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Public Sector Commission's performance, and fairly represent the performance of the Commission for the financial year ended 30 June 2021.



SHARYN O'NEILL

PUBLIC SECTOR COMMISSIONER

24 August 2021





Overview of key performance indicators

The Commission is responsible for assisting government through the delivery of services to achieve the broad goal to grow and diversify the economy, create jobs and support skill development.

To realise this goal, the Commission provides services to public sector entities to achieve its agency-level government-desired outcome of an efficient and effective public sector that operates with integrity. The Commission's service delivery areas are:

1. Public sector leadership
2. Assistance and support
3. Oversight and reporting.

Measurement of agency level outcomes

Key effectiveness indicators

The Commission's key effectiveness indicators measure the extent to which our activities are achieving, or are progressing towards, our agency-level outcome. To measure how we are performing against these indicators, an annual client perception survey is issued to our core clients.

In April 2021, the Under Treasurer approved a change to the composition of our core clients under our Outcome Based Management Framework to exclude entities listed in Schedule 1 of the PSM Act.

The Commission now defines core clients as:

- departments created under section 35 of the PSM Act
- ministerial offices
- SES organisations specified in Schedule 2, Column 2 of the PSM Act
- non-SES organisations.

The 2020-21 survey was distributed to 115 core clients (279 in 2019-20 of which 115 are consistent with the new core client definition and the remaining 164 relate to entities listed in Schedule 1 of the PSM Act 1994). It was open from 18 to 27 May 2021 and achieved a 60% response rate.

We asked our core clients to rate how well the advice and guidance offered by the Commission assisted them with the promotion of integrity, effectiveness and efficiency, and diversity and inclusion.

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

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

Key effectiveness indicators	2018-19 Actual ^(a)	2019-20 Actual ^(a)	2020-21 Target ^(b)	2020-21 Actual ^(b)
1. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations.	95%	94%	87%	90%
2. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	86%	95%	80%	90%
3. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	73%	81%	75%	84%

^(a) In April 2021, a new definition of core clients was approved which excludes entities listed in Schedule 1 of PSM Act. Key effectiveness indicator actuals for 2018-19 and 2019-20 have been re-cast using this new definition.

^(b) The 2020-21 target was set before the change referred to above and reflects Commission's former core client definition. This prevents meaningful comment on variances between targets and actuals.

Key efficiency indicators

Key efficiency indicators provide a measure of the cost of inputs required to achieve outcomes. In all instances the Commission's indicators include direct costs associated with the particular service and share of the corporate and executive support costs allocated to each service in accordance with the number of FTE employed. The indicators reflect core business activities only. An exception to this is the value of grants and termination payments paid during the year which are excluded because they are not considered costs of delivering services.



Service 1: Public sector leadership

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

Key efficiency indicators	Actual 2018-19	Actual 2019-20	Target 2020-21 ^(a)	Actual 2020-21	Variance
Average cost per leadership development program, product or training hour	\$115	\$101	\$104	\$101	(\$3)
Average cost per workforce development program, product or training hour	\$115	\$109	\$146	\$129	(\$17) ^(b)

^(a) Target costs revised due to a transposition error in 2020-21 State Budget.

^(b) Variance mainly due to lower than anticipated expenditure in activities and initiatives such as Aboriginal Traineeship Program, talent management and workforce development.

Service 2: Assistance and support

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

Key efficiency indicator	Actual 2018-19	Actual 2019-20	Target 2020-21	Actual 2020-21	Variance
Average cost per hour of assistance and support provided	\$108	\$103	\$93	\$106	\$13 ^(a)
Average cost per public administration, standards and integrity program, product or training hour	\$96	\$102	\$102	\$107	\$5

^(a) Variance primarily due to higher than anticipated expenditure to provide greater focus on assistance and support to the sector such as SES management.

Service 3: Oversight and reporting

This service progresses changes to legislation and develops policies to improve public administration and management; and provides independent oversight to monitor and report to the Parliament and ministers on compliance with the PSM Act, CCM Act, PID Act and Part IX of the EO Act.

Key efficiency indicators	Actual 2018-19	Actual 2019-20	Target 2020-21	Actual 2020-21	Variance
Average cost per hour addressing legislative and policy development	\$85	\$90	\$94	\$119	\$25 ^(a)
Average cost per hour of performance and oversight activity	\$101	\$97	\$93	\$100	\$7 ^(b)
Percentage of oversight actions completed within target timeframes	90%	94%	85%	94%	9% ^(c)

^(a) Variance due to combination of higher than anticipated expenditure with decrease in number of hours applied to directly support legislative and policy development programs in 2020-21.

^(b) Variance mainly caused by lower than estimated number of FTEs and actual hours applied to performance and oversight activities while overall expenditure remained on target.

^(c) Variance mainly due to ongoing process improvements which resulted in more efficient outcomes.



Appendix 1

CEO appointments, reappointments and directions to act

Appointments

Jennifer McGrath	Commissioner, Mental Health Commission
Darshi Ganeson-Oats	General Manager, South Regional TAFE
Natasha Monks	Director, Great Southern Development Commission

Reappointments

David Russell-Weisz	Director General, Department of Health
Peter Deague	Chief Executive Officer, Metropolitan Cemeteries Board

Transfers

Gail McGowan	To Performance of Other Functions
David Smith	To Performance of Other Functions
Duncan Ord	To Performance of Other Functions
Richard Sellers	To Director General, Department of Mines, Industry Regulation and Safety

Directions to act

Jennifer McGrath	Commissioner, Mental Health Commission
Sue Lapham	General Manager, South Regional TAFE
Richard Sellers	Director General, Department of Jobs Tourism Science and Innovation
Mike Rowe	Director General, Department of Communities Chief Executive Officer, Housing Authority Chief Executive Officer, Country Housing Authority Chief Executive Officer, Disability Services Commission
Michelle Andrews	Director General, Department of Water and Environmental Regulation
Matt Ryan	Chief Executive Officer, Metropolitan Redevelopment Authority
Nicole Godecke	Director General, Department of Finance Chief Executive Officer, State Supply Commission
Joanne Payne	General Manager, Central Regional TAFE
Lanie-Marie Chopping	Director General, Department of Local Government, Sport and Cultural Industries General Manager, Perth Theatre Trust
Rebecca Brown	Director General, Department of the Premier and Cabinet
Emily Roper	Director General, Department of the Premier and Cabinet
Karen Ho	Director General, Department of Training and Workforce Development
Anne Finlay	Director, Mid West Development Commission
Jodi Cant	Director General, Department of Planning Lands and Heritage
Peter Woronzow	Director General, Department of Transport Chief Executive Officer, Public Transport Authority Commissioner, Main Roads WA
Tim Bray	Director, Kimberley Development Commission

