



CPSU/CSA **Annual Report**

2025-2026

Executive Summary

The achievements outlined throughout this report are, above all, a reflection of the collective strength, leadership, and determination of CPSU/CSA members. Over the past year, members have secured sector-wide improvements and continued building a powerful union for our members. Faced with challenges both anticipated and unforeseen, our members organised collectively, exercised our industrial and political voice, and demonstrated the power of workers acting together. As a result, our authority across the Western Australian public sector has continued to build a stronger, more influential union.

As the final pieces of the most significant Machinery of Government changes since 2018 neared completion at the close of 2025, improved relationships between the union and employers became one of the apparent strengths to emerge from the Public Sector Reform implementation work. Continuing to strengthen worker voices at the centre of implementing change and strengthening relationships between the union and employers, built on the credibility and influence that members have collectively established over many years. When the WA Government announced a Voluntary Targeted Separation Scheme (VTSS), seeking to cut 1,500 FTE from the general government workforce, union officials and delegates were able to immediately rely on the union's reputation of being a genuine, yet unapologetic, collaborator to have worker voices heard. This enabled us to ensure employer consultation, data provision and consideration for work health and safety are present throughout the scheme's rollout, which opened in the new financial year.

At the same time, members demonstrated that union power is not measured solely by consultation, but by the willingness of workers to stand together when public services and public sector jobs are under threat. The WA Government subsequently also announced its proposal to abandon its public service delivery in direct provision of disability residential group homes, known as Supported Community Living, a clear intent to privatise a public service. Delegates demanded the Government immediately shelve this proposal and mobilised to fight back. Members' efforts to-date have secured meetings with MPs, more consultative opportunities on the proposal and over 1,800 petition signatures calling on the Minister for Disability Services to shelve the idea. As the financial year ends, delegates and the union are preparing for a rally opposing privatisation to coincide with the close of consultation in the middle of July 2026.

Despite these challenges, regional CPSU/CSA members secured long overdue modernisation of the District Allowance Agreement. After years of research, claim development, advocacy and campaigning, solely led by the regional members of the CPSU/CSA, our union secured reform for the entire regional WA public sector workforce. Some of the most remote and under recognised workers are set to receive an allowance bump of over \$7,000 per annum as a result. Throughout the financial year, regional member-led efforts also won improvements to the Motor Vehicle Allowance, Recreational Leave Travel Concession and Travelling Allowance. This victory demonstrates what members can achieve when they identify a shared issue, develop a collective claim and organise for change. As a result, some of the most remote and historically overlooked public sector workers in Western Australia have made significant and lasting change.

These outcomes reinforce a simple truth: when members organise, we win.

Every improvement secured this year, from workplace protections and consultation rights to allowances and conditions, was achieved because members stood together, participated in their union and exercised collective power. Individually, workers can be overlooked. Collectively, we are a force that governments and employers must engage with.

As we finalise our Strategic Plan, strengthen internal systems and continue the responsible stewardship of union resources, we are building an organisation capable of converting member power into lasting outcomes. Our focus is not only on the next round of bargaining, but on growing the strength, influence and capacity of our union for the decades ahead.

With the new financial year underway, we are looking forward to the opportunity to harness that collective strength in negotiations for the Public Sector CSA Agreement 2027. Together, we will continue to campaign for better pay, stronger conditions, safer workplaces, and the public services our communities rely upon. The gains we achieve will be determined by the same factor that has driven our successes this year: the collective power of informed, active and organised members.

In Unity,



Melanie Bray
Branch Secretary



Ness Brett
Assistant Branch Secretary



Matthew Abrahamson
President

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CPSU/CSA Strategic Plan

Building a Powerful Union for CPSU/CSA Members

This year we undertook a significant engagement process to shape the next strategic plan for the CPSU/CSA. The work brought together delegates, members, staff and members of Branch Council to test our direction, understand member expectations and identify what is needed to build a more powerful union across the WA public sector.

Our engagement was broad and deliberate. Around 95 delegates participated across two days of DelCon 2025 activity, including focused discussion on the new strategic plan and regional priorities. Members also contributed through a survey that received 1,515 responses across more than 65 agencies. The first survey of its kind specifically focused on what members need from their union overall.

What we heard

Delegates identified clear strengths in the way we advocate, organise and respond to members. The strongest theme was our capacity to advocate and hold decision-makers to account, representing 52 per cent of responses. Delegates also recognised mobilisation, collective action, member leadership, adaptability and delegate support as core strengths.

Members were equally clear about their priorities. Winning better pay and conditions was the strongest goal, selected by 64.53 per cent of respondents. Making workplaces fairer and safer followed at 48.63 per cent. Protection when something goes wrong was selected by 43.02 per cent.

The survey also showed a clear opportunity: while many members still experience the union as a service provided by staff or the union office, 91.47 per cent agreed that winning outcomes requires members to use their collective voice. Members understand collective power. Our task is to make participation easier, more visible, and more effective in every workplace.

What members need

Members asked for practical resources, clearer structures, and stronger support. Workplace information, including rights, awards, agreements and fact sheets, was selected by 72.30 per cent of respondents. Union staff support in disputes or bargaining was selected by 60.86 per cent. Members also identified role clarity for union representatives, recognition of member contributions and clear entry points for those who want to step up.

The message is clear and consistent. Members want a union that is visible, practical and easy to participate in. They want support that builds confidence, strengthens workplace leadership and recognises the work members do, to win change together.

How we used the feedback

Staff engagement was central to the process. The leadership group met weekly during the reporting period (and continue to do so at the time of writing) to coordinate organisational engagement and progress the strategic plan work. Staff across corporate services, industrial, communications, engagement, and divisional areas contributed to the analysis and refinement of the draft enduring pieces.

Branch Council also played an important role. Councillors participated in out-of-session briefings and provided feedback on the proposed vision, purpose, values and theory of union. This feedback sharpened the language, strengthened the connection to members, and reinforced the ambition to normalise union in workplaces and sectors.

We were able to complete the incredibly important work of crystallising our guiding enduring pieces to inform the critical next activities to achieve the goals our members have set for their union.

Outcomes and next steps

The engagement process confirmed a strong shared direction. Our vision is to build a powerful union for CPSU/CSA members. Our purpose is to unite public sector workers to build powerful union workplaces, fair working conditions, and strong public services.

The next phase is to turn this direction into action. We will set clear ambitions, align our work across the union, and focus on the practical conditions that help members act collectively. That means building density, strengthening delegate and workplace leader support, improving visibility and ensuring members have the tools they need to do union in their workplace.

The Enduring Principles Moving Our Union Forward

Vision

Building a powerful union for CPSU/CSA members.

Purpose

Uniting public sector workers to build powerful union workplaces, fair working conditions and strong public services. Our unity, our power, our public services.

Our Values



Theory of Union

The CPSU/CSA is a member-led union, that is a powerful driver of progress in the WA Public Sector. The union succeeds when our voices are frank and fearless.

Our enduring gains and credibility build over time. Being an essential stakeholder is critical to strengthening our public services and improving the lives of the workers who deliver them.

We generate collective power through our shared knowledge, expertise, and strong relationships. We exercise this power through robust political and industrial advocacy and strategic engagement.

When we are prevented from progressing necessary change, we will escalate through disruption, public campaigning, and sustained pressure.

We have the power to move as one.

Campaigns and Projects



Public Sector Reform (PSR)

On 31 March 2025, Premier Roger Cook announced a major reform of nine public sector agencies, setting in motion one of the most significant machinery-of-government changes undertaken across the WA public sector in recent years.

The union responded immediately to ensure members had a strong voice in how the reform was implemented. By the end of the 2024/25 financial year, regular engagement with the Public Sector Commission and affected agencies was well established, union delegates were participating in Agency Implementation Groups, and important safeguards had been secured through the Change Management Principles. These arrangements provided the foundation for the union's work as implementation moved into its next phase during 2025/26.

From 1 July 2025, the non-Corporate Services divisions and teams began working from their newly gazetted agencies. Work for the union changed focus into monitoring how the moved cohorts of workers were settling into new arrangements, managing any teething problems, and beginning to focus on how corporate services staff would be allocated across new agencies. All five Agency Implementation Groups continued meeting, with the CPSU/CSA successful in securing minimum meeting cadences throughout Phase Two.

The union undertook frequent and collaborative meetings with the Public Sector Commission, throughout the PSR process to, develop the necessary change management processes for agency corporate services FTE allocations, development of new corporate services structures, adequate consultation on how individual staff would be affected and moved, and development of fact sheets for all PSR affected workers, including on Change Fatigue, Pay and Leave, and Safety Consultation.

The union also ran corporate services specific online all members meetings to discuss the Change Management Principles and Critical Path timelines, the Public Sector Commission developed in conjunction with us.

Towards the end of 2025, the majority of Agency Implementation Groups which, were consultative forums between union workplace delegates & agency executives, closed out with final corporate services staff movements taking effect from 1 January 2026. While some minor and moderate issues emerged as Public Sector Reform unfolded, the experience of workers was in the main smooth and well communicated, with a very different experience from the 2017 WA Public Sector Reform process which, is a testament to the hard work of our workplace delegates in the space and the collaborative work with the sector, particularly the Public Sector Commission and political government to ensure the workers needs were central in these changes.

Public Sector Reform not only strengthened the union's high-level stakeholder relationships across the Sector, but it also gave rise to many agency executives becoming more aware of their industrial obligations on consultation and information provision to the union

As the 2025/26 financial year came to an end, the final element of Public Sector Reform has been ongoing consultation between the Department of Communities and the Department of Housing and Works, whilst finalising their corporate services transition. This is being managed through a Transition Implementation Group, which includes Department and union representatives.

Regional Members Delivering Benefits for Members

The campaign to fight for a fair District Allowance Agreement began as part of a review to assess and strengthen regional entitlements shortly after the Public Sector CSA Agreement 2022 was registered.

Recognising that regional members are best placed to identify the challenges of living and working in remote and regional communities, delegates worked closely with the union to ensure members voices shaped the regional entitlement review agenda. Delegates with strong workplace connections were contacted and brought together to form the regional entitlements working party.

Throughout 2023 and 2024, regional delegates pursued improvements to regional entitlements by holding regular delegate meetings, conducting a statewide Regional Entitlements Survey, and working with the Regional Entitlements Review Working Party to analyse member feedback and identify key priorities

Members of the regional entitlements working party advocated for members through regular meetings with Government Sector Labour Relations and meetings with local Members of Parliament.

The original working party involved delegates from across the state demonstrating that the CPSU/CSA is a union for the whole of Western Australia.

The landmark achievements, rights and entitlements won this year could not have been realised without the years-long work of this outstanding group of delegates. Regional entitlements in industrial agreements; District Allowance, Motor Vehicle Allowance, Recreational Leave Travel Concession, Travelling Allowance, and the Transfer, Relieving and Camping Allowance, have all delivered monumental change for members living, working and travelling throughout Western Australia.

Regional Entitlements and the District Allowance

After years of campaigning, organising and advocacy, the District Allowance campaign has delivered a major win for regional public sector workers across Western Australia.

The District Allowance Agreement's objective is to compensate the public sector workforce, living and working in regional Western Australia for the harsh climate, isolation and additional costs they face due to their location and in turn supports attraction of further much needed public sector workers to the regions.

This campaign was driven by members with delegates consistently telling us that fixing District Allowance was their number one priority, and together we made sure their voices were heard.

The union's Regional Entitlements Delegates Group played an instrumental role throughout the campaign, helping shape our strategy, engaging members and pushing for a fair outcome.

A key part of the campaign was developing an entirely new methodology for calculating District Allowance. The existing model had failed to keep pace with the real costs of



DBCA and Friends Paid
Union Meeting
- March 2026

living and working in regional WA, leaving many workers worse off over time. Through extensive research, analysis, and consultation with members, the union developed a new, modern approach that better reflects the challenges faced by regional workers and provided the foundation for securing meaningful reform. The union initially worked alongside unions from the Public Sector Alliance through Unions WA to progress the methodology, ultimately CPSU/CSA delegates gave a clear mandate to take the lead and press forward to bargaining for a better outcome in this multi-union agreement. As a result of this clear and bold choice of our delegate leaders, we pressed forward and ultimately delivered an outcome that not only delivers this huge member led result for CPSU/CSA members, it also delivers incredible outcomes for public sector worker across other essential public services including teachers and police to name a few. Mighty CPSU/CSA members not only fought for outcomes to improve their working lives; they fought for outcomes that improve the remote and regional communities in which they live and work.

To build the case for change, we travelled across regional WA, visiting Kununurra, Geraldton, Esperance, Karratha, Merredin and towns throughout the Wheatbelt to hear directly from members. Hundreds of regional workers shared their stories about the challenges and costs of living and working in regional communities, providing powerful evidence that the allowance was no longer fit for purpose.

As a result of this collective effort, regional members will now receive increases between \$1040 and \$12,000 per year depending on their location.

In addition to the increase in the allowance, the new methodology now delivers a District Allowance that doesn't go backwards and will continue to increase alongside future pay rise outcomes.



Growth Team Narrogin Trip
- March 2026



DPIRD Moora
- March 2026

For the first time, Merredin and other Wheatbelt locations have also been included, recognising the unique circumstances facing workers in these communities and extending access to workers who had previously been left behind.

The campaign also strengthened our union, with more than 200 regional public sector workers joining our membership & delegate group to support the fight for a fairer District Allowance across every region in WA.

This is a landmark achievement that belongs to every member, delegate and activist who contributed. It demonstrates what can be achieved when regional workers stand together, share their stories and organise for change. Together, we have secured a lasting improvement that will benefit regional public sector workers and their families for years to come.



Narrogin Agricultural College - March 2026



District Allowance Support
at May Day - May 2026

Motor Vehicle Allowance and Recreational Leave Travel Concession

At a time when members have been feeling the pressure of the fuel crisis and increased travel costs, the union has achieved significant improvements to the Motor Vehicle Allowance and Recreational Leave Travel Concession (formerly the Annual Leave Travel Concession).

On 19 May 2026, orders were made by the West Australian Industrial Relations Commission (WAIRC), so that the *Public Service Award 1992* and *Government Officers Salaries Allowances and Conditions Award 1989* were varied to include:

- Amended Motor Vehicle Allowance clause;
- Amended Recreational Leave Travel Concession clause; and
- Subsequent reference in the Long Service leave clause to Recreational Leave Travel Concession.

Motor Vehicle Allowance

The key win here is the rates have been updated, have a safety net to not go backwards and will be updated every year:

- Annual update to the allowance, based on the National Consumer Price Index Private Motoring Transport Subgroup, with protections to ensure rates will not decrease should the index go down.
- For workers underpinned by the Public Service Award, the Caravan Towing and Trailer Towing rates will increase from 8c/km to 10c/km and from 4c/km to 4.5c/km, respectively, bringing them into line with rates for those underpinned by the *Government Officers Salaries, Allowances and Conditions Award 1989*.
- The 4000km cap on receiving the full Motor Vehicle Allowance rate has been removed, meaning that all employees eligible for the Allowance will receive the full rate for every kilometre travelled. This is a significant improvement as currently the rate halves after 4000km and again after 8000km for each rate type.
- There are no longer rates based on engine size; there is now a single rate.
- The amended framework therefore consists of a single schedule containing five rates: a compulsory and voluntary rate for travel within both the metropolitan area and throughout the rest of Western Australia for all vehicle types (including Electric Vehicles); and a singular motorcycle rate for travel within the whole of Western Australia.

From 2026, Government Sector Labour Relations (GSLR) will provide the union with updated allowance rates within two weeks of the Australian Bureau of Statistics releasing the June quarter Motoring Index. After the parties agree to the new rates, GSLR will issue a circular within two weeks confirming the changes. The updated rates will take effect from 1 July following the issue of the circular.

Recreational Leave Travel Concession

- Extending access to Long Service Leave, and recognition of this by changing the clause name to 'Recreational Leave Travel Concession' from 'Annual Leave Travel Concession'.
- Removal of:
 - The requirement to travel to Geraldton or Perth.
 - Employer discretion to dictate the mode of travel
 - Subclause (cc) 'Air and Road' from the table under clause (10) – Annual Leave Travel Concessions.
- Addition of:
 - Additional travelling time for travelling from isolated locations to the nearest airport.
 - New clause to provide travel time for officers who travel 240km or more from their headquarters to reach the nearest regional airport.
 - An annual reimbursement cap, published by GSLR for the value of the concession based on airfares from an eligible regional location to Perth.
 - Subject to providing evidence, clarification that reimbursements can be claimed once an expense is incurred (as opposed to once the leave period has begun) and must be paid within two pay periods.
 - New subclause to allow portability of the concession if the officer is relocated to another eligible region in the course of their employment or employed under another industrial instrument to which the respondent is a party to.
- Update the eligibility zone from north of the 20 degree South Latitude line to outside 1,400km from Perth GPO.
- Clarification of alternative living arrangements for dependent children.
- Improve the readability of the clause.

Travelling Allowance

(and associated changes to Transfer, Relieving and Camping Allowance)

In the previous financial year, your regional delegates pushed for changes to update the Travelling Allowance as the components for the methodology no longer existed. The travelling allowance rates had not changed since 2010. The union lodged an application in the WAIRC to vary the Awards to which travelling allowance applied to. Following this, the union and Government Sector Labour Relations, on behalf of respondents to the various awards negotiated and agreed to a new methodology that would increase the Travelling Allowance.

The following awards were varied for the Travelling Allowance:

- Public Service Award 1992
- Government Officers Salaries, Allowances and Conditions Award 1989
- WA Health CSA Dental Technicians (Dental Health Services) Award 2016
- Department of Education (School Support Officers) Award
- Electorate Officers Award 1986
- Juvenile Custodial Officers Award
- Department of Education (Residential College Supervisors) Award 2005
- Government Officers (Social Trainers) Award 1988

The main wins for the Travelling Allowance are as follows:

- The allowance will be updated every year without the need for us to vary the Awards. This will be done by a circular agreed between GSLR and the union which will have the updated rates after 1 July each year.
- The locations in the schedule for the Travelling, Transfer and Relieving allowance were modified to suit the Australian Tax Office rates on which the methodology is based. All locations received an uplift.
- Moving forward, the Travelling Allowance rates will never decrease. Should the methodology result in any rates being lower than the current rate as at 1 July, the rates will remain the same until such time as it increases. Where the methodology results in an increase, this will be applied.
- The Transfer, Relieving and Camping allowances were amended to:
 - Ensure flow on with the Travelling Allowance; and
 - Simplified/updated the language.

Significantly, any other Awards or Agreements that reference increases in line with our Awards will also receive this uplift, meaning the benefits will spread beyond the Awards that were directly varied.

Voluntary Targeted Separation Scheme

1500 Cuts. Shame!

Following the State Government's announcement of a Voluntary Targeted Separation Scheme targeting 1,500 public sector positions as part of the 2026-27 State Budget, the union moved immediately to challenge the impacts of the proposed workforce reductions and hold Government and agencies accountable for their implementation.

From the outset, the union rejected the suggestion that cutting so-called "*non-frontline*" roles would have no effect on public services, highlighting the critical contribution of the policy, corporate, regulatory, administrative and support functions that underpin service delivery across the public sector.

The union has adopted a whole-of-organisation response, bringing together industrial, organising, communications, legal, member support and workplace health and safety expertise to scrutinise the scheme and support members through a period of significant uncertainty. Through regular engagement with the Public Sector Commission, the union has advocated for transparent processes, genuine consultation and meaningful consideration of workforce capability, workload, service delivery and workplace health and safety impacts. Regular meetings with the PSC have provided an avenue to pursue concerns raised across agencies and seek accountability throughout implementation. Applying the learnings from previous cuts that have scarred the sector and working collaboratively we engaged strongly in the relationships established through the PSR we again worked to ensure the worker was at the centre of any change and that agencies were accountable to their people and frank and fearless with government about assessing and managing the workforce impact.



Branch Secretary Melanie Bray Addressing the media post-budget - May 2026

Workplace delegates have been integral to this effort. As agencies began developing Change Management Plans and preparing for implementation, delegates became the primary link between members, workplaces, and the union, ensuring concerns were identified early and escalated quickly. The union established regular delegate briefings and dedicated feedback channels, enabling issues arising across the sector to be collected, analysed and raised directly with Government. This feedback strengthened the union's advocacy and helped ensure emerging workforce impacts were identified before implementation decisions were finalised.

The union also equipped delegates with practical tools to strengthen workplace consultation and accountability. This included developing a dedicated Joint Consultative Committee agenda paper, supporting delegates to establish consultation forums where they did not already exist, and advocating for delegate and Health and Safety Representative participation in agency processes considering workforce reductions. Through these consultative mechanisms, delegates have continued raising concerns about workload, service delivery, workforce capability, regional impacts and workplace health and safety risks associated with the scheme.

Alongside workplace organising efforts, the union has played an active role in scrutinising the framework being applied across the public sector. Through engagement with the Public Sector Commission, the union provided feedback on key implementation resources, including the Agency Critical Path, Information to Agencies and Change Management Template. The union also secured access to critical consultation materials, including Change Management Plans, organisational

structures, employee communications and information relating to proposed workforce changes, strengthening transparency and accountability throughout the process.

As agencies commenced formal consultation, union staff reviewed Change Management Plans and Notifications of Change from across the sector, assessing proposed workforce reductions and identifying risks relating to workload, service delivery, organisational capability, regional operations, and work health and safety. Members and delegates received regular updates, workplace representation, and practical guidance to help them understand the scheme, participate in consultation processes and navigate the changes affecting their workplaces.

The union also developed and shared a range of resources addressing change fatigue, psychosocial hazards, hazard reporting, and workplace health and safety obligations, helping members manage the risks associated with significant organisational change.

By combining workplace organising, delegate leadership, advocacy, industrial expertise, and member support, the union has ensured public sector workers have a strong and informed voice throughout one of the most significant workforce change programs undertaken in recent years. Delegates have played a critical role in connecting members to consultation processes, elevating workplace concerns, and helping hold agencies accountable for the impacts of change.

As at 30 June 2026, agency consultation processes were underway across the public sector, Change Management Plans had been submitted and reviewed, and the union had established regular engagement with delegates and the Public Sector Commission to scrutinise implementation of the scheme. With invitations for eligible employees scheduled to commence from 1 July 2026, the union remained actively engaged in advocating for members, challenging workforce reductions and monitoring their impact on public sector workers and service delivery.



VTSS Job Cuts Protest
- June 2026



VTSS Job Cuts Protest
- May 2026

SCL Group Home Privatisation

In June, the WA Cook Labor Government announced its intention to consult on the proposal to withdraw as a provider of Supported Community Living as a government run public service, abandoning residential group homes, excluding Intervention Support Service sites, and the transfer of remaining state-run Supported Community Living (SCL) services to non-government providers.

The proposal had significant implications for our members, the people who rely on these services, and their families. It emerged alongside broader public sector workforce reduction measures announced in the 2026/27 State Budget.

As at 30 June, concerns had been raised about the potential impact on service continuity, workforce security, care outcomes, and the future role of publicly delivered disability services.

Following the announcement, we moved quickly to coordinate a member-led response.

Our activities included:

- Mobilising union staff and delegates to visit residential group homes and relevant workplaces.
- Commencing a program of workplace meetings to gather member views, experiences, and concerns.
- Establishing communication channels to provide updates and support to affected members.
- Developing advocacy materials and campaign messaging to support coordinated engagement.

This work ensured our response was informed by frontline experience and grounded in the voices of members directly affected by the proposal.

Advocacy and Key Messages

Throughout consultation, we maintained a clear position opposing both the closure of residential group homes and the privatisation of SCL services.

Our advocacy focused on several key principles:

- Public services should remain publicly delivered, particularly those supporting vulnerable people.
- Care outcomes must be prioritised.
- Workforce security is essential for maintaining high-quality services.
- Continuity of care depends on trusted relationships between workers, service users, and families.

We also highlighted the broader risks associated with the proposal, including disruption to established care arrangements, the loss of specialist workforce expertise, and increased uncertainty for families and carers.

Outcomes and Insights

By 30 June, the campaign had generated significant engagement across affected workplaces, with capability to deliver political engagement with members from across the sector engaging with meeting their local MP's to raise concerns.

Members were actively participating in consultations and providing valuable feedback. Delegates played a critical leadership role in facilitating workplace discussions and ensuring concerns were documented and communicated.

The campaign also strengthened awareness of the proposal across the disability services sector and reinforced the union's role as a strong advocate for both workers and the people who depend on public services.

Importantly, a united position was beginning to emerge across workplaces, providing a strong foundation for future advocacy.

Next Steps

As at 30 June, planning was underway for the next phase of the campaign, key priorities included:

- Completing workplace consultations and consolidating member feedback.
- Expanding advocacy activities, including the development of a sector-wide petition.
- Engaging directly with government decision-makers and stakeholders.
- Strengthening partnerships with families, carers, community organisations, and the broader union movement.
- Growing workplace delegate networks and increasing member participation.
- Preparing further community engagement and public advocacy activities.
- Planning for a sector-wide rally.
- Political advocacy and activism targeting key decision makers.

The campaign remained in its early stages at the close of the reporting period. However, member engagement, delegate leadership, and coordinated advocacy had established a strong platform to continue defending public services, protecting jobs, and advocating for the people who rely on these essential supports.

DelCon 2025

This year saw another successful DelCon 2025 bring together delegates from across the sector and the state to discuss the challenges, opportunities and priorities shaping our union and workplaces.

Commencing with our dedicated Regional Focus Day, regional delegates examined issues unique to regional and remote members, with delegates contributing directly to the union's planning for District Allowance bargaining and campaigning. We also reflected on progress achieved through the Regional Entitlements Review and outcomes secured through the Public Sector CSA Agreement 2024, including improvements to travel allowances, expanded eligibility for Remote and Isolated Location benefits, and increased consistency in the application of regional entitlements. Delegates participated in visioning and strategy sessions to identify future priorities for regional members and explored ongoing campaigning efforts to improve District Allowance and broader regional employment conditions.



DelCon Regional Focus Day
- October 2025

Across the main convention program, delegates heard from a range of guest speakers, including Premier Roger Cook; CPSU Tasmania Branch Secretary Thirza White; and public sector leaders including Sharyn O'Neil (Public Sector Commissioner), Bevan Warner (WA Ombudsman), and Mike Rowe (Director General, Department of Communities). Sessions focused on strategic campaigning, workplace rights, leadership development, member engagement, artificial intelligence, organising in changing workplaces, and the broader economic and political environment facing public sector workers. Delegates participated in workshops and discussions that informed the union's strategic priorities and strengthened their skills as workplace representatives.

DelCon 2025 reinforced the vital role delegates play as workplace leaders and advocates for CPSU/CSA members. The convention provided a forum for meaningful discussion, learning and collaboration, while recognising the contribution of delegates who represent members every day in their workplaces. The ideas, feedback and priorities identified throughout the convention will continue to inform the union's campaigning, bargaining and organising activities in the year ahead.



CPSU Tasmania Branch Secretary
Thirza White
- October 2025



Public Sector Leaders Panel
L-R: Branch Secretary Melanie Bray,
Communities DG Mike Rowe, Public
Sector Commissioner Sharyn O'Neil
and WA Ombudsman Bevan Warner
- October 2025



WA Premier Roger Cook with
DelCon 2025 Attendees
- October 2025

2025 Delegate Awards

Each year we recognise and celebrate our workforce delegates. Delegates give significant time and effort representing members, resolving workplace issues, recruiting members, and advocating for fair outcomes in their workplaces. Our Delegate Awards are not just about recognising individuals, they acknowledge the vital role delegates play in protecting members, strengthening workplaces, and building a stronger union for everyone. This year we recognised the below delegates in various categories.

Delegate of the Year

Cheryl Gonsalves

Department of Housing and Works (formerly Communities)

Recognised for her compassionate support and strong advocacy for members, consistently delivering fair outcomes and fostering safer workplaces.



Regional Delegate of the Year

Sarah McHugh

Department of Communities

Awarded for her dedicated and fearless advocacy for members across the Mid-West Gascoyne region, ensuring workers felt heard, supported and represented.



New Delegate of the Year

Stephen Powell

Department of Education

Recognised for making an immediate impact as a delegate through effective advocacy, member support and leadership that strengthened workplace participation and confidence.

Workplace Heroes

Public Sector Reform Agency Implementation Group (AIG) Delegates

Bethany Conway, Cam Poustie, Rod Schoneveld, John Lamb, Phillip Pride, John Edwards, Roz Pederson, James Aylward, Alex McInnes and Rachel Payne

Recognised for providing strong representation throughout Public Sector Reform, ensuring members' rights, wellbeing and interests remained central during organisational change.



Workplace Leader

Derek Winters

Department of Biodiversity, Conservation and Attractions

Recognised for decades of outstanding advocacy and leadership, providing trusted support, guidance and representation for members through workplace challenges.

Workplace Leader

Jamie Fenton

Department of Justice

Awarded for delivering clear, effective advocacy and support, helping members navigate workplace issues and protect their rights and interests.



Workplace Leader

Samantha Rees

Western Australian Police Force

Recognised for her professionalism, passion and commitment to improving workplace outcomes, strengthening member confidence and engagement.



Change Makers

Regional Entitlements Working Party

Damian Thomas, Daymeon Egerton-Warburton, Donna Virgo, Fiona Fraser, Kevin Collard and Raphael Sauvage

Recognised for their persistent advocacy for improved regional entitlements, helping elevate the voices of regional workers and drive positive change across Western Australia.

Branch Elections

During the reporting period, the Branch continued to meet its obligations under the *Fair Work (Registered Organisations) Act 2009*, the CPSU SPSF Federal Rules, and the Civil Service Association of Western Australia Incorporated Rules.

In March 2025, the Branch submitted the prescribed electoral information to the Fair Work Commission in accordance with statutory requirements. The submission was based on membership records as at 31 December 2024 as per the relevant rules. Information relating to the Branch's governance obligations, rules and election notices was published on the union's website.

On 15 April 2025, the Fair Work Commission confirmed acceptance of the prescribed information and authorised arrangements for the conduct of the Branch elections by the Australian Electoral Commission (AEC).

While nominations opened and closed during the previous reporting period, the election process continued into the current reporting year. Voting for contested positions commenced with the opening of the ballot on 25 June 2025 in the previous financial year, and scheduled to close on 23 July 2025.

The elections were conducted by the AEC in accordance with Branch and Federal rules and comprised of two stages:

Stage 1 – Direct Voting System

- Branch President
- Branch Vice Presidents (2)
- Branch Secretary
- Branch Assistant Secretary
- Branch Treasurer
- Branch Councillors representing 13 electorate groups across the Western Australian public sector

Stage 2 – Collegiate Electoral System

- Executive Councillors
- Federal Council Delegates
- Branch Representative to the Federal Executive

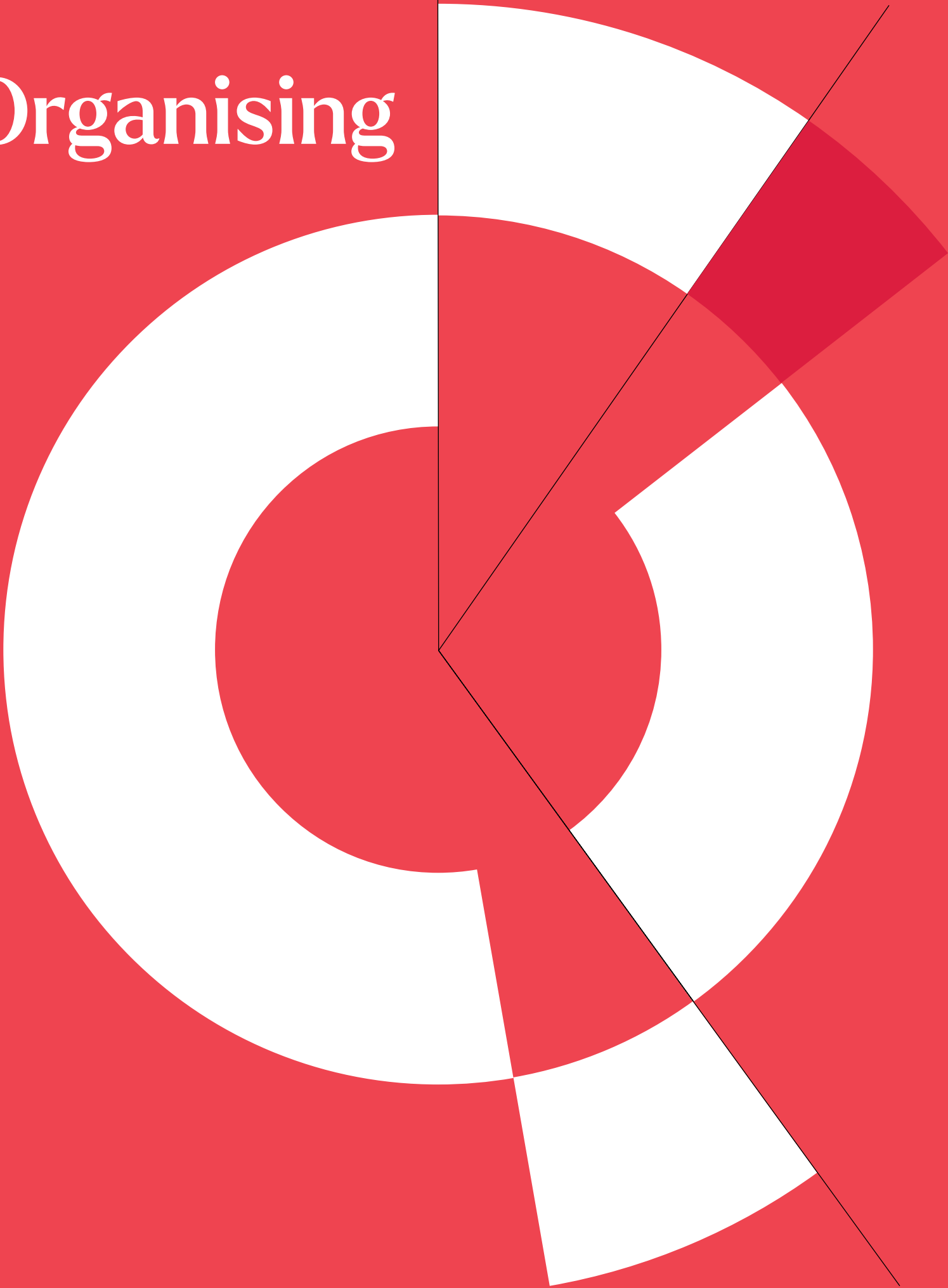
The 2025 election cycle was the first conducted following the 2023 rule changes that removed Proxy Councillor positions and restored three-year terms of office to realign Federal Branch election cycles following COVID-related disruptions. Ballots closed on 23 July 2025 and successful candidates were declared by the AEC on 24 July 2025 for contested positions and 27 July 2025 for uncontested positions.

The completion of the election process ensured the continued democratic representation of members across Branch leadership, governance and federal representative structures.

Following the conclusion of the Branch elections, the collegiate election process and subsequent Federal elections were conducted in accordance with CPSU rules and administered by the AEC.

Election notices, declarations and governance information remain available to members via the union's public notices webpage.

Organising



Team Una

Team Una is named after *Una Holly*, the first woman elected to the council of the Civil Service Association (CSA) in 1930.

Team Una's focus for 2025/26 was on building delegate capacity in the Departments of Communities, Housing and Works, and Transport.



Supported Community Living Anti-Privatisation Campaign

A significant piece of work for Team Una in the latter part of the year was supporting the campaign opposing the proposed privatisation of Supported Community Living Group Homes by the State Government. When the Government proposed withdrawing as a Supported Independent Living provider, opening a six-week consultation period with workers, families and guardians on the proposal, Team Una was central to the work undertaken.

Throughout this period, the union held the Department of Communities (the Department) to account and worked to ensure the consultation process was comprehensive. The union conducted more than 50 visits to group homes and recruited eight new workplace delegates to represent workers' concerns through a sub-Joint Consultative Committee with the Department. We also launched a petition calling on the Minister for Disability Services not to privatise the service, which collected over 1,800 signatures.

More than 50 members committed to meeting with their local MPs to advocate for this issue.

Department of Communities

Since the lodgement of the *Department of Communities (Child Protection) CSA Agreement 2024*, the focus of union delegates has been on embedding a collaborative relationship with the Department of Communities to deliver further improvements for the Child Protection and Family Support workforce and the broader Department's workforce.

This focus has included:

- Addressing recruitment and retention challenges by reducing administrative burdens.
- Improve regional attraction and retention incentives.
- Strengthen psychosocial safety and workforce wellbeing.
- The inconsistent application of industrial entitlements, particularly in relation to flexible working arrangements, banked hours, overtime, and the accrual and utilisation of annual and long service leave.

This work reflects a shared commitment to developing evidence-based solutions that improve workforce sustainability, support effective service delivery, and strengthen outcomes for both workers and the children and families they support.



Department of Communities
Delegates and Union Officials
meeting with
Minister Stojkovski
- March 2026

Department of Justice

Adult Community Corrections Workload Management Strategy

In 2008, a Workload Management Strategy (WMS) was implemented in Adult Community Corrections (ACC). Since 2013, several attempts have been made to review and amend the WMS to reflect changing work conditions and increasing workloads. During this period, high staff turnover has been observed. Over the past two years, CSA representatives have worked closely with the Department of Justice (the Department) to identify pressure points and develop a fit-for-purpose workload allocation model.

More than 180 frontline staff were consulted during the development of a new WMS, with both qualitative and quantitative feedback considered alongside jurisdictional scans of ACC systems interstate and internationally. CPSU/CSA delegates have also participated in centre visits to gather feedback on the Department's WMS recommendations and inform the updated consent order.

This consultation process identified that an effective WMS requires more than updated workload and case allocation benchmarks. The WMS released by the Department of Justice recognised that a holistic approach is required to genuinely improve working conditions in ACC, including a stronger focus on staff wellbeing and development. CPSU/CSA delegates will continue to support the implementation of the new WMS.

Vicarious Trauma Working Party

Vicarious trauma remains a serious work health and safety issue for our members in the Department of Justice. Members regularly support traumatised people, engage with traumatic material and carry the cumulative impact of this work. A CPSU/CSA survey, completed by more than 300 members, provided clear evidence of the scale of the issue and its effect on members' working lives.

We analysed those responses and presented the findings to the Department, securing acknowledgement that vicarious trauma must be treated as a systemic workplace risk, not an individual burden. Our advocacy is now focused on practical controls that reduce exposure, strengthen support, and improve prevention. This includes delegate training, local workplace measures through the Vicarious Trauma Working Party, trauma-informed management capability, clinical supervision, formal debriefing, peer mentoring, improved induction, varied caseloads, and annual psychosocial hazard screening. We will continue to press the Department to convert this evidence into meaningful protections for members and safer workplaces across the agency.

Department of Transport and Major Infrastructure

Conversion to Permanency from Fixed-Term Contracts

The Department of Transport and Major Infrastructure (the Department) had been routinely misusing fixed-term contracts, with members placed on rolling contracts despite being eligible for permanent appointment and despite ongoing vacancies within the Department.

Several union members had independently sought conversion to permanency but were advised that no permanent positions were available or that further review was required. The union sought additional information regarding vacant positions and the reasons being relied upon for fixed-term contracts. Following the pursuit of a formal dispute, the Department ultimately conceded that three of the four members nominated for conversion were eligible. As a result, these members secured permanent positions.

Driver Assessor Reclassification

After seeing classification uplifts achieved by other workgroups within the Department, Driving Assessors organised to campaign for a wages reclassification. Following an extended consultation process, during which significant feedback was collected through Paid Union Meetings and provided directly to the Department by union members, the reclassification was successfully achieved.

The outcome delivered salary increases of between \$6,000 and \$10,000 per annum for affected members.



DTMI Driver Assessor
Reclassification
- February 2026

Public Sector Reform

As part of the Public Sector Reform (PSR), the Department of Housing and Works (DHW) was established. The Department comprises functions previously located within the Department of Communities (Housing) and the Department of Finance (Works). Several roles remain to be transferred from the Department of Communities to DHW as part of the reform process.

To support this transition, a Transition Implementation Group was established in late 2025, including CPSU/CSA delegates representation. The first tranche of transfers was completed on 27 February 2026, involving 20 employees. The team continues to support members and delegates in this transition ensuring that the delegates' key priorities remain a focus throughout the transition and into the future.

Team Jennie

Team Jennie is named after *Jennie George*, the first woman elected to the ACTU's national executive, before going on to become the first female Teacher's Federation president. In 1991, Jennie was elected as Assistant Secretary of the ACTU, and was the first woman to serve as a full-time officer of the ACTU.

Team Jennie oversees the Education portfolio, including Central, Schools and Regions, as well as Police, TAFE and the Department of Training and Workforce Development.



Department of Education - Schools and Regions

Following the registration of the Department of Education (School Support Officers) CSA Agreement 2024, delegates have been actively progressing two major projects secured through bargaining:

Job Description Form (JDF) Review Committee

A JDF Review Committee has been established between the CSA and the Department of Education (the Department), with nine delegates from schools across Western Australia representing union members. The committee's initial focus was the review of Level 1 JDFs in School Officer, Laboratory Technicians and Library Officer classification by end of Term 2, 2026.

Harmonisation Project Working Party

A Harmonisation Project Working Party has also been formed between the union and the Department, with five delegates representing members. The working party's objective is to progress the transition to a single employment agreement in schools by exploring opportunities to incorporate relevant Public Sector Agreement provisions into the School Support Officers Agreement. With more than 830 school sites across the state, the schools delegate network continued to grow throughout 2025/26, with several new delegates being nominated by union members.

School delegates across Western Australia, continue to play an important role in the

Department's policy discussions that directly affect school-based members. This includes involvement in forums relating to the Student Support and Wellbeing Policy, Travel Policy, and Work Health and Safety policies.

School membership also continued to deliver strong growth. Notably, around one-third of this growth was achieved through delegate-led recruitment efforts.

School Managers Corporate Services (MCS) delegates have also worked closely with the Department on the MCS Classification Panel, supporting the reclassification of numerous positions across the state due to the increased complexity of their role.

The schools delegate cohort has continued to expand its role-specific working party model. These working parties bring members together to discuss issues affecting specific classifications and develop strategies to achieve workplace improvements. Existing working parties for Managers Corporate Services, ICT staff and Youth Workers in Schools have been strengthened, while the Laboratory Technicians and Library Officers networks have continued to grow. A new School Officers network has also been established.

In addition, school delegates continue to represent members on individual workplace matters across the state, providing support, advocacy and representation at the local level.

Department of Education - Central

Education Central membership also continued to demonstrate strong growth. Notably, over 50% of this growth was achieved through delegate-led recruitment efforts.

Although Education Central has only had an organiser assigned within Team Jennie since May 2026, Central Office delegates have continued to benefit from the delegate-led support model that is unique to the CSA Capacity Building Team throughout most of the 2025/26 year. This has provided a strong foundation for the incoming organiser to build on, increasing the union's presence and helping to normalise union engagement across the worksite.

Western Australian Police Force

In 2025/26, WAPOL recorded strong growth, with more than 50% recruited through delegate-led conversations and activities. Four new delegates have also been appointed, further strengthening workplace representation and member engagement.

Both the Police Agency Specific Agreement and Traffic Wardens Agreement are at finalisation stage providing our members in Police with improved working conditions that have been long fought for by delegates and members.

Department of Training and Workforce Development & TAFE

The focus from the union has been on supporting members and delegates through change consultation processes, coordinating cross-college delegate activity, and undertaking individual workplace member tracking.

Growth Team

The Growth Team is the union's specialist membership growth section, focused on attracting, engaging and retaining members through targeted communications, tailored onboarding and relational organising. In the 2025/26 financial year, the team's commitment to innovation, continuous improvement, and data driven organising produced strong recruitment results. New membership growth strategies, enhanced systems, and strengthened campaign capability have reinforced the team's progressive approach to growing our union community.

The team delivers the union's industry leading induction and onboarding program, helping new employees understand their workplace rights, employment conditions and the benefits of union membership. In late 2025, the team introduced a new growth strategy to engage employees earlier in their employment journey and build a sustainable pipeline of informed and active members. A key priority was strengthening relationships with agencies and reviewing induction practices across the sector. As a result of this work, 23 new induction arrangements were introduced, contributing to a 44% increase in induction bookings and enhancing the union's access to new employees. Increased delivery through face to face, online, and delegate led delivery, combined with more targeted content, broadened opportunities for membership recruitment and growth across the union's coverage.

The team also refreshed its membership growth framework to develop a more coordinated and strategic approach to collaboration, recruitment, member engagement, and organising practice. Grounded in relational organising principles, the framework improved the team's ability to identify priority workplaces, engage prospective members and connect workers with union campaigns that delivered lasting change. A highlight was the key role the Growth Team played in the successful District Allowance campaign, facilitating 25 Paid Union Meetings across regional WA and conducting 280 campaign calls.

Another major achievement during the year was the migration of the team's membership development systems to a new, fully integrated platform in November 2025. The transition significantly improved reporting, workflow visibility, case management, and data analysis, enabling more responsive member support and strengthening recruitment and retention efforts. Enhanced collaboration with the Corporate Services, Member Accounts Team, supported by streamlined processes and greater visibility across member workflows, contributed to strong financial and member outcomes. The collaborative work managed more than 900 cases with recovered membership revenue increasing from \$12,000 in 2024/25 to more than \$61,000 in 2025/26. The improved account visibility enabled earlier intervention and more proactive engagement with members, providing timely access to tailored support that strengthened membership retention and improved account stability. The move to a single platform also enhanced process control and reduced account remediation activity by more than 90%, reflecting improved data accuracy, and workflow efficiency.

The team's achievements in 2025/26 have strengthened the union's capacity for sustainable membership growth and deeper member engagement. With improved systems, enhanced capability and an expanded onboarding strategy, the Growth Team is well positioned to continue driving membership growth and building a stronger union for the benefit of all members.



Member Services

Industrial Services Group

The Industrial Services Group (ISG) team provides industrial advice & representation to members and delegates on individual and collective matters.

In the 2025/26 financial year the Industrial Services Group continued to deliver for members including:

- Critical research and bargaining assistance crucial to securing the union's District Allowance victory.
- Individual advice and representation for members across a wide range of complex matters including formal discipline, performance, retirement on grounds of ill health, underpayments and overpayments, flexible working arrangements and reclassification claims.
- Working to uphold important legislated and industrial conditions, resolution of complex individual and collective disputes and ensuring procedural fairness, including representing members before industrial commissions.
- Award modernisation and variations.

In the 2025/26 financial year the Industrial Services Group managed 227 cases and closed 160 during that period. The time that each case file remained open varied due to complexity, the type of matter and employer timeframes.

Capacity Building Team

The Capacity Building Team consists of a small team of Organisers that support and develop delegates across a large portfolio of agencies and the CSA's Learning and Development Trainer who provides targeted delegate training and personal development courses to delegates and members of the CSA.

Development of Delegates

Our courses now have a parallel program online, which gives regional delegates and members equity in access, and those who work from home are also benefiting from the improved organisational capacity to deliver online.

Over the financial year the Capacity Building Team in the learning and development space achieved the following:

- 300 members attended Professional Development training including; The Public Sector and Technology, Difficult Conversations, Mental Health in the Workplace, Leadership in the Public Sector, Assertive Communications, Emotional Intelligence, Resolving Conflict in the Workplace, Negotiating Good Outcomes.
- 116 delegates attended a range of delegate training courses including our Two-Day Introductory Delegates Training either online or in person, Advanced Delegate Representation, and Advanced Delegate Consultation.
- Bespoke Enterprise Bargaining Agreement training sessions for bargaining teams across our satellite, stand alone, and Agency Specific Agreements.

Department of Education

The Department of Education sought relocation of the Resources Centre from Padbury to Tuart Hill and through an organising exercise with a new delegate, Stephen Powell, who went on to become New Delegate of the Year for 2025, we were able to force the Department to revoke their decision. This was a combined effort in organising activities such as PUMs and identifying the Department's non-compliance with its industrial obligations. The outcome was that the Department rolled back its decision and the Resources Centre remained at Padbury.

Department of Biodiversity, Conservation & Attractions

Underpayment of Casual Increment Increases for Casual Staff

Reception and front-end casual staff at the Department were underpaid their pay increments over an extended period. The Department acknowledged the underpayment and adjusted current increments accordingly, but considerable time had passed and staff had still not received their backpay. Our team worked with delegates and members throughout 2025, running Paid Union Meetings, meeting with staff onsite, and raising members' questions at the Joint Consultative Committee Meeting until staff were paid. Some significant back payments of up to \$17,000 which we won for casual staff. Our team received positive feedback from members who eventually received their backpay. *"I'm grateful for all the work and communication efforts that you and the delegates at the Zoo have been able to chase up for us."*

Dental Technicians

After a lengthy 20 months of bargaining and collective action, which included wear red days, Paid Union Meetings, morning teas, Dental Technicians achieved a historic pay increase of up to 24.99% over a 3-year agreement. This victory was achieved by members standing together, taking collective action, and demanding better, led by the tireless efforts and unwavering persistence of our Dental Technician delegates.



Warwick Dental Health Services Technicians
- October 2025

UnionLink

The UnionLink team consists of five full-time Industrial Advisors and one Lead Industrial Advisor. The team is committed to supporting members and delegates of the Union, with expert individual industrial advice and assistance on a range of workplace matters.

The 2025/26 financial year was another demanding year for the UnionLink team, reflecting the complex and varied nature of the service. The team continued to provide high-quality, professional support across a broad range of workplace matters, with advice based on multiple agreements, awards and legislation.

Over the course of the year, the Industrial Advisors effectively managed a high volume of telephone and email enquiries, while delivering practical support and interpretative assistance to delegates.

Notable achievements for 2025/26

- Successfully educated members on obtaining flexible working arrangements.
- Assisted members in lodging workplace disputes to secure their entitlements.
- Ensured overpayments and underpayments were resolved in accordance with correct industrial processes.
- Supported members in achieving permanency through the relevant conversion to permanency clauses.
- Provided timely and informed advice on fitness for work processes.



Communications
and Engagement

Communications and Engagement

The Communications and Engagement team supports member participation, campaign delivery and access to union services across the CPSU/CSA. The team works across communications, policy and governance, media and stakeholder engagement, digital operations and business analysis to support the union's strategic and operational priorities. Working across the union, the team helps members and delegates access information, participate in campaigns and union activity, and have their experiences represented in public, political and sector-wide forums.

Member Engagement and Digital Operations

During 2025/26, the team supported campaigns to support members through Public Sector Reform, District Allowance, the Voluntary Targeted Separation Scheme (VTSS) and associated public sector job cuts, as well as the proposed privatisation of Supported Community Living (SCL) group homes. The team delivered member communications, campaign resources, digital mobilisation, event and media support, and routine member information across the union's channels.

Campaign-led Member Engagement

Following the announcement that the remaining SCL group homes were being considered for privatisation, the team adapted existing campaign materials and produced content to mobilise members and build broader community support. Communications promoted the rally (to be held in July) at Parliament House and directed members and supporters to meet with their local MP and sign the petition, which had received more than 1,800 signatures by the end of the financial year. The team also supported related event and media activity.

The announcement of 1,500 public sector job cuts via the VTSS required a rapid communications response. A reel from the Budget media conference was one of the highest-performing content pieces for the year. Subsequent communications supported members to write to and meet with their local MPs about the impact of the cuts.

For the District Allowance campaign, member stories, photographs, and videos showed the practical realities of living and working in regional Western Australia and encouraged members to vote and take action. The team also produced resources promoting Paid Union Meetings and regional organising visits. As Public Sector Reform moved into implementation, communications shifted to practical support, including factsheets and frequently asked questions on change fatigue, pay and leave, safety consultation and other emerging issues.

These campaigns provided the context for the team's wider digital work, using social media, email, the website and member systems to support participation, provide routine information and deliver member value at scale.

Digital Communications and Member Acquisition

The team produced 188 social media posts, 59% more than in 2024/25. Results across Facebook and Instagram were mixed. Instagram views and interactions doubled with Facebook interactions increasing by 4.6%.

Member emails recorded an average open rate of 29.7% and a click-through rate of 3.1%, while tax statement communications recorded a 44.6% open rate. More than 7,500 new starter records supplied under clause 60.3 of the Public Sector CSA Agreement 2024 were added to an automated recruitment workflow. New starter emails recorded an average open rate of 17.8% and a click-through rate of 2.8%.

Campaign pages relating to District Allowance, Public Sector Reform and Supported Community Living were among the website's strongest-performing pages. Campaign pages continued to attract between 5 and 12% of total annual website views, and average time spent on the website increased by 10%.

Digital Member Services and Data Operations

Average Member Portal engagement time increased by 23%, and the number of users accessing tax statements online increased by 218%. Members whose first payment was declined could update their card or bank details online and have the payment processed again. Automated payments accounted for 90% of membership fees, with a decline rate below 3%.

Media and Stakeholder Engagement

During 2025/26, the team supported the union's public voice and engagement with government, public sector leaders and other decision-makers through media, policy, correspondence and briefing work informed by members and delegates.

Media Engagement and Monitoring

The union published eight media statements or explainers on the CPSU/CSA branch election results, District Allowance, the 2026/27 WA State Budget and the proposed privatisation of Supported Community Living. Localised District Allowance content supported engagement with regional media and informed preparations for the next round of bargaining.

The team captured 766 articles on WA public sector issues, union activity, Western Australian politics and broader developments affecting members. This monitoring supported awareness of emerging issues and opportunities for media and stakeholder engagement.

Stakeholder Influence and Member Representation

The union built on relationships developed through Public Sector Reform, expanding engagement with Directors-General and senior executives across six departments. An inaugural presentation to the Chief Human Resources Officers group through the Public Sector Commission created another avenue, alongside Joint Consultative Committees and Ministerial meetings, to raise issues based on the experience of members and delegates.

The team translated member and delegate experience into formal advice and advocacy. Delegates appeared before a parliamentary committee, and the resulting report, *After the Bell - Community Use of Public School Facilities*, drew substantially on CPSU/CSA evidence. The union was the second most referenced provider of evidence after the Department of Education.

Stakeholder Engagement in Numbers

11 submissions and one committee hearing attendance across the following matters:

- 2026/27 WA State Pre-Budget Submission.
- Inquiry into the Community Use of WA Public School Facilities.
- Inquiry into the Community Use of WA Public School Facilities – Verbal Evidence via Invitation to Committee Hearing.
- Management of Injured Public Sector Workers.
- Review of Access to Western Australia's Justice System by Persons with a Disability (Project 115).
- Youth Workers in Schools.
- Draft Code of Practice - Workers Accommodation.
- Public Order Legislation Amendment Bill 2026.
- WA Workforce Strategy.
- Wages Policy and Bargaining Feedback.
- WA Mental Health Workforces Capability Framework.

78 letters of correspondence from the Branch/General Secretary or Assistant Branch/General Secretary, on matters such as:

- Special Inquiry into the 2025 WA State General Election: Final Report.
- Privacy and Responsible Information Sharing Act.
- Recognition of agency commitments to consultation during Public Sector Reform.
- District Allowance campaign.
- Voluntary Targeted Separation Scheme: feedback on change management plans and opposition to cuts.

62 briefing notes or memorandums for WA Government Ministers and CPSU/CSA leadership meetings with senior sector representatives.



Minister Winton Meeting
- March 2026



Minister McGurk Meeting
- March 2026



Minister Papalia Meeting
- March 2026

Other Projects

During 2025/26, the team progressed system modernisation and online learning projects intended to improve member access to services and training, strengthen data management and support more consistent digital delivery across the CPSU SPSF Group.

Digital Transformation and iMIS EMS

The CPSU/CSA continued to work more closely with other CPSU SPSF branches on shared digital initiatives during 2025/26, including planning around future use of iMIS EMS and the development of platforms such as DevelopU. This closer collaboration provides opportunities to share expertise, improve interoperability and reduce the cost of developing and procuring digital tools, while allowing the CPSU/CSA to determine its own implementation requirements and priorities.

Preparatory work also began to review existing data, align it more closely with current business processes and identify historical or unnecessary records for removal ahead of future system changes.

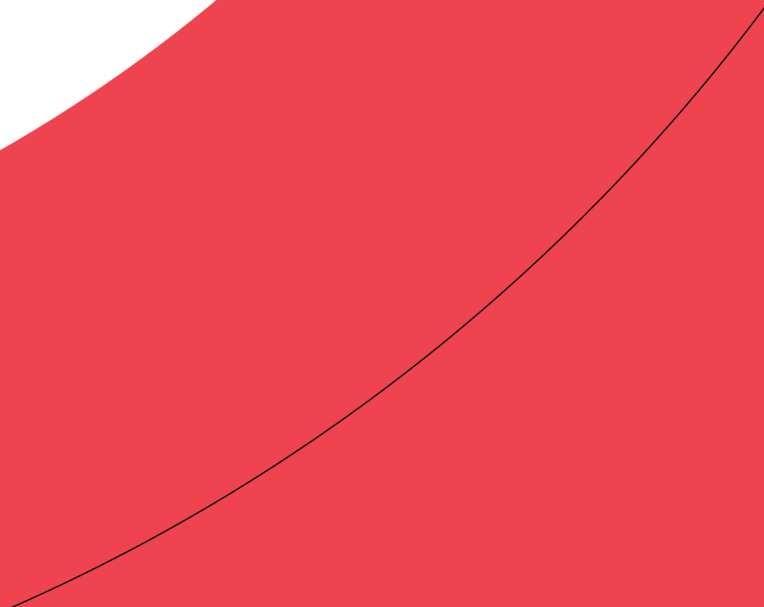
DevelopU and Online Learning

DevelopU is an online learning management system commissioned by the CPSU SPSF Group to provide members with accessible training that builds workplace and union skills. The CPSU/CSA continued to play a key role in technical, governance and user-experience decisions, including single sign-on, automatic updates to the member database and branch-level customisation.

CPSU/CSA-specific content remains in development. The implementation roadmap provides for the future integration of online and in-person training registrations, member and delegate briefings, and the union's resource library. Planned integration with iMIS EMS is intended to improve how completed training and member skills are recorded.

Work also continued on the TopClass online learning suite, which is intended to provide staff, delegates and members with on-demand professional development and a platform for digital meetings. Its implementation is planned for during the next financial year.

Corporate Services



Corporate Services

Over the past financial year, Corporate Services strengthened the organisation's internal operations, reduced key business risks, and progressed major system and infrastructure improvements across payroll, technology, facilities, finance, records, HR, and administration.

The year was marked by significant operational change. Corporate Services supported the organisation to move from legacy systems and informal processes toward stronger governance, clearer accountability, better continuity planning and more reliable internal support.

Strengthening Organisational Resilience

A major outcome for the year was the development of stronger business continuity and financial risk planning.

Corporate Services prepared and updated business continuity and financial risk assessments to account for the external environment, including geopolitical instability, public sector workforce reductions, cost pressures, tenancy income exposure, insurance increases, technology vulnerabilities and membership revenue sensitivity.

This work gave the organisation a clearer understanding of its financial and operational risk settings. It also established practical monitoring triggers for future decision-making, including changes in membership revenue, arrears, operating costs, insurance costs, tenancy income and critical system stability.

The portfolio also progressed practical continuity measures, including planning for additional laptops, mobile equipment, phone system resilience, remote work capability and improved technology support. These measures strengthened the organisation's ability to continue operating during disruption.

Modernising Core Systems

Corporate Services led major work to modernise and stabilise core internal systems.

The transition from our payroll and HR system to an online system was a significant operational project. It required payroll configuration, consultation, staff communication, testing, implementation support and post-transition reconciliation. While system changes of this

scale required further review and correction after implementation, the project moved the organisation toward more modern payroll, rostering and leave management processes.

Work also progressed on the organisation's iMIS membership database and supporting SQL environment. Long-standing performance and migration issues were identified, escalated and more actively managed. This included vendor coordination, system monitoring, indexing work and clearer identification of future technology risks.

A key outcome of this work was improved visibility of critical system dependencies. It also reinforced the need for stronger vendor accountability, clearer ownership of major systems, and better tracking of technology risks.

Improving Communication and Operational Flexibility

Corporate Services progressed the rollout of a new phone system to replace reliance on desk handsets and improve business continuity.

The approved system supports laptop-based calling, organisation-issued headsets and optional mobile device access. This will give staff more flexibility to work across office, remote and continuity settings, while also reducing reliance on ageing physical infrastructure.

All system pieces were completed by the end of the financial year, including significant delegate and staff consultation, with full system rollout expected to be completed in the first month of the next financial year.

Managing the CSA Centre as a Strategic Member Asset

The CSA Centre continued to operate as a valuable member asset and income source.

Tenant relationships remained stable, and facilities management continued to support occupancy, maintenance, contractor coordination, car parking, access, safety and day-to-day building operations.

During the financial year, we engaged a Commercial Property Manager to provide specialist support for tenancy management and lease oversight. This will support the Building Administrator to focus on significant planning and initiating major building maintenance and infrastructure projects, including replacement of the ground floor air-conditioning units and security system upgrades. These projects reflect a more structured approach to managing the building as a strategic asset, ensuring large-scale maintenance works are identified, properly scoped, financially planned and delivered with appropriate technical and commercial oversight.

Level 6 of the CSA Centre venue hire continued to provide additional value to the organisation. Internal, tenant and external use supported stronger utilisation of the space and contributed to revenue. Planning also progressed for upgrades to audio-visual equipment and room technology to improve the quality and hire-ability of the training and conference spaces.

Building compliance and capital works planning remained a priority. Work continued across fire safety, foyer safety, security, electrical systems, general repairs and preventative maintenance. These works helped maintain the CSA Centre as a safe, compliant and functional workplace.

Strengthening HR, Policy and Governance

The Strategic Human Resources function became more established during the financial year, strengthening the organisation's capacity to manage employment processes, workforce planning, policy review, compliance and change management.

The Policy Interaction and Review process continued, with work progressing across internal policies and procedures. This included review of recruitment and appointment processes, employment documentation and HR workflows.

Corporate Services also supported work to improve role clarity, classification assessment, Job Description Form development, decision-making pathways and internal accountability. This included analysis of functional responsibilities, and RACI structures.

The outcome of this work was a stronger foundation for consistent decision-making, clearer operational authority and better alignment between roles, responsibilities and organisational needs.

Supporting Financial Control and Cost Visibility

Finance, payroll and accounts functions continued to provide essential operational support across the year.

This included payroll processing, accounts management, BAS and statutory obligations, leave administration, supplier payments, budget support, and financial reporting.

Corporate Services also began consolidating information on rising subscription, contractor and service costs. This improved visibility of cost increases and supported broader continuity, and financial risk planning.

This work helped the union maintain day-to-day financial control while also preparing for a more cost-pressured operating environment.

Maintaining Administrative and Records Continuity

Records, administration, reception, and membership accounts continued to support the organisation's daily operations.

Records work supported information management, access, retention, and administrative continuity. Reception and administration functions supported member contact pathways, meeting coordination,

staff support, and internal communication. Membership accounts work supported payment processing, member account queries, system accuracy, and links between finance and membership records.

These functions provided stable operational support while major technology, payroll, and governance changes were being progressed.

Supporting Organisational Change

Corporate Services supported a high volume of internal change during the year.

This included consultation processes, staff communications, equipment allocation, fleet changes, system access, security updates, building coordination, and practical implementation support for major projects.

The portfolio also supported broader organisational priorities, including strategic planning, Council and Executive reporting, workforce planning, continuity planning, and internal process improvement.

A key outcome for the year was improved organisational discipline around change. Major operational changes were increasingly supported by clearer communication, better consultation, stronger documentation, and more structured implementation planning.

Looking Ahead

The next reporting period will focus on embedding and consolidating the work commenced during the year as well as moving pieces forward in line with the new Strategic Plan.

Priorities include completing the phone system rollout, stabilising and refining payroll processes, resolving outstanding iMIS and database risks, progressing ICT and legacy system planning, continuing policy review work, strengthening business continuity arrangements, and maintaining the CSA Centre as a safe, compliant and financially valuable asset.

Corporate Services will continue to focus on practical outcomes: reliable systems, clearer governance, stronger continuity, better cost visibility, and operational support that enables the organisation to deliver its core work.

Financial Reports

