Government of South Australia

OFFICE OF THE SOUTH AUSTRALIAN PRODUCTIVITY COMMISSION

2025-26 Annual Report

SAPC
South Australian Productivity Commission

Government of South Australia

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https://www.sapc.sa.gov.au/

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To:

The Hon Peter Malinauskas MP

Premier of South Australia

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Public Sector Act 2009*, the *Public Sector Regulations 2010* and the *Public Finance and Audit Act 1987* and the requirements of Premier and Cabinet Circular PC013 Annual Reporting.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Office of the South Australian Productivity Commission by:

Steve Whetton

Chief Executive

Date 30 September 2026 Signature 

From the Chair

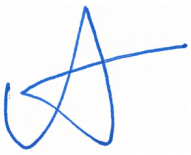


The South Australian Productivity Commission exists to provide the Premier with independent, evidence-based advice on how to improve our state's economic performance and in turn increase the incomes of South Australians.

Our 25/26 focused on our "R & D Intensity" inquiry and we were very pleased to see a number of key recommendations in our final report adopted by the Government. Looking ahead to 26/27, our focus will be primarily on our "Red Tape" inquiry.

In delivering its role the Commission is supported by the Office of the South Australian Productivity Commission.

I take this opportunity to thank the team at the OSAPC for its work throughout 2025/26 and look forward to working with them throughout 26/27.



Adrian Tembel

Chair

South Australian Productivity Commission

From the Chief Executive



In this, its eighth year of operations the Office of the SA Productivity Commission (OSAPC) continues to support the Commission in providing high quality, evidence based, advice to the Premier and the South Australian Government to improve the productivity and well-being of the state.

This year saw the Commission undertaking an inquiry into 'Building our R&D Intensity to Deliver a More Productive and Competitive State' with a focus on identifying practical, value for money, models for the South Australian Government to implement to boost the R&D intensity of South Australia. The Commission and OSAPC have continued delivering a research program into the key drivers of, and impediments to, South Australia's economic wellbeing and productivity.

I would like to thank the staff of OSAPC for their dedication and professionalism in delivering high-quality analytical work to support the inquiry and research program over 2025-26.

I would also like to thank the research leaders, businesses and government agencies which contributed to the Commission's inquiry 'Building our R&D Intensity to Deliver a More Productive and Competitive State'. These contributions are invaluable in ensuring that the inquiry's findings are based on solid evidence and the recommendations are feasible and well-targeted at the problem they aim to address.



Steve Whetton

Chief Executive

Office of the South Australian Productivity Commission

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Overview: about the agency

Our strategic focus

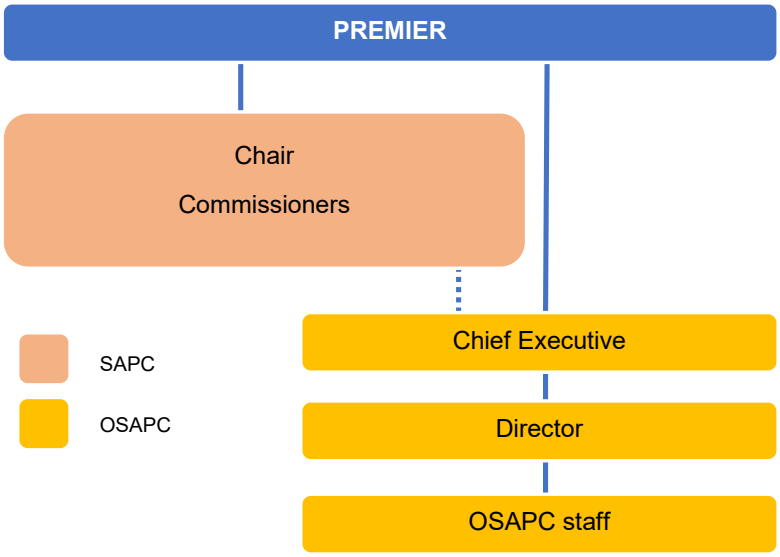
The Office of the South Australian Productivity Commission (OSAPC) supports the South Australian Productivity Commission (the Commission) in undertaking its functions and delivering its objectives. OSAPC is an attached agency of the Department of the Premier and Cabinet.

The functions and objectives of the Commission are as follows:

Our purpose	The Commission's central purpose is to provide the Premier with independent, evidence based, advice on how to improve our State's economic growth and, in turn, South Australian household incomes.
Our vision	Improved productivity, increased economic growth and higher standards of living for South Australians.
Our values	Independence, high quality advice, effective engagement, capable and committed staff.
Our functions, objectives and deliverables	The objectives of the Commission are to: i) improve the rate of economic growth and productivity of the South Australian economy in order to achieve higher living standards for South Australians ii) improve the accessibility, efficiency and quality of services delivered or funded by government iii) improve South Australia's competitiveness for private sector investment iv) reduce the cost of regulation v) facilitate structural economic changes whilst minimising the social and economic hardship that may result from those changes vi) take into account the interests of industries, employees, consumers and the community vii) increase employment viii) promote regional development, and ix) develop South Australia in a way that is ecologically sustainable. The Commission's functions to further its objects are to: i) hold inquiries and report to the Premier on matters referred by the Premier,

	advise the Premier on any matter referred by the Premier (including undertaking a commissioned report), iii) promote public understanding of the objects of the Commission, iv) conduct a policy and research program that is developed in consultation with the Premier, v) perform any other function conferred on the Commission by the Premier, and vi) do anything incidental to any of the preceding functions.

Our organisational structure



Changes to the agency

During 2024-25 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

Our ministers

OSAPC reports to the Premier, The Honourable Peter Malinauskas MP, being the Minister also responsible for the Commission.

The Commission



Mr Adrian Tembel, Chairman of the Commission, July 2021 – July 2027

Adrian Tembel is the Chairman of the South Australian Productivity Commission. He has recently been reappointed to this role for a second term and was previously a Commissioner (November 2018 – July 2021)

Adrian also serves as the Chief Executive Partner of South Australian headquartered national law firm Thomsons. Adrian was a specialist corporate and technology lawyer and Partner at Thomsons for more than 15 years prior to his appointment as the firm's Chief Executive Partner in April 2009.

Adrian studied at the University of Adelaide, receiving a degree in Economics and an honours degree in Law.



Ms Melissa Wilson, Commissioner June 2025 – June 2028

Melissa Wilson commenced as a Commissioner of the South Australian Productivity Commission in June 2025. She previously worked as a Senior Economist at the Committee for Economic Development of Australia (CEDA), where she led CEDA's research on productivity and business dynamism. Melissa has more than a decade of experience as an economist at the Reserve Bank of Australia (RBA), where she worked in a broad variety of areas including the RBA's business liaison program, overseas economies, international relations, labour markets, domestic markets, financial stability and public education.

Melissa holds a Bachelor of Economics and Bachelor of Commerce from the University of Adelaide, Honours in Economics from the University of Melbourne, and a Masters of Economics from the University of New South Wales.

Our executive team

Mr Steve Whetton, Chief Executive

The Chief Executive leads the agency and supports the Commission in delivering their objects and functions. The CE also establishes the forward work program for OSAPC, leads inquiry teams and advises on any other matters relevant to the operation of the OSAPC.

Dr Philip Chang, Director (ceased on 31 July 2025)

Dr Owen Churches, Acting Director (August 2025 to July 2026)

The Director is responsible for leading research programs and assisting with the administration of the agency.

Legislation administered by the agency

The Office of the South Australian Productivity Commission does not administer any legislation.

Other related agencies (within the minister's area of responsibility)

The Office of the South Australian Productivity Commission is an attached office of the Department of the Premier and Cabinet.

The agency's performance

Performance at a glance

The Commission's and OSAPC's roles are to provide the Premier with independent, evidence-based, advice on how to improve our State's economic growth and, in turn, South Australian household incomes. This is predominantly achieved through undertaking inquiries referred to the Commission by the Premier.

The key highlight for the 2025-26 financial year was the completion of the Commission's inquiry 'Building our R&D Intensity to Deliver a More Productive and Competitive State'. This was made publicly available in June 2026.

Agency specific objectives and performance

Agency objectives	Indicators	Performance
Provide independent advice to government to facilitate productivity growth, unlock new economic opportunities, support job creation and remove existing regulatory barriers.	Support the Commission in completing inquiries on matters referred by the Premier and in delivering a final report containing findings and recommendations that provide independent, evidence based, advice on how to improve our State's economic growth and, in turn, South Australian household incomes.	The most recent inquiry – Building our R&D Intensity to Deliver a More Productive and Competitive State – was structured around the evidence base and it supported and led to all of the findings and recommendations. There was extensive consultation with key stakeholders that included testing of the feasibility of potential recommendations and design elements. The Commission's recommended model for boosting R&D intensity was designed around the international evidence of relative effectiveness of policy approaches, and a deep understanding of the local context. The potential net benefits of the proposed model were also modelled to give policy makers confidence that it represents good value for money.

Facilitate structural economic changes whilst minimising the social and economic hardship that may result from those changes and taking into account the interests of industries, employees, consumers and the community.	Support provided to the Commission enables inquiry reports that are informed by extensive consultations with relevant stakeholders.	Potential adverse impacts from the reforms proposed in the most recent inquiry were tested both in the design phase and in consultations with stakeholders. The analysis undertaken as part of the inquiry to support the Commission explicitly considered ways to spread the benefits of the proposed reform broadly across the community.
Improve the accessibility, efficiency and quality of services delivered or funded by Government.	OSAPC compliance with government policies and guidelines.	100%
	Inquiries referred to the Commission are completed by the due date.	100%

Inquiries and reviews

The Premier instructs the Commission to undertake an inquiry by issuing a notice of inquiry to the Chair of the Commission. The written notice of inquiry includes the terms of reference and sets out the issue(s) or matters to be examined, the inquiry process, and the associated timelines for key outputs such as draft and final reports. The duration of an inquiry varies depending on the complexity and scope of the matters to be investigated.

Each inquiry or review is assigned a team of OSAPC staff, led by an inquiry lead. The team supports the Commissioners who are assigned to that inquiry.

In addressing the terms of reference, the inquiry team gives consideration to relevant and appropriate policy frameworks (including intergovernmental arrangements), legislation and regulation, reforms to improve community-wide net benefits, and specific technical issues.

OSAPC facilitates and undertakes extensive consultation with interest groups, individuals, businesses, and government departments throughout the inquiry process to identify and clarify issues, obtain relevant information and data and test conclusions.

The final report is made available on the Commission's website 90 days after its delivery to the Premier. Any government response is linked on the Commission's website.

The most recent inquiry undertaken by the Commission was:

Building our R&D Intensity to Deliver a More Productive and Competitive State

The South Australian Productivity Commission was asked by the Premier to undertake an inquiry into how to build the state's research and development (R&D) base as a key element of boosting the state's productivity, the complexity and competitiveness of its economy and South Australian's incomes. In particular, we are asked to report on:

- Whether there are options for the Government to significantly increase the R&D intensity of our state that represent good value for money for South Australian taxpayers;
- How such a model should be structured, what it would cost and how it could be sustainably funded; and
- Whether any additional supports would be needed to help our regions realise their potential.

Corporate performance summary

OSAPC has in place service-level agreements (SLAs) with the Department of the Premier and Cabinet (DPC for the provision of the following corporate services):

- Human Resources, Work Health & Safety, Injury Management, and Learning and Development;
- Procurement Services;
- Risk and Audit Services;
- Objective Support and Records Management Services;
- Freedom of Information Services;
- Facilities and Accommodation Services;
- Financial Services;
- Communications Services;
- ICT Business Application Services;
- ICT Infrastructure Services;
- ICT Service Desk;
- ICT Service Management; and
- ICT Cyber Security.

Employment opportunity programs

Program name	Performance
Aboriginal and Torres Strait Islander Employment	OSAPC has adopted the DPC Reconciliation Action Plan, and participates in DPC lead programs to facilitate employment and leadership opportunities for Aboriginal and Torres Strait Islanders.

Agency performance management and development systems

Performance management and development system	Performance
DPC Connect	As at 30 June 2026, 8 employees (100% of headcount at that point of time) had formal performance reviews.
WHS Online Training	As at 30 June 2026, staff had completed 88.2% of WHS online training requirements.

Work health, safety and return to work programs

Program name	Performance
SWIM for Managers	The Acting Director received training and support from the Commissioner for Public Sector Employment's Safety, Wellbeing and Injury Management for small agencies program increasing our capacity to manage health and safety in the workplace.

Workplace injury claims	Current year 2025-26	Past year 2024-25	% change (+ / -)
Total new workplace injury claims	0	0	n/a
Fatalities	0	0	n/a
Seriously injured workers*	0	0	n/a
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	n/a

** Number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)*

Work health and safety regulations	Current year 2025-26	Past year 2024-25	% change (+ / -)
Number of notifiable incidents (*Work Health and Safety Act 2012, Part 3)*	0	0	n/a
Number of provisional improvement, improvement and prohibition notices (*Work Health and Safety Act 2012 Sections 90, 191 and 195*)	0	0	n/a

Return to work costs**	Current year 2025-26	Past year 2024-25	% change (+ / -)
Total gross workers compensation expenditure ($)	0	0	n/a
Income support payments – gross ($)	0	0	n/a

*** Before third-party recovery*

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

Executive employment in the agency

Executive classification	Number of executives
EXEC0F	1
SAES1	1

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

The Office of the Commissioner for Public Sector Employment has a workforce information page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements are attached to this report.

Statement of comprehensive income	2025-26 Budget $000s	2025-26 Actual $000s	Variation$000s	Past year 2024-25 Actual $000s
Total income	2,335	2,378	43	2,324
Total expenses	2,335	2,102	-233	2,154
Net result	0	**276**	**0**	**170**
Total comprehensive result	**0**	**276**	**0**	**170**

Statement of financial position	2025-26 Budget $000s	2025-26 Actual $000s	Variation $000s	Past year 2024-25 Actual $000s
Current assets	2,007	2,288	281	2,007
Non-current assets	16	12	-4	16
Total assets	**2,023**	**2,300**	**277**	**2,023**
Current liabilities	186	202	16	186
Non-current liabilities	190	175	-15	190
Total liabilities	**376**	**377**	**1**	**376**
Net assets	**1,647**	**1,923**	**276**	**1,647**
Equity	**1,647**	**1,923**	**276**	**1,647**

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below $10,000 each

Consultancies	Purpose	Actual payment
All consultancies below $10,000 each (combined)	Various	$0

Consultancies with a contract value above $10,000 each

Consultancies	Purpose	Actual payment
n/a	n/a	$0
	Total	**$0**

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

See also the Consolidated Financial Report of the Department of Treasury and Finance published at the end of each calendar year for the total value of consultancy contracts across the South Australian public sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below $10,000

Contractors	Purpose	Actual payment
All contractors below $10,000 each (combined)	Various	$0

Contractors with a contract value above $10,000 each

Contractors	Purpose	Actual payment
n/a	n/a	$0
	Total	**$0**

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

The SA Tenders and Contracts website displays details of Government of South Australia-awarded contracts for goods, services and works and across government contracts.

Contracts entered into with SA businesses and non-SA businesses

The following reflects contracts entered into during the financial year as reported to the Department of Treasury and Finance pursuant to Treasurer's Instructions 18 - *Procurement*. The information is unaudited.

Contracts entered into	**2025-26** **Number of contracts**	**2025-26** **Contract value** **$000s**
With South Australian businesses	0	$ 0
With non-South Australian businesses	0	$ 0
Total	0	$ 0

Note: 'South Australian business' has the same meaning as in Treasurer's Instructions 18 - Procurement.

Risk management

Fraud detected in the agency

Category/nature of fraud	Number of instances
Not applicable	0

Note: Fraud reported includes actual and reasonably suspected incidents of fraud.

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

Strategies implemented to control and prevent fraud

Policies and procedures	OSAPC has zero tolerance to fraud, corruption and other criminal conduct, misconduct and maladministration. A key strategy for managing the risk of fraud, corruption and other criminal conduct, misconduct and maladministration is the proactive prevention of such conduct through the facilitation of a sound ethical culture. OSAPC has adopted and promotes the Code of Ethics for the South Australian Public Sector, which provides guidance to employees on appropriate behaviour. OSAPC has also adopted the Department of the Premier and Cabinet's (DPC) policies and procedures preventing, detecting and responding to the risks of fraud. These are documented in DPC's Corruption and Maladministration Control Policy and Corruption and Maladministration Control Strategy which is consistent with the across government Fraud and Corruption Control Policy issued by the Commissioner for Public Sector Employment. DPC Finance also supports OSAPC in the maintenance of an effective internal control environment by ensuring compliance with relevant legislation and regulations, namely the *Public Finance and Audit Act 1987*, applicable Treasurer's Instructions and Australian Accounting Standards.
Internal processes	Processes are in place for recording, analysing, reporting and escalating fraud and corruption loss events and control failures. These include the endorsement of key mechanisms in preventing, detecting, and responding to the risks of fraud. These processes are supported by: • Annual internal audit plans;

	• Monthly Executive Financial Performance Reports; • Management certification of internal controls as part of the Department's Financial Management Compliance Program; and • End of year financial statements preparation process including the completion of fraud declarations by key management personnel. • regular reviews of financial and human resource delegation instruments. • the maintenance of financial authorisations within the e-Procurement and EMS purchase card management systems including the performance of regular user access and transactional reviews. • managing the risks regarding the issue of grants through robust due diligence processes which support the assessment of grant applications (including verifying the validity of the applicant). • annual stocktakes are performed on physical assets. • closing balances of assets and liabilities are reconciled against movements during the year and/or year-end adjustments. • regular reviews of each divisions' revenue and expenditure actuals compared to budget, including the investigation of major variances. • conflict of interest declarations when employees undertake recruitments, procurements and the management of contracts. • reporting of gifts and benefits offered to and received by employees. • pre-employment screening • delegate approval required when employees seek to engage in outside employment. • internal and external audits. • disclosure of suspected or actual fraudulent behaviour. The Chief Executive is the principal decision maker for any investigation and/or disciplinary decisions.
Annual financial report	The annual financial report is supported by a system of internal controls that are monitored and assessed during the financial year through DPC's internal assurance processes and other processes undertaken by Shared Services SA as the external service provider.
Employee induction and online training	OSAPC's induction process ensures that all new employees are made aware of the Code of Ethics for the South Australian Public Sector and the DPC Corruption and Maladministration Control Policy. This policy clearly stipulates a "zero tolerance" position in respect to fraud

	and corruption. Information is provided to all employees relating to the Code of Ethics on the DPC intranet. New employees and those returning from a period of extended leave must undergo a mandatory induction process upon their commencement of employment in the form of a DPC Online Induction and an online Code of Ethics Awareness training course. A Fraud and Corruption Awareness online course is made available and mandated for all employees to complete every three years, with any new starters required to complete the course as part of an induction program within six months of commencement.
Financial Management Compliance Program	Appropriate business practices are reinforced through the implementation within OSAPC of DPC's Financial Management Compliance Program (FMCP) as mandated by Treasurer's Instruction 28. The FMCP was undertaken through a control self-assessment comprising a series of questions which assess relevant policies, procedures, systems, internal controls, risk management, and statutory / financial / management reporting that is in operation across all business units within the department. An independent risk-based validation of the results is undertaken, and results reported to the relevant business units and the Risk and Performance Committee.
Risk assessments	The OSAPC executive undertakes regular fraud and corruption risk assessments on the agency's operations and are also required to identify, assess and monitor those risks and document mitigating actions in the OSAPC risk registers which are subject to six-monthly reviews and monitoring throughout the year. An annual assurance mapping review compliments the risk management assessments by providing additional assurance around the state of governance, risk management and internal controls within OSAPC. An annual review of strategic risks was also undertaken during the year to ensure they continue to reflect the current risk environment. Once every three years DPC, including OSAPC as an attached agency, is required to conduct a comprehensive assessment of the risk of fraud and corruption within the department's business operations in accordance with the Corruption and Maladministration Control Policy. This assessment was undertaken in 2024-25.

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018:*

0

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993*, which was repealed by the *Public Interest Disclosure Act 2018* on 1 July 2019.

Reporting required under any other act or regulation

Government's progress on previous inquiry recommendations and advice

Premier and Cabinet Circular PC046 states that:

> *5) d) iv) The Commission will monitor and report annually on progress by the government in implementing its responses to Commission reports through the annual report of the OSAPC.*

An update has been sought from all agencies responsible for implementing supported recommendations from earlier inquiries and reviews on the progress made during 2025-26.

A summary of the status of implementation of the previous inquiries completed in the past four years is presented in the table below.

Inquiry	Date final report submitted to Premier	Number of recommendations (including parts)	Government response	Status of - Implementation (of specific actions)
Turning Research into Economic Competitiveness for SA	12/05/23	17	Government committed to 8 specific actions in response to the inquiry. (1 recommendation was supported; 16 were supported in part)	1 completed 6 in progress 1 No action to date
Positioning All South Australians to Share in the Benefits of Economic Growth	20/12/24	20	Government committed to 6 specific actions in response to the inquiry. (6 recommendations were supported, 1 was supported in principle, 3 were supported in part and 10 were 'under further consideration'	1 partially completed. 4 in progress or under consideration. 1 decision made not to adopt recommendation (qualifications for career development leads).

Turning Research into Economic Competitiveness for South Australia

The inquiry into turning research into economic competitiveness commence/d on 13 December 2022 on receipt of the notice of inquiry from the Premier and concluded on 12 May 2023 when the final report was delivered to the Premier.

The inquiry reviewed the state's innovation performance and the factors within the state that are enabling, or holding back, innovation. The inquiry found that notwithstanding nearly 40 years of State Government activist innovation policies, our State remains less innovative than the national average. Weakness in our state's innovation performance has not just held back incomes and jobs growth over the

past decades, they also represent a barrier to South Australian's fully realising the benefits of the emerging opportunities.

The inquiry concluded that our State Government innovation policies need to change focus to be on South Australian Universities and their potential to shift South Australia to become an innovation state. Specifically, it recommended that the Government pursue well-crafted and carefully implemented long-term reforms designed to support our universities on their journey to becoming entrepreneurial universities that value their economic and social impacts on the state just as much as they value their excellent teaching and high-quality, internationally connected, research.

The Act establishing the new Adelaide University enshrines prioritising a commitment to delivering economic and social impacts for the state as one of the objects of the university, completing one of the recommendations of the inquiry.

Positioning All South Australians to Share in the Benefits of Economic Growth

The inquiry into turning research into economic competitiveness commenced on 18 February 2024 on receipt of the notice of inquiry from the Premier and concluded on 20 December 2024 when the final report was delivered to the Premier.

The key conclusion of the inquiry was that South Australia does a much worse job than the national average at giving our young people the skills and support they need to successfully transition out of school into work or education that is meaningful to them.

There are many causes of these failures to set our children up for their future. In families, in communities, in schools, in the health system, in child protection and in short-term public policy.

South Australian public schools are the only institution that are present around the state, have contact with most of our disadvantaged young people, is broadly trusted in the community and through their campuses have facilities that can enable community connections. So, although they are only one part of the problem public schools will need to be supported to take the lead in delivering better transitions into study and work for our young people.

The Commission's recommendations were focused around two mutually reinforcing reforms:

- Embracing bold, specific and achievable targets for the outcomes from public schools.

  Robust, transparent and independent reporting arrangements are essential to understanding what is happening in our schools, what is working and where we need to change course.

  Without specific quantitative goals and measures around outcomes, and the preconditions for achieving those outcomes, it is impossible to know whether we are on track to deliver the scale of change our young people deserve.

- Supporting our public schools to become central institutions in their suburbs and communities, including through:
    - A concerted effort to build deep connections between a diverse range of South Australians and employers, and disadvantaged schools.
    - Properly resourced and professionally delivered career development in schools, connecting students, particularly disadvantaged students, with opportunities for the future.
    - Turning schools into community hubs drawing services into the school and reaching out into the school community to provide support students and their families.

The Department for Education has adopted a new framework of measures aiming to reflect the new Strategy for Public Education but as yet this framework does not include specific quantitative targets identifying what success would look like as recommended in the inquiry.

Career development leads in schools are being offered increased levels of professional development, but the department has decided not to adopt the recommendation that they should have relevant qualifications.

Reporting required under the *Carers Recognition Act 2005*

The Office of the South Australian Productivity Commission did not have a reporting obligation under section 6 of the *Carers Recognition Act 2005* in 2025-26.

Reporting required under the *Climate Change and Greenhouse Emissions Reduction Act 2007*

Governance arrangements to plan and deliver on agency requirements under the *Climate Change and Greenhouse Emissions Reduction Act 2007* and Premier and Cabinet Circular 007 have been established through the OSAPC executive.

As a phase 3 agency, implementation obligations for the Office in terms of updated corporate policies and risk management frameworks, and greenhouse gas emissions reductions management plans commence in 2027-28 and will be reported on in that annual report. As we are an advisory rather than operational agency this will primarily include amending the way in which climate related risks are incorporated in our risk management processes, and identifying strategies that can reduce emissions arising from our operations, such as though minimising travel related to our operations, and ensuring incorporating climate related risks and opportunities are fully considered in any advice provided to the Commission.

Public complaints

Number of public complaints reported

Reporting on the number of complaints received is mandated. If your agency does not have an approved set of complaint categories in place, please use the complaint categories in the table below.

Complaint categories	Sub-categories	Example	Number of complaints 2025-26
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	0
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0

Complaint categories	Sub-categories	Example	Number of complaints 2025-26
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/premises; poor cleanliness	0
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	0
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		Total	0

Additional metrics	Total
Number of positive feedback comments	0
Number of negative feedback comments	0
Total number of feedback comments	0
% complaints resolved within policy timeframes	0

Data for previous years is available at: Office of the SA Productivity Commission - Organisations - data.sa.gov.au

Service improvements

OSAPC actively seeks feedback and suggestions from its stakeholders on the way it conducts the inquiries and reviews. There is a link on the Commission website encouraging stakeholders to provide feedback on each activity or customer service.

Compliance statement

The Office of the South Australian Productivity Commission is compliant with Premier and Cabinet Circular 039 (PC039) Complaint Management in the South Australian Public Sector	Yes
The Office of the South Australian Productivity Commission has communicated the content of PC039 and the agency's related complaints policies and procedures to employees	Yes

Appendix: Audited financial statements 2025-26

INDEPENDENT AUDITOR'S REPORT

Government of South Australia
Audit Office of South Australia

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200 Victoria Square
Adelaide SA 5000
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To the Chief Executive
Office of the South Australian Productivity Commission

Opinion

I have audited the financial report of the Office of the South Australian Productivity Commission for the financial year ended 30 June 2026.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Office of the South Australian Productivity Commission as at 30 June 2026, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards – Simplified Disclosures.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2026
- a Statement of Financial Position as at 30 June 2026
- a Statement of Changes in Equity for the year ended 30 June 2026
- a Statement of Cash Flows for the year ended 30 June 2026
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chief Executive and the Director, Finance and Procurement, Department of the Premier and Cabinet.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the Office of the South Australian Productivity Commission. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

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

Responsibilities of the Chief Executive for the financial report

The Chief Executive is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and the Australian Accounting Standards – Simplified Disclosures, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987*, I have audited the financial report of the Office of the South Australian Productivity Commission for the financial year ended 30 June 2026.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. 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
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Office of the South Australian Productivity Commission's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive
- conclude on the appropriateness of the Chief Executive's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O'Donohue
Deputy Auditor-General

30 September 2026

Office of the South Australian Productivity Commission

Financial Statements

For the year ended 30 June 2026

Office of the South Australian Productivity Commission
Certification of the Financial Statements
for the year ended 30 June 2026

We certify that the:

- financial statements of the Office of the South Australian Productivity Commission:
  - are in accordance with the accounts and records of the office;
  - comply with relevant Treasurer's Instructions;
  - comply with relevant accounting standards; and
  - present a true and fair view of the financial position of the office at the end of the financial year and the result of its operation and cash flows for the financial year.
- internal controls employed by the Office of the South Australian Productivity Commission for the financial year over its financial reporting and its preparation of financial statements have been effective.

Steve Whetton
Chief Executive
Office of the SA Productivity Commission
29 September 2026

Claire Hodgetts
Director, Finance and Procurement
Department of the Premier and Cabinet
29 September 2026

Office of the South Australian Productivity Commission
Statement of Comprehensive Income
for the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Income			
Appropriation	3.1	2 327	2 284
Intra-government transfers	3.2	30	10
Other income	3.3	21	30
Total income		**2 378**	**2 324**
Expenses			
Employee related expenses	4.1	1 700	1 749
Supplies and services	4.2	398	401
Depreciation	5.4	4	4
Total expenses		**2 102**	**2 154**
Net result		**276**	**170**
Total comprehensive result		**276**	**170**

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

Office of the South Australian Productivity Commission
Statement of Financial Position
as at 30 June 2026

	Note	2026 $'000	2025 $'000
Current assets			
Cash	5.2	2 288	2 007
Total current assets		**2 288**	**2 007**
Non-current assets			
Receivables	5.3	1	1
Plant and equipment	5.4	11	15
Total non-current assets		**12**	**16**
Total assets		**2 300**	**2 023**
Current liabilities			
Payables	6.2	2	3
Employee related liabilities	6.3	194	177
Provisions	6.4	6	6
Total current liabilities		**202**	**186**
Non-current liabilities			
Employee related liabilities	6.3	152	166
Provisions	6.4	23	24
Total non-current liabilities		**175**	**190**
Total liabilities		**377**	**376**
Net assets		**1 923**	**1 647**
Equity			
Retained earnings		1 923	1 647
Total equity		**1 923**	**1 647**

The accompanying notes form part of these financial statements. The total equity is attributable to the SA Government as owner.

Office of the South Australian Productivity Commission
Statement of Changes in Equity
for the year ended 30 June 2026

	Retained earnings $'000	Total equity $'000
Balance at 1 July 2024	**1 477**	**1 477**
Net result for 2024-25	170	170
Total comprehensive result for 2024-25	**170**	**170**
Balance at 30 June 2025	**1 647**	**1 647**
Net result for 2025-26	276	276
Total comprehensive result for 2025-26	**276**	**276**
Balance at 30 June 2026	**1 923**	**1 923**

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

Office of the South Australian Productivity Commission
Statement of Cash Flows
for the year ended 30 June 2026

	Note	2026 Inflows (Outflows) $'000	2025 Inflows (Outflows) $'000
Cash flows from operating activities			
Cash inflows			
Appropriation		2 327	2 284
Intra-government transfers		30	10
Other receipts		6	-
Cash generated from operating activities		**2 363**	**2 294**
Cash outflows			
Employee related payments		(1 698)	(1 668)
Payments for supplies and services		(384)	(402)
Cash used in operating activities		**(2 082)**	**(2 070)**
Net cash provided by operating activities		**281**	**224**
Net increase in cash		**281**	**224**
Cash at the beginning of the reporting period		2 007	1 783
Cash at the end of the reporting period	5.2	**2 288**	**2 007**

The accompanying notes form part of these financial statements.

Office of the South Australian Productivity Commission
Notes to and forming part of the financial statements
for the year ended 30 June 2026

1. About the Office of the South Australian Productivity Commission

The Office of the South Australian Productivity Commission (OSAPC) is an attached office of the Department of the Premier and Cabinet (DPC) which came into operation on 22 October 2018, pursuant to the *Public Sector Act 2009*. OSAPC is an administrative unit acting on behalf of the Crown.

OSAPC provides independent recommendations to improve the rate of economic growth and productivity of the South Australian economy through extensive inquiry processes.

1.1 Basis of preparation

These financial statements are general purpose financial statements prepared in accordance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards applying simplified disclosures.

The financial statements have been prepared based on a 12-month reporting period and presented in Australian currency. All amounts in the financial statements and accompanying notes have been rounded to the nearest thousand dollars ($'000). The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

Assets and liabilities that are to be sold, consumed or realised as part of the normal 12-month operating cycle have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Material accounting policies are set out throughout the notes.

Cash flows are exclusive of Goods and Services Tax (GST). The GST component of cash flows which is recoverable from, or payable to, the Australian Taxation Office is classified as part of operating cash flows of DPC, not OSAPC.

1.2 Objectives

OSAPC has been established to examine and make recommendations on matters referred to it by government that facilitate productivity growth, unlock new economic opportunities, support job creation and remove existing regulatory barriers within South Australia.

2. Board and committees

2.1 Key management personnel

Key management personnel of OSAPC include the Premier, Chief Executive and one member of the Executive team, who have responsibility for the strategic direction and management of OSAPC.

Total compensation for key management personnel was $0.570 million (2025: $0.579 million).

The compensation disclosed in this note excludes salaries and other benefits the Premier receives. The Premier's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account via the Department of Treasury and Finance (DTF) under section 6 of the *Parliamentary Remuneration Act 1990*.

See DPC's Financial Statements for disclosures of the Premier's remuneration paid and recovered from the Consolidated Account.

Transactions with key management personnel and other related parties

There were no significant related party transactions.

3. Income

3.1 Appropriation

Appropriation is recognised on receipt.

3.2 Intra-government transfers

Intra-government transfers are recognised on receipt and comprise of contingency funding from DTF.

3.3 Other income

	2026 $'000	2025 $'000
Services received free of charge	15	15
Recoveries	6	-
Other income	-	15
Total other income	**21**	**30**

OSAPC receives audit services free of charge from the Audit Office of South Australia (AOSA) in relation to work performed under the *Public Finance and Audit Act 1987*. OSAPC received audit services from AOSA valued at $0.015 million (2025: $0.015 million).

4. Expenses

4.1 Employee related expenses

	2026	2025
	$'000	$'000
Salaries and wages	1 346	1 290
Superannuation	176	228
Annual leave	94	120
Long service leave	(9)	34
Skills and experience retention leave	4	4
Workers compensation revaluation	-	(9)
Other employee related expenses	89	82
Total employee related expenses	**1 700**	**1 749**

Employment expenses

OSAPC employees are employed under Part 7 of the *Public Sector Act 2009*.

The superannuation expense represents OSAPC's contributions to superannuation plans in respect of current services of current employees.

Employee remuneration

The number of employees whose remuneration received or receivable falls within the following bands:

	2026	2025
	No	No
$197 001 to $217 000	1	-
$217 001 to $237 000	-	1
$337 001 to $357 000	-	1
$357 001 to $377 000	1	-
Total	**2**	**2**

The table includes all employees whose normal remuneration was equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits, fringe benefits and any fringe benefits tax paid or payable in respect of those benefits as well as any termination benefits for employees who have left OSAPC.

The total remuneration received by employees for the year, listed above, was $0.571 million (2025: $0.579 million).

4.2 Supplies and services

	2026 $'000	2025 $'000
Corporate support services	311	304
General administration and consumables	19	10
Audit fees	15	15
Staff development and recruitment	10	3
Information technology and communication charges	23	26
Temporary staff	-	13
Other	20	30
Total supplies and services	**398**	**401**

Audit fees

Supplies and services include the fair value of services received free of charge from the AOSA which is $0.015 million (2025: $0.015 million) as disclosed in note 3.3 for work performed under the *Public Finance and Audit Act 1987*. No other services were provided by the AOSA.

5. Assets

5.1 Financial assets

	2026 $'000	2025 $'000
Financial assets measured at amortised cost		
Cash	2 288	2 007
Total financial assets	**2 288**	**2 007**

5.2 Cash

OSAPC has a non-interest bearing deposit account held with the Treasurer, which must be used in accordance with its approved purpose. Cash is measured at nominal amounts.

5.3 Receivables

	2026 $'000	2025 $'000
Non-current		
Statutory receivables		
Workers compensation recoveries	1	1
Total statutory receivables	1	1
Total receivables	1	1

Statutory receivables relate to recoveries determined by the workers compensation actuarial assessment, refer to note 6.4.

5.4 Plant and equipment owned by OSAPC

Plant and equipment owned by OSAPC with a value equal to or in excess of $10 000 is capitalised, otherwise it is expensed. Plant and equipment is recorded at fair value.

All items of plant and equipment owned by OSAPC that had a fair value at the time of acquisition less than $1.5 million or had an estimated useful life less than three years have not been revalued. The carrying value of these items is deemed to approximate fair value.

Reconciliation 2025-26

	Plant and equipment $'000	Total $'000
Carrying amount at 1 July 2025	15	15
Depreciation	(4)	(4)
Carrying amount at the end of the period	**11**	**11**
Gross carrying amount		
Gross carrying amount	20	20
Accumulated depreciation	(9)	(9)
Carrying amount at the end of the period	**11**	**11**

Impairment

Plant and equipment have not been assessed for impairment as they are non-cash generating assets, that are specialised in nature and held for continual use of their service capacity.

Useful life and depreciation

Depreciation is calculated on a straight-line basis. Plant and equipment depreciation is calculated over the estimated useful life of 5 years.

6. Liabilities

6.1 Financial liabilities

	2026 $'000	2025 $'000
Financial liabilities measured at amortised cost		
Contractual payables	2	3
Total financial liabilities	**2**	**3**

6.2 Payables

	2026 $'000	2025 $'000
Current		
Contractual payables	2	3
Total current payables	**2**	**3**
Total payables	**2**	**3**

Payables and accrued expenses are recognised for all amounts owing but unpaid. Contractual payables are normally settled within 15 days from the date the invoice is first received. All payables are non-interest bearing.

6.3 Employee related liabilities

	2026 $'000	2025 $'000
Current		
Annual leave	133	122
Long service leave	18	17
Accrued salaries and wages	11	6
Employment on-costs	28	27
Skills and experience retention leave	4	5
Total current employee related liabilities	**194**	**177**
Non-current		
Long service leave	138	150
Employment on-costs	14	16
Total non-current employee related liabilities	**152**	**166**
Total employee related liabilities	**346**	**343**

Employee related liabilities are accrued as a result of services provided up to the reporting date that remain unpaid. Apart from long service leave liability, employee related liabilities are measured at nominal amounts.

6.3 Employee related liabilities (continued)

Salaries and wages, annual leave, skills and experience retention leave (SERL) and sick leave

The liability for salaries and wages is measured as the amount unpaid at the reporting date at current remuneration rates at the reporting date.

The annual leave liability and the SERL liability are expected to be paid within 12 months and is measured at the undiscounted amounts expected to be paid. The salary inflation rate applied to the annual leave and SERL liabilities increased to 3.5% in 2026 from 3.2% in 2025.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

Long service leave

Long service leave liability is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The expected timing and amount of long service leave payments are determined through whole-of-government actuarial calculations, which are based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA Government entities. The discount rate is reflective of the yield on long-term Commonwealth Government bonds. The yield on long-term Commonwealth Government bonds increased to 4.75% (2025: 4.25%).

The net financial effect of the changes to the actuarial assumption in the current financial year is immaterial.

The salary inflation rate applied in the actuarial assessment performed by DTF for the long service leave liability has remained unchanged at 3.5% (2025: 3.5%).

The current portion of long service leave reflects DPC's 5-year average experience of long service leave which is expected to continue in the future.

Employment on-costs liabilities

Employment on-costs liabilities include payroll tax and superannuation contributions that are settled when the respective employee related liabilities that they relate to are discharged. These on-costs liabilities primarily relate to the balance of leave owing to employees. The estimated proportion of long-service leave to be taken as leave, rather than to be paid on termination, affects the amount of on-costs liabilities recognised as a consequence of long service leave liabilities.

OSAPC contributes to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the respective superannuation schemes.

As a result of an actuarial assessment performed by DTF, the portion of long service leave taken as leave has remained unchanged at 44% (2025: 44%) and the average factor for the calculation of employer superannuation on-costs has remained unchanged at 12% (2025: 12%). These rates are used in the employment on-cost calculation. There were no changes during 2025-26.

6.4 Provisions

Workers compensation provision

	2026 $'000	2025 $'000
Reconciliation of workers compensation		
Carrying amount at the beginning of the period	30	39
Remeasurement	(1)	(9)
Carrying amount at the end of the period	**29**	**30**

A provision has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2026 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

OSAPC is responsible for the payment of workers compensation claims.

7. Outlook

7.1 Unrecognised contractual commitments

Commitments include operating and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value.

Contractual commitments

Expenditure contracted for at the reporting date but not yet recognised as liabilities in the financial report, are payable as follows:

	2026 $'000	2025 $'000
Within one year	-	311
Total contractual commitments	**-**	**311**

Commitments comprise the service level agreement between OSAPC and DPC for corporate support services. There were nil commitments as at 30 June 2026.

7.2 Contingent assets and liabilities

OSAPC does not have any contingent assets or liabilities as at 30 June 2026.

7.3 Events after the reporting period

There were no events occurring after the end of the reporting period that had a material financial implication on these financial statements.