



Government of **Western Australia**
Department of **Communities**



Department of Communities

Annual Report 2024–2025



Accessibility statement

The Department of Communities strives to achieve online accessibility when delivering information to be inclusive of a wide range of people, including people with disability. This annual report has been designed in both a PDF and accessible Word format. Some parts of the report may not achieve accessibility standards; for example, the text size in some financial tables has been reduced to fit an A4 page.

If you require an alternative format, please email:
enquiries@communities.wa.gov.au



This cover uses a mosaic of images within a stylised silhouette of a young girl to visually represent the people and stories at the heart of the Department's work. The collage effect reinforces the idea of many individuals and communities coming together to form a vibrant, supportive whole. The smaller tiles capture moments of connection, care, culture and inclusion across different life stages and cultural backgrounds, reflecting the Department's wide-reaching support throughout the State.



"This artwork was inspired by Jarrahdale – its rolling hills, deep valleys, and magical watering holes and streams. The town is quite small, making it feel like a tight-knit community that comes together to keep the forests and waterways clean and beautiful for years to come. I wanted to include both the established and new families in the town, as well as the bright green leaves that define Jarrahdale."



About the artist:

Memphis Jackson is a Noongar woman with close family connections to Wagyl Kaip, Yamatji and Whadjuk Boodja countries. She was born in Waikiki and grew up between Secret Harbour and Jarrahdale.

Acknowledgement of Country



The Department of Communities proudly acknowledges Traditional Custodians throughout Western Australia and recognises their continuing connection to the land and waters, families and community.

We pay our respects to all members of Aboriginal communities and their cultures and to Elders past and present.

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Statement of compliance

For the year ended 30 June 2025

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the annual report of the Department of Communities for the financial year ended 30 June 2025. The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



A handwritten signature in blue ink, appearing to read 'Mike Rowe'.

Mike Rowe
Accountable Authority

15 September 2025



Hon Simone McGurk
MLA

Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors; Women



Hon Sabine Winton
MLA

Minister for Education; Early Childhood; Preventative Health; Wheatbelt



Hon John Carey
MLA

Minister for Planning and Lands; Housing and Works; Health Infrastructure



Hon Hannah Beazley
MLA

Minister for Local Government; Disability Services; Volunteering; Youth; Gascoyne



Hon Jessica Stojkowski
MLA

Minister for Child Protection; Prevention of Family and Domestic Violence; Minister Assisting the Minister for Transport; Peel



Hon Matthew Swinbourn
MLC

Minister for the Environment; Community Services; Homelessness

Overview



Photo credit: Samille Mitchell, Department of Biodiversity, Conservation and Attractions

Communities is responsible for delivering a diverse range of vital policies, programs and services that improve the wellbeing of people, families and communities across Western Australia.

From the Director General



Throughout my four years at the Department of Communities (Communities), I have been continually inspired by the dedication, compassion, and resilience of our people. Every day, they make a profound difference to the lives of tens of thousands of children, families, individuals and communities in Western Australia. It is their work, and the partnerships we foster, that truly embody the spirit of care and community that defines our State.

In Western Australia, we are fortunate to live in a society where the care and support of all people is not only a moral imperative but a foundational principle of our system of government. Communities plays a vital role in enhancing people's lives.

As a leading human services agency, we are entrusted with responsibilities across 10 diverse portfolios; including Child Protection, Prevention of Family and Domestic Violence, Homelessness, Disability Services, Early Childhood, Community Services and key inclusion areas such as Youth, Seniors, Carers, Volunteering, and Women. We are also proud to lead the development of Western Australia's first LGBTIQ+ Inclusion Strategy and Action Plan.

In March 2025, Premier Roger Cook announced structural and ministerial changes as part of

broader public sector reform, which included the reassignment of responsibilities and the creation of new departments. Up until 30 June 2025, Communities was privileged to deliver social and public housing to meet the housing needs of people across the State. As part of these reforms, from 1 July 2025, responsibility for public housing, including construction, acquisition, tenancy management and supports, and remote Aboriginal housing moved to the newly formed Department of Housing and Works. This marked a significant structural change, including the transition of around 1,600 employees to the new Department to date, but our commitment to supporting Western Australians remains steadfast. I look forward to working with the Department of Housing and Works, led by Director General Leon McIvor, to continue to secure positive community outcomes together.

At 30 June 2025, we had a workforce of approximately 7,000 people operating in around 90 locations across the State. Our reach remains vast – and our impact significant.

We do not work in isolation, and this year I have enjoyed meeting and working with a growing number of Aboriginal Community Controlled Organisations (ACCOs), Community Service Organisations and other government agencies who are vital partners in delivering services and driving innovation.

Focus on Family and Domestic Violence

I'm particularly proud of the work we have done this year to deliver vital support and services to families affected by Family and Domestic Violence (FDV).

During 2024–2025, Communities received increased funding from the State Government to strengthen our response to FDV with a range of initiatives. Since the Family and Domestic Violence Taskforce (the Taskforce) was convened, the State Government has invested more than \$250 million in new funding and initiatives to strengthen responses to FDV taking total investment in new initiatives to over \$500 million since 2017.

Key investments comprised more than \$50 million to expand FDV response teams including the addition of the new Family Safety Service, nearly \$40 million to refuges and safe houses including an uplift for existing providers, funding for Flexible Support Package and funding to increase crisis accommodation capacity in the Goldfields (Kalgoorlie and Leonora), Central Great Southern and Perth. The State Government also provided \$14 million for a new One Stop Hub in the Perth CBD operated by Ruah Community Services, designed to help families rebuild their lives with dignity, safety and support.

We partnered with the Department of the Premier and Cabinet to launch a new state-wide campaign, focussed on coercive control and its devastating impacts. The \$5 million 'Coercive Control – A Story That's Not Ours' campaign is a first-of-its-kind in WA and was developed by Aboriginal people, for Aboriginal people, using cultural storytelling to raise awareness within Aboriginal communities around coercive control.

Protecting and caring for our children

We continued to work proactively with families and communities to support children and young people in care to build safety and focussing on earlier intervention.

To strengthen the child protection workforce and out-of-home care initiatives, the State Government provided \$30.8 million for frontline Child Safety Practitioners. This funding enabled Communities to continue protecting and caring for children and young people, while supporting families and individuals who are at risk or in crisis in WA.

A new standalone industrial agreement for the child protection workforce was formalised this year in recognition of the critically important work that Child Safety Practitioners provide for children, their families and communities. The new agreement provides a salary scale uplift, along with improved conditions and

enhanced opportunities for career development progression for Child Safety Practitioners, supporting around 1,300 child protection staff across the State.

In July 2024 there was the announcement of \$17 million to expand Family Care Support Services, OurSPACE WA and the Foster Care Association of Western Australia – this continues in 2025. This year in Foster and Family Carers Week the 'Become a Foster Carer – Make a difference to a child's life' campaign was launched for the third consecutive year to encourage more people to apply to become foster or family carers.

The Early Years Partnership received a significant funding increase of \$34.6 million to continue investing in the critical stages of child development in the four partner communities. The funding was provided by the State Government and Minderoo Foundation.

More than \$260,000 in grant funding was awarded to the Ngunga Group Women's Aboriginal Corporation as part of the first phase of establishing the Early Learning and Family Centre in Derby. The centre is one of 24 priority projects funded through the initiative.

Communities continued to focus on improving early childhood education and care outcomes for children and families in WA. To strengthen the early childhood workforce, we offered grants to local governments to help attract and retain early childhood educators to regional areas.

These grants will help to ensure that more young children have the best possible start to life and that parents and families can access quality childhood education and care services, no matter where they live.

Joined-up approach to support people with disability

Communities continued to improve opportunities, inclusion and quality of life for more than 515,000 people with disability, while also improving services and supports across the State.

The WA Disability Royal Commission Implementation Roadmap was released in December 2024 in response to the Disability Royal Commission. The roadmap outlines a whole-of-government approach and a commitment to working with people with disability, their families and carers to implement these important reforms, which will lead to meaningful and lasting change, and help to create a safer, more inclusive WA.

This year we released the third Action Plan to guide the delivery of 'A Western Australia for Everyone: State Disability Strategy 2020–2030'. The Action Plan outlines a 10-year vision to build a more inclusive WA and includes 69 actions and 17 public and private sector agencies that will drive better outcomes for people with disability.

We continued to support initiatives to better connect people with disability to employment opportunities. This includes a Chamber of Commerce and Industry WA pilot program designed to improve the capacity of small to medium enterprises; and LeadAbility's 2025 course to develop more influential, confident and effective leaders.

Boosting housing supply and support for homelessness

Boosting the State's housing supply continued to be a top priority for Communities in 2024–25. In May 2025, we announced a key milestone by delivering more than 3,300 social homes to the State's public housing stock since 1 July 2021. In addition, we have more than 1,000 social homes under contract or construction.

The \$49 million Djuripiny Mia program added 100 social homes under a supportive landlord model in partnership with Housing Choices. Based on the Housing First Approach, this model provides intensive services that transforms lives, and more than 150 people – including families – have been supported so far.

We are focussed on assisting people sleeping rough and supporting them with access to appropriate accommodation and intensive wraparound supports to enable them to transition into long-term housing options.

The State Government committed \$92.2 million in new funding for homelessness initiatives

in the 2024–25 Budget, including funding to ensure the continuation of more than 120 critical homelessness services across WA. As part of this investment, more than 120 homelessness services received a share of \$70.2 million to continue service delivery and meet demand. A further \$15.7 million was allocated to expand Housing First Support Services (HFSS), an initiative that provides referrals and wraparound support to people sleeping rough across the Perth metropolitan area, Rockingham/Mandurah, Bunbury and Geraldton.

The East Perth and Mandurah Common Ground projects, a first of their kind in WA, will provide housing and support services underpinned by the Housing First Principles to both individuals experiencing rough sleeping and homelessness and individuals on the housing waitlist.

These key initiatives align with the All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness 2020–2030 which prioritises providing stable accommodation to rough sleepers.

In April 2025, we launched Find My Way, a free digital portal to connect people experiencing homelessness to critical accommodation and support services. The portal has simplified how people can access support and created a person-centred approach for those seeking assistance. Community service organisations

and people with lived experience were included in the design process to ensure the portal met their needs.

Emergency Response

During the 2024–25 high threat season, Communities' Emergency Relief and Support Team (ERS) was activated to respond to 35 emergency events, which included bushfires, floods, tropical cyclones and severe storms.

The responses involved coordinated efforts across Communities from regional staff, child protection, housing, and other agency teams, to ensure affected communities were safe and supported.

Severe Tropical Cyclone Zelia hit the northern WA coast in February 2025. The ERS team worked closely with the Pilbara Regional Child Protection and Housing teams to support more than 300 people throughout the Pilbara, including in evacuation centres set up in South Hedland and Karratha, and with the provision of emergency accommodation in Newman and South Hedland. In addition, Communities also supported the 'return to home' journey of Warralong remote Aboriginal community members who were evacuated because of the cyclone.

Recovery from Cyclone Ellie in 2023 has been a sustained, focussed and long-term effort requiring ongoing collaboration to rebuild the lives and infrastructure of affected community members

in the Fitzroy Valley. Communities continues to support community members through a suite of recovery programs, with a focus on coordination, access to local personal, practical and wellbeing services and financial assistance.

Our staff worked tirelessly and their commitment to the recovery in the aftermath of the Kimberley floods was recognised at the Institute of Public Administration Australia (IPAA) WA Achievement Awards. Communities, in partnership with the departments of Fire and Emergency Services, Finance, and Local Government, Sport and Cultural Industries, won a Category Two Award for excellence in cross-government collaboration.

Strengthening cultural capability

Communities' Aboriginal employees enrich our workforce and ensure a culturally sensitive and informed approach to decision making and culturally responsive services for Aboriginal people, children and communities. About six per cent of our workforce identifies as Aboriginal and/or Torres Strait Islander peoples.

This year we launched Communities' Reflect Reconciliation Action Plan (RAP) during National Reconciliation Week with a panel of speakers including Jody Nunn, CEO of Reconciliation Western Australia discussing the RAP process and leadership in reconciliation.

We also developed the Aboriginal Employee Network (AEN) portal and hosted the 2024 Aboriginal Employee Network Forum, connecting more than 200 staff to guide and influence our priority initiatives, such as the Aboriginal Cultural Framework (ACF), Aboriginal Workforce Strategy and Aboriginal Engagement Framework (AEF) to lead Communities toward systemic and sustainable changes that will improve our cultural capability.

We continued to embed culture across people, place, and home by delivering the ACF through more than 50 engagement sessions involving more than 800 staff. The AEF was launched, providing Communities' employees with a structured, culturally responsive approach to engaging with Aboriginal people, organisations, and communities.

Communities also deepened its commitment to the National Agreement on Closing the Gap. Key achievements included launching the Closing the Gap Hub and learning module, supporting State Partnership Planning Groups and National Policy Partnerships, and delivering the Closing the Gap Roadshow to more than 800 staff and sector partners. These efforts, alongside research, policy, and data work are driving stronger governance, building workforce capability, and advancing better outcomes and self-determination for Aboriginal people.

We also strengthened cultural supervision, mentoring, and leadership pathways for

Aboriginal staff through ongoing partnerships with universities and the Western Australian Aboriginal Leadership Institute (WAALI).

Communities works collaboratively with a number of ACCOs to provide culturally appropriate services, and funds a range of secondary and tertiary services to support vulnerable children, young people, families and communities, including youth at risk and those at risk of homelessness and FDV.

Since 2022, Communities has increased the number of community services contracts and grants held by Aboriginal organisations by over 40 per cent.

Building inclusive communities

In 2024–25, Communities continued its work to build inclusive communities through a range of important initiatives.

We commenced community-led statewide consultation for WA's first Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Asexual Plus (LGBTIQA+) Inclusion Strategy. This initiative aims to promote the wellbeing and participation of LGBTIQA+ people across the State and is informed by lived experience and community sector insight. Developing this Strategy reflects our ongoing commitment to meaningful engagement with LGBTIQA+ people and building a future where everyone can thrive.

We released the third Action Plan to guide the State Government's delivery of A Western Australia for Everyone: State Disability Strategy 2020–2030 which lays out a pathway towards making our communities, businesses, services, places and spaces more accessible, inclusive and welcoming to all.

We continue to support Western Australian young people and launched the Koorlangka Bidi – WA Youth Action Plan 2024–2027 to guide the delivery of a wide range of initiatives to improve outcomes for young people in WA. We also administered close to \$7 million in funding to continue support of programs such as the 183 units within the Cadets WA program, nine Youth Program Services, and the Youth Affairs Council of Western Australia (YACWA).

Communities continued its commitment to gender equality through the Women's Grants for a Stronger Future program, supporting initiatives aligned with the priority areas of Stronger Together: WA's Plan for Gender Equality. Building on the success of previous years, this round of funding marked a record investment of \$1.085 million, enabling the program to support more projects than ever before.

We supported Western Australian seniors with the rising cost of living through the launch of a fuel discount partnership with United Petroleum; WA Seniors Card benefits including a \$400 Safety and Security Rebate; a Cost of Living

Rebate; and ongoing discounts on public transport, water rates, and local government rates.

The WA Volunteer Service Awards provided an opportunity to formally acknowledge and thank volunteers for their outstanding service. Since the awards began in 2012, 4,070 individuals have been honoured for their exceptional dedication to community service across the State.

During National Carers Week (NCW) we celebrated a significant milestone for carers and their loved ones with the 20th anniversary of the *Carers Recognition Act 2004*, which made WA the first jurisdiction nationally to grant unpaid carers legal recognition and rights.

Looking ahead

At Communities we will continue to build on the progress made over the past year to provide safe, secure and inclusive environments for the children and families we support.

We have identified six Annual Priorities that will focus our work in 2025–26:

- Efficiently and effectively deliver our Government priorities and essential frontline services for the people we serve.
- Serve our clients to create safe, secure and supported environments.

- Drive implementation of the National Agreement on Closing the Gap and continue to strengthen the cultural competence of our people and agency.
- Value and retain our people by maintaining a great and safe place to work.
- Establish and define a high performing, financially sustainable Department of Communities with clear purpose and outcomes.
- Ensure a seamless transition of housing functions, while upholding service continuity and fulfilling all service agreement commitments.

In 2025–26 we will remain focused on child protection initiatives and continue to invest in family carers, foster carers and support services to provide care to children and young people.

To strengthen culturally safe and responsive practices across Communities we are leading the Aboriginal Cultural Capability Reform Program. In parallel we are implementing the Aboriginal Cultural Framework across Communities and developing an Aboriginal Workforce Strategy.

We will also deliver the Aboriginal Community Connectors Program across the State and implement Aboriginal Economic Reform initiatives to support strengthening the ACCO sector.

Delivering actions of the FDV System Reform Plan 2024–2029 will continue to be a priority, as will continuing to support the procurement and establishment of new frontline services including new Safe at Home services and therapeutic supports for children and young people.

We will also focus on delivering key homelessness commissioning activities in line with the All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness.

In 2025–26 Communities will lead the ongoing negotiation and implementation of national disability reforms in WA. This includes the implementation of the Disability Royal Commission and changes to the National Disability Insurance Scheme (NDIS) as a result of the recommendations from the Independent Review of the NDIS. We will also continue to progress actions in the State Disability Strategy to achieve the vision, “People with disability, and those who share their lives, are engaged and feel empowered to live as they choose in a community where everyone belongs.”

Our resolve to build the capability of Communities and sector partners to deliver emergency relief and support services will continue in line with the State Emergency Management arrangements.

We are committed to advancing programs that establish sustainable regional childcare models and expanding early education and care services across the regions. As part of this focus, we will continue to implement the 24 Early Years Partnership priority projects in partnership with the departments of Health and Education and the Minderoo Foundation.

I welcome the opportunity to work alongside our Ministers, deepening our collaboration with other government agencies, ACCO and community services sector, industry partners, and the broader community to drive meaningful progress and deliver lasting support for the Western Australian community.



Mike Rowe
Director General



Departmental overview

During 2024–25, Communities provided services and partnered with others to keep children safe; deliver social and public housing; deliver vital community services, including in emergencies; address homelessness and ensure appropriate, affordable housing; prevent family and domestic violence; provide stewardship for the disability sector; and drive the agenda for women’s interests, youth, seniors and ageing, carers, and volunteering.

Our purpose

Our mission is to work together to provide responsive services that build safe, inclusive and empowered Western Australian communities.

Our values

Our values of integrity, courage, respect, empathy, accountability, trust and empowerment are the core principles that underpin our shared behaviour and guide our culture. They define how we work.

Our values

I	Integrity	We are honest We do what we say we'll do
C	Courage	We are bold We are brave
R	Respect	We treat everyone with dignity We recognise contribution and value diversity
E	Empathy	We are authentic and understanding We are compassionate
A	Accountability	We are collectively responsible We are reliable
T	Trust	We are fair We act in good faith
E	Empowerment	We support our colleagues We build on strengths

Strategic directions

The Department's purpose is delivered under six outcomes, as set out in its Strategic Direction Statement 2022 to 2025:

Outcome 1



Strong families

To provide safe and nurturing environments

Outcome 2



Care for children

To enable children to feel secure and supported

Outcome 3



Inclusive communities

That enable social, economic and cultural prosperity

Outcome 4



A place to call home

That provides a secure foundation for life

Outcome 5



Resilient people and communities

Including those impacted by an emergency or critical event

Outcome 6



A great place to work

For all our people, everywhere, every day

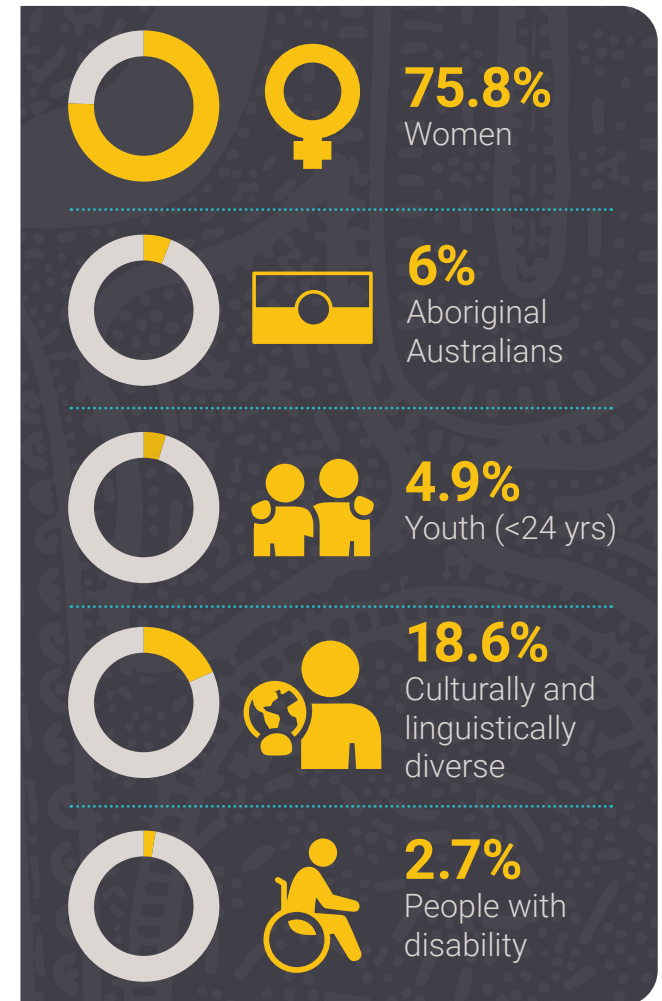
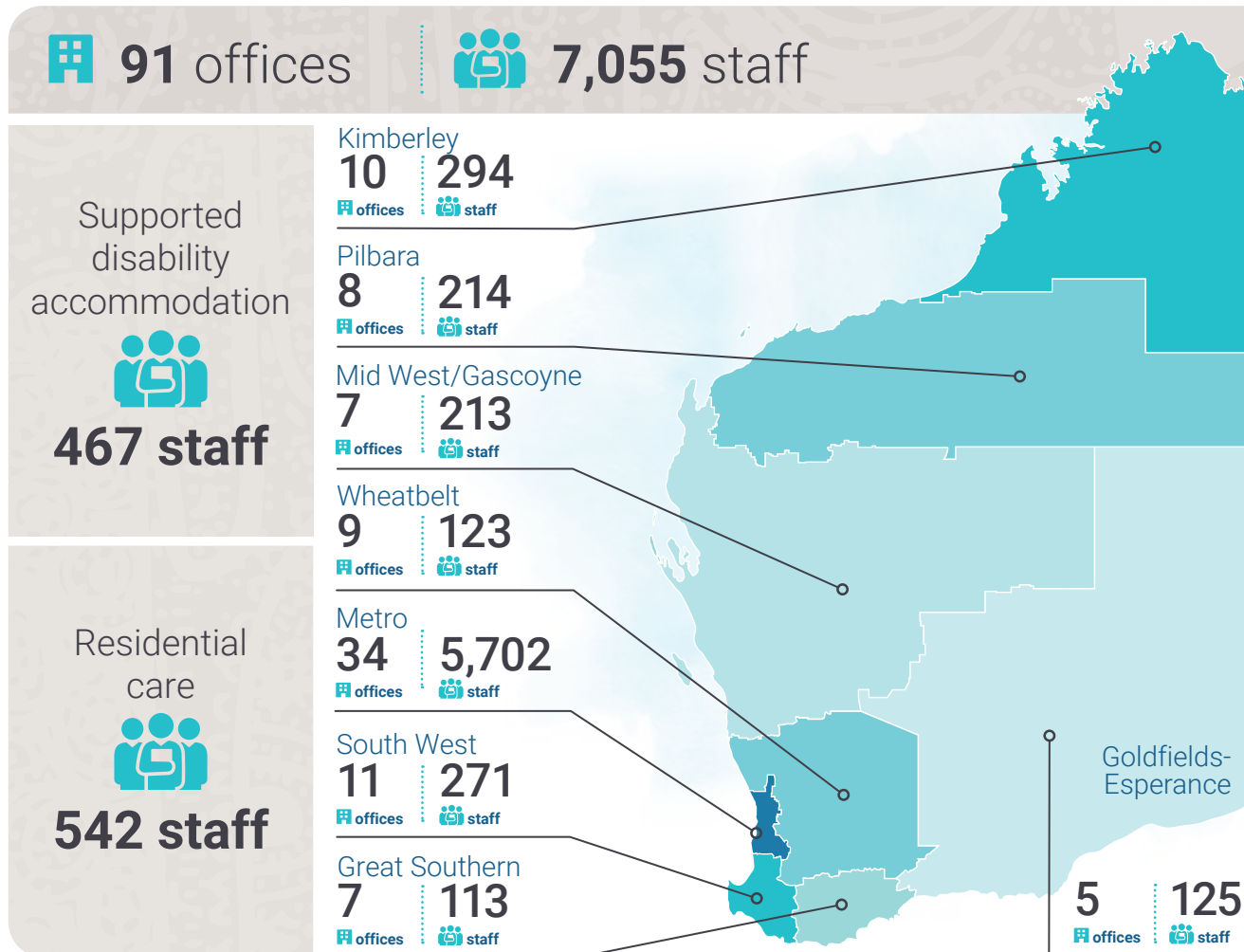
Organisational structure



Department of Communities organisational chart as at 30 June 2025.

Our people

The Department's diverse workforce of 7,055 people operates across Western Australia with 79 per cent of staff based in the Perth metropolitan area and 21 per cent in regional offices.



Department of Communities representation across Western Australia as at 30 June 2025.

Operational structure

The Department of Communities (the Department) was established on 1 July 2017 under the *Public Sector Management Act 1994*. At the creation of the Department, the Disability Services Commission (the Commission) and the Housing Authority (the Authority) joined the new Department.

The Commission was established under the *Disability Services Act 1993* to provide and improve supports and services to people with disability.

The Authority is a statutory authority established under the *Housing Act 1980* to provide and improve housing and accommodation in Western Australia (WA).

On 31 March 2025, WA Premier the Hon Roger Cook MLA announced a targeted reform of WA Government departments. As a result, Communities' Housing functions responsible for social housing and tenancy management – including the legal entity Housing Authority – moved under the responsibility of the newly created Department of Housing and Works on 1 July 2025. This new Department was established under the *Public Sector Management Act 1994*.

The Department has prepared an annual report for 2024–25. The Authority and the Commission have specific reporting requirements in accordance with the *Financial Management Act 2006* and have therefore prepared separate annual reports to meet those requirements. The Department of Housing and Works has also prepared an annual report for 2024–25, including information on the operations of former Department of Finance.

Departmental portfolios

As at 30 June 2025, Communities supported six Ministers with responsibilities across 11 portfolios:

- Child Protection
- Community Services
- Disability Services
- Early Childhood Education
- Homelessness
- Housing
- Prevention of Family and Domestic Violence
- Seniors and Ageing
- Volunteering
- Women's Interests
- Youth

Contact information

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Translating and Interpreting Service (TIS)

– Telephone 13 14 50

If you are deaf or have a hearing or speech impairment, contact us through the

National Relay Service.

For more information visit:

www.accesshub.gov.au/about-the-nrs

Voice Relay number 1300 555 727

TTY number 133 677

SMS relay number 0423 677 767



Year in review 2024–25



13,661

Child safety investigations commenced



723

Keystart loans totalling over **\$369 million**



3,168

Aboriginal children in care

2,108

Non-Aboriginal children in care



37,628

Public housing properties



2,354

Public housing assistances from waitlist



\$825+ million

allocated across **973** community services contracts



16,510

Homelessness clients supported with support service funding of over **\$124 million**



174,462

Working with Children applications processed



312

Early childhood education and care services assessed that met or exceeded national standards



420,787

Seniors Cards issued



\$151.7 million

Growing the Community Housing Sector for the delivery of up to **420 new builds**



7,509 properties

Managed by 190 Community Housing Organisations



1,825 clients

who received Earlier Intervention and Family Support Service and whose children did not enter care within 12 months of service completion



\$1.24 billion

WA contribution to the NDIS
65,083 participants
7,923 new participants

Agency performance



Communities assesses its performance annually using a range of different methods, drawing on reliable and verifiable information sources to provide an unbiased basis for measurement. Methods used include a mix of qualitative and quantitative assessments.

Report on operations

Outcome 1: Strong families

Communities works to support strong families and ensure safe, nurturing environments for all Western Australians.

We deliver vital support and advocacy to families affected by FDV.

Unfortunately, FDV continues to be a significant and devastating issue in WA. It takes many forms and occurs across all cultural groups, ages and sexual diversity groups.

In 2024–25, our priorities included addressing FDV to keep victim survivors safe and hold perpetrators to account. We collaborated with partner agencies, families and communities to provide more impactful and responsive services to address FDV.



Foster Carers

Communities continued to invest in family carers, foster carers and support services who provide care to WA's most vulnerable children and young people.

Advancing cultural reform was a key focus this year to create lasting change in how services are delivered to Aboriginal families across WA. The launch of the Aboriginal Cultural Framework 2024–2034, along with the Implementation Plan 2024–2026 marked an important milestone to embed cultural safety and respect at the heart of service delivery.

Family and Domestic Violence

During 2024–2025, Communities awarded contracts for new and expanded frontline services totalling nearly \$200 million.

More than \$9 million was provided to frontline services operating in regional WA, including three new Safe at Home programs, three new Men's Behaviour Change Programs and a new residential Breathing Space service.

More than \$7 million was provided to 43 organisations to continue the Flexible Support Package, which administers direct financial support to victim-survivors.

Another 16 organisations received \$6 million for community-based prevention initiatives. These included projects working with men and youth, in workplaces and schools to help stop violence before it starts.

Ten community organisations in Western Australia (WA) received a share of \$3.1 million in funding to increase their capacity to provide counselling and advocacy services. The funding will meet growing demand and provide an additional 4,000 counselling sessions, supporting the healing and recovery of victim-survivors of FDV, including children and young people.

Orana House received \$300,000 for its Housing Families Project, which helps family violence victim-survivors to find safe and affordable housing. The program works closely with landlords and real estate agents to facilitate access to private rentals for victim-survivors. They also work with victim-survivors to support them to maintain their tenancies.

Other initiatives to provide safe accommodation services for victim-survivors of FDV were delivered across metropolitan and regional Western Australia.

Organisations that assist victim-survivors with refuge and safe house services around the State received increased funding of more than \$18 million.

The funding enabled the Goldfields and Karratha Women's Refuges to expand with additional units built to provide support for more women and children.

Also in the Goldfields, One Tree Community Services was awarded a contract for \$1.7 million to establish a new crisis accommodation service in Leonora.

Two One Stop Hubs were established in Broome and Perth CBD, increasing the total number of One Stop Hubs in WA to four.





The Perth hub, operated by Ruah Community Services, also features 13 new self-contained accommodation units. The Hubs enable victim-survivors to access a range of FDV supports under one roof, including advocacy, counselling, legal assistance and support for children.

Zonta House and Wungening Aboriginal Corporation received funding to support eight new transitional accommodation properties as part of their Rapid Rehousing programs and an additional \$950,831 was provided to Zonta House to fund essential upgrades to three properties that provide crisis and transitional housing.

An architectural firm was appointed to design the Stirling Women's Centre. The project received \$22.6 million to increase its capacity to support more women and children escaping FDV.

The response to FDV in WA was further strengthened through the Centralised Triage Team (CTT) which plays a vital role in responding to FDV incidents.

The CTT was introduced to support the Family and Domestic Violence Response Team (FDVRT) to expand operations to seven days a week. It is currently in place for regional WA providing assessment and triage of Family Violence Incident Reports seven day per week, referral to place-based FDVRT for service responses from Monday to Friday and direct provision or coordination of responses over the weekend.

The FDVRT is a partnership between Communities, the Western Australia Police Force, community sector FDV services and focusses on delivering timely, safety-focused responses following police attendance at a domestic violence incident.

CTT is one of many changes to FDVRT that will improve the safety of child and adult victims and survivors of FDV through a collaborative, integrated approach. Other key changes to FDVRT include the:

- addition of the new Family Safety Service to enable multiple agencies to collaborate to manage high-risk cases.
- addition of Adult Community Corrections Officers to FDVRT, to be phased in over three years.
- expanding the capacity of a non-government partner in the FDVRT who provide the Coordinated Response Services.

These changes will strengthen the system and service response to FDV incidents to make it easier for victim-survivors to use the system with ease.

The first progress report for the Family and Domestic Violence System Reform Plan was released in December 2024. It aimed to create a more integrated system and service response for FDV incidents that is easier for victim-survivors to navigate, and more effective at managing risk posed by perpetrators.

Developed by the FDVRT, the plan sets an unprecedented five-year program of reform to strengthen the response to FDV in WA.

This program of reform comprises 17 actions across four key areas: risk assessment, risk management, information sharing and workforce development. Communities is the coordinating agency for the reform and is responsible for delivering many of the actions.

In the first six months of implementation our progress focused on establishing robust governance, building strong and collaborative partnerships, and commencing work on the delivery of reform actions.

In addition to the progress report, the Family and Domestic Violence Lived Experience Advisory Group (LEAG) was formed, bringing together 12 members with first-hand experience of FDV.

The group's membership will ensure that those with lived experience have a say on the policies and services that impact them, sharing their invaluable insights to help shape policy development and service design. The group met for the first time earlier this year to begin their impactful work in the FDV space.



Case study: Coercive control campaigns

Two statewide advertising campaigns were launched to raise awareness of coercive control, a harmful form of FDV.

In partnership with Department of Premier and Cabinet, we developed 'Coercion Hurts' with insights from victim-survivors, stakeholders, and advocates and informed by the Taskforce discussions. We also created an online information hub to educate people on identifying behaviours, supporting victims, and seeking help. It was translated into 32 languages and included an Easy Read document for accessibility.



Survivor Sheree Schonian with Minister Winton and the Premier at the launch of the FDV awareness campaign.



To complement the 'Coercion Hurts' campaign, 'Coercive Control – A Story That's Not Ours' was launched. A first-of-its-kind campaign in WA, it was developed by Aboriginal people, for Aboriginal people, using cultural storytelling to raise awareness within Aboriginal communities around coercive control.

Both campaigns educate the community on coercive control and reinforce ongoing legislative and systematic reforms to protect victim-survivors and hold perpetrators accountable.





Many initiatives to address FDV were announced during the 16 Days in WA campaign, which encourages everyone in the community to play their part to address violence against women and their children.

The eighth annual 16 Days in WA campaign to end violence against women was launched on 25 November 2024, International Day for the Elimination of Violence against Women. Close to 60 landmarks across the State were lit up in orange in a show of their support. More than 60 public events, including those that received grant funding, were registered on the campaign website. Engaging and impactful activities took place from the Kimberley to Great Southern regions.



MC Charlotte Goodlet and keynote speaker Roia Atmar at the 16 Days in WA Breakfast at Crown Perth.

This included the community grants initiative, facilitated by Communities, which provided the Centre for Women's Safety and Wellbeing and the Aboriginal Family Legal Service with \$25,000 each to support organisations across the State to host education and awareness-raising activities about stopping gender-based violence and encouraging change.

During the campaign, the government announced additional funding of \$86 million to support victim-survivors of FDV and hold perpetrators to account. The funding will enable refuge service providers to be able to continue their critical work in supporting victim-survivors, including those with complex needs.

As part of the campaign, a business breakfast was held at Crown Perth with more than 700 people in attendance. Victim-survivor Roia Atmar provided a powerful keynote address that received a standing ovation.

The Perth Wildcats basketball team donned orange socks to show their support for the campaign and became the first WA professional sporting team to do so in a competitive fixture.

Staff across Communities' offices wore orange and participated in various activities to 'play their part' for the campaign. Our Joondalup and Mirrabooka staff ran an event at Central Park in Joondalup, which included speeches from people with lived experience and a march in the Joondalup CBD. Our frontline workers were praised at the Governor's Thank You event at Government House in December, and our staff were again front and centre at the Midland March that Matters.

More than \$5.5 million was provided to Aboriginal-led initiatives to address FDV in local communities through the Aboriginal Family Safety Grants Program.

The funding was announced during the 16 Days campaign and provided 12 Aboriginal Community Controlled Organisations and registered Aboriginal businesses with funding to develop community-led family safety activities in their regions over the next two years.

Funding recipients included an early intervention service for men in the Kimberley; a therapeutic healing program in the Central Great Southern region and a drop-in centre for teenagers in the Goldfields-Esperance region.

The program was shaped by recommendations from the FDVRT, including increased investment in Aboriginal-led responses to family violence experienced by Aboriginal people.



Case study: Aboriginal Cultural Framework

Communities released the Aboriginal Cultural Framework 2024–2034 and Implementation Plan 2024–2026, an important milestone to support the planning and introduction of cultural reform at Communities.

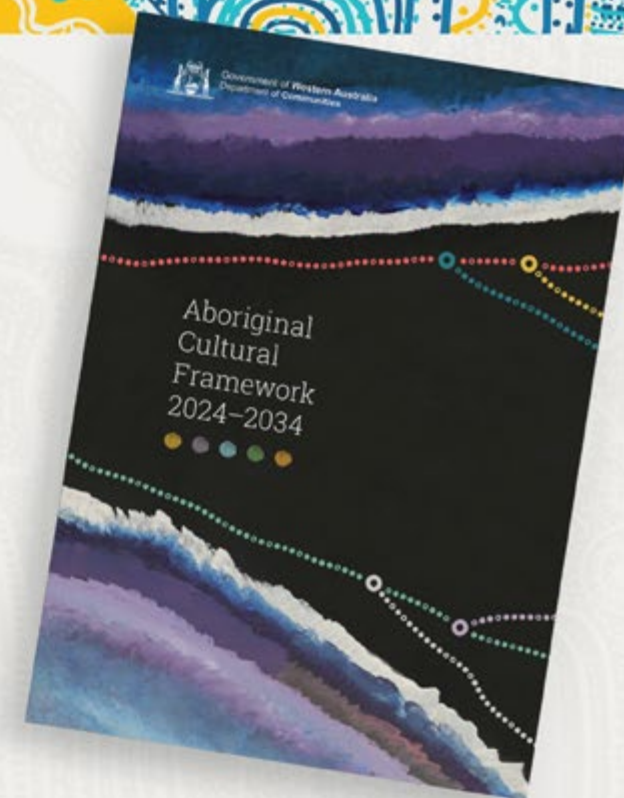
The reforms will ensure that services delivered by Communities to Aboriginal people throughout WA are delivered in a culturally safe and responsive way.

Communities partnered with an Aboriginal consultant to

engage approximately 800 participants across WA, including Aboriginal and non-Aboriginal staff, community members, Aboriginal Community Controlled Organisations and the Communities Leadership Team to inform the development of the Framework.

The Framework is a key deliverable of the Aboriginal Cultural Capability Reform Program, which was established in response to several reviews that highlighted the critical need for Communities to increase its cultural capability and responsiveness to meet the needs of Aboriginal people and communities.

The Framework promotes the development of a culturally competent workforce, who have an in-depth understanding of Aboriginal cultures, traditions



and protocols, and can use their knowledge to ensure the delivery of culturally safe and responsive services to Aboriginal people who access and engage with Communities' services throughout WA.

The Implementation Plan supports the Framework to progress cultural reform across Communities through a flexible and phased approach so that progress can be measured.





Foster Care

Approximately 2,000 households provide safe and nurturing environments for children and young people of all ages, from birth to 18 years old; however, more carers are needed.

During Foster and Family Carers Week in July 2024, Communities launched a recruitment campaign to encourage more people in WA to support vulnerable children by becoming a foster or family carer.

The 'Become a foster carer – Make a difference to a child's life' campaign highlighted the rewarding foster and family carer opportunities available to suit a range of lifestyles, including temporary care, emergency care, short break care, and long-term care.

As part of the campaign, information sessions were held at private sector organisations and government departments across WA to encourage more people to become a foster or family carer.

The hard work and dedication of foster and family carers across the State was recognised with local and regional offices marking the week with celebrations and activities. The events also provided an opportunity for Communities staff, foster and family carers and other support agencies to connect and strengthen local networks and relationships.

During the week, the State Government announced \$17 million to increase foster carer support services across WA, enabling organisations to expand services to ensure that all foster and family carers have greater access to resources to improve the lives of both carers and children in care.

Communities launched Fostering Connections to provide foster and family carers with easier access to advice and information.

The service provides a single point of contact for foster and family carers to access information such as carer entitlements, policies and procedures and the various carer supports available. It also provides an avenue for feedback and suggestions for future improvement to policies and supports.

Carers

During National Carers Week (NCW) Communities celebrated a significant milestone for carers and their loved ones with the 20th anniversary of the *Carers Recognition Act 2004*, which made WA the first jurisdiction nationally to grant unpaid carers legal recognition and rights.

Over 3 million Australians provide unpaid care and support to a family member or friend. Each year Communities promotes Carers Week and highlights the significant role that unpaid carers play in our communities. Communities worked with the operators of prominent buildings across WA to illuminate them in aqua in recognition of the work that unpaid carers do and Communities continues to be a nationally recognised Accredited Carer Friendly Employer through the Carers + Employers program.



2025 Foster and Family Carers promotional stand at the WA Maritime Museum



Photo credit: Byford Community Garden



Case study: **Community Gardens Grants Program**

The Community Gardens Grants Program provides eligible organisations with grants up to \$10,000 to assist with the planning, development and implementation of community garden projects across WA.

Almost \$270,000 was provided over 2024–25 to deliver 35 new projects, including edible gardens, educational programs and sustainable food initiatives. The program also supported 20 projects in regional locations, including Exmouth and Dunsborough.

The grants will:

- support a youth and community garden in Newman
- deliver a community orchard in the Shire of Murchison
- establish an educational habitat garden in Perth's north-east
- reinvigorate a garden project boosting food sustainability in the South-West.

The gardens supported by the program offer people a chance to engage with the community, foster relationships with neighbours, and strengthen connections to nature and the environment.

Byford Community Garden was a recipient of the 2024–25 Community Gardens Grants Program.

Outcome 2: Care for children

All children deserve to feel safe and supported. Our teams are dedicated to supporting WA's most at-risk families who are experiencing a range of complex issues, with the aim of keeping children safe.

We continued to strive to improve outcomes for vulnerable children who are in need and support families and individuals who are at risk or in crisis. This includes assisting young people to transition out of care and support them to meet their needs and goals.

We expanded mandatory reporting to include more professions and help keep children and young people safe from abuse and neglect.



Story Animals resources for children in care.

We partnered with service providers to continue to reform Out of Home Care and improve service delivery to facilitate impactful, responsive and culturally appropriate services for children in care.

We collaborated with organisations around the community to facilitate improved outcomes for children in regional communities to ensure school readiness and ensure that children and families in WA can access early childhood education facilities in a safe and secure environment.

Child Protection

Last year the State Government provided funding to strengthen the child protection workforce and Out of Home Care initiatives.

This included \$30.9 million to increase the number of frontline child protection workers.

The funding enables Communities to continue to protect and care for children and young people in need, while supporting families and individuals who are at risk or in crisis in WA.

A further \$172 million was provided to support initiatives that will provide better quality care arrangements for children and young people. This will support an extra 113 care arrangements across the OOHHC sector, including specialised high-needs options for young people with disability, additional group and complex-care arrangements, and increased regional-care arrangements to further support children to remain on Country.

The EIFS suite of programs are provided by Communities in partnership with the community sector, including ACCOs, and focus on supporting vulnerable families, particularly Aboriginal families, experiencing significant disadvantage.

Communities launched a new animated [video](#) to help educate the community about Earlier Intervention and Family Support (EIFS) programs available to families and individuals facing complex challenges.

This [video](#) was created by Communities in response to feedback from Community Sector Organisations, and other stakeholders, to support them to clearly explain the EIFS service system to Elders and the community.

It was developed with an Aboriginal-led business, Nani Creative, and informed by consultations with district child protection teams, Aboriginal Practice Leaders as well as EIFS service providers.



Communities hosted the 2024 Child Protection Excellence Awards to recognise the valuable contribution of child protection workers to keep children, young people, families and carers across the State safe and supported.

Child protection workers provide a critical service and dedicate themselves to making a difference to the lives of vulnerable people in the community. This includes leading work with families and the community to promote their fundamental right to participate in decision making, as well as honouring children's right to be brought up and remain reconnected with their own family, community and culture.

The inaugural awards were held at the Walyalup Civic Centre in Fremantle during National Child Protection Week (1–7 September 2024) and attracted 91 nominations for individuals and teams across seven categories.

Out of Home Care

The Out of Home Care (OOHC) system supports children at risk of harm and/or abuse to provide protection and care within a stable, caring environment outside of their own family home, including after-hours placement, district care, foster care, group homes and transitional high needs care.

Research outcomes show that when Aboriginal people lead locally based services, outcomes

improve significantly. ACCOs are critical to the delivery of community services, particularly to Aboriginal people across a wide range of sectors including housing, family support, disability support, youth engagement and child protection.

Partnering with ACCOs to co-design and deliver services tailored to the needs of Aboriginal people is essential to the work of Communities in providing culturally appropriate, family-based care to Aboriginal children and families.

Last year, Communities collaborated with ACCOs that deliver OOHC services to pave the way for changes to strengthen the OOHC system in WA. The initiatives reflect a significant and historic shift to provide Aboriginal family carers in WA with culturally appropriate supports that will improve outcomes for both the children in their care and their families.

The first initiative began when Communities awarded contracts to 16 new service providers to deliver OOHC services in WA, including five new ACCOs that advocated for children to be cared for by family and extended kinship networks.

Through close collaboration with ACCOs, the policy was amended to enable the recruitment of family and significant others as carers for Aboriginal children in the care of the Chief Executive Officer. A framework was also established to assess and safely manage carers.

In an initiative facilitated through the Family Carer Pilot, Aboriginal family carers are being

managed by an ACCO for the first time in WA. The pilot empowers ACCOs to lead family carer management, and deliver culturally safe, community led services. Communities co-designed the process with ACCOs, Kinship Connections, SWAMS Kwaba Bidi and the Noongar Family Safety and Wellbeing Council, in partnership with the Cannington and the South-West districts, to manage the transition of existing care arrangements. The pilot was co-designed to increase the capacity of ACCOs to support and manage family carers within their local communities and strengthen kinship care.

The initiative aligns with the ACCO Strategy 2022–2032 and the Aboriginal and Torres Strait Islander Child Placement Principle, ensuring Aboriginal children in OOHC stay connected to family, culture and Country.

Communities partnered with 10 ACCOs and three Community Service Organisations across WA to deliver Home Stretch WA. The flagship program supports young people leaving OOHC to transition to independent adulthood by providing them with the option to continue to receive support until the age of 21.

The program has celebrated an array of accolades, milestones and accomplishments and enters its third year of operation since the statewide rollout commenced. As of 30 June 2025, more than 725 young people were being supported by the program across the State.





Case study: **Achiever Awards**

Communities held the 34th annual Achiever Awards to celebrate the achievements of 50 young Western Australians. The awards provide recognition, encouragement and financial assistance to young people aged 15 to 25 years who have a care experience and are undertaking further education and training.

The event was held at the WA Museum Boola Bardip and acknowledged and celebrated inspiring young people across three categories, including the University Achiever Award, the Registered Training Achiever Award, and the Apprenticeship or Traineeship Achiever Award. Winners were undertaking studies or training in areas such as commerce, science, nursing, early childhood education and care, and carpentry.

Seven nominees were also nominated for the Community Spirit Award, and one recipient received an additional prize of \$1,000 for demonstrating outstanding leadership and volunteering within their community. The Achiever Awards program also recognised a dedicated child protection staff member for going above and beyond in the education and training space.

Since its inception in 1990, more than 640 young people have been supported by the initiative.



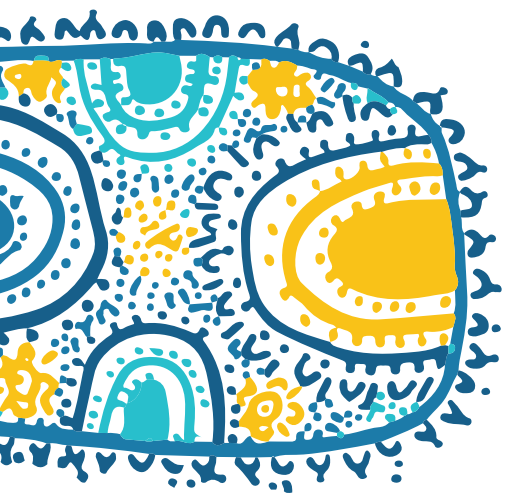
Premier Roger Cook presenting the winner of the 2024 Achiever Awards Community Spirit Award, Liam Nunn.

Mandatory reporter groups for child sexual abuse were expanded to include more professions and help keep children and young people safe.

Under the expansion, professions that interface with children, including all Communities staff, are legally required to report all reasonable beliefs of child sexual abuse to Communities.

The expansion was staged to ensure that each group received the necessary training and support from Communities to fulfil their new reporting obligations.

The new laws bring the total number of mandatory reporter groups to 14 professions across WA and deliver on recommendations from the Final Report of the Royal Commission into Institutional Responses to Child Sexual Abuse.



Youth at Risk

In 2024, a vital early intervention initiative was launched to provide at risk youth in the Pilbara with access to safe spaces at night in Port Hedland and Newman.

The Pilbara Safe Spaces program was co-designed with locally based ACCOs to support at-risk young people and divert them away from antisocial behaviour.

The State Government partnered with ACCOs, the resources sector, and community stakeholders to deliver this important service.

Julyardi Aboriginal Corporation was appointed to deliver the service in Hedland, while Kanyirninpa Jukurrpa Aboriginal Corporation took the lead in establishing Safe Spaces in Newman.

Resources companies BHP and Fortescue jointly committed up to \$22 million through the Resources Community Investment Initiative to support the program over five years, beginning in mid-2025. In addition, the State Government allocated \$7.3 million in the 2024–25 State Budget to further support the initiative. This funding also enabled the establishment of the Indigenous Healing Service in Newman – a child-focused trauma recovery service informed by traditional and local Aboriginal healing practices, recently awarded to Puntukurnu Aboriginal Medical Service (PAMS).



The Pilbara Development Commission, in partnership with Communities and local ACCOs, played a key role in driving the program's implementation. The initiative was developed in alignment with Communities' At Risk Youth Strategy 2022–2025, Western Australia's Aboriginal Empowerment Strategy, the Aboriginal Procurement Policy, and the National Agreement on Closing the Gap.



From July 7 to 14, Communities staff came together to mark National NAIDOC Week and the 2024 theme 'Keep the Fire Burning! Blak, Loud and Proud'. From cultural performances and cooking contests to smoking ceremonies and sharing stories, we celebrated Aboriginal and Torres Strait Islander people, their history and achievements over the course of the week.

Adoption

Communities recently appointed 12 people to the Western Australian Forced Adoption Reference Group.

The Western Australian Forced Adoption Reference Group was established as part of the State Government's formal response to the inquiry into past forced adoptions.

The group includes people with lived experience of forced adoption in WA between the 1940s and the early 1980s.

Nineteen recommendations were supported by the State Government to address the impact of forced adoption. The reference group will guide the implementation of supported recommendations, such as improved access to information, mental health supports and relevant legislative changes.

Early Childhood

A child's development from conception to the age of four is a critical period when the foundations for lifetime learning, health and behaviour are formed. The Early Years Partnership (EYP) is a collaboration between WA Government Departments, including Communities, Health and Education, and the Minderoo Foundation.

The initiative aims to improve children's wellbeing and school readiness through partnerships with four communities in

Armadale West, Central Great Southern, Derby (including Mowanjum and Pandanus Park) and Bidiyadanga. Each community leads the development of their own community plan to identify key priorities and is supported to develop and implement evidence-based solutions.

In May 2025, the State Government and Minderoo Foundation invested \$34.6 million to fund 24 priority projects under the EYP to ensure that the critical stages of child development continue to be prioritised. These projects include:

- the construction of an Early Learning and Family Centre in Derby
- additional support for child dental health services in the Great Southern Region
- increased Child and Maternal Health Checks in Armadale West
- more accommodation for visiting early years and family support service providers in Bidiyadanga.

Additional funding was provided for the new KindiLink facility at Katanning Primary School to enhance the provision of early childhood education in the region. The purpose-built facility opened in August 2024 and provides a secure, accessible space for KindiLink sessions, equipped with dedicated play areas, kitchen and storage facilities, ensuring an optimal environment for learning and growth.

A second project in Katanning received \$1.6 million to progress a childhood hub. The Katanning Early Childhood Hub will include the

creation of three integrated buildings, including an early learning centre, family centre and child health offices to improve access to essential services for families in the Great Southern town.

In Armadale, an early learning centre received funding to support the ongoing provision of a range of early learning programs and improve the school readiness of children and parents living in the area. The Challis Parent and Early Learning Centre offers playgroup, zero to three-year-old development groups such as Move and Groove and Stay and Play, and access to a child health nurse and developmental services.

Communities provided grants of up to \$25,000 to regional Local Government Authorities to support regional communities to attract and retain Early Childhood Education and Care educators.

Attracting and retaining a high-quality workforce in the early childhood education and care sector can be challenging, particularly in regional areas. These grants will help to strengthen the workforce and ensure that more families in WA can return to work and access high quality services for their young children.

Initiatives that support workers to upskill, help with relocation costs and subsidise housing were among the recipients of the 2024 program.

This year's grants supported initiatives including training, relocation costs, and travel allowances, as well as an award and recognition program for early childhood workers.



The ECRU team and Minister Winton joined educators and other stakeholders at the Ellenbrook School of Early Learning.



Case study:

Education and Care Regulatory Unit burn safety initiative

Last year Communities initiated a collaborative working group to reduce the incidence of serious burns occurring at Early Childhood Education and Care (ECEC) services.

The initiative began in response to a marked increase in the number of children in ECEC services, sustaining surface burn injuries from playground equipment, with some children receiving second and third-degree burns.

Communities engaged scientists and an ECEC service provider to investigate the issue and then initiated the working group, which included Kidsafe WA, The Fiona Wood

Foundation and representatives from the ECEC sector, to educate the sector further.

As a result of the initiative, Communities saw a significant reduction in serious burns incidents at services, with the severity of incidents reduced and no disciplinary proceedings required in WA.

Communities is continuing its collaboration with the working group to ensure that the safety of children attending services remains a priority.

Outcome 3: Inclusive communities

Communities worked to build inclusive communities that enabled social, economic and cultural prosperity.

In 2024–25, our priorities included launching Communities' Reconciliation Action Plan; the Koorlangka Bidi – WA Youth Action Plan 2024–2027 and the third Action Plan to guide the State Government's delivery of A Western Australia for Everyone: State Disability Strategy 2020–2030.

We continued to directly deliver disability services through our NDIS-registered Supported Community Living service, crisis accommodation services, and Disability Justice Centre and Service to eligible people with disability.



Photo credit: Art Gallery of WA



We provided navigation and coordination across government agencies and directly to people with disability through our Continuity of Support Arrangements, Regional Intensive Support coordination and Communities Inclusion and Connection teams. We provided autism and intellectual disability assessments and diagnoses through the Neurodevelopmental Disability Assessment Service.

We commenced community-led statewide consultation for WA's first Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Asexual Plus (LGBTIQA+) Inclusion Strategy.

Additionally, we continued to deliver projects that advance gender equality and assist WA Seniors with cost-of-living measures.

Disability Services

WA continues to play a pivotal role in advancing the vision of A Western Australia for Everyone: State Disability Strategy 2020–2030.

This vision is centred on ensuring that people with disability – and those who share their lives – are engaged, empowered and able to live as they choose in a community where everyone belongs.

The Strategy is underpinned by a series of Action Plans, which promotes transformative change and equitable

opportunities and outcomes for people with disability in all areas of life.

The release of the Strategy's third Action Plan spotlights public and private sector commitments that will positively impact the lives of people with disability. The plan lays out a pathway towards making WA communities, businesses, services, places and spaces more accessible, inclusive and welcoming to all.





Case study: Equine therapy services funding for children with disability

HorsePower Hills is a charitable organisation providing equine therapy to children with disability in WA.

Following the closure of their riding centre in Sawyers Valley, HorsePower Hills sought a new long-term home to accommodate its therapy services and worked with Communities to find a suitable site in the Perth Hills.

Last year, the organisation received State Government funding to help secure their new 6.48-hectare property in Chidlow, providing additional space to meet growing demand for their equine therapy services, as well as a long-term home for their Perth Hills operations.

Established in 1978, HorsePower Hills has provided therapeutic services to families and carers to more than 1,000 Western Australians with disability.



HorsePower Hills provides equine therapy to WA children living with disability.

In parallel, the WA Response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission) was released in July 2024.

It represented the first step by the WA Government towards actioning the vital reforms put forward by the Disability Royal Commission.

The State Government released a roadmap to guide the implementation of important reforms recommended by the Disability Royal Commission.

The roadmap outlines a whole-of-government approach and a commitment to working with people with disability, their families and carers to implement these reforms.

Communities will have a primary role in overseeing this work in consultation with people with disability, their families and carers, the disability services sector and the wider community, as well as all levels of government, including 16 WA Government agencies, the Commonwealth and other State and Territory governments.

In addition, Communities is responsible for leading 66 recommendations that will require significant work and input from across the Department.

Established in 2019, the Disability Royal Commission ran for four and a half years and heard from almost 10,000 Australians



who shared their stories in public hearings, submissions or private sessions. It identified instances of discrimination, exclusion and structural barriers to accessing supports and services.

In 2024–25, Communities continued to strengthen its commitment to the rights, safety and inclusion of people with disability in WA through two key initiatives, the authorisation of restrictive practices and Communities Inclusion and Connection Team, reflecting our values of respect, collaboration and empowerment.

We produced two educational videos, explaining the role of the Quality Assurance Panel to authorise restrictive practices in Western Australia.

A restrictive practice is any practice or intervention that limits the rights or freedom of movement of a person with disability.

The resource was produced in response to feedback from people with disability on the current process for the authorisation of restrictive practices.

The resource supports key stakeholders including people with disability, their families and carers, behaviour support practitioners and implementing providers, to understand the panel process as described in the Authorisation of Restrictive Practice in Funded Disability Services Policy and Procedure Guidelines.

To help individuals and families across WA access mainstream supports and specialised services, Communities established the Communities Inclusion Connection Team (CICT) in October 2024.

This holistic community-based approach was designed to support people to navigate systems and access services tailored to their needs – empowering them to live their best lives.

CICT works collaboratively with other disability services provided by Communities and the NDIS, with a primary focus on targeted early intervention. These supports aim to build individual and family capacity, while reducing the daily challenges faced by people with disability, their families and carers.

The team delivers its services through three key functions:

- **Navigation** – using a ‘no wrong door’ approach, individuals from across WA can access timely information, sign posting and referrals to appropriate services.
- **Connection** – for people with disability in the Perth metro area requiring additional support, Communities Inclusion Connectors offer direct service navigation and case management.
- **Engagement** – the Engagement officer develops and strengthens links with key stakeholders and community groups to build capacity, promote inclusion and address service gaps and barriers.

CICT supports family-led, place-based approaches that expand access to early intervention and foundational supports. This promotes self-efficacy and natural support networks, while helping prevent people from reaching crisis point.

Since launching in September 2024, CICT Connectors have managed 172 formal referrals, with 133 active cases as of 30 June 2025.

Key data insights include:

- Top demand areas: Fremantle and Joondalup
- Average referral duration: 135 days
- Demographic distribution:
 - 48 per cent of active referrals are for individuals aged seven to 18 years
 - 17 per cent are from Culturally and Linguistically Diverse backgrounds
 - 5 per cent identify as Aboriginal.
- Referral sources:
 - Family/self-referral: 29 per cent
 - Service providers: 25 per cent.

During the 10-month period from September 2024 to June 2025, CICT Navigators finalised 727 enquiries from across WA.

Communities has provided strong leadership to enable the State to play an active role in ensuring the NDIS is working well for all Western Australians.



This was demonstrated in our collaborative work with the Departments of the Premier and Cabinet, and Treasury and Finance to negotiate the signing of WA's NDIS Full Scheme Bilateral Agreement with the Commonwealth Government in June 2025.

Effective from 1 July 2025, the Agreement reflects the shared responsibility of both Governments for an effective and sustainable NDIS in WA. Importantly, the Agreement specifically covers measures to strengthen governance arrangements, including through the establishment of a WA Community Advisory Council to advise on improving participants' NDIS experience. Establishing this council is a critical next step, and will include representatives from the sector, advocacy groups and those with lived experience, along with State and Commonwealth Government members recognising the co-governance of the Scheme.

The Lived Experience Advisory Panel for Disability in Western Australia was established as part of the State's response to the Disability Royal Commission in December 2024.

This panel brings together people with disability and their carers to provide expert advice on implementing the Commission's recommendations and shaping broader disability reforms across WA. It is a key step in ensuring that lived experience is at the heart of policy and service design.

Similarly, Communities coordinated WA representation on the Commonwealth's NDIS Reform Advisory Committee, which provides independent advice from people with disability on the implementation of reform to the NDIS. This advice includes the Disability Reform Ministerial Council (DRMC), comprising Ministers with responsibility for disability from the Commonwealth and each state and territory with a focus on the policy substance of NDIS reforms, such as a response to the Independent Review into the NDIS (NDIS Review) and NDIS-related reforms from the Disability Royal Commission.

As part of a national commitment to health and disability reform, all states and territories are working with the Commonwealth following a National Cabinet agreement reached in December 2023.

Leading this collaborative effort, Communities is driving the design and coordination of Foundational Support, which refers to essential services and resources that sit outside the NDIS. Since the agreement, jurisdictions are focussing on two key areas:

- Targeted Foundational Supports for children under nine years of age with autism or developmental delay, who have low to moderate support needs.
- General Foundational Supports for all Australians with disability under the age of 65, along with their families and carers.

Youth

Youth Week WA 2025 delivered its biggest celebration yet, with more than 70 events and activities held across Western Australia from 10 to 17 April 2025.

As WA's largest annual celebration for young people aged 10 to 25, Youth Week WA showcased the diverse talents, interests and voices of young Western Australians. This year's celebrations were shaped by four Youth Week WA Ambassadors ensuring the program truly reflected the values and priorities of young people across the State. The City of Karratha hosted the launch event with a dynamic performance from First Nations rapper ZERO Emcee, alongside youth performers and a vibrant market featuring young creators. Supported by over \$90,000 in funding through the State Government's Youth Week WA Grants Program, the extensive program of events celebrated youth creativity, culture and community connection across WA.

The Youth Engagement Grants Program has strengthened its commitment to empowering young people across Western Australia by supporting projects that develop life skills essential for independence, community involvement and personal achievement.

This year \$220,000 was distributed to thirty organisations, marking a significant investment in youth-led initiatives statewide. The program offers grants of up to \$5,000 for short-term activities and up to \$10,000 for longer-term, strategic projects that engage the whole community. This year's funding prioritised projects that build young people's capacity in areas such as financial literacy, education and career guidance, and independent living skills.

Emphasising inclusivity, the program specifically encouraged applications supporting young people from diverse backgrounds, including culturally and linguistically diverse communities, people with disability, neurodiverse individuals, Aboriginal and Torres Strait Islander peoples, LGBTIQ+ communities, and those in regional or remote areas. By enabling these initiatives, the Youth Engagement Grants Program continues to play a vital role in fostering resilient, skilled, and connected young Western Australians.



Case study: Youth Action Plan

The State Government launched its new three-year Youth Action Plan to guide the delivery of a wide range of initiatives to improve outcomes for young people in WA.

The Youth Action Plan named, Koorlangka Bidi, means 'young people's path' in Noongar.

More than 2,200 young people aged between 10 and 25 years old from across WA helped shape the plan by sharing their insights and ideas on the issues that matter most to them.



Members of the Youth team at the Youth Action Plan launch event.

The themes heard most throughout the consultation process were used to develop the Youth Action Plan's six focus areas: amplifying young voices, climate action, achieving goals, cost of living, supporting wellbeing and embracing diversity and inclusion.

The Youth Action Plan will guide the delivery of a range of State Government initiatives which are aligned to the six focus areas and demonstrates Communities' commitment to supporting and engaging young people to build life skills and develop the knowledge and confidence they need to be involved in community life and respond to issues that impact them.



Case study: **LGBTIQA+ Inclusion Strategy, reference group and consultation**



Members of the new Communities Inclusion Connection Team.

In 2024, Communities commenced a consultation process to develop WA's first LGBTIQA+ Inclusion Strategy.

This initiative aims to promote the wellbeing and participation of LGBTIQA+ people across the state.

The Strategy is being informed by lived experience and community sector insight, with input from a wide

range of voices – including LGBTIQA+ individuals, their families and friends, health professionals, educators, and other community members connected to LGBTIQA+ communities.

As part of this process, Communities established both a Reference Group and a cross-government Project Steering Group to guide development of the Strategy. The Reference Group brings together a diverse and representative mix of organisations and individuals, including Albany Pride, Equal Voices, GLBTI Rights in Ageing Inc (GRAI), Professor Braden Hill, InterAction for Health and Human Rights, Kimberley Blak Pride, Dr Lukasz Krzyzowski, Living Proud, Pride WA, Pride with Disability Network, Queer, Transgender, Intersex and People of Colour WA, Rainbow Futures WA, TransFolk WA and Youth Pride Network (YPN).

Communities also oversaw the appointment of Rainbow Futures WA as the first LGBTIQA+ peak body in WA, further strengthening the leadership and coordination of this important work.

Together, the Reference Group, Project Steering Group, peak body and Communities are committed to respecting and valuing the lived experiences of LGBTIQA+ people and families as central to development of the Strategy. Working in partnership is crucial to identify key priorities and actions that will foster a more inclusive Western Australia.

Drafting and implementing this Strategy reflects Communities' ongoing commitment to meaningful engagement with LGBTIQA+ people and building a future where everyone can thrive.



The Strategy Reference Group at Fairday 2024 where the LGBTIQA+ Inclusion Strategy was launched.



Women

Communities has continued its commitment to gender equality through the Women's Grants for a Stronger Future program, supporting initiatives aligned with the priority areas of Stronger Together: WA's Plan for Gender Equality.

Building on the success of previous years, this round of funding marked a record investment of \$1.085 million, enabling the program to support more projects than ever before. For the first time, grants of up to \$250,000 were made available, significantly expanding the scale and impact of funded initiatives.

This year's program offered four distinct grant opportunities and supported a diverse range of initiatives across the State. By funding projects that promote health and wellbeing, safety and justice, women's economic independence, and leadership, the Women's Grants for a Stronger Future program continued to play a vital role in building a more equitable and inclusive WA.

Aged Care and Seniors

In 2024–25, the WA Government delivered a suite of targeted initiatives to support Western Australian seniors with the rising cost of living, ensuring older community members remain financially secure, connected and supported.

A key initiative was the launch of a fuel discount partnership with United Petroleum, giving WA Seniors Card holders access to four cents per litre off fuel at over 30 locations across WA and more than 400 nationally. This initiative offered potential savings of up to \$70 per year per member and reinforced the Government's commitment to practical, everyday relief.

WA Seniors Card members continued to benefit from a wide range of State Government concessions and rebates, including:

- the \$400 Safety and Security Rebate, with over 30,000 seniors claiming support for home safety and fire protection items.
- the Cost-of-Living Rebate, which delivered more than \$32.7 million in direct financial assistance to card holders this financial year.
- ongoing discounts on public transport, water rates, and local government rates.

To further support seniors in making the most of their entitlements, Communities released the 2024–25 WA Seniors Card Discount Directory. This free resource featured hundreds of discounts from local businesses, including 133 regional businesses, as well as for the first time, those in the Indian Ocean Territories.

The Directory also included images from the 2024 Golden Lens photography competition, celebrating the lives and contributions of older Western Australians.

Together, these initiatives reflect a strong and ongoing commitment to easing financial pressure on seniors, while encouraging active participation in community life across the state.





Case study: **Life in Pictures Short Film Competition**

Three short films with compelling depictions of ageing were named winners of the 2024 Life in Pictures short film competition.

The winners were announced as part of the 2024 Revelation Perth International Film Festival closing event.

Alex Lippiatt was honoured in the under-17 years category for *Lend a Hand*, which told the story of three generations of one family who cook together at the Vincent Community Kitchen.

Andrea Seno took out the 18 to 59 years category with *Merilyn*, a film about budding actress Merilyn, 73, who recently started her acting career in the WA film industry.

Tanya Swift won the 60-plus years category with her film *Elderhood*, which takes a positive outlook on the ageing process.

The Life in Pictures competition encouraged people to reflect on society's views of growing older and promote positive ageing. It was a creative collaboration between Communities and Revelation Perth International Film Festival, which was an action under An Age-friendly WA: State Seniors Strategy 2023–2033.



Photo credit: Kayla Hirschi

Alex Lippiatt, under 17s winner of the Life in Pictures Short Film Competition.



Photo credit: Kayla Hirschi

Tanya Swift, over 60s winner of the Life in Pictures Short Film Competition.



2024–25 marked the 10th anniversary of the WA Elder Abuse Helpline and Information Service, a free call number for people at risk of, or experiencing, elder abuse in WA.

Established in September 2014, the WA Helpline provides free, confidential information, support, advice and specialised advocacy on elder abuse.

Importantly, it acts as a state-wide referral service to connect callers with support services most appropriate for their circumstances, such as Elder Rights WA, the Older People's Rights Service, or State Government agencies such as the Office of the Public Advocate.

The telephone service is often the first contact an older person experiencing elder abuse will have when seeking information and support.

There has been a significant increase in the numbers of older people calling the Helpline for support since the service commenced a decade ago, with more than 7,300 calls being made to the service.

The WA Volunteer Service Awards recipients receiving Lifetime award for over 60 years of volunteering. ►

Volunteering

Communities is committed to supporting the long-term sustainability of volunteering by strengthening the volunteering sector across WA. A key part of this commitment is recognising the invaluable contributions of volunteers who dedicate their time, skills, and passion to support their communities.

Each year, the WA Volunteer Service Awards provide an opportunity for the Minister for Volunteering to formally acknowledge and thank volunteers for

their outstanding service. Since the awards began in 2012, 4,070 individuals have been honoured for their exceptional dedication to community service across the State.

Volunteers often work quietly behind the scenes, without seeking recognition, and the WA Volunteer Service Awards shine a light on their efforts and offer a moment of celebration and appreciation for their years of selfless contribution.



Outcome 4: A place to call home

In 2024–25 Communities focused on ensuring that all Western Australians had access to safe, affordable, and appropriate housing.

This included delivering policies and programs aimed at reducing housing insecurity and homelessness and supporting people in finding suitable homes to meet their needs. Many of our efforts aligned with All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030, which guides the State's commitment to improving homelessness services and outcomes through coordinated, culturally appropriate, and person-centred approaches. This included launching the Find My Way online portal and delivering major milestones for Common Ground East Perth and Mandurah.



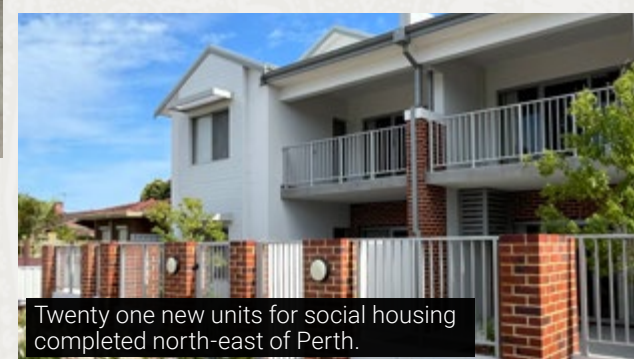
Communities' investment in housing and homelessness measures aims to drive progress towards the socio-economic outcomes and priority reforms in the National Agreement on Closing the Gap, particularly the targets for Aboriginal people to access appropriate housing.

Key priorities included maintaining existing housing to meet tenancy obligations and expanding the supply of social housing, Aboriginal community housing, and Government Regional Officer Housing.

We continued to invest in social housing, with a record commitment of \$5.1 billion in housing and homelessness initiatives, with a strong emphasis on providing homes that are safe, secure, and functional, including for people with disability. Our commitment also extended to commissioning homelessness services to ensure that everyone has a place to call home.



Case study: Public housing milestone



Boosting the State's housing supply continued to be a top priority for Communities as we worked with industry to deliver housing to the most vulnerable members of our community. We remained acutely aware of pressures in the housing market across the country and its impacts on many Western Australians.

Since 2012 the State Government, through Communities, has committed a record \$5.1 billion in housing and homelessness initiatives, and in May 2025 reached a key housing delivery milestone, with more than 3,300 social homes added to the State's public housing stock.

Housing

The Mandurah Common Ground project marked a major milestone after a \$43.1 million construction contract was awarded to Atlas Building (WA).

Construction commenced at the end of 2024, with the five-storey complex on Allnutt Street designed to feature 50 self-contained units, communal areas, commercial spaces, and on-site support services. Completion is expected by late 2026, with the facility set to offer stable, long-term housing and support for individuals experiencing homelessness, rough sleeping, or living on low incomes.

East Perth Common Ground, is currently under construction and anticipated to be delivered by late 2025. Both projects are based on the Common Ground model, which integrates permanent housing with wraparound support services and on-site management to help vulnerable individuals achieve stability and independence.

East Perth Common Ground, located at the corner of Hill and Wellington Streets, will provide 112 self-contained apartments along with communal spaces, commercial areas,

and on-site support services. Its design was shaped through extensive consultation with stakeholders, including community housing organisations, ACCOs, and individuals with lived experience of homelessness. ADCO Constructions was appointed to build the facility in June 2023, with completion expected later this year.

The tender process to appoint service providers for tenancy and support services for East Perth Common Ground commenced and the process is expected to get underway for the Mandurah facility in mid to late 2025, ensuring that each facility is equipped to meet the needs of its future residents.

Both Common Ground projects align with the State Government's All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030. The East Perth project also reflects broader collaborative efforts, such as the Perth City Deal's Homelessness Housing Projects, which involve partnerships between the State and Federal Governments and the City of Perth.



Mandurah Common Ground project features 50 self-contained units.



Case study: **Jalbi Jiya program**

Communities is committed to closing the gap for Aboriginal Western Australians and empowering Aboriginal people to make decisions that will benefit them and their communities.

Communities' \$200 million North-West Aboriginal Housing Fund (NWAHF) invests in projects that increase housing choices and services for Aboriginal families in the Pilbara and Kimberley. Funded through NWAHF, we supported eight Aboriginal families in achieving their home ownership goals through the \$9.7 million Jalbi Jiya Housing Program based in Broome.

The program provides a total of 25 homes for employed Aboriginal people. Of the 25 homes, seven homes have now been purchased and the remaining 18 homes are occupied by program participants as long-term rentals to support families on their journey to potential home ownership. Another participant family in the program was able to purchase their own home on the private market.

The Jalbi Jiya program was co-designed and delivered by Nyamba Buru Yawuru, the development and investment company of the Yawuru people.

◀ An additional four Aboriginal families have accessed home ownership through the Jalbi Jiya Housing Program.



Following the floods in Kimberley, we have worked hard to help devastated communities recover.

Communities committed \$25.1 million to repurpose temporary accommodation into 20 long-term homes to provide housing in the Fitzroy Valley for the most vulnerable members of the community.

Twenty new homes were built, using key parts from temporary accommodation units, that had previously housed people affected by the 2023 Kimberley floods. Since the floods, a total of 127 damaged homes in the region have been either repaired or completely rebuilt.

Communities awarded almost \$1.6 million to Uniting WA to deliver housing for people living with disability through our Call for Submissions process for registered Community Housing Providers.

The project will provide two disability housing dwellings on Riley Road in Riverton and offer much needed supported accommodation for up to six people with disability.

Each dwelling will comprise three-bedrooms, three-bathrooms, one disability support worker's room and shared living spaces and landscaped gardens.

The dwellings are architecturally designed to include sustainable design features including PV solar panels, waterwise gardens, and to achieve a minimum seven-star energy rating.

We completed six new homes for Government Regional Officer Housing (GROH) in Kununurra in the East Kimberley and an additional four in Broome in the West Kimberley.

The two and four-bedroom homes were built by Kimberley-based builder Calsen and can meet the housing needs of either families or singles in a shared household. The four-bedroom homes in Broome were delivered by B&S Impact Constructions and CWD Builders – Developers and were built to a seven-star Nationwide House Energy Rating Scheme.

The GROH program provides housing for government employees, in regional locations, including teachers, nurses, police and child protection workers to maintain access to essential government services in the regions.

Since 2021–22, Communities has committed nearly \$300 million in new GROH and refurbishing existing stock.

Communities launched a pilot program in December to deliver person-centred, culturally responsive practices that will support at-risk public and Aboriginal housing tenants to sustain their tenancies.

Operating in the Pilbara and North Metropolitan Housing regions, the Tenancy Support Pilot (TSP) builds on the THRIVE program, which has operated in these regions for the past five years.

The TSP supports tenants and their households across three tiers of support, underpinned by a needs-based assessment. Pilot staff work in a culturally responsive way alongside the tenant to foster trust, assess tenant needs, identify support networks, case plan, review and exit plan. The pilot operates a holistic and person-centred approach to case management.

Services provided range from advocacy and referrals to specialist services, through to in-home, and practical supports, with the intent to help tenants move into a space where they can independently sustain their tenancies. The pilot will be monitored and evaluated to inform future tenancy management and tenancy support models for Communities.





Aboriginal Community Controlled Organisations (ACCOs)

In October 2024, Murchison Region Aboriginal Corporation (MRAC) became the second Aboriginal Community Controlled Housing Organisation (ACCHO) in WA to be officially registered as a Community Housing Provider (CHP).

MRAC operates in the Mid-West and Gascoyne regions, managing 122 long-term community housing properties and offering culturally safe tenancy support for Aboriginal and Torres Strait Islander people.

MRAC follow Noongar Mia Mia, who were the first ACCHO to be officially registered as a CHP under the Community Housing Regulatory Framework (CHRF). Noongar Mia Mia has more than 20 years, experience supporting Aboriginal individuals and families in securing stable tenancies. It is highly respected for

delivering culturally appropriate housing services that promote wellbeing and long-term tenancy sustainability.

The CHRF ensures CHPs are well-governed, financially viable, and capable of delivering quality housing services. It also aims to strengthen the sector's capacity and reputation, helping to attract investment for expanding social and affordable housing.

A further three ACCHOs are in the process of having their registration applications assessed, and a further eight have expressed an interest in becoming registered.

Six ACCOs in the Pilbara and Kimberley regions were awarded \$10.44 million in grants to build, refurbish or purchase homes for use as affordable rentals for their employees.

The ACCO Aboriginal Employee Housing Grants Program increases housing supply in the regions through a combination of new builds, spot purchase and refurbishment of existing homes. The program aims to support and further enhance the valuable work led by ACCOs across the State's Northwest, by providing secure and stable housing for employees and their families.

The grant program is funded as part of the State Government's \$200 million North-West Aboriginal Housing Fund and supports eligible ACCOs to deliver accommodation assistance for their workforce.

The grant application period opened on 1 July 2024, closed on 30 August 2024, and received a strong response from across the Kimberley and Pilbara regions. The evaluation panel included senior staff from across Communities and had a minimum of 50 per cent Aboriginal representation, including place-based representation from the Kimberley and Pilbara.

There were seven successful submissions from six ACCOs:

- Walalakoo Aboriginal Corporation (Kimberley based)
- Murujuga Aboriginal Corporation (Pilbara based)
- Wunan Foundation (Kimberley based)
- Djarindjin Aboriginal Corporation (Kimberley based)
- Kimberley Aboriginal Law and Cultural Centre (Kimberley based)
- Robe River Kuruma Aboriginal Corporation (Pilbara based).



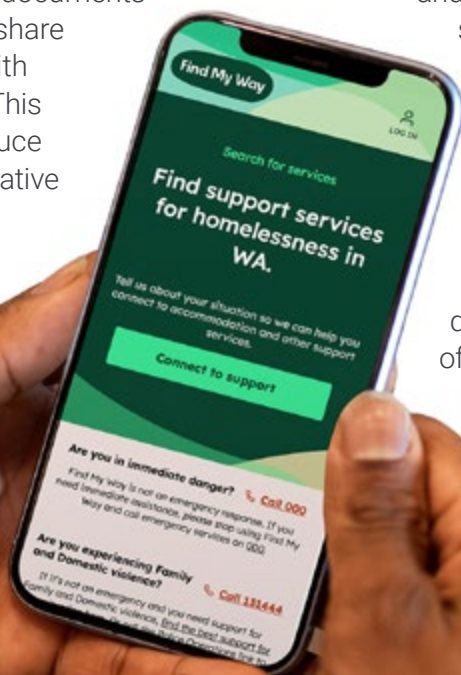


Homelessness

The Find My Way online portal was launched in April 2025 to help people experiencing, or at risk of homelessness in WA, access accommodation and support services more easily.

Available 24–7, the free platform offers users information on services and connects those not already linked to support with a Homelessness Service Connector through Centrecare's Entrypoint service.

The portal also allows users to store and manage important documents and, with consent, share their information with service providers. This feature aims to reduce repetitive administrative



processes and the need for individuals to retell their stories multiple times.

As part of the broader project, the Specialist Homelessness Information Platform (SHIP) used by service providers was upgraded to improve real-time data on bed availability and streamline referrals. The State Government invested \$2.25 million in the development of both Find My Way and the SHIP upgrades.

The project was led by a consortium including Infexchange, Anglicare WA, the Innovation Unit, and Anthologie, with input from community service organisations and people with lived experience.

Find My Way aligns with the State Government's All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030 and supports a "No Wrong Door" approach to service delivery. For people experiencing or at risk of homelessness, access remains available through traditional channels such as engagement hubs, Entrypoint Perth, and direct contact with accommodation services.

Homelessness Week 2024 launched with the national theme 'Homelessness Action Now', calling for coordinated efforts from governments, communities, and service providers.

The State Government highlighted its record \$5.1 billion investment in housing and homelessness since 2021–22, which has delivered more than 3,300 social homes since 1 July 2021, with another 1,000 under contract.

To further support housing delivery and mark the beginning of Homelessness Week, Communities announced a new process to cut more red tape for community housing providers (CHPs) to boost the delivery of new social and affordable housing initiatives across WA.

The Community Housing Prequalification Scheme supports and promotes growth in the community housing sector by reducing procurement times and costs and allowing CHPs to prequalify for predetermined categories of developments.

Further planning reforms have also been implemented to reduce red tape and accelerate social and affordable housing projects. These initiatives aim to strengthen the community housing sector and improve housing outcomes across the State.

Key reforms include the \$49 million expansion of the Djuripiny Mia 100 supportive landlord model, which has delivered over 80 homes and supported more than 150 people since 2022. The regional expansion committed to deliver 100 homes in selected regional locations, to be managed by CHPs.

Other major initiatives include the previously mentioned Mandurah and East Perth Common Ground projects, the Wandjoo Bidi supported accommodation service, and the establishment of Rough Sleeper Coordination Groups in key locations including Fremantle, Perth CBD, Geraldton, Bunbury, and Mandurah. The State Government also boosted the assertive outreach, data collection, and referral systems like the By-Name List and Entrypoint.

These efforts are part of the broader All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030, which guides the State's commitment to improving homelessness services and outcomes through coordinated, culturally appropriate, and person-centred approaches.

Communities contributed nearly \$4 million to a new youth homelessness initiative to support young people experiencing or at risk of homelessness.

The Teenagers in Need of Crisis Accommodation (TINOCA) II project – now known as Djinda, meaning 'star' in the Noongar language, delivered 15 beds across two sites for young people experiencing or at risk of homelessness across Perth.

The project incorporates a purpose-built supported accommodation facility with six beds for young people, aged 15 to 19, and provides support 24–7. In addition, Communities repurposed an existing property to provide nine beds for the Transitional Accommodation Program (TAP) to support young people into more long-term accommodation.

The Youth Futures initiative received \$3.96 million in funding to manage the 24–7 supported accommodation facility and TAP services. The project expands on the existing TINOCA service, which Youth Futures has successfully delivered for more than 20 years.

The Homeless Engagement, Assessment and Response Team (HEART) service received a 15-month grant extension to enable the continuation of outreach services across the Perth CBD, Midland, Joondalup, Mandurah and Fremantle areas, while expanding services to Rockingham and Stirling.

HEART works with highly vulnerable people with complex needs and assists them to transition from homelessness into safe accommodation and housing.

HEART is delivered by St Patrick's Community Support Centre (St Pats) in partnership with Uniting WA, Noongar Mia Mia and Indigo Junction.

The extension is part of the State Government's near \$140 million investment in homelessness initiatives.



Outcome 5: Resilient people and communities

Communities worked to build resilient people and communities, especially those impacted by emergencies or critical events.

In 2024–25 our priorities included enhancing our capacity to respond and provide relief during emergencies and disasters, transitioning individuals and families from Temporary Accommodation Units (TAUs) to their long-term homes and delivering emergency relief and support throughout the Pilbara in the aftermath of Cyclone Zelia. These efforts reflect our ongoing commitment to ensuring that Western Australians are supported, safe, and empowered to recover and rebuild in times of crisis.



Photo credit: Big hART



Emergencies and critical events

Communities supports State and local recovery efforts by coordinating the emergency relief and support services to help communities recover after an emergency.

In February 2025, Pilbara communities braced for Cyclone Zelia – one of the most significant weather events to impact the northern WA coast in two decades.

Throughout the region, we played a critical role in supporting communities. Evacuation centres were established in South Hedland and Karratha, and ongoing assistance was provided to those affected.

Cyclone Zelia was one of several severe weather events that challenged communities across the State during the high-threat period. In the early months of 2025, the ERS team responded to emergencies in Northam, Albany, Donnybrook, Esperance, Byford, Marble Bar, Wagin, West Arthur, Port Hedland, Karratha, Dunsborough, Bindoon, Perth Hills, Exmouth, Manjimup, Pemberton, Collie, and Lancelin.

These responses required extensive coordination, often in collaboration with Communities' regional and district staff, to ensure the safety and wellbeing of families and vulnerable individuals.

During Cyclone Zelia, the ERS team worked closely with the Pilbara Regional Child Protection and Housing teams to support over 300 people across two evacuation centres. The Newman Child Protection team also assisted more than 35 individuals in relocating to safe shelter. Following landfall, a large-scale evacuation was conducted to protect the remote Aboriginal community of Warralong from rising floodwaters.

The agency-wide coordination was exceptional. Staff from Assets and Maintenance, Remote Aboriginal Housing, Housing Direct, the Pilbara region, Work Health and Safety, and ERS came together to deliver the best possible outcomes for the communities we serve.

Communities was a Category 2 winner at the Institute of Public Administration Australia (IPAA) WA Achievement Awards for our work on the Kimberley Floods State Recovery and Resilience Plan 2023–24.

Communities team receiving IPAA Best Practice Award for Collaboration Across Government Agencies

The award was part of a joint submission with the departments of Fire and Emergency Services, Finance and Local Government, Sport and Cultural Industries for Best Practice in Collaboration Across Government Agencies.

The January 2023 flooding in the Kimberley region caused widespread impacts across the Fitzroy River catchment inundating 11 remote communities and impacting business and service delivery. The collaborative efforts of three tiers of government, working alongside community members and Traditional Owners, achieved real and measurable recovery progress under the Kimberley Floods State Recovery and Resilience Plan.





Case study: **Fitzroy Valley residents return home**

Communities' ERS team brought hope and stability to Fitzroy Valley residents affected by the 2023 Kimberley Floods. As part of the 2024 'Return to Home' Journey, the team successfully completed 37 transitions, helping individuals and families move from 26 Temporary Accommodation Units into safe, long-term homes across Bungardi, DarIngunaya, and Burawa.

This milestone marks the culmination of a year-long, community-driven effort. From coordinating refurbishments and new home builds, to securing Category 3 funding, managing logistics, and assembling flat-pack furniture, Communities has worked hand-in-hand with business partners and local organisations to ensure a smooth and dignified return home for impacted residents.

To close out the year, the ERS team, affectionately dubbed the "Purple Shirts", joined the Shire of Derby-West Kimberley's annual Christmas celebration. They helped Santa deliver gifts to over 200 children and spread festive cheer to aged care residents and local communities.

This initiative is a testament to the resilience of the Fitzroy Valley community and the unwavering commitment of the team.



The Emergency Relief and Support team helped to transition individuals and families from Temporary Accommodation Units (TAUs) to their long-term homes before Christmas.



Outcome 6: A great place to work

In 2024–25 we focused on ensuring that staff, at all levels, felt safe, valued and supported throughout their employment journey with us.

Our priorities included growing our cultural competence as an agency and enhancing safety and accountability amongst our leadership teams and staff. This included delivering the Aboriginal Cultural Framework and Implementation Plan.

We also strived to enhance programs to foster employee growth, engagement and recognition, including the Aboriginal Employee Network and the Leadership Mentoring Program.



Photo credit: Dean Fuller





We are committed to nurturing a healthy workplace culture and were awarded Best Practice in Corporate Social Values, after becoming the first State Government agency in WA to be accredited as a Carer Friendly Employer through the Carers and Employers Program.

Communities is committed to supporting staff development, growth and recognition. Over 2024–25, various initiatives were developed and strengthened to recognise the invaluable contributions of all staff.

Child protection workers were recognised with a new industrial agreement that will improve conditions and attract and retain more staff to the roles.

Child protection workers deliver vital frontline services to vulnerable Western Australian families and individuals.

Communities held its fourth Aboriginal Employee Network (AEN) Forum, attended by 210 Aboriginal staff from across WA.

The forum supports Aboriginal and Torres Strait Islander employees to celebrate their culture and foster and strengthen connections whilst providing them with the opportunity to have their voices heard on different projects and feed into policy development work at Communities.

The two-day forum explored themes of accountability, care, growth and culture, and staff participated in cultural activities, including men's and women's yarning circles.

The AEN strives to promote cultural safety within the workplace and within the services delivered by Communities.

Communities is committed to closing the gap for Aboriginal Western Australians and building partnerships with Aboriginal people to ensure they have a genuine say in the design and delivery of services that affect their lives.

Communities, Aboriginal Strategic Advisory Group (Advisory Group) comprises up to 16 Aboriginal members, all with lived experience and subject-matter expertise – able to provide valuable insight and advice on issues affecting the lives of Aboriginal peoples.

In November 2024, members voted for their 2025 Co-Chairs, selecting Ms Patricia Hayward, a Wardandi woman from Noongar country, and Mr Tony Hansen, whose connections are to Minang and Wilman people of the Wagyl Kaip.

In March 2025, the Advisory Group agreed to three principles to guide all members in fulfilling their roles and their collective purpose: truth telling, healing and social and emotional wellbeing, and culture at the heart. Advisory Group members determined their

Strategic Priorities, underpinned by the National Agreement on Closing the Gap's Priority Reforms and relevant targets.

In 2025, the Advisory Group provided four pieces of formal advice for consideration by the Director General on Aboriginal workforce; Aboriginal engagement, Aboriginal healing and child protection and family support.

Communities staff and leaders took part in the 2024 PrideFEST and marched for a more inclusive society.

The Communities float was boldly decorated with rainbow signage and sparkle and staff wore custom-designed Pride t-shirts.

The theme 'Go West' was a message and invitation for the diverse LGBTIQ+ community and allies to be visible, proud and safe, now and into the future. The song 'Go West' was an anthem for the LGBTIQ+ community – conveying a message of hope and optimism, encouraging people to pursue a life where they could authentically be themselves.

Communities recognised individuals and teams at the One Communities One Team Excellence Awards to provide recognition to staff that inspire and embody organisational values.

Almost 30 individuals and teams were selected to receive awards from more than 100 finalists.



Case study: Worker safety devices trial and award

The Work Health and Safety Foundation awarded Communities the Innovation and Technology Award for a project that improves the safety of frontline staff working in high-risk areas.

Our frontline staff are dedicated to delivering much needed services, including Child Protection, Disability, Housing and Homelessness, to the most vulnerable members of the WA community.

The Worker Safety Device trial enhances safety for staff that are at risk in the field, due to violence, working alone, or travelling in remote areas. The project incorporated the installation of a Starlink satellite system in two Communities fleet vehicles to enhance remote communication.

Around 100 staff from the Geraldton, Halls Creek, Midland and Broome offices were tasked with helping the project to determine the suitability and effectiveness of devices that included an easy-to-use phone application and safety timer.

This project highlights the innovation of Communities and its commitment to ensure it remains a great and safe place to work.

Communities received two awards at the 2024 Institute of Public Administration Australia (IPAA) WA Achievement Awards.

The awards included Best Practice in Corporate Social Values after Communities became the first State Government agency in WA to be accredited as a Carer Friendly Employer through the Carers and Employers Program.

The program defines best practice standards for supporting staff with caring responsibilities and Communities was praised for demonstrating its commitment to supporting staff carers through its accreditation as a Carer Friendly Employer.

Communities was also a gold winner in Best Practice in Children's Consultation for work on the Youth Action Plan consultations.

The Youth Action Plan champions universal youth services and initiatives and was based on consultation with more than 2,000 young people across the State.

The IPAA awards are the premier awards for the public service in WA and recognise individual and organisational excellence in all tiers of public service.



To meet the Public Sector Commission's vision of a high-performing, innovative public sector, we continue to embrace the Building Leadership Impact initiative.

This sets a clear direction for what leadership means for all staff, describing everyday behaviours that create a common understanding of what 'good' leadership looks like, as well as the mindsets that drive these behaviours.

This year, Communities also opened the Leadership Mentoring Program to support staff to grow their leadership skills. More than 160 mentoring partnerships were formed with seven leadership learning sessions scheduled over the program. The program includes adopting a shared language around leadership and embedding a sector-wide commitment to positive leadership development.

By working together, we aim to foster a culture of collaboration, adaptability, and excellence that benefits all our employees and the communities we serve.



The new purpose-built Joondalup office opened.

A new purpose-built office in Joondalup was opened to provide frontline staff with flexible and functional workspaces to enhance service delivery, including dedicated client spaces.

The new office was purpose-built for staff to provide the very best service to clients and includes the full suite of features under Communities' Workplace Strategy. Staff have access to a range of flexible workspaces, specifically designed for a service delivery office with dedicated client spaces including contact, therapy and interview rooms and a foster carer's lounge.



Summary of key performance indicators

The Department's performance in the achievement of its outcomes and delivery of its services is demonstrated in the key effectiveness and efficiency indicators, which are outlined below in Tables 1 through to 10. Further details on the indicators are contained in the key performance indicators section of this report.

The targets are published in the 2024–25 Western Australian State Budget Paper No 2 (Volume 2, Division 35, Part 8).

Table 1: Access to quality services that enables active participation in the Western Australian community by individuals and families

Key effectiveness performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Percentage of assessed early childhood education and care services that met or exceeded national standards	87%	80%	83%	–
The take-up rate of Seniors Card	94%	95%	93%	–
Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record	98%	98%	97%	–
Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record	96%	97%	97%	–

Table 2: Families and individuals experiencing family and domestic violence (FDV), homelessness or other crises are assisted to build their capabilities and be safe

Key effectiveness performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period	91%	90%	89%	–
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion	83%	90%	86%	–
Percentage of departmental clients who were assessed and received a response as a result of a FDV incident and did not require another FDV-related response within 12 months	74%	80%	74%	–

Table 3: Children and young people needing protection are safe from abuse and harm

Key effectiveness performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm	91%	95%	92%	–
Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated	94%	95%	95%	–

Table 4: Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life outcomes

Key effectiveness performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle	64%	80%	61%	The 2024–25 Actual is significantly lower than the 2024–25 Target. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered when making care arrangement decisions, continue to impact the Department's ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The appointment of new contracts to Aboriginal Community Controlled Organisations during 2024–25 to enable self-determination of Aboriginal families to help identify suitable placement options is expected to have a positive impact in future years.
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes	78%	90%	82%	–

Table 5: Community services

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per licensed child care service for regulation and support	\$10,147	\$9,024	\$9,539	–
Average management cost per Seniors Card	\$14.65	\$6.85	\$17.51	The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual. The result is due to the increased promotion of the Seniors Card in regional areas and subsequent program demand, and significant resourcing to support the increased promotion and demand uplift of the Seniors Cost of Living Rebate in a timely manner.
Average cost per Working with Children Card application processed	\$39	\$30	\$36	The variance between the 2024-25 Actual and the 2024-25 Budget Target is due to higher than budgeted operating costs to support the delivery of the Working with Children Screening Unit service.

Table 6: Homelessness support services

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per homelessness support service client	\$5,726	\$6,664	\$7,518	The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to additional funding received during 2024–25 as part of the WA Government's investment in continuing to provide critical homelessness service delivery and to meet current demand. This includes additional funding for accommodation services, engagement hubs, outreach services and specialist support services.

Table 7: Earlier intervention and family support services

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per earlier intervention and family support case	\$10,703	\$10,658	\$11,459	–

Table 8: Preventing and responding to family and domestic violence (FDV)

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per FDV case	\$5,113	\$7,468	\$6,374	The 2024–25 Actual is lower than the 2024–25 Budget Target, related to an increase in the number of cases supported by Coordinated Response Services, Safe at Home programs and the Mobile Outreach Initiative. The 2024–25 Actual is higher than the 2023–24 Actual due to significant new and additional funding for Family and Domestic Violence programs and services.

Table 9: Child protection assessments and investigations

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per child involved in child protection cases	\$5,953	\$5,708	\$6,033	–

Table 10: Care arrangements and support services for children in the CEO's care

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per day of a foster care arrangement	\$251	\$215	\$233	–
Average cost per day of a residential-based care arrangement	\$3,333	\$2,601	\$3,421	The variance between the 2024–25 Budget Target and 2024–25 Actual is due to allocation of additional funding to support the increased care arrangements that occurred across the residential-based care services.
Average cost per day of an exceptionally complex needs care arrangement	\$5,338	\$2,157	\$5,677	The variance between the 2024–25 Actual and the 2024–25 Budget Target is primarily due to additional costs associated with implementing the Out of Home Care reform. This reform is phasing out individualised care arrangements and replacing them with evidence-based, trauma-informed, and culturally responsive care arrangements for children and young people in the care of the State.
Average cost per day of a secure care arrangement	\$10,953	\$11,362	\$9,054	The 2024–25 Actual is lower than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to a significant increase in the number of secure care days, which occurred due to continuation of the steady trend back towards the service being utilised at a pre-Covid level and the absence of any barriers that required the service to operate at reduced capacity in prior years.

Key efficiency performance indicator	2023–24 actual	2024–25 target	2024–25 actual	Explanation of significant variance
Average cost per day to plan for and support a child in the CEO's care	\$114	\$90	\$128	The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to additional costs associated with addressing the Home Stretch WA program demand, implementing Out of Home Care reform, and increased funding provided to meet expenditure and services obligations.

Disclosures and legal compliance



Disclosures and legal compliance

Certification of financial statements

For the reporting period ended 30 June 2025

The accompanying financial statements of the Department of Communities have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

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



Les Bechelli
Chief Finance Officer

11 September 2025



Mike Rowe
Director General
Accountable Authority

11 September 2025



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Department of Communities

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Department of Communities (Department) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- administered schedules comprising the administered assets and liabilities as at 30 June 2025 and administered income and expenses by service for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department of Communities for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Page 1 of 6

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

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

In preparing the financial statements, the Director General is responsible for:

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Basis for qualified opinion

I identified significant weaknesses in procurement controls implemented by the Department of Communities. The controls were inadequate with purchase orders being raised subsequent to the receipt of an invoice and officers approving non-purchase order invoices above their delegated authority levels. These weaknesses increase the risk of erroneous or fraudulent payments, and ordering of inappropriate or unnecessary goods or services.

Qualified opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department of Communities. The controls exercised by the Department of Communities are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

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

In my opinion, in all material respects, except for the possible effects of the matters described in the Basis for Qualified Opinion section of my report, the controls exercised by the Department of Communities are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

The Director General's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Department for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2025.

The Director General's responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 Financial Sustainability - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

My independence and quality management relating to the report on financial statements, controls and key performance indicators

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

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor's report.

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

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

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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

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



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
12 September 2025

Financial statements

Statement of Comprehensive Income

For the year ended 30 June 2025

Table 11: Statement of Comprehensive Income
Income and expenses

	Notes	2025 \$'000	2024 \$'000
Cost of services	–	–	–
Expenses	–	–	–
Employee benefits expenses	3.1.1	730,840	662,139
Supplies and services	3.4	155,716	143,227
Depreciation and amortisation expenses	5.1.1, 5.2, 5.3.1	22,329	19,507
Finance costs	7.2	1,174	744
Accommodation expenses	3.4	60,966	58,141
Grants and subsidies	3.2	315,351	284,283
Funding for services	3.3	683,898	624,462
Losses on disposal of non-current assets	4.5	72	–
Other expenses	3.4	30,582	15,008
Total cost of services	–	2,000,928	1,807,511

Income and expenses	Notes	2025 \$'000	2024 \$'000
Income	–	–	–
User charges and fees	4.2	14,683	14,543
Other income	4.3	3,751	5,404
Commonwealth grants and contributions	4.4	70,701	68,704
Gains on disposal of non-current assets	4.5	–	6
Total income	–	89,135	88,657
Total income other than income from State Government	–	89,135	88,657
Net cost of services	–	1,911,793	1,718,854
Income from State Government	–	–	–
Service appropriation	4.1	1,556,339	1,394,189
Resources received	4.1	6,520	5,592
Royalties for Regions Fund	4.1	13,849	10,026
Income from other public sector entities	4.1	376,343	351,779
Total income from State Government	–	1,953,051	1,761,586
Surplus/(Deficit) for the period	–	41,258	42,732
Other comprehensive income	–	–	–
Items not reclassified subsequently to profit or loss	–	–	–

Income and expenses	Notes	2025 \$'000	2024 \$'000
Changes in asset revaluation surplus	9.10	37,488	8,781
Total other comprehensive income	–	37,488	8,781
Total comprehensive income/(loss) for the period	–	78,746	51,513

See also the 'Schedule of income and expenses by service' on Note 2.2.

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

Statement of Financial Position

As at 30 June 2025

Table 12: Statement of Financial Position

Statement of Financial Position	Notes	2025 \$'000	2024 \$'000
Assets – Current assets	–	–	–
Cash and cash equivalents	7.3	97,264	29,192
Restricted cash and cash equivalents	7.3, 7.4	27,977	34,993
Receivables	6.1	43,588	58,870
Amounts receivable for services	6.2	68	68
Other current assets	6.3	21,777	12,101
Total Current Assets	–	190,674	135,224
Assets – Non-current assets	–	–	–
Receivables	6.1	21,041	15,515
Amounts receivable for services	6.2	208,223	190,556
Property, plant and equipment	5.1	166,146	151,795
Leasehold improvements	5.1	10,182	3,718
Work in progress	5.1, 5.3	5,011	4,517
Right-of-use assets	5.2	22,460	14,728

Statement of Financial Position	Notes	2025 \$'000	2024 \$'000
Intangible assets	5.3	1,397	4,964
Total non-current assets	–	434,460	385,793
Total assets	–	625,134	521,017
Liabilities – Current liabilities	–	–	–
Payables	6.4	53,749	59,020
Lease liabilities	7.1	9,904	7,389
Income received in advance	6.5	610	471
Employee-related provisions	3.1.2	146,413	144,198
Total current liabilities	–	210,676	211,078
Liabilities – Non-current liabilities	–	–	–
Payables	6.4	532	1,101
Lease liabilities	7.1	13,160	7,697
Employee-related provisions	3.1.2	28,995	29,160
Total non-current liabilities	–	42,687	37,958
Total liabilities	–	253,363	249,036
Net assets	–	371,771	271,981
Equity	–	–	–
Contributed equity	9.10	293,192	272,148

Statement of Financial Position	Notes	2025 \$'000	2024 \$'000
Reserves	9.10	58,724	21,236
Accumulated surplus/(deficit)	9.10	19,855	(21,403)
Total equity	–	371,771	271,981

See also the 'Schedule of assets and liabilities by service' on Note 2.3.

The Statement of financial position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2025

Table 13: Statement of Changes in Equity

Statement of Changes in Equity	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus/ (deficit) \$'000	Total equity \$'000
Balance at 1 July 2023	–	253,338	12,455	(64,135)	201,658
Surplus/(Deficit)	–	–	–	42,732	42,732
Other comprehensive income	–	–	8,781	–	8,781
Total comprehensive income for the period	–	–	8,781	42,732	51,513
Transactions with owners in their capacity as owners	9.10	–	–	–	–
Capital appropriations	–	20,079	–	–	20,079
Other contributions by owners	–	2,760	–	–	2,760
Distributions to owners	–	(4,029)	–	–	(4,029)
Total	–	18,810	–	–	18,810
Balance at 30 June 2024	–	272,148	21,236	(21,403)	271,981
Balance at 1 July 2024	–	272,148	21,236	(21,403)	271,981
Surplus/(Deficit)	–	–	–	41,258	41,258

Statement of Changes in Equity	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus/ (deficit) \$'000	Total equity \$'000
Other comprehensive income	—	—	37,488	—	37,488
Total comprehensive income for the period	—	—	37,488	41,258	78,746
Transactions with owners in their capacity as owners	9.10	—	—	—	—
Capital appropriations	—	21,946	—	—	21,946
Other contributions by owners	—	6,840	—	—	6,840
Distributions to owners	—	(7,742)	—	—	(7,742)
Total	—	21,044	—	—	21,044
Balance at 30 June 2025	—	293,192	58,724	19,855	371,771

The Statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2025

Table 14: Statement of Cash Flows

Statement of Cash Flows	Notes	2025 \$'000	2024 \$'000
Cash flows from State Government – Payments	–	–	–
Digital Capability Fund	–	–	(3,064)
Cash flows from State Government – Receipts	–	–	–
Service appropriation	–	1,537,026	1,376,195
Capital appropriations	–	21,946	20,079
Holding account drawdown	–	68	68
Royalties for Regions Fund	–	13,849	10,026
National Redress Records	–	8,902	4,575
Digital Capability Fund	–	6,791	–
Income from other public sector entities - Service delivery agreement	–	339,392	274,237
Income from other public sector entities - others	–	31,422	40,907
Net cash provided by State Government	–	1,959,396	1,723,023
<i>Utilised as follows:</i>	–	–	–

Statement of Cash Flows

	Notes	2025 \$'000	2024 \$'000
Cash Flows from operating activities – Payments	–	–	–
Employee benefits	–	(724,971)	(644,236)
Supplies and services	–	(143,453)	(136,120)
Finance costs	–	(1,174)	(744)
Accommodation	–	(63,067)	(58,141)
Grants and subsidies	–	(324,570)	(284,283)
Funding for services	–	(683,898)	(624,462)
GST payments on purchases	–	(104,824)	(93,052)
Other payments	–	(14,513)	(15,142)
Cash Flows from operating activities – Receipts	–	–	–
User charges and fees	–	14,822	14,664
Commonwealth grants and contributions	–	70,701	68,704
GST receipts on sales	–	579	401
GST receipts from taxation authority	–	104,245	92,651
Other receipts	–	3,751	4,919
Net cash used in operating activities	7.3.2	(1,866,372)	(1,674,841)

Statement of Cash Flows	Notes	2025 \$'000	2024 \$'000
Cash flows from investing activities – Payments	–	–	–
Purchase of non-current assets	–	(13,849)	(28,278)
Cash flows from investing activities – Receipts	–	–	–
Proceeds from sale of non-current assets	–	3,346	2,314
Net cash used in investing activities	–	(10,503)	(25,964)
Cash flows from financing activities – Payments	–	–	–
Principal elements of lease payments	–	(15,922)	(12,800)
Payment to accrued salaries account	–	(5,459)	(4,871)
Loan to children's trustees	–	(84)	–
Net cash used in financing activities	–	(21,465)	(17,671)
Net increase/(decrease) in cash and cash equivalents	–	61,056	4,547
Cash and cash equivalents at the beginning of the year	–	64,185	70,282
Adjustment for the reclassification of accrued salaries account	–	–	(10,644)
Cash and cash equivalents at the end of the period	7.3.1	125,241	64,185

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

Administered schedules

Administered income and expenses by service

For the year ended 30 June 2025

Table 15: Administered income and expenses by service

	Notes	NDIS Funding Assistance	
		2025 \$'000	2024 \$'000
Income from administered items	–	–	–
Administered appropriations	–	1,173,791	1,260,000
Total administered income	–	1,173,791	1,260,000
Expenses and Subsidies	–	–	–
Grants and Subsidies expense - State contribution to National Disability Insurance Scheme	–	1,242,690	1,201,886
Total administered expenses	–	1,242,690	1,201,886

Administered assets and liabilities

For the year ended 30 June 2025

Table 16: Administered assets and liabilities

Assets	Notes	2025 \$'000	2024 \$'000
Current assets	–	–	–
Cash and cash equivalents	–	1	68,901
Total Administered Assets	–	1	68,901

Notes to the financial statements

1. Basis of Preparation

The Department is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

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

These annual financial statements were authorised for issue by the accountable authority of the Department on 11 September 2025.

The financial statements have been prepared on a going concern basis as the State of Western Australia which is the ultimate parent entity has no solvency concerns.

The State budget papers highlight that the Department of Communities is fully appropriated to provide its ongoing services from 2024–25 through to 2028–29, including positive cash at bank and cashflow balances.

To the best of the Department's knowledge there are no plans from Government to reduce the Department's ability to meet its obligations. The Department also has the capacity to seek Supplementary funding from the State of Western Australia as the ultimate parent entity, if cash management issues were to arise.

Noting that the appropriation published in the Budget represents the sum of funding provided to the Department and its subsidiary Statutory Authorities, the Department has been working with the Department of Treasury to consolidate cash appropriations to simplify arrangements going forward; within this context, there are no overall solvency concerns.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the

Australian Accounting Standard Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standard Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Reporting entity

The reporting entity is comprised of the Department and the Children and Community Services Ministerial Body (Ministerial Body). The Ministerial Body is a body corporate through which the Minister can perform any of the Minister's functions under the *Children and Community Services Act 2004* that can more conveniently be performed by a body corporate than an individual.

Basis of preparation

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

Judgements and estimates

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

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) Amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) Receivable and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and will be credited directly to Contributed equity.

Administered items

The Department administers, but does not control, certain activities and functions for and on behalf of Government that do not contribute to the Department's services or objectives. It does not have discretion over how it utilises the transactions in pursuing its own objectives.

Transactions relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered income and expenses by service', and 'Administered assets and liabilities'.

The accrual basis of accounting and applicable Australian Accounting Standards has been adopted.

2. Department outputs

How the Department operates

This section includes information regarding the nature of funding the Department receives and how this funding is utilised to achieve the Department's objectives. This note also provides the distinction between controlled funding and administered funding:

	Notes
Department objectives	2.1
Schedule of Income and Expenses by Service	2.2
Schedule of Assets and Liabilities by Service	2.3

2.1 Department objectives

Purpose

Working together to provide responsive services that build safe, inclusive and empowered communities.

The Department is predominantly funded by Parliamentary appropriations.

Services

The Department provides the following services:

Service 1: Community services

Provision of community services across Western Australia: Working with Children Checks to increase child safety, regulation and quality assurance of early education and care services, and delivery of benefits and concessions including Seniors Card and other support services.

Service 2: Homelessness support services

A range of accommodation and related support services for individuals and families who are homeless or at risk of homelessness.

Service 3: Earlier intervention and family support services

Earlier and more intense services to divert children and young people from the child protection system and prevent them from needing to enter care.

Service 4: Preventing and responding to family and domestic violence

A range of services to people experiencing, or at risk of, family and domestic violence (FDV), including the provision of crisis accommodation, counselling and community-based response teams that provide coordinated agency responses to FDV incidents.

Service 5: Child protection assessments and investigations

Assessing concerns reported to the Department about the wellbeing of children and young people and responding appropriately, including child protection assessments, investigations and making applications for court orders.

Service 6: Care arrangements and support services for children in the CEO's care

Provision of safe and stable care arrangements and other support services for the safety, support and wellbeing of children and young people in the care of the CEO.

Service 7: Provision of support services to other public sector agencies

Provision of human resources and business and operational support services to Housing Authority and Disability Services Commission.

2.2 Schedule of income and expenses by service

For the year ended 30 June 2025

Table 17: Schedule of income and expenses by service

Income and expenses	Community Services 2025 \$'000	Community Services 2024 \$'000	Homeless- ness Support Services 2025 \$'000	Homeless- ness Support Services 2024 \$'000	Earlier Intervention and Family Support Services 2025 \$'000	Earlier Intervention and Family Support Services 2024 \$'000	Preventing and Responding to Family and Domestic Violence 2025 \$'000	Preventing and Responding to Family and Domestic Violence 2024 \$'000
Cost of services – Expenses	–	–	–	–	–	–	–	–
Employee benefits expense	58,587	54,628	5,600	5,448	51,407	50,691	9,881	6,102
Supplies and services	26,536	27,513	2,002	1,492	10,783	11,480	6,539	2,951
Depreciation and amortisation expense	2,148	1,182	16	28	2,392	2,124	170	108
Finance costs	79	59	1	1	176	106	3	4
Accommodation expenses	4,854	3,961	1,161	1,218	4,726	4,673	935	443
Grants and subsidies	86,305	100,045	15,187	12,970	15,776	10,830	42,007	16,674
Funding for services	61,090	58,883	100,055	73,471	42,681	42,651	86,844	73,668
Losses on disposal of non-current assets	9	–	1	–	7	–	1	–

Income and expenses	Community Services 2025 \$'000	Community Services 2024 \$'000	Homeless-ness Support Services 2025 \$'000	Homeless-ness Support Services 2024 \$'000	Earlier Intervention and Family Support Services 2025 \$'000	Earlier Intervention and Family Support Services 2024 \$'000	Preventing and Responding to Family and Domestic Violence 2025 \$'000	Preventing and Responding to Family and Domestic Violence 2024 \$'000
Other expenses	17,405	879	107	133	981	1,043	201	99
Total cost of services	257,013	247,150	124,130	94,761	128,929	123,598	146,581	100,049
Cost of services – Income	–	–	–	–	–	–	–	–
User charges and fees	14,616	14,479	–	–	2	1	–	–
Other income	470	590	15	–	502	652	25	145
Commonwealth grants and contributions	1,289	611	25,506	25,514	12	–	41,071	41,765
Gains on disposal of non-current assets	–	(107)	–	–	–	(61)	–	(1)
Total income other than income from State Government	16,375	15,573	25,521	25,514	516	592	41,096	41,909
Net cost of services	224,363	231,577	98,609	69,247	128,413	123,006	105,485	58,140
Income from State Government	–	–	–	–	–	–	–	–
Service appropriation	237,487	202,142	91,301	63,211	128,614	122,267	98,946	53,888
Resources received	769	598	73	58	718	640	120	65

Income and expenses	Community Services 2025 \$'000	Community Services 2024 \$'000	Homeless- ness Support Services 2025 \$'000	Homeless- ness Support Services 2024 \$'000	Earlier Intervention and Family Support Services 2025 \$'000	Earlier Intervention and Family Support Services 2024 \$'000	Preventing and Responding to Family and Domestic Violence 2025 \$'000	Preventing and Responding to Family and Domestic Violence 2024 \$'000
Royalties for Regions Fund	1,654	1,024	5,460	3,820	1,519	141	4,393	4,360
Income from other public sector entities	35,482	43,192	22	–	1,347	8	37	–
Total income from State Government	275,392	246,956	96,856	67,089	132,198	123,056	103,496	58,313
Surplus/(Deficit) for the period	34,754	15,379	(1,753)	(2,158)	3,785	50	(1,989)	173

The Schedule of income and expenses by service should be read in conjunction with the accompanying notes.

Table 18: Schedule of income and expenses by service

For the year ended 30 June 2025

Income and expenses	Child Protection Assessments and Investigations 2025 \$'000	Child Protection Assessments and Investigations 2024 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2025 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2024 \$'000	Shared Cost Allocation 2025 \$'000	Shared Cost Allocation 2024 \$'000	Total 2025 \$'000	Total 2024 \$'000
Cost of services – expenses	–	–	–	–	–	–	–	–
Employee benefits expense	80,497	80,675	253,541	256,562	271,327	208,033	730,840	662,139
Supplies and services	16,493	13,296	52,843	44,379	40,520	42,116	155,716	143,227
Depreciation and amortisation expense	3,890	3,404	10,559	9,718	3,154	2,943	22,329	19,507
Finance costs	294	178	683	424	(62)	(28)	1,174	744
Accommodation expenses	7,356	7,130	24,593	24,038	17,341	16,678	60,966	58,141
Grants and subsidies	2,706	3,720	153,263	140,044	107	–	315,351	284,283
Funding for services	5,743	4,833	387,458	370,956	27	–	683,898	624,462
Losses on disposal of non-current assets	10	–	37	–	7	–	72	–

Income and expenses	Child Protection Assessments and Investigations 2025 \$'000	Child Protection Assessments and Investigations 2024 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2025 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2024 \$'000	Shared Cost Allocation 2025 \$'000	Shared Cost Allocation 2024 \$'000	Total 2025 \$'000	Total 2024 \$'000
Other expenses	1,545	1,577	5,118	5,378	5,225	5,899	30,582	15,008
Total cost of services	118,534	114,813	888,095	851,499	337,646	275,641	2,000,928	1,807,511
Income	–	–	–	–	–	–	–	–
User charges and fees	3	3	62	60	–	–	14,683	14,543
Other income	789	1,089	1,950	2,670	–	258	3,751	5,404
Commonwealth grants and contributions	788	485	2,035	329	–	–	70,701	68,704
Gains on disposal of non-current assets	–	(103)	–	(287)	–	565	–	6
Total income other than income from State Government	1,580	1,474	4,047	2,772	–	823	89,135	88,657
Net cost of services	116,954	113,339	884,048	848,727	337,646	274,818	1,895,518	1,718,854
Income from State Government	–	–	–	–	–	–	–	–
Service appropriation	118,857	114,153	881,134	838,528	–	–	1,556,339	1,394,189

Income and expenses	Child Protection Assessments and Investigations 2025 \$'000	Child Protection Assessments and Investigations 2024 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2025 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2024 \$'000	Shared Cost Allocation 2025 \$'000	Shared Cost Allocation 2024 \$'000	Total 2025 \$'000	Total 2024 \$'000
Resources received	1,107	964	3733	3,267	—	—	6,520	5,592
Royalties for Regions Fund	208	166	615	515	—	—	13,849	10,026
Income from other public sector entities	379	14	1,430	27	337,646	308,538	376,343	351,779
Total income from State Government	120,551	115,297	886,912	842,337	337,646	308,538	1,953,051	1,761,586
Surplus/(deficit) for the period	3,597	1,958	2,864	(6,390)	—	33,720	41,258	42,732

The Schedule of income and expenses by service should be read in conjunction with the accompanying notes.

2.3 Schedule of assets and liabilities by service

As at 30 June 2025

Table 19: Schedule of assets and liabilities by service

Assets and Liabilities	Community Services 2025 \$'000	Community Services 2024 \$'000	Homeless-ness Support Services 2025 \$'000	Homeless-ness Support Services 2024 \$'000	Earlier Intervention and Family Support Services 2025 \$'000	Earlier Intervention and Family Support Services 2024 \$'000	Preventing and Responding to Family Domestic Violence 2025 \$'000	Preventing and Responding to Family Domestic Violence 2024 \$'000
Assets	–	–	–	–	–	–	–	–
Current assets	32,761	18,547	4,962	2,185	18,468	10,509	8,317	1,341
Non-current assets	37,908	29,007	790	807	45,141	40,317	3,319	2,222
Total assets	70,669	47,554	5,752	2,992	63,609	50,826	11,636	3,563
Liabilities	–	–	–	–	–	–	–	–
Current liabilities	26,878	27,394	2,504	2,026	21,387	21,383	3,705	2,246
Non-current liabilities	5,044	4,258	463	407	5,007	4,274	593	426
Total liabilities	31,922	31,652	2,967	2,433	26,394	25,657	4,298	2,672
Net assets	38,747	15,902	2,785	559	37,215	25,169	7,338	891

Table 20: Schedule of assets and liabilities by service

Schedule of assets and liabilities by service	Child Protection Assessments and Investigations 2025 \$'000	Child Protection Assessments and Investigations 2024 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2025 \$'000	Care Arrangements and Support Services for Children in the CEO's Care 2024 \$'000	Shared Cost Allocation 2025 \$'000	Shared Cost Allocation 2024 \$'000	Total 2025 \$'000	Total 2024 \$'000
Assets	–	–	–	–	–	–	–	–
Current assets	27,740	16,447	98,421	53,767	5	32,428	190,674	135,224
Non-current assets	72,947	64,383	274,355	249,057	–	–	434,460	385,793
Total assets	100,687	80,830	372,776	302,824	5	32,428	625,134	521,017
Liabilities	–	–	–	–	–	–	–	–
Current liabilities	34,870	33,728	121,332	124,301	–	–	210,676	211,078
Non-current liabilities	8,286	7,105	23,294	21,488	–	–	42,687	37,958
Total liabilities	43,156	40,833	144,626	145,789	–	–	253,363	249,036
Net assets	57,531	39,997	228,150	157,035	5	32,428	371,771	271,981

The Schedule of assets and liabilities by service should be read in conjunction with the accompanying notes.

3. Use of our funding

3.1 Expenses incurred in the delivery of services

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

Table 21: Expenses incurred in the delivery of services

Expenses incurred in the delivery of services	Notes	2025 \$'000	2024 \$'000
Employee benefits expenses	3.1.1	730,840	662,139
Employee related provisions	3.1.2	175,408	173,358
Grants and subsidies	3.2	315,351	284,283
Funding for services	3.3	683,898	624,462
Other expenditure	3.4	230,989	216,376

3.1.1 Employee benefits expenses

Table 22: Employee benefits expenses

Employee benefits expenses	2025 \$'000	2024 \$'000
Employee benefits	655,515	598,734
Termination benefits	222	–
Superannuation – defined contributions plans	75,103	63,405
Total employee benefits expenses	730,840	662,139
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	17,242	14,569
Less: Employee contribution (per the Statement of comprehensive income)	(3,240)	(3,162)
Net employee benefits	744,842	673,546

The Department is the legal employer of all the Public Sector CSA Agreement 2024 employees from the Department, Housing Authority and Disability Services Commission in accordance with the Public Service Commission Employee Disposition Notice following on from the Machinery of Government changes in 2017.

Employee Benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees. The employee benefits include the Department's employees providing services to Housing Authority and the Disability Services Commission.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility

of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESB Scheme, or other superannuation funds.

AASB 16 Non-monetary benefits are non-monetary employee benefits predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 which are excluded from the employee benefits expense.

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

3.1.2 Employee-related provisions

Table 23: Employee related provisions

Employee related provisions	2025 \$'000	2024 \$'000
Employee benefits provisions – current	–	–
Annual leave and other leave(a)	65,580	64,883
Long service leave(b)	69,406	66,202
Superannuation(c)	8,064	9,281
Purchase leave	73	389
Sub-total	143,123	140,755
Other provisions	–	–
Employment on-costs(d)	3,290	3,443
Total current employee related provisions	146,413	144,198
Employee benefits provisions – non-current	–	–
Long service leave(b)	27,564	28,302
Deferred leave(e)	842	198
Other provisions	–	–
Employment on-costs(d)	589	660
Total non-current employee related provisions	28,995	29,160
Total employee related provisions	175,408	173,358

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

(a) Annual leave and other leave liabilities are classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Table 24: Annual leave and other leave liabilities

Annual leave and other leave liabilities	2025 \$'000	2024 \$'000
Within 12 months of the end of the reporting period	60,145	59,370
More than 12 months after the end of the reporting period	5,435	5,513
Total	65,580	64,883

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

(b) Long service leave liabilities are unconditional long service leave provisions classified as current liabilities as the Department does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Table 25: Long service leave liabilities

Long service leave liabilities	2025 \$'000	2024 \$'000
Within 12 months of the end of the reporting period	18,886	16,875
More than 12 months after the end of the reporting period	78,084	77,629
Total	96,970	94,504

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

(c) Superannuation provision relates to employer-financed defined benefits due to membership of the Pension Scheme and transferred benefits in Gold State Super (GSS) for staff providing services to Housing Authority. Under the Pension Scheme, the employer-financed benefit is a pension benefit payable on retirement, death or invalidity, or a lump sum benefit on resignation. Under the transferred benefits in GSS, the members receive a lump sum benefit at retirement, death or invalidity which is related to their salary during their employment and indexed during any deferral period after leaving public sector employment.

The provision is the present value of expected future payments calculated by external actuaries based on appropriate Commonwealth Government bond rate, salary increase rate, pension increase rate and CPI. Funding requirements are based on invoices provided to the Department by GESB that represent the cost of the benefits paid to members during the reporting period.

Table 26: Defined benefit superannuation plans

Defined benefit superannuation plans	Pension Scheme 2025 \$'000	Pre-transfer GSS benefit 2025 \$'000	Pension Scheme 2024 \$'000	Pre-transfer GSS benefit 2024 \$'000
Carrying amount at the start of period	8,667	614	10,113	834
Interest cost	355	22	339	24
Net actuarial losses/(gains) recognised	(552)	2	(790)	(29)
Benefits paid	(928)	(116)	(995)	(215)
Carrying amount at end of period	7,542	522	8,667	614

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenditure, Note 3.4 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Department's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

Table 27: Employment on-costs provision

Employment on-costs provision	2025 \$'000	2024 \$'000
Carrying amount at start of period	4,103	5,003
Additional/(reversals of) provisions recognised	(224)	(900)
Carrying amount at end of period	3,879	4,103

(e) Deferred leave provision relates to public service employees who have entered into an agreement to self-fund an additional 12 months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. The liability is measured on the same basis as annual leave.

Table 28: Deferred leave

Deferred leave	2025 \$'000	2024 \$'000
Within 12 months of the end of the reporting period	356	—
More than 12 months after the end of the reporting period	486	198
Total	842	198

Key sources of estimation uncertainty – long service leave

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

Several estimates and assumptions are used in calculating the Department's long service leave provision. These include expected future salary rates, discount rates, employee retention rates and expected future payments.

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

3.2 Grants and subsidies

Table 29: Grants and subsidies

Grants and subsidies	2025 \$'000	2024 \$'000
Recurrent	–	–
Bereavement assistance	1,177	965
Case support costs	54,264	46,198
Children's and leaving care subsidies	87,447	85,375
Grants and subsidies to private bodies	98,658	64,976
Grants and subsidies to government agencies	13,564	25,308
Hardship Utility Grant Scheme	11,224	7,604
High needs placement programs	32	74
Natural disaster assistance	130	319
Seniors Cost of Living Rebate	33,389	28,862
Seniors Safety and Security Rebate	2,251	2,906
Other	13,215	21,696
Total grants and subsidies	315,351	284,283

Transactions in which the Department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant or subsidy expenses'. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

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

3.3 Funding for services

Table 30: Funding for services

Funding for services	2025 \$'000	2024 \$'000
Recurrent	—	—
Care Arrangements and Support Services for Children in the CEO's care	387,458	370,956
Child Protection Assessments and Investigations	5,743	4,833
Community Services	61,090	58,883
Earlier Intervention and Family Support Services	42,681	42,651
Homelessness Support Services	100,055	73,471
Preventing and Responding to Family and Domestic Violence	86,844	73,668
Shared cost allocation	27	—
Total funding for services	683,898	624,462

3.4 Other expenditure

Table 31: Other expenditure

Other expenditure	2025 \$'000	2024 \$'000
Supplies and services	–	–
Communications	6,816	11,585
Consultants and contractors	38,095	47,494
Consumables	10,974	4,373
Contracts, equipment and licences	55,757	38,912
Leased equipment	660	2,415
Motor vehicle costs	5,841	5,251
Resources received free of charge – expenses	6,520	5,592
Service delivery agreement expenses – Housing Authority and Disability Service Commission	7,308	4,746
Staffing costs	13,280	11,367
Training	3,178	3,855
Travel	5,503	6,249
Other	1,784	1,388
Total supplies and services expenses	155,716	143,227
Accommodation expenses	–	–
Cleaning, gardening, security, rates and taxes	6,316	6,496
Insurance general	6,905	6,589
Minor works	17	925

Other expenditure	2025 \$'000	2024 \$'000
Power, water and gas	2,794	3,101
Rentals	37,470	33,651
Repairs and maintenance – buildings	7,464	7,379
Total accommodation expenses	60,966	58,141
Other expenses	–	–
Audit fees	972	811
Employment on-costs	12,906	13,751
Expected credit losses expense	375	336
Repairs and maintenance – equipment	54	110
Assets impairment losses	16,275	–
Total other expenses	30,582	15,008
Total other expenditure	247,264	216,376

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

Service delivery agreement expenses represent overhead costs incurred by Housing Authority and Disability Services Commission on behalf of the Department and are recouped through the shared costing model between the entities. Effective from 1 July 2022, a shared costing model for overhead cost allocations across the entities of the Department of Communities, Housing Authority and Disability Services Commission was introduced. Overheads are proportionately allocated based on the Direct and Indirect costs for the whole of Communities (all three agencies) and was introduced to facilitate an equitable sharing of overhead charges across the three entities.

Rentals are expensed as incurred as Memorandum of Understanding (MOU) Agreements between the Department and the Department of Finance for the leasing of Office accommodation contain significant substitution rights.

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

Employment on-costs include workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 3.1.2 Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Expected credit losses expense is recognised for movement in allowance for impairment of trade receivables. Refer to Note 6.1 Receivables for more details.

Repairs and maintenance – equipment and building costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Assets impairment losses represent the reduction in the recoverable amount of the Temporary Accommodation Units (TAUs) below their carrying amount. These TAUs were originally purchased by the Department as temporary accommodation for the residents impacted by the ex-tropical cyclone Ellie in early 2023. In November 2024, the Expenditure Review Committee (ERC) approved the delivery of the TAU Modules Future Use Project resulted in the decommission and repurposing of these TAUs.

4. Our funding sources

How we obtain our funding

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

Table 32: Funding sources

Funding sources	Notes	2025 \$'000	2024 \$'000
Income from State Government	4.1	1,953,051	1,761,586
User charges and fees	4.2	14,683	14,543
Other income	4.3	3,751	5,404
Commonwealth grants and contributions	4.4	70,701	68,704
Gains/(losses) on disposal of non-current assets	4.5	(72)	6

4.1 Income from State Government

Table 33: Income from State Government

Income from State Government	2025 \$'000	2024 \$'000
Appropriations received during the period:	–	–
Service appropriation	1,537,026	1,376,195
Salaries and Allowances Act	1,578	1,536
Amounts receivable for services	17,735	16,458
Total appropriations received	1,556,339	1,394,189
Resources received from other public sector entities:	–	–
State Solicitor's Office – legal services	4,177	4,301
Department of Finance – leasing services and Rapid Antigen Tests	757	726
Department of Education – provide training and maintenance of students	1,289	285
Landgate – land information and valuation services	13	13
Office of the Director of Public Prosecutions – Working with Children Checks	27	23
Child and Adolescent Health Service – provide health assessments	244	234
Department of Primary Industries and Regional Development – office accommodation services	13	10
Total resources received	6,520	5,592

Income from State Government	2025 \$'000	2024 \$'000
Royalties for Regions Fund:	–	–
Regional Community Services Account – Department of Primary Industries and Regional Development	13,849	10,026
Total Royalties for Regions Fund	13,849	10,026
Income from other public sector entities:	–	–
Parenting Community Funding	600	572
Essential municipal services upgrade program (EMSUP)	3,122	4,018
Financial counselling	–	500
Support Sector	224	213
Emergency Relief and Support - Regional Preparedness and Coordination	–	31,808
Goldfields Service Delivery	–	3
Incident Management Team	–	605
Service Design and Operational Improvement	–	900
State-Wide Services Executive	–	47
Ex- Tropical Cyclone Ellie	20,081	–
Mariginiup Bushfires	627	–

Income from State Government	2025 \$'000	2024 \$'000
Ex- Tropical Cyclone Ilsa	47	–
Cyclone Seroja	1,228	–
Health Navigator Pilot Program	208	–
District Leadership Groups	150	–
Ex- Tropical Cyclone Lincoln	40	–
Storm and Tornado in the City of Bunbury	366	–
Storm in the South West Region of Western Australia	8	–
Pilbara Safe Spaces	1,103	–
Asset Maintenance Fund	1,991	–
National Redress Records FOI	8,902	4,575
Service delivery agreement income – Housing Authority and Disability Services Commission	337,646	308,538
Total income from other public sector entities	376,343	351,779
Total income from State Government	1,953,051	1,761,586

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

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

The Regional Infrastructure and Headworks Account, and, Regional Community Services Accounts are sub-funds within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when the Department receives the funds.

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

Service delivery agreement income from Housing Authority and Disability Services Commission relates to recoupable expenses for services rendered to other public sector entities and includes employee benefits expenses and overhead charges. Refer to Note 3.4.

Summary of consolidated account appropriations

For the year ended 30 June 2025

Table 34: Summary of consolidated account appropriations

Consolidated Account Appropriations	2025 Budget \$'000	2025 Section 25 transfers \$'000	2025 Additional Funding* \$'000	2025 Revised Budget \$'000	2025 Actual \$'000	2025 Variance \$'000
Delivery of services	–	–	–	–	–	–
Item 77 Net amount appropriated to deliver services	1,250,817	11,094	292,850	1,554,761	1,554,761	–
Amount authorised by Other Statutes - <i>Salaries and Allowances Act 1975</i>	1,578	–	–	1,578	1,578	–
Total appropriations provided to deliver services	1,252,395	11,094	292,850	1,556,339	1,556,339	–
Capital	–	–	–	–	–	–
Item 150 Capital appropriations	23,410	3,395	(4,859)	21,946	21,946	–
Administered Transactions	–	–	–	–	–	–

Consolidated Account Appropriations	2025 Budget \$'000	2025 Section 25 transfers \$'000	2025 Additional Funding* \$'000	2025 Revised Budget \$'000	2025 Actual \$'000	2025 Variance \$'000
Item 78 Administered Grants, Subsidies and Other transfer payments	1,265,358	—	—	1,265,358	1,173,791	(91,567)
Total consolidated account appropriations	2,541,163	14,489	287,991	2,843,643	2,752,076	(91,567)

* Additional funding includes supplementary funding and new funding authorised under section 27 of the Act and amendments to standing appropriations. \$2,631,000 (item 77 service appropriations) and \$6,253,000 (item 150 capital appropriations) were repaid to the Consolidated Account during the 2024-25 financial year.

4.2 User charges and fees

Table 35: User charges and fees

User charges and fees	2025 \$'000	2024 \$'000
Adoption fees	62	65
Fines and penalties	366	313
Child care licensing fees	978	761
Working with Children screening fees	11,441	11,626
National Disability Insurance Scheme (NDIS) screening fees	1,836	1,778
Total user charges and fees	14,683	14,543

Revenue is recognised at the transaction price when the Department transfers control of the services to customers. Revenue is recognised at a point-in-time for all departmental fees and charges. The performance obligations for these user fees and charges are satisfied when the services have been provided.

4.3 Other Income

Table 36: Other Income

Other Income	2025 \$'000	2024 \$'000
Employee contributions(a)	3,240	3,162
Rebates and reimbursements	311	966
Provision written back	—	485
Other	200	791
Total other income	3,751	5,404

(a) Income received by the Department from subleasing of right-of-use assets relates to lease payments received from operating leases. The Department has leased a number of right-of-use assets from the Government Regional Officer Housing (GROH), which it subleases out to employees at a subsidised rate. Information on the Department's leasing arrangements with GROH can be found in Note 3.1.1.

Revenue is recognised at the transaction price when the Department transfers control of the services to customers or where the performance objectives are met.

4.4 Commonwealth grants and contributions

Table 37: Commonwealth grants and contributions

Commonwealth grants and contributions	2025 \$'000	2024 \$'000
National Housing and Homelessness Agreement	51,309	51,329
National Initiatives Program – Women's Safety Package	986	789
Indian Ocean Territories Service Delivery Program	755	495
Connected Beginnings Program – Roebourne	457	405
Family Court WA Pilot	769	485
National Partnership Agreement on COVID Response Funding Swap	381	–
Child Protection Tristate Pilot Project	110	–
Aged Care Screening Unit	1,500	–
National Partnership Family Domestic Sexual Violence Responses	14,434	14,986
Local Support Coordinator	–	175
Canning Community Men's Shed	–	20
Unaccompanied Humanitarian Minors	–	20
Total Commonwealth grants and contributions	70,701	68,704

Commonwealth grants

Recurrent grants are recognised as income when the grants are receivable.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Department is recognised when the Department satisfies its obligations under the transfer. The Department satisfies the obligations under the transfer to construct assets over time as the non-financial assets are being constructed.

Commonwealth contributions

Where Commonwealth specific purpose funding is received, contributions received are deferred and revenue is recognised when or as the performance obligation is satisfied. This income is disaggregated by National Specific Purpose Payment (SPP) and National Partnership Payments (NPP).

4.5 Gains/(Losses) on disposal of non-current assets

Table 38: Gains/(Losses) on disposal of non-current assets

Gains/(Losses) on disposal of non-current assets	2025 \$'000	2024 \$'000
Net proceeds from disposal of non-current assets	–	–
Right-of-use assets	3,346	2,314
Carrying amount of non-current assets disposed	–	–
Office machines, furniture and equipment	(86)	–
Right-of-use assets	(3,332)	(2,308)
Net gains/(losses) on disposal of non-current assets	(72)	6

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the Statement of comprehensive income.

5. Key assets

Assets the Department utilises for economic benefit or service potential

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

Table 39: Key assets

Key assets	Notes	2025 \$'000	2024 \$'000
Property, plant and equipment	5.1	166,146	151,795
Leasehold improvements	5.1	10,182	3,718
Work in progress	5.1, 5.3	5,011	4,517
Right-of-use assets	5.2	22,460	14,728
Intangible assets	5.3	1,397	4,964

5.1 Property, plant and equipment

Table 40: Property, plant and equipment year ended 30 June 2025

Year ended 30 June 2025	Land \$'000	Buildings \$'000	Office machines, furniture and equipment \$'000	Computer equipment \$'000	Leasehold improvements (i) \$'000	Work in progress \$'000	Total \$'000
1 July 2024	–	–	–	–	–	–	–
Gross carrying amount	68,236	81,960	4,107	1,449	29,695	4,517	189,964
Accumulated depreciation	–	(491)	(2,244)	(1,222)	(25,977)	–	(29,934)
Carrying amount at start of year	68,236	81,469	1,863	227	3,718	4,517	160,030
Additions	–	1,257	439	–	198	11,157	13,051
Transfers to/(from) work in progress	–	41	45	–	7,666	(7,752)	–
Transfers (ii) (at written down value)	–	(6,635)	–	–	–	(1,107)	(7,742)
Revaluation increments (iii)	21,957	15,531	–	–	–	–	37,488
Disposals	–	–	(18)	–	(67)	–	(85)
Impairment losses (iv)	–	(13,127)	(1,206)	–	–	(1,942)	(16,275)
Depreciation	–	(3,308)	(464)	(161)	(1,333)	–	(5,266)
Carrying amount at 30 June 2025	90,193	75,228	659	66	10,182	4,873	181,201
Gross carrying amount	90,193	75,228	2,657	826	37,112	4,873	210,889
Accumulated depreciation	–	–	(1,998)	(760)	(26,930)	–	(29,688)

- (i) The Ministerial Body entered into an agreement with an independent party in January 2025 for refurbishment works relating to the Armadale Family and Domestic Violence Hub. The refurbishment (\$2.38 million) was completed in 2024-25 financial year.
- (ii) These transfers relate to the transfer of the Temporary Accommodation Units (TAUs) from the Department to Housing Authority in June 2025. Refer to Note 9.10 Equity.
- (iii) The increment is mainly due to changes in the valuation methodology adopted by Landgate for current use assets in line with AASB 13 Fair Value Measurement and clarifications from the new accounting standard AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities which came into effect this financial year. The Landgate methodology takes into consideration the comparable utility of land assets to service the functions of the Department. The fair value determined for each asset represents the price that would be received to sell at the measurement date under current market conditions. In addition, \$2.38 million of this amount relates to professional and project management fees and \$5.09 million relates to once-only costs, which are now included in the value of current use building assets under the current replacement cost basis as required by the prospective application of AASB 2022-10.
- (iv) Recognised in the Statement of comprehensive income. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Refer to Note 3.4 Other expenses.

Table 41: Property, plant and equipment year ended 30 June 2024

Year ended 30 June 2024	Land \$'000	Buildings \$'000	Office machines, furniture and equipment \$'000	Computer equipment \$'000	Leasehold improvements \$'000	Work in progress \$'000	Total \$'000
1 July 2023	–	–	–	–	–	–	–
Gross carrying amount	64,738	56,607	2,131	1,467	30,407	454	155,804
Accumulated depreciation	–	–	(1,941)	(1,055)	(25,781)	–	(28,777)
Carrying amount at start of year	64,738	56,607	190	412	4,626	454	127,027
Additions	182	1,134	259	–	124	26,837	28,536
Transfers to/(from) work in progress	–	21,022	1,724	–	28	(22,774)	–
Revaluation increments	3,316	5,465	–	–	–	–	8,781
Disposals	–	–	–	–	–	–	–
Depreciation	–	(2,759)	(310)	(185)	(1,060)	–	(4,314)
Carrying amount at 30 June 2024	68,236	81,469	1,863	227	3,718	4,517	160,030
Gross carrying amount	68,236	81,960	4,107	1,449	29,695	4,517	189,964
Accumulated depreciation	–	(491)	(2,244)	(1,222)	(25,977)	–	(29,934)

Initial recognition

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

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

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

- land; and
- buildings

Land is carried at fair value.

Buildings are carried at fair value less accumulated depreciation and accumulated impairment losses.

Plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Landgate). The effective date was at 1 July 2024, with valuations performed during the year ended 30 June 2025 and recognised at 30 June 2025.

For buildings under the current replacement cost basis, additional costs (12% once-only costs and 5% project management costs) have been included as required by AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

These valuations are undertaken annually to ensure that the carrying amount of the assets does not differ materially from their fair value at the end of the reporting period.

Revaluation model:

(a) Fair value where market-based evidence is available:

The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

(b) Fair value in the absence of market-based evidence:

Buildings are specialised or where land is restricted: Fair value of land and buildings is determined on the basis of existing use.

Existing use buildings: Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Where the fair value of buildings is determined on the current replacement cost basis, the gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset and the accumulated depreciation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset.

Restricted use land: Fair value is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

5.1.1 Depreciation and impairment

Table 42: Depreciation and impairment

Charge for the period	2025 \$'000	2024 \$'000
Depreciation	–	–
Buildings	3,308	2,759
Office machines, furniture and equipment	464	310
Computer equipment	161	185
Leasehold improvements	1,333	1,060
Total depreciation for the period	5,266	4,314

As at 30 June 2025 there were no indications of impairment to property, plant and equipment.

All surplus assets at 30 June 2025 have either been classified as assets held for sale or have been written-off.

Useful lives

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

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

Asset	Useful life
Buildings	25 years
Leasehold Improvements	25 years or life of lease
Office machines, furniture and equipment	5 years
Computer equipment	4 years

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

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

Land, which is considered to have an indefinite life, is not depreciated. Depreciation is not recognised in respect of these asset because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

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

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Department is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

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

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

5.2 Right-of-use assets

Table 43: Right-of-use assets

Year ended 30 June 2025	Employee Housing – Government \$'000	Vehicles \$'000	Total \$'000
1 July 2024	–	–	–
Gross carrying amount	15,403	15,025	30,428
Accumulated amortisation	(6,414)	(9,286)	(15,700)
Carrying amount at start of period	8,989	5,739	14,728
Additions	16,512	7,388	23,900
Disposals	(3,269)	(63)	(3,332)
Depreciation	(9,154)	(3,682)	(12,836)
Carrying amount at 30 June 2025	13,078	9,382	22,460
Gross carrying amount	21,374	18,417	39,791
Accumulated amortisation	(8,296)	(9,035)	(17,331)

Table 44: Right-of-use assets**Year ended 30 June 2024**

	Employee Housing – Government \$'000	Vehicles \$'000	Total \$'000
1 July 2023	–	–	–
Gross carrying amount	10,282	11,810	22,092
Accumulated amortisation	(4,405)	(7,609)	(12,014)
Carrying amount at start of period	5,877	4,201	10,078
Additions	12,730	4,857	17,587
Disposals	(2,211)	(97)	(2,308)
Depreciation	(7,407)	(3,222)	(10,629)
Carrying amount at 30 June 2024	8,989	5,739	14,728
Gross carrying amount	15,403	15,025	30,428
Accumulated amortisation	(6,414)	(9,286)	(15,700)

Initial recognition

At the commencement date of the lease, the Department recognises right-of-use assets are measured at cost comprising of:

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

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 7.1 Lease liabilities.

The Department has leases for vehicles, office and residential accommodations, and plant and equipment.

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

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

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

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

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in Note 5.1.1.

The following amounts relating to leases have been recognised in the Statement of comprehensive income:

Table 45: Leases recognised in the Statement of comprehensive income

Leases recognised in the Statement of comprehensive income	2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	12,836	10,629
Lease interest expense	1,174	744
Total amount recognised in the Statement of comprehensive income	14,010	11,373

The total cash outflow for leases in 2025 was \$15.922 million (2024: \$12.800 million). As at 30 June 2025 there were no indications of impairment to right-of-use assets.

5.3 Intangible assets

Table 46: Intangible assets – Year ended 30 June 2025

Year ended 30 June 2025	Computer software \$'000	Work in progress (WIP) \$'000	Total \$'000
1 July 2024	–	–	–
Gross carrying amount	45,438	–	45,438
Accumulated amortisation	(40,474)	–	(40,474)
Carrying amount at start of year	4,964	–	4,964
Additions	–	798	798
Transfers from work in progress	660	(660)	–
Amortisation expense	(4,227)	–	(4,227)
Carrying amount at 30 June 2025	1,397	138	1,535

Table 47: Intangible assets – Year ended 30 June 2024

Year ended 30 June 2024	Computer software \$'000	Work in progress (WIP) \$'000	Total \$'000
1 July 2023	–	–	–
Gross carrying amount	44,606	–	44,606
Accumulated amortisation	(35,910)	–	(35,910)
Carrying amount at start of year	8,696	–	8,696
Additions	–	832	832
Transfers from work in progress	832	(832)	–
Amortisation expense	(4,564)	–	(4,564)
Carrying amount at 30 June 2024	4,964	–	4,964

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138.57 *Intangible Assets* (as noted below), are capitalised.

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

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

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

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

Subsequent measurement

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

5.3.1 Amortisation and impairment

Table 48: Amortisation and impairment

Charge for the period	2024 \$'000	2023 \$'000
Computer software	4,227	4,564
Total amortisation for the year	4,227	4,564

As at 30 June 2025, there were no indications of impairment to intangible assets.

The Department held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

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

The estimated useful lives for each class of intangible asset are:

Computer software (a) 2 to 15 years

(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in Note 5.1.1.

6. Other assets and liabilities

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

Table 49: Other assets and liabilities

Other assets and liabilities	Notes	2025 \$'000	2024 \$'000
Receivables	6.1	64,629	74,385
Amounts receivable for services	6.2	208,291	190,624
Other current assets	6.3	21,777	12,101
Payables	6.4	54,281	60,121
Income received in advance	6.5	610	471

6.1 Receivables

Table 50: Receivables

Receivables	2025 \$'000	2024 \$'000
Current	–	–
Trade receivables	2,529	1,415
Employee-related receivables	12,808	12,112
Other receivables	551	365
Allowance for impairment of receivables (a)	(371)	(336)
Accrued revenue	19,158	36,269
GST receivable	8,896	9,045
Total	43,571	58,870
Loans and advances:	–	–
Loan to children's trustees	17	–
Total Loans and advances	17	–
Total current	43,588	58,870
Non-current	–	–
Accrued salaries account (i)	20,973	15,515
Total accrued salaries account	20,973	15,515
Loans and advances:	–	–
Loan to children's trustees	68	–
Total Loans and advances	68	–

Receivables	2025 \$'000	2024 \$'000
Total non-current	21,041	15,515
Total receivables	64,629	74,385

- (i) Funds transferred to Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as noncurrent except for the year before the 27th pay year.

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component, at fair value. The Department holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

The Department recognises a loss allowance for expected credit loss (ECL) on a receivable not held at fair value through profit and loss. Individual receivables are written off when the Department has no reasonable expectations of recovering the contractual cash flows.

- (a) Based on the ECL assessment on Trade receivables as at 30 June 2025, the ECL rate was 0%. As such, there was an immaterial credit risk exposure as at 30 June 2025. The allowance for impairment relates to employee related and other receivables. Refer to Note 3.4 for the amount of ECL expensed in this reporting period.

Loan to children's trustees refers to the funds advanced by the Department by way of a loan through the Ministerial Body in order to secure a property and preserve a settlement agreement endorsed by the Supreme Court of WA for the benefit of certain children in care.

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

6.1.1 Movement in the allowance for impairment of receivables

Table 51: Movement in the allowance for impairment of receivables

Movement in the allowance for impairment of receivables	2025 \$'000	2024 \$'000
Reconciliation of changes in the allowance for impairment of receivables	–	–
Opening balance	336	583
Expected credit losses expense	375	336
Amount written back during the period	–	(485)
Amount written off during the period	(340)	(98)
Allowance for impairment at end of period	371	336

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

6.2 Amounts receivable for services (Holding Account)

Table 52: Amounts receivable for services (Holding Account)

Amounts receivable for services (Holding Account)	2025 \$'000	2024 \$'000
Current	68	68
Non-current	208,223	190,556
Total amounts receivable for services at end of period	208,291	190,624

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

The amounts receivable for services are financial assets at amortised cost and are not considered impaired (i.e. there is no expected credit loss of the holding accounts).

6.3 Other current assets

Table 53: Other current assets

Other current assets	2025 \$'000	2024 \$'000
Current	–	–
Prepayments	21,636	11,958
Right to receive services	9	–
Other – prepaid cards	132	143
Total other assets at end of period	21,777	12,101

Right to receive services represents the right to receive agreed services in accordance with a contractual agreement between the Department and the vendor.

6.4 Payables

Table 54: Payables

Payables	2025 \$'000	2024 \$'000
Current	–	–
Trade payables	16,112	13,929
Other payables	3,266	7,817
Accrued expenses	20,218	26,655
Accrued salaries	14,153	10,619
Total current	53,749	59,020
Non-current	–	–
Other – lease incentive liability	532	1,101
Total non-current	532	1,101
Total payables at end of period	54,281	60,121

Trade payables are recognised at the amounts payable when the Department becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement for the Department is generally within 30 days.

Other payables represent the excess specific purpose funds for salaries payment refundable to Housing Authority and Disability Services Commission. These funds form part of the restricted cash and cash equivalent balances in Note 7.4.

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

6.5 Income received in advance

Table 55: Income received in advance

Income received in advance	2025 \$'000	2024 \$'000
Current	–	–
Income received in advance	610	471
Total income received in advance at end of period	610	471

7. Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Department.

	Notes
Lease liabilities	7.1
Finance costs	7.2
Cash and cash equivalents	7.3
Reconciliation of cash	7.3.1
Reconciliation of operating activities	7.3.2
Restricted cash and cash equivalents	7.4
Capital commitments	7.5

7.1 Lease liabilities

Table 56: Lease liabilities

Lease liabilities	2025 \$'000	2024 \$'000
Current	–	–
Lease liabilities (secured)	9,904	7,389
Total current	9,904	7,389
Non-current	–	–
Lease liabilities (secured)	13,160	7,697
Total non-current	13,160	7,697
Total lease liabilities at end of period	23,064	15,086

Initial measurement

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of the lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by the Western Australia Treasury Corporation.

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

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

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

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

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

This section should be read in conjunction with Note 5.2.

Subsequent measurement

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

7.2 Finance costs

Table 57: Finance costs

Finance costs	2025 \$'000	2024 \$'000
Finance costs	–	–
Lease interest expense	1,174	744
Total finance costs expensed	1,174	744

Finance costs represent the interest component of lease liability repayments.

7.3 Cash and cash equivalents

7.3.1 Reconciliation of cash

Table 58: Reconciliation of cash

Reconciliation of cash	2025 \$'000	2024 \$'000
Cash and cash equivalents	97,264	29,192
Restricted cash and cash equivalents	27,977	34,993
Total cash and cash equivalents at end of period	125,241	64,185

For the purpose of the Statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

Refer to Note 7.4 for further details on restricted cash and cash equivalents.

7.3.2 Reconciliation of net cost of services to net cash flows used in operating activities

Table 59: Reconciliation of net cost of services to net cash flows used in operating activities

Reconciliation of net cost of services to net cash flows used in operating activities	Notes	2025 \$'000	2024 \$'000
Net cost of services	–	(1,911,793)	(1,718,854)
Non-cash items	–	–	–
Depreciation and amortisation expense	5.1, 5.2, 5.3	22,329	19,507
Expected credit losses expense	3.4	375	336
Resources received	4.1	6,520	5,592
Net (gains)/losses on disposal of non-current assets	4.5	72	(6)
Assets impairment losses	3.4	16,275	–
Provision written back	4.3	–	(485)
(Increase)/decrease in assets	–	–	–
Current receivables (a)	–	1,506	7,877
Other current assets	–	(9,676)	2,377
Increase/(decrease) in liabilities	–	–	–
Current payables (a)	–	(5,272)	(9,311)
Current provisions	–	13,739	16,526

Reconciliation of net cost of services to net cash flows used in operating activities	Notes	2025 \$'000	2024 \$'000
Other income received in advance	—	139	121
Non-current payables	—	(569)	(470)
Non-current provisions	—	(165)	2,046
Change in GST receivables/payables (b)	—	148	(97)
Net cash used in operating activities	—	(1,866,372)	(1,674,841)

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received, i.e. cash transactions.

7.4 Restricted cash and cash equivalents

Table 60: Restricted cash and cash equivalents

Restricted cash and cash equivalents	2025 \$'000	2024 \$'000
Current	–	–
Commonwealth Paid Parental Leave Scheme (a)	134	155
Essential and Municipal Services Improvement in Remote Aboriginal Areas (EMSUP)	2,762	2,762
Indian Ocean Territories Service Delivery Program (b)	268	102
National Redress Records	6,603	4,418
Redress Unclaimed Monies	93	93
Family Law Information Sharing	1,142	626
National Partnership Family Domestic Sexual Violence Respond	3,653	9,512
Royalties for Regions Fund (c)	4,017	1,517
National Housing and Homelessness Agreement (NHHA)	1,400	5,694
Community Services Trust (d)	254	174
Children and Young People in CEO's care private cash account (e)	1,207	1,335
Seniors Rebates (f)	4,982	1,418
Excess specific purpose funds – Housing Authority and Disability Services Commission (g)	5	5,708
Money incorrectly received – Disability Services Commission (h)	–	1,479
Money incorrectly received – other government agencies (i)	1,457	–
Total restricted cash and cash equivalents	27,977	34,993

- (a) Funds held in this account are to be used for purposes of meeting payments to eligible working parents with 18 weeks of Parental Leave Pay.
- (b) Funds held for the provision of Child Protection Programs for the Indian Ocean Territories. Refer to Note 9.8 Special purpose accounts.
- (c) These unspent funds are committed to projects and programs in WA regional areas.
- (d) Funds held in trust for children under the care of the Department. Refer to Note 9.8 Special purpose accounts.
- (e) Funds held on behalf of children under the guardianship of the Director General of the Department (Child Protection and Family Support). Refer to Note 9.8 Special purpose accounts.
- (f) Amounts representing unclaimed Senior rebates.
- (g) Excess prepaid payroll funds for the specific purpose of salaries payment refundable to Housing Authority and Disability Services Commission.
- (h) Appropriations and miscellaneous receipts incorrectly deposited into the Department's bank account to be returned to Disability Services Commission.
- (i) Miscellaneous receipts incorrectly deposited into the Department's bank account to be returned to other government agencies.

7.5 Capital Commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

Table 61: Capital commitments

Capital commitments	2025 \$'000	2024 \$'000
Within 1 year	635	2,458
Later than 1 year and not later than 5 years	217	325
Total	852	2,783

The total presented for capital commitments are GST inclusive.

8. Risks and Contingencies

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

	Notes
Financial risk management	8.1
Contingent assets and liabilities	8.2
Contingent assets	8.2.1
Contingent liabilities	8.2.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by the Department are cash and cash equivalents, restricted cash and cash equivalents, receivables, payables, and finance leases. The Department has limited exposure to financial risks. The Department’s overall risk management program focuses on managing the risks identified below.

(a) Summary of risks and risk management

Credit risk

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

Credit risk associated with the Department’s financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than Government, the Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department’s exposure to bad debts is minimal. Debt will be written-off against the allowance account when it is improbable or uneconomical to recover the debt. At the end of the reporting period there were no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due.

The Department is exposed to liquidity risk through its trading in the normal course of business.

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

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department's income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially exposed to other price risks [for example, equity securities or commodity prices changes]. The Department does not have any material exposure to market risk.

The Department is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings other than finance leases (fixed interest rate).

(b) Categories of financial instruments

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

Table 62: Categories of financial instruments

Categories of financial instruments	2025 \$'000	2024 \$'000
Financial assets	–	–
Cash and cash equivalents	97,264	29,192
Restricted cash and cash equivalents	27,977	34,993
Receivables (i)	55,733	65,340
Amounts receivable for services	208,291	190,624
Total financial assets	389,265	320,149
Financial liabilities	–	–
Financial liabilities measured at amortised cost (ii)	53,749	59,020
Finance lease liability	23,064	15,086
Total financial liabilities	76,813	74,106

(i) The amount of receivables/financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(ii) The amount of financial liabilities at amortised cost excludes GST payable from the ATO (statutory payable).

(c) Liquidity risk and interest rate exposure

The following table details the Department's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Table 63: Interest rate exposure and maturity analysis of financial assets and financial liabilities

30 June 2025	Interest rate exposure					Nominal amount \$'000	Maturity dates				
	Weighted average effective interest rate %	Interest rate exposure Carrying amount \$'000	Interest rate exposure Fixed interest rate \$'000	Interest rate exposure Variable interest rate \$'000	Interest rate exposure Non-interest bearing \$'000		Maturity dates Up to 1 month \$'000	Maturity dates 1-3 months \$'000	Maturity dates 3 months to 1 year \$'000	Maturity dates 1-5 years \$'000	Maturity dates More than 5 years \$'000
Financial Assets	—	—	—	—	—	—	—	—	—	—	—
Cash and cash equivalents	—	97,264	—	—	97,264	97,264	97,264	—	—	—	—
Restricted cash and cash equivalents	—	27,977	—	—	27,977	27,977	27,977	—	—	—	—
Receivables (i)	—	55,733	—	—	55,733	55,733	34,677	4	11	21,041	—
Amounts receivable for services	—	208,291	—	—	208,291	208,291	—	—	68	—	208,223
Total	—	389,265	—	—	389,265	389,265	159,918	4	79	21,041	208,223
Financial Liabilities	—	—	—	—	—	—	—	—	—	—	—
Payables	—	53,749	—	—	53,749	53,749	53,749	—	—	—	—
Lease liabilities – Employee housing	4.89	13,318	—	—	13,318	13,318	790	1,459	5,234	5,835	—

30 June 2025	Weighted average effective interest rate %	Interest rate exposure				Nominal amount \$'000	Maturity dates				
		Interest rate exposure Carrying amount \$'000	Interest rate exposure Fixed interest rate \$'000	Interest rate exposure Variable interest rate \$'000	Interest rate exposure Non- interest bearing \$'000		Maturity dates Up to 1 month \$'000	Maturity dates 1-3 months \$'000	Maturity dates 3 months to 1 year \$'000	Maturity dates 1-5 years \$'000	Maturity dates More than 5 years \$'000
Lease liabilities – Vehicles	7.42	9,746	–	–	9,746	9,746	206	408	1,807	7,115	210
Total	–	76,813	–	–	76,813	76,813	54,745	1,867	7,041	12,950	210

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

Table 64: Interest rate exposure and maturity analysis of financial assets and financial liabilities

30 June 2024	Interest rate exposure					Nominal amount \$'000	Maturity dates				
	Weighted Average Effective Interest Rate %	Interest rate exposure Carrying Amount \$'000	Interest rate exposure Fixed interest rate \$'000	Interest rate exposure Variable interest rate \$'000	Interest rate exposure Non- interest bearing \$'000		Maturity dates Up to 1 month \$'000	Maturity dates 1-3 months \$'000	Maturity dates 3 months to 1 year \$'000	Maturity dates 1-5 years \$'000	Maturity dates More than 5 years \$'000
Financial Assets	—	—	—	—	—	—	—	—	—	—	—
Cash and cash equivalents	—	29,192	—	—	29,192	29,192	29,192	—	—	—	—
Restricted cash and cash equivalents	—	34,993	—	—	34,993	34,993	34,993	—	—	—	—
Receivables (i)	—	65,340	—	—	65,340	65,340	49,825	—	—	15,515	—
Amounts receivable for services	—	190,624	—	—	190,624	190,624	—	—	68	—	190,556
Total	—	320,149	—	—	320,149	320,149	114,010	—	68	15,515	190,556
Financial Liabilities	—	—	—	—	—	—	—	—	—	—	—
Payables	—	59,020	—	—	59,020	59,020	59,020	—	—	—	—
Lease liabilities-Employee Housing	4.97	9,133	—	—	9,133	9,133	723	1,285	3,745	3,380	—
Lease liabilities-Vehicles	6.94	5,953	—	—	5,953	5,953	151	149	1,336	4,101	216
Total	—	74,106	—	—	74,106	74,106	59,894	1,434	5,081	7,481	216

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

(d) Interest rate sensitivity analysis

The Department's financial assets and liabilities at reporting date are not subject to any interest rate risk.

8.2 Contingent assets and liabilities

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

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

8.2.1. Contingent assets

There are no material contingent assets receivable as compensation by the Department at some future point in time as determined by the State Solicitor's Office.

8.2.2. Contingent liabilities

During the year, the Australian Human Rights Commission (AHRC) have notified the Department, through the State Solicitor's Office, that a complaint has been brought against the State of Western Australia (through the Department and its officers) by seven Complainants, on behalf of themselves and on behalf of the Class Members. The Complainants claim that the Department and its officers have unlawfully discriminated against the Complainants and the Class Members based on their race, breaching the *Racial Discrimination Act 1975 (Cth)*. The AHRC must consider whether to inquire into the complaints or terminate the complaints without inquiry. This action may however be subject to further legal action.

The State Solicitor's Office is managing this issue on behalf of the Department and in the process of assessing the matter. Where there is any possible financial liability, the Department will recognise a contingent liability in its financial statements.

The following contingent liabilities are excluded from the liabilities included in the financial statements:

Litigation in progress

There are currently a number of legal cases pending for which the outcomes are not certain. The State Solicitor's Office has estimated that a total amount of \$12.758 million (2024: \$13.796 million) may be payable as compensation to claimants at some future point in time. Whilst this is acknowledged as a contingent liability of the Department, it has yet to be determined whether the Department will ultimately be responsible for funding the actual amounts paid as compensation, if any.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Department is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated – remediation required or possibly contaminated – investigation required, the Department may have a liability in respect of investigation or remediation expenses.

The Department has no sites that are classified as contaminated sites as at reporting date.

8.3 Fair value measurements

Table 65: Fair value measurements 2025

2025 Assets measured at fair value	Note	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Fair value at end of period \$'000
Land	5.1	—	32,060	58,133	90,193
Buildings	5.1	—	25,324	49,904	75,228
Total	—	—	57,384	108,037	165,421

Table 66: Fair value measurements 2024

2024 Assets measured at fair value	Note	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Fair value at end of period \$'000
Land	5.1	—	27,943	40,293	68,236
Buildings	5.1	—	21,153	60,316	81,469
Total	—	—	49,096	100,609	149,705

Valuation techniques and inputs

Level 2 assets

Fair values of non-current assets held for sale, and market type land and buildings (office accommodation) are derived using the market approach. Market evidence of sales prices of comparable assets in close proximity is used to determine price per square metre.

Level 3 assets

Land assets

Fair value for restricted use land is based on comparison with market evidence for land with low level utility. The relevant comparators of land with low level utility is selected by Landgate and represents the application of a significant Level 3 input in this valuation methodology. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Building assets

Fair value for current use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

Fair value measurements using significant unobservable inputs (Level 3)

Table 67: Fair value measurements 2025

2025	Land \$'000	Buildings \$'000	Total \$'000
Fair value at start of period	40,293	60,316	100,609
Additions	—	773	773
Revaluation increments	17,183	10,308	27,491
Transfers from/(to) Level 2	657	723	1,380
Disposals	—	(6,635)	(6,635)
Impairment losses	—	(13,127)	(13,127)
Depreciation expense	—	(2,454)	(2,454)
Fair value at end of period	58,133	49,904	108,037

Total gains or losses for the period included in profit or loss, refer to Note 4.5.

Table 68: Fair value measurements 2024

	Land \$'000	Buildings \$'000	Total \$'000
Fair value at start of period	36,535	35,175	71,710
Additions	182	1,102	1,284
Transfers in	–	21,022	21,022
Revaluation increments	1,731	3,418	5,149
Transfers from/(to) Level 2	1,845	1,562	3,407
Depreciation expense	–	(1,963)	(1,963)
Fair value at end of period	40,293	60,316	100,609

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's guidance deem valuations of land and buildings to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

9. Other disclosures

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

	Notes
Events occurring after the end of the reporting period	9.1
Initial application of Australian Accounting Standards	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Related bodies	9.6
Affiliated bodies	9.7
Special purpose accounts	9.8
Remuneration of auditor	9.9
Equity	9.10
Supplementary financial information	9.11

9.1 Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting period except for the following:

- On Monday 31 March 2025, the Premier announced reform of some public sector agencies to align with his vision for the future of Western Australia. From 1 July 2025, the Department of Finance will become the Department of Housing and Works and take over responsibility for all the Department's housing functions including the Housing Authority legal entity. The Department under the current service agreement will continue to provide human resources and business and operational support services to Department of Housing and Works up until 1 January 2026 as per the spirit of the current service agreement. Post 1 January 2026 a new service agreement will be agreed identifying specific services to be delivered, between the Department and the Department of Housing and Works, to ensure adequate service provision occurs

until such time as all services can be assumed by Department of Housing and Works. Refer to Note 3.1.1, Note 3.4 and Note 4.1 for disclosure of the current transactions relating to services to and from the Housing Authority.

9.2 Initial application of Australian Accounting Standards

After assessed all new or amended standards issued but not yet effective, the Department has determined that none of those issued standards has an impact on future reported results except for the following standards which are first applied for the reporting period ended on 30 June 2025:

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.

There is no financial impact.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.

This Standard amends AASB 13 for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, it provides guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset.

9.3 Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 9 – Requirement 4 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 9. Where applicable, the Department plans to apply the following Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on/after
	Operative for reporting periods on/after 1 Jan 2026	
AASB 2024-2	<i>Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments</i>	
	This Standard amends AASB 7 and AASB 9 as a consequence of the issuance of Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) by the International Accounting Standards Board in May 2024.	1 Jan 2026
	The Department has not assessed the impact of the Standard.	
AASB 2024-3	<i>Amendments to Australian Accounting Standards – Annual Improvements Volume 11</i>	
	This Standard amends AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107 as a consequence of the issuance of Annual Improvements to IFRS Standards – Volume 11 by the International Accounting Standards Board in July 2024.	1 Jan 2026
	The Department has not assessed the impact of the Standard.	

	Operative for reporting periods on/after 1 Jan 2027	Operative for reporting periods beginning on/after
AASB 18 (FP)	<i>Presentation and Disclosure in Financial Statements (Appendix D) [for for-profit entities]</i> This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to for-profit entities. This Standard is a consequence of the issuance of International Financial Reporting Standard 18 <i>Presentation and Disclosure in Financial Statements</i> by the International Accounting Standards Board in April 2024. This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard. The Department has not assessed the impact of the Standard.	1 Jan 2027

Operative for reporting periods on/after 1 Jan 2028**Operative for
reporting periods
beginning
on/after****AASB 18
(NFP/Super)*****Presentation and Disclosure in Financial Statements (Appendix D) [for not-for-profit and superannuation entities]***

This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to not-for-profit and superannuation entities. This Standard is a consequence of the issuance of IFRS 18 *Presentation and Disclosure in Financial Statements* by the International Accounting Standards Board in April 2024.

1 Jan 2028

This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard.

The Department has not assessed the impact of the Standard.

9.4 Key management personnel

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

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

Table 69: Compensation band

Compensation band (\$)	2025	2024
550,001 – 600,000	1	–
500,001 – 550,000	–	1
400,001 – 450,000	1	–
350,001 – 400,000	1	2
250,001 – 300,000	1	1
200,001 – 250,000	10	6
150,001 – 200,000	1	1
100,001 – 150,000	1	–
50,001 – 100,000	–	1
0 – 50,000	1	1
Total	17	13

Table 70: Compensation of senior officers

Compensation of senior officers	2025 \$'000	2024 \$'000
Short-term employee benefits	3,494	2,601
Post-employment benefits	414	310
Other long-term benefits	347	315
Termination benefits	—	56
Total compensation of senior officers	4,255	3,282

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

9.5 Related party transactions

The Department is a wholly owned and controlled public sector entity of the State of Western Australia.

Related parties of the Department include:

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

Significant transactions with Government-related entities

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies. Significant transactions include:

- service appropriation (Note 4.1);
- capital contributions (Note 9.10);
- superannuation contributions to GESB (Note 3.1.1);
- lease rental payments to the Department of Finance (Note 3.4) and related outstanding balances (Note 6.4);
- insurance payments to the Insurance Commission of Western Australia and Risk Cover (Note 3.4);
- remuneration for services provided by the Auditor General (Note 9.9); and
- service delivery agreement income received from and expenses paid to Housing Authority and Disability Services Commission (Note 4.1 and Note 3.4).

Material transactions with related parties

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

9.6 Related bodies

A related body is a body that receives more than half of its funding and resources from a Department and is subject to operational control by that Department. The Department has no related bodies during the financial year.

9.7 Affiliated bodies

In accordance with TI 8 *Affiliated Bodies*, the Department provided funding for the following services to a significant number of government and non-government bodies during the financial year:

Table 71: Affiliated bodies

	2025 \$'000	2024 \$'000
Child Protection and Family Support	610,159	407,898
Community Development	55,194	54,245
Total	665,353	462,143

9.8 Special purpose accounts

Special Purpose Account section 16(1)(c) of the FMA

Trust Statement No 3

Community Services Trust

The purpose of the account is to hold monies in trust for children under the care of the Department, and such other monies as are received from any other person or organisation for the provision of amenities in departmental facilities which house and for such other children specific purposes as directed by the donors.

Table 72: Community Services Trust

Community Services Trust	2025 \$'000	2024 \$'000
Balance at start of period	174	187
Receipts	315	203
Payments	(235)	(216)
Balance at end of period	254	174

Trust Statement No 27**Children and Young People in Chief Executive Officer's Care Private Cash Account**

The purpose of the account is to hold private funds on behalf of individual children under the guardianship of the Director General, Department for Child Protection and Family Support.

Table 73: Children and Young People in Chief Executive Officer's Care Private Cash Account

Children and Young People in Chief Executive Officer's Care Private Cash Account	2025 \$'000	2024 \$'000
Balance at start of period	1,335	1,068
Receipts	206	371
Payments	(334)	(104)
Balance at end of period	1,207	1,335

Special Purpose Account section 16(1)(d) of the FMA

Trust Statement No 28

Indian Ocean Territories Service Delivery Program

The purpose of the account is to hold funds received from the Commonwealth for funding for the Indian Ocean Territories Service Delivery Program.

Table 74: Indian Ocean Territories Service Delivery Program

Indian Ocean Territories Service Delivery Program	2025 \$'000	2024 \$'000
Balance at start of period	102	129
Receipts	755	495
Payments	(589)	(522)
Balance at end of period	268	102

9.9 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the reporting period is as follows:

Table 75: Remuneration of auditors

Remuneration of auditors	2025 \$'000	2024 \$'000
Auditing the accounts, controls, financial statements and key performance indicators	901	852

9.10 Equity

Table 76: Equity

Equity	2025 \$'000	2024 \$'000
Contributed equity	–	–
Balance at start of period	272,148	253,338
Contribution by owners	–	–
Capital appropriations	21,946	20,079
Other contribution by owners	–	–
Digital Capability Fund	6,791	965
Transfer in from other agencies	49	1,795
Total contribution by owners	28,786	22,839
Distributions to owners	–	–
Digital Capability Fund	–	(4,029)
Transfer out to other agencies - Work in progress (i)	(1,107)	–
Transfer out to other agencies - Buildings (i)	(6,635)	–
Total distributions to owners	(7,742)	(4,029)
Total contributed equity at end of period	293,192	272,148

Equity	2025 \$'000	2024 \$'000
Asset revaluation reserve	–	–
Balance at the start of period	21,236	12,455
Net revaluation increments/(decrements)	–	–
Land	21,957	3,316
Buildings	15,531	5,465
Balance at end of period	58,724	21,236
Accumulated surplus/(deficit)	–	–
Balance at start of period	(21,403)	(64,135)
Result for the period	41,258	42,732
Accumulated surplus/(deficit) at end of period	19,855	(21,403)
Total equity at end of period	371,771	271,981

(i) These transfers relate to the transfer of the Temporary Accommodation Units (TAUs) from the Department to Housing Authority. The TAUs were originally purchased by the Department as temporary accommodation for the residents impacted by the ex-tropical cyclone Ellie in early 2023. The transfer will facilitate the management of the future use of these TAUs which is led by Housing Authority.

9.11 Supplementary financial information

(a) Write-offs

Table 77: Write-offs

The Accountable Authority	2025 \$'000	2024 \$'000
Subsidy overpayments (foster carers)	156	48
Salary overpayments	155	—
Other	29	50
Total	340	98

(b) Gifts of public property

Table 78: Gifts of public property

Gifts of public property	2025 \$'000	2024 \$'000
Gifts of public property provided by the Department	2	1
Total	2	1

(c) Act of Grace payments

During the reporting period there was no Act of Grace payment (2024: nil) made under the authority of the Minister.

10. Explanatory statements

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

	Notes
Explanatory statement for controlled operations	10.1
Explanatory statement for administered items	10.2

10.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Department undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are also more than 1% of the following (as appropriate):

1. Estimate and actual results for the current year:
 - Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$1,650,605,000), and
 - Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$455,238,000).
2. Actual results between the current year and the previous year:
 - Total Cost of Services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$1,807,511,000), and
 - Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$521,017,000).

10.1.1 Statement of Comprehensive Income Variances

Table 79: Statement of comprehensive income variances

Statement of comprehensive income variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Expenses	—	—	—	—	—	—
Employee benefits expense	1, a	662,384	730,840	662,139	68,456	68,701
Supplies and services	2	105,494	155,716	143,227	50,222	12,489
Depreciation and amortisation expense	—	17,734	22,329	19,507	4,595	2,822
Finance costs	—	781	1,174	744	393	430
Accommodation expenses	—	49,474	60,966	58,141	11,492	2,825
Grants and subsidies	3, b	279,509	315,351	284,283	35,842	31,068
Funding for services	4	512,905	683,898	624,462	170,993	59,436
Losses on disposal of non-current assets	—	—	72	—	72	72
Other expenses	—	22,324	30,582	15,008	8,258	15,574
Total cost of services	—	1,650,605	2,000,928	1,807,511	350,323	193,417
Revenue and Income	—	—	—	—	—	—
User charges and fees	—	13,091	14,683	14,543	1,592	140
Other revenue	—	3,358	3,751	5,404	393	(1,653)

Statement of comprehensive income variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Commonwealth grants and contributions	—	69,362	70,701	68,704	1,339	1,997
Gains on disposal of non-current assets	—	—	—	6	—	(6)
Total income other than income from State Government	—	85,811	89,135	88,657	3,324	478
Net cost of services	—	1,564,794	1,911,793	1,718,854	346,999	192,939
Income from State Government	—	—	—	—	—	—
Service appropriation	5, c	1,252,395	1,556,339	1,394,189	303,944	162,150
Resources received	—	5,268	6,520	5,592	1,252	928
Royalties for Regions Fund	—	15,682	13,849	10,026	(1,833)	3,823
Income from other public sector entities	6	289,610	376,343	351,779	86,733	24,564
Total income from State Government	—	1,562,955	1,953,051	1,761,586	390,096	191,465
Surplus/(Deficit) for the period	—	(1,839)	41,258	42,732	43,097	(1,474)
Other comprehensive income	—	—	—	—	—	—
Changes in asset revaluation reserve	—	—	37,488	8,781	37,488	28,707
Total other comprehensive income	—	—	37,488	8,781	37,488	28,707
Total comprehensive income/(loss) for the period	—	(1,839)	78,746	51,513	80,585	27,233

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major Variance Narratives

Variances between estimate and actual results for 2025

1. Employee benefits are \$68.5 million (10.3%) higher than the estimate primarily due to the combination of pay increases for employees under the Public Sector CSA Agreement 2024 back-dated to 13 June 2024, and an increase in the number of Full Time Equivalent employees compared to June 2024. During 2024-25, Communities received additional financial sustainability funding from the WA Government to cover increased employee benefits costs.
2. Supplies and services are \$50.2 million (47.6%) higher than the estimate primarily due to:
 - \$40.5 million of additional expenditure associated with the shared costs Service Level Agreement (SLA) being understated between the Department of Communities, the Housing Authority and Disability Services Commission. Under the SLA, Communities provides human resources and business and operational support services. The estimate does not include an allocation for SLA shared support services costs. However, these costs were recovered through actual revenue received during 2024-25. An update will be progressed through a future budget process to incorporate an allocation for SLA shared support services.
 - Additional expenditure for Information Services software licences and project works due to legislative and compliance requirements.
3. Grants and subsidies are \$35.8 million (12.8%) higher than the estimate primarily due to new or additional funding for:
 - \$11.2 million grant expenditure provided as part of the WA Government's broader investment in homelessness services. This includes funded initiatives not reflected in the estimate as a grant including initiatives relating to Housing First, Boorloo Bidee Mia and Safe Night Spaces.
 - \$6.5 million expenditure to address claims related to historical institutional abuse.
 - \$4.3 million expenditure to support service delivery, including the carryover of grant funding under the National Partnership Agreement on Family, Domestic and Sexual Violence into 2024-25.
 - \$3 million expenditure to expand support for seniors facing cost-of-living pressures, reflecting the WA Government's ongoing commitment and funding received after the Budget was published.

- \$2 million investment in community-based Men's Shed initiatives.
- \$2 million expenditure to support the work of the WA Council on Addictions.

4. Funding for services is \$171 million (33.3%) higher than the estimate primarily due to \$172.4 million of additional funding received during the year for increased Out of Home Care (OOHC) expenses related to the OOHC Reform project's finalisation of transition and addressing growth in demand.

5. Service appropriation is \$303.9 million (24.3%) higher than the estimate primarily due to additional funding received during the year, including:

- \$177.3 million for Out of Home Care services.
- \$56.8 million to address financial sustainability within the Department of Communities.
- \$30.2 million equity contribution to supplement working cash limit requirements.
- \$9.6 million relating to the implementation of the public sector wages policy.
- \$6.3 million for Seniors Cost of Living Rebate.
- \$5.4 million for Child Protection - Delivery of Services.
- \$5 million for Non-Government Human Services Sector Indexation Adjustment.
- \$4.9 million for Home Stretch WA.
- \$3.6 million for cost of living payment for foster carers.
- \$2.6 million for Family and Domestic Violence - Safe House Uplift.
- \$2.5 million for Government Regional Officer Housing.

6. Income from other public sector entities is \$86.7 million (30%) higher than the estimate primarily due to income recognised under the Service Level Agreement (SLA) being understated between the Department of Communities, the Housing Authority and Disability Services Commission (the Commission). Under the SLA, Communities provides human resources and business and operational support services. The estimate does not include an allocation for SLA shared support services costs. However, these costs were recovered through actual revenue received during 2024-25. An update will be progressed through a future budget process to incorporate an allocation for SLA shared support services.

Variances between actual results for 2025 and 2024

- (a) Employee benefits are \$68.7 million (10.4%) higher than 2023-24 primarily due to the combination of pay increases for employees under the Public Sector CSA Agreement 2024 back-dated to 13 June 2024, and an increase in the number of Full Time Equivalent employees compared to June 2024. During 2024-25, Communities received additional financial sustainability funding from the WA Government to cover increased Employee benefits costs.
- (b) Grants and subsidies are \$31 million (10.9%) higher than 2023-24 primarily due to new or additional funding for:
- \$9.8 million increased case support costs to support children in the care of the CEO and their carers.
 - \$9.4 million increased expenditure on the expanded Family Domestic Violence (FDV) program informed by the FDV Taskforce.
 - \$4.8 million increased expenditure on the WA Senior's Cost of Living Rebate resulting from the WA Government's awareness campaign and commitment to assist more seniors with cost of living pressures.
 - \$3 million increased expenditure on Home Stretch WA services.
- (c) Service appropriation is \$162.2 million (11.6%) higher than 2023-24 primarily due to additional funding received compared to 2023-24, including:
- \$30.8 million for Child Protection - Delivery of Services.
 - \$27.5 million for Homelessness Services.
 - \$18.4 million for Public Sector Wages Policy.
 - \$16.8 million for Home Stretch WA.
 - \$16.1 million for State Fleet and Government Regional Officer Housing.
 - \$14.1 million for Family and Domestic Violence Package initiatives.
 - \$10.8 million for Non-Government Human Services Sector Indexation Adjustment.
 - \$9 million for Family and Domestic Violence Taskforce System Reform Plan.

10.1.2 Statement of Financial Position Variances

Table 80: Statement of financial position variances

Statement of financial position variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Assets	—	—	—	—	—	—
Current Assets						
Cash and cash equivalents	—	9,643	97,264	29,192	87,621	68,072
Restricted cash and cash equivalents	—	8,592	27,977	34,993	19,385	(7,016)
Receivables	—	31,614	43,588	58,870	11,974	(15,282)
Amounts receivable for services	—	68	68	68	—	—
Other current assets	1, a	12,546	21,777	12,101	9,231	9,676
Total Current Assets	—	62,463	190,674	135,224	128,211	55,450
Non-Current Assets	—	—	—	—	—	—
Receivables	—	10,644	21,041	15,515	10,397	5,526
Amounts receivable for services	—	208,974	208,223	190,556	(751)	17,667

Statement of financial position variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Property, plant and equipment	2	148,364	166,146	151,795	17,782	14,351
Leasehold improvements	3, b	2,761	10,182	3,718	7,421	6,464
Work in progress	4	454	5,011	4,517	4,557	494
Right-of-use assets	5, c	15,340	22,460	14,728	7,120	7,732
Intangible assets	6	6,238	1,397	4,964	(4,841)	(3,567)
Total Non-Current Assets	—	392,775	434,460	385,793	41,685	48,667
Total Assets	—	455,238	625,134	521,017	169,896	104,117
Liabilities	—	—	—	—	—	—
Current Liabilities	—	—	—	—	—	—
Payables	—	59,409	53,749	59,020	(5,660)	(5,271)
Lease liabilities	—	7,957	9,904	7,389	1,947	2,515
Income received in advance	—	350	610	471	260	139
Employee-related provisions	—	139,421	146,413	144,198	6,992	2,215
Total Current Liabilities	—	207,137	210,676	211,078	3,539	(402)

Statement of financial position variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Non-Current Liabilities	—	—	—	—	—	—
Payables	—	1,571	532	1,101	(1,039)	(569)
Lease liabilities	7, d	7,842	13,160	7,697	5,318	5,463
Employee related provisions	—	27,114	28,995	29,160	1,881	(165)
Total Non-Current Liabilities	—	36,527	42,687	37,958	6,160	4,729
Total Liabilities	—	243,664	253,363	249,036	9,699	4,327
Net Assets	—	211,574	371,771	271,981	160,197	99,790
Equity	—	—	—	—	—	—
Contributed equity	—	301,784	293,192	272,148	(8,592)	21,044
Reserves	—	12,457	58,724	21,236	46,267	37,488
Accumulated surplus/(deficit)	—	(102,667)	19,855	(21,403)	122,522	41,258
Total Equity	—	211,574	371,771	271,981	160,197	99,790

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major variance narratives

Variances between estimate and actual results for 2025

1. Other current assets are \$9.2 million (73.6%) higher than the estimate primarily due to a \$8.5 million prepayment for Home Stretch WA services.
2. Property, plant and equipment is \$17.8 million (12%) higher than the estimate primarily due to a \$12.2 million increase in land values in line with revised Landgate valuations.
3. Leasehold improvements are \$7.4 million (268.8%) higher than the estimate primarily due to office fit-outs in the Perth metropolitan region:
 - \$2.3 million on the Joondalup office,
 - \$2.4 million on the Armadale Family Domestic Violence hub, and
 - \$2.9 million on the Armadale office.
4. Work in progress is \$4.6 million (1,003.7%) higher than estimate primarily due to:
 - \$2.2 million for ongoing Out of Home Care projects to address building compliance upgrades and refurbishments of Temporary Care Homes and Community Group Homes, meet work health and safety standards, and replace residential care properties that are no longer fit for purpose.
 - \$2.6 million for incomplete office fit-outs.
5. Right-of-use assets are \$7.1 million (46.4%) higher than estimate primarily due to:
 - \$4.1 million increase in leased rental properties relating to Government Regional Officer Housing (GROH) program.

- \$3.6 million increase in leased motor vehicles due to an increase in the number of vehicles, regional areas upgrading from passenger vehicles to light commercial vehicles and change in the allocation of the vehicle fit-out costs, under the lease, rather than expensing.
6. Intangible assets are \$4.8 million (77.6%) lower than the estimate, primarily due to lower new additions to computer software.
7. Non-current Lease liabilities are \$5.3 million (67.8%) higher than the estimate primarily due to:
- Additional leased rental properties under the Government Regional Officer Housing (GROH) program.
 - Increased number of leased motor vehicles, particularly in regional areas.
 - Upgrades from passenger vehicles to more expensive light commercial vehicles in regional locations.
 - Changes in accounting treatment, where vehicle fit-out costs are now included under the lease rather than being expensed separately.

Variances between actual results for 2025 and 2024

- (a) Other current assets are \$9.7 million (80%) higher than 2023-24 primarily due to \$8.5 million prepayment for Home Stretch WA services.
- (b) Leasehold improvements are \$6.5 million (173.8%) higher than 2023-24 primarily due to office fit-outs in the Perth metropolitan region.
- \$2.3 million on the Joondalup office,
 - \$2.4 million on the Armadale Family Domestic Violence hub, and
 - \$2.9 million on the Armadale office.
- (c) Right-of-use assets are \$7.7 million (52.5%) higher than 2023-24 primarily due to:
- \$4.1 million increase in leased rental properties relating to Government Regional Office Housing (GROH) program. There were 241 GROH properties at the end of June 2024 compared to 283 at the end of June 2025.

- \$3.6 million increase in leased motor vehicles due to an increase in the number of vehicles, regional areas upgrading from passenger vehicles to light commercial vehicles and change in the allocation of the vehicle fit out costs, under the lease, rather than expensing.
- (d) Non-current Lease liabilities are \$5.5 million (70.9%) higher than 2023-24 primarily due to:
- Additional leased rental properties under the Government Regional Officer Housing (GROH) program.
 - Increased number of leased motor vehicles, particularly in regional areas.
 - Upgrades from passenger vehicles to more expensive light commercial vehicles in regional locations.
 - Changes in accounting treatment, where vehicle fit-out costs are now included under the lease rather than being expensed separately.

10.1.3 Statement of Cash Flow Variances

Table 81: Statement of cash flow variances

Statement of cash flow variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Cash flows from State Government – Payments	–	–	–	–	–	–
Digital Capability Fund	–	–	–	(3,064)	–	3,064
Cash flows from State Government – Receipts	–	–	–	–	–	–
Service appropriation	1, a	1,234,660	1,537,026	1,376,195	302,366	160,831
Capital appropriations	–	23,410	21,946	20,079	(1,464)	1,867
Holding account drawdown	–	68	68	68	–	–
Royalties for Regions Fund	–	15,682	13,849	10,026	(1,833)	3,823
National Redress Records	–	3,059	8,902	4,575	5,843	4,327
Digital Capability Fund	–	7,923	6,791	–	(1,132)	6,791
Income from other public sector entities - Service delivery agreement	2, b	259,112	339,392	274,237	80,280	65,155
Income from other public sector entities - others	–	30,835	31,422	40,907	587	(9,485)
Net cash provided by State Government	–	1,574,749	1,959,396	1,723,023	384,647	236,373

Statement of cash flow variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
<i>Utilised as follows:</i>	–	–	–	–	–	–
Cash flows from operating activities – Payments	–	–	–	–	–	–
Employee benefits	c	(660,935)	(724,971)	(644,236)	(64,036)	(80,735)
Supplies and services	3	(96,377)	(143,453)	(136,120)	(47,076)	(7,333)
Finance costs	–	(781)	(1,174)	(744)	(393)	(430)
Accommodation	–	(49,113)	(63,067)	(58,141)	(13,954)	(4,926)
Grants and subsidies	4, d	(278,009)	(324,570)	(284,283)	(46,561)	(40,287)
Funding for services	5	(516,117)	(683,898)	(624,462)	(167,781)	(59,436)
GST payments on purchases	6	(42,397)	(104,824)	(93,052)	(62,427)	(11,772)
Other payments	–	(24,859)	(14,513)	(15,142)	10,346	629
Cash flows from operating activities – Receipts	–	–	–	–	–	–
User charges and fees	–	12,936	14,822	14,664	1,886	158
Commonwealth grants and contributions	–	69,362	70,701	68,704	1,339	1,997
GST receipts on sales	–	82	579	401	497	178

Statement of cash flow variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
GST receipts from taxation authority	7	42,315	104,245	92,651	61,930	11,594
Other receipts	—	3,513	3,751	4,919	238	(1,168)
Net cash used in operating activities	—	(1,540,380)	(1,866,372)	(1,674,841)	(325,992)	(191,531)
Cash flows from investing activities – Receipts	—	—	—	—	—	—
Proceeds from sale of non-current assets	—	—	3,346	2,314	3,346	1,032
Cash flows from investing activities – Payments	—	—	—	—	—	—
Purchase of non-current assets	—	(18,168)	(13,849)	(28,278)	4,319	14,429
Net cash used in investing activities	—	(18,168)	(10,503)	(25,964)	7,665	15,461
Cash flows from financing activities – Payments	—	—	—	—	—	—
Principal elements of lease	—	(8,704)	(15,922)	(12,800)	(7,218)	(3,122)
Payment to accrued salaries account	—	—	(5,459)	(4,871)	(5,459)	(588)
Loan to children's trustees	—	—	(84)	—	(84)	(84)
Net cash used in financing activities	—	(8,704)	(21,465)	(17,671)	(12,761)	(3,794)

Statement of cash flow variances	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Net (decrease)/increase in cash and cash equivalents	—	7,497	61,056	4,547	53,559	56,509
Cash and cash equivalents at the beginning of the period	—	21,382	64,185	70,282	42,803	(6,097)
Adjustment for the reclassification of accrued salaries account	—	—	—	(10,644)	—	10,644
Cash and cash equivalents at the end of the period	—	28,879	125,241	64,185	96,362	61,056

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major Variance Narratives

Variances between estimate and actual results for 2025

1. Service appropriation are \$302.4 million (24.5%) higher than the estimate primarily due to additional funding of:
 - \$177.3 million for Out of Home Care services.
 - \$56.8 million to address financial sustainability within the Department of Communities.
 - \$30.2 million equity contribution to supplement working cash limit requirements.
 - \$9.6 million relating to the implementation of the public sector wages policy.
 - \$6.3 million for Seniors Cost of Living Rebate.
 - \$5.4 million for Child Protection - Delivery of Services.
 - \$5 million for Non-Government Human Services Sector Indexation Adjustment.
 - \$4.9 million for Home Stretch WA.
 - \$3.6 million for cost of living payment for foster carers.
 - \$2.6 million for Family and Domestic Violence - Safe House Uplift.
 - \$2.5 million for Government Regional Officer Housing.

2. Income from other public sector entities - Service delivery agreement is \$80.3 million (31%) higher than the estimate primarily due to income recognised under the Service Level Agreement (SLA) being understated between the Department of Communities, the Housing Authority and Disability Services Commission (the Commission). Under the SLA, Communities provides human resources and business and operational support services. The estimate does not include an allocation for SLA shared support services costs. However, these costs were recovered through actual revenue received during 2024-25. An update will be progressed through a future budget process to incorporate an allocation for SLA shared support services.

3. Supplies and services are \$47.1 million (48.9%) higher than the estimate primarily due to \$40.5 million of additional expenditure associated with the shared costs Service Level Agreement (SLA) being understated between the Department of Communities, the Housing Authority and Disability Services Commission. Under the SLA, Communities provides human resources and business and operational support services. The estimate does not include an allocation for SLA shared support services costs. However, these costs were recovered through actual revenue received during 2024-25. An update will be progressed through a future budget process to incorporate an allocation for SLA shared support services.
4. Grants and subsidies are \$46.6 million (16.8%) higher than the estimate primarily due to new or additional funding for:
- \$11.2 million grant expenditure provided as part of the WA Government's broader investment in homelessness services. This includes funded initiatives not reflected in the published Budget as a grant including initiatives relating to Housing First, Boorloo Bidee Mia and Safe Night Spaces.
 - \$8.5 million expenditure for Home Stretch WA services prepaid in 2024-25 for services to be delivered in 2025-26.
 - \$6.5 million expenditure to address claims related to historical institutional abuse.
 - \$4.3 million expenditure to support service delivery, including the carryover of grant funding under the National Partnership Agreement on Family, Domestic and Sexual Violence into 2024-25.
 - \$3 million expenditure to expand support for seniors facing cost-of-living pressures, reflecting the WA Government's ongoing commitment and funding received after the Budget was published.
 - \$2 million investment in community-based Men's Shed initiatives.
 - \$2 million expenditure to support the work of the WA Council on Addictions.
5. Funding for services is \$167.8 million (32.5%) higher than the estimate primarily due to \$172.4 million of additional funding received during the year, for increased Out of Home Care (OOHC) expenses, related to the OOHC Reform project's finalisation of transition and addressing growth in demand.

6. GST payments on purchases are \$62.4 million (147.2%) higher than the estimate primarily due to departmental purchases that attract GST payments being higher than the estimated budget. This has been identified as a budget misalignment that will be addressed in an upcoming budget.

7. GST receipts from taxation authority are \$61.9 million (146.4%) higher than the estimate primarily due to the department claiming back of input tax credits higher than the estimated budget. This has been identified as a budget misalignment that will be addressed in an upcoming budget.

Variances between actual results for 2025 and 2024

(a) Service appropriation is \$160.8 million (11.7%) higher than 2023-24 primarily due to additional funding received compared to 2023-24, including:

- \$30.8 million for Child Protection - Delivery of Services.
- \$27.5 million for Homelessness Services.
- \$18.4 million for Public Sector Wages Policy.
- \$16.8 million for Home Stretch WA.
- \$16.1 million for State Fleet / GROH.
- \$14.1 million for Family and Domestic Violence Package initiatives.
- \$10.8 million for Non-Government Human Services Sector Indexation Adjustment.
- \$9 million for Family and Domestic Violence Taskforce System Reform Plan.

(b) Income from other public sector entities – Service delivery agreement is \$65.2 million (23.8%) higher than 2023-24 primarily due to the timing difference of the income being received associated with the shared costs Service Level Agreement (SLA) being understated between the Department of Communities, the Housing Authority and Disability Services Commission. Under the SLA, Communities provides human resources and business and operational support services.

(c) Employee benefits expenses are \$80.7 million (12.5%) higher than 2023-24 primarily due to the combination of pay increases for the Public Sector CSA Agreement 2024 back-dated to 13 June 2024, and an increase in the number of Full Time Equivalent employees compared to June 2024. During 2024-25, Communities received additional financial sustainability funding from the WA government to cover increased Employee benefits costs.

(d) Grants and subsidies expenses are \$40.3 million (14.2%) higher than 2023-24 primarily due to increased expenditure associated with:

- \$9.8 million increased case support expenditure to support children in the care of the CEO and their carers.
- \$9.4 million increased expenditure on the expanded Family Domestic Violence (FDV) program informed by the FDV Taskforce.
- \$4.8 million increased expenditure on the WA Senior's Cost of Living Rebate resulting from the WA Government's awareness campaign and commitment to assist more seniors with cost of living pressures.
- \$3 million increased expenditure on WA Home Stretch services.

10.2 Explanatory statement for administered items

This explanatory section explains variations in the financial performance of the Department undertaking transactions as an agent of the government, as detailed in the administered schedules.

All variances between annual estimates and actual results for 2025, and between the actual results for 2025 and 2024 are shown below.

Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the Total Administered Income in the comparative (i.e. 1% of \$1,173,791,000 for the current year and 1% of \$1,260,000,000 for the previous year in the table below).

Table 82: Income from administered items

Income from administered items	Variance notes	Estimate* 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Income	—	—	—	—	—	—
Administered appropriations	—	1,265,358	1,173,791	1,260,000	(91,567)	(86,209)
Total administered income	—	1,265,358	1,173,791	1,260,000	(91,567)	(86,209)
Expenses	—	—	—	—	—	—
Grants & Subsidies Expense – State contributions to NDIS	—	1,265,358	1,242,690	1,201,886	(22,668)	40,804
Total administered expense	—	1,265,358	1,242,690	1,201,886	(22,668)	40,804

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major Variance Narratives

Variances between estimate and actual results for 2025

There are no major variances.

Variances between actual results for 2025 and 2024

There are no major variances.

Key performance indicators



Photo credit: Samille Mitchell, Department of Biodiversity, Conservation and Attractions

Key performance indicators

Certification of key performance indicators

For the reporting period ended 30 June 2025

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of Communities' performance, and fairly represent the performance of the Department of Communities for the financial year ended 30 June 2025.

A handwritten signature in blue ink, appearing to read 'Mike Rowe', with a large loop at the start and a wavy line extending to the right.

Mike Rowe
Director General
Accountable Authority
11 September 2025

Outcome based management reporting framework

State Government Goal

Communities contributes to the State Government Goal of “Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.”

Outcome: Access to quality services that enables active participation in the Western Australian community by individuals and families

Key effectiveness indicators

Percentage of assessed early childhood education and care services that met or exceeded national standards

This indicator reports the proportion of early childhood education and care services assessed in a financial year that met or exceeded national standards.

Table 83: Percentage of assessed early childhood education and care services that met or exceeded national standards

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
80%	83%	87%	83%

The take-up rate of Seniors Card

This indicator reports on the take-up rate of the WA Seniors Card based on the estimated residential population of eligible seniors in the financial year.

Table 84: The take-up rate of Seniors Card

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
95%	93%	94%	91%

Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record

This indicator reports on the proportion of Working with Children cards issued within 30 days of lodgement where the applicant did not have a criminal record. The measure uses a proportion of all notices issued within the reporting period.

Table 85: Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
98%	97%	98%	99%

Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record

This indicator reports on the proportion of decisions finalised within 60 days for Working with Children card applications where the applicant has a criminal record. The measure uses a proportion of all notices issued within the reporting period.

Table 86: Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
97%	97%	96%	98%

Service 1: Community services

Key efficiency indicators

Average cost per licensed childcare service for regulation and support

This indicator reports on the average cost of regulation and quality assurance of early education and care services against required service standards. This includes cost attributed with capacity building and quality support for early education and care services, as well as a proportion of allocated indirect departmental expenditure.

Table 87: Average cost per licensed childcare service for regulation and support

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of licensed services Target	Number of licensed services Actual
2024–25	\$9,024	\$9,539	\$13,409,574	\$14,174,648	1,486	1,486
2023–24	\$10,034	\$10,147	\$14,468,621	\$14,389,012	1,442	1,418
2022–23	\$9,369	\$8,642	\$13,228,943	\$11,727,037	1,412	1,357

Average management cost per Seniors Card

This indicator reports on the cost to deliver the benefits and concessions of the WA Seniors Card program and a range of other programs for seniors which includes the Cost of Living Rebate, Safety and Security Rebate and Grandcarers Support Scheme.

The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual. The result is due to the increased promotion of the Seniors Card in regional areas and subsequent program demand, and significant resourcing to support the increased promotion and demand uplift of the Seniors Cost of Living Rebate in a timely manner.

Table 88: Average management cost per Seniors Card

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of Seniors Cards Target	Number of Seniors Cards Actual
2024–25	\$6.85	\$17.51	\$3,004,770	\$7,368,919	438,770	420,787
2023–24	\$6.96	\$14.65	\$2,897,452	\$6,035,416	416,109	412,082
2022–23	\$6.16	\$9.65	\$2,462,701	\$3,961,780	400,023	410,682

Average cost per Working with Children Card application processed

The Working with Children Check aims to screen and prevent people who are a risk to children from gaining employment in work involving children. The indicator reflects the average cost per Working with Children check application processed.

The 2024-25 Actual was higher than the 2024-25 Budget Target due to higher than budgeted operating costs to support the delivery of the Working with Children Screening Unit service.

Table 89: Average cost per Working with Children Card application processed

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of applications Target	Number of applications Actual
2024–25	\$30	\$36	\$5,077,996	\$6,336,040	169,700	174,462
2023–24	\$39	\$39	\$5,880,972	\$6,778,693	150,000	172,396
2022–23	\$38	\$29	\$5,694,347	\$4,491,527	150,000	157,048

Outcome: Families and individuals experiencing family and domestic violence (FDV), homelessness or other crises are assisted to build their capabilities and be safe

Key effectiveness indicators

Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period

This indicator reports on the proportion of clients (excluding FDV) who have received a service (excluding FDV) from a Specialist Homelessness Service (SHS) service funded under the National Agreement on Social Housing and Homelessness (NASHH) and have achieved some or all case management plan goals at the end of their support. The result for this indicator is based on data from the previous financial year. This is due to the timeframe of data supplied by SHS agencies to the Australian Institute of Health and Welfare.

Table 90: Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
90%	89%	91%	90%

Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion

Earlier invention and family support services comprise a range of in-house, intensive intervention and support services for vulnerable families with children at risk of entering care. Since the implementation of the Early Intervention and Family Support Strategy in 2018, a number of community service organisations have been engaged to provide these services. These services are in addition to the ongoing Intensive Family Support Service, which is delivered within Communities’ internal child protection services.

This indicator shows the extent to which the internally delivered Intensive Family Support Service was successful in preventing a child from entering the care of the CEO. The indicator reports on the proportion of children who received an Intensive Family Support Service and did not enter the care of the CEO within 12 months of the completion of that service.

Table 91: Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
90%	86%	83%	89%

Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV-related response within 12 months

This indicator shows the extent to which FDV-related child protection interventions were successful in preventing further interventions occurring. The indicator reports the proportion of clients who received a child protection service response to an FDV-related incident and did not require another similar response within 12 months.

Table 92: Percentage of departmental clients who were assessed and received a response as a result of an FDV incident and did not require another FDV-related response within 12 months

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
80%	74%	74%	73%

Service 2: Homelessness support services

Key efficiency indicator

Average cost per homelessness support service client

This indicator reports the average cost per homelessness (excluding FDV) client who received a service from a Specialist Homelessness Service (SHS) funded under the National Agreement on Social Housing and Homelessness (NASHH). The result for this indicator is based on data from the previous financial year. This is due to the timeframe of data supplied by SHS agencies to the Australian Institute of Health and Welfare.

The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to additional funding received during 2024–25 as part of the WA Government's investment in continuing to provide critical homelessness service delivery and to meet current demand. This includes additional funding for accommodation services, engagement hubs, outreach services and specialist support services.

Table 93: Average cost per homelessness support service client

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of clients Target	Number of clients Actual
2024–25	\$6,664	\$7,518	\$111,289,930	\$124,128,999	16,700	16,510
2023–24	\$4,384	\$5,726	\$74,532,000	\$94,761,021	17,000	16,550
2022–23	\$4,647	\$4,680	\$83,637,874	\$82,728,250	18,000	17,676

Service 3: Earlier intervention and family support services

Key efficiency indicator

Average cost per earlier intervention and family support case

This indicator reports the average cost per earlier intervention and family support case which was either supported by Communities or a funded community sector organisation. The result for this indicator is based on the Department's data from the current financial year; however, data from community sector organisations is based on the previous calendar year.

Table 94: Average cost per earlier intervention and family support case

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of cases Target	Number of cases Actual
2024–25	\$10,658	\$11,459	\$127,366,848	\$128,935,581	11,950	11,252
2023–24	\$8,833	\$10,703	\$108,507,113	\$123,598,933	12,284	11,548
2022–23	\$7,824	\$9,000	\$98,583,121	\$101,996,116	12,600	11,777

Service 4: Preventing and responding to family and domestic violence (FDV)

Key efficiency indicator

Average cost per family and domestic violence case

This indicator reports the average cost per family and domestic violence case which was supported by community sector organisations funded by Communities. This result for this indicator is based on the:

- previous calendar year number of cases for State Government-funded prevention of family domestic violence services, and
- previous financial year number of cases for Family and Domestic Violence Specialist Homelessness Services (SHS) funded under the National Agreement on Social Housing and Homelessness (NASHH). This is due to the timeframe of data supplied by SHS agencies to the Australian Institute of Health and Welfare.

The 2024–25 Actual is lower than the 2024–25 Budget Target, related to an increase in the number of cases supported by Coordinated Response Services, Safe at Home programs and the Mobile Outreach Initiative. The 2024–25 Actual is higher than the 2023–24 Actual due to significant new and additional funding for Family & Domestic Violence programs and services.

Table 95: Average cost per FDV case

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of cases Target	Number of cases Actual
2024–25	\$7,468	\$6,374	\$145,619,977	\$146,585,093	19,500	22,996
2023–24	\$4,434	\$5,113	\$82,915,800	\$100,048,101	18,700	19,569
2022–23	\$4,150	\$5,350	\$73,657,589	\$103,247,516	17,750	19,300

Outcome: Children and young people needing protection are safe from abuse and harm

Effectiveness indicators

Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm

This indicator shows the effectiveness of departmental responses to substantiated cases of child abuse and neglect in preventing further harm occurring. The indicator shows the proportion of children who were the subject of a substantiation of harm in the previous year and who were not the subject of a subsequent substantiation of harm within the following 12 months.

Table 96: Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
95%	92%	91%	91%

Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated

This indicator measures the effectiveness of child safety investigations in identifying risks to children and the extent to which intervention services protect children from harm in the future. The indicator shows the proportion of children who were the subject of an assessment of harm that was unsubstantiated in the previous year and who were not the subject of a substantiation of harm within the subsequent 12 months.

Table 97: Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
95%	95%	94%	94%

Service 5: Child protection assessments and investigations

Key efficiency indicator

Average cost per child involved in child protection cases

This indicator reports the average cost per child involved in child protection assessments and investigations, and/or a protection application that commenced during the year or that commenced in a prior year and remained ongoing during 2024–25.

Table 98: Average cost per child involved in child protection cases

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of children Target	Number of children Actual
2024–25	\$5,708	\$6,033	\$111,308,740	\$118,542,696	19,500	19,650
2023–24	\$5,874	\$5,953	\$99,857,127	\$114,813,610	17,000	19,288
2022–23	\$5,786	\$5,806	\$98,367,018	\$107,023,568	17,000	18,433

Outcome: Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life outcomes

Key effectiveness indicators

Proportion of Aboriginal children in the CEO’s care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle

This indicator shows the proportion of Aboriginal children in placements that met the first four of the five placement options under the Aboriginal and Torres Strait Islander Child Placement Principle contained in the *Children and Community Services Act 2004*. These include placements with the child’s extended family, members of their community or other Aboriginal people or services, as a proportion of all Aboriginal children in the CEO’s care. It is important for Aboriginal children who come into care to maintain a connection with family and culture.

The 2024–25 Actual is significantly lower than the 2024–25 Budget Target. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered when making care arrangement decisions, continue to impact the Department’s ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The appointment of new contracts to Aboriginal Community Controlled Organisations during 2024–25 to enable self-determination of Aboriginal families to help identify suitable placement options is expected to have a positive impact in future years.

Table 99: Proportion of Aboriginal children in the CEO’s care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
80%	61%	64%	64%

Proportion of children in the CEO’s care with comprehensive care planning undertaken within set timeframes

This indicator represents the proportion of children in care with care planning completed within set timeframes. Care plans identify a child’s educational, health and cultural needs and the steps required to address those needs.

Table 100: Proportion of children in the CEO’s care with comprehensive care planning undertaken within set timeframes

2024–25 Target	2024–25 Actual	2023–24 Actual	2022–23 Actual
90%	82%	78%	83%

Service 6: Care arrangements and support services for children in the CEO's care

Key efficiency indicators

Average cost per day of a foster care arrangement

The majority of children in care live with family or community foster carers. Foster carers receive a subsidy towards the ordinary day-to-day costs of caring for a child. The level of subsidy depends on the child's age and the complexity of their needs.

Table 101: Average cost per day of a foster care arrangement

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2024–25	\$215	\$233	\$354,845,718	\$384,292,890	1,650,000	1,647,396
2023–24	\$176	\$251	\$281,616,492	\$409,395,592	1,600,000	1,630,464
2022–23	\$169	\$216	\$271,063,812	\$340,624,918	1,600,000	1,574,844

Average cost per day of a residential-based care arrangement

Residential care services provide temporary therapeutic residential care, which focuses on creating and sustaining care environments that value diversity and strive to meet the developmental, emotional and cultural needs of each child or young person.

The variance between the 2024–25 Budget Target and 2024–25 Actual is due to allocation of additional funding to support the increased care arrangements that occurred across the residential-based care services.

Table 102: Average cost per day of a residential-based care arrangement

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2024–25	\$2,601	\$3,421	\$78,024,954	\$99,749,444	30,000	29,159
2023–24	\$2,362	\$3,333	\$75,581,255	\$93,745,783	32,000	28,128
2022–23	\$1,999	\$2,398	\$67,951,332	\$68,222,008	34,000	28,450

Average cost per day of an exceptionally complex needs care arrangement

The complex care program caters for children and young people with extremely complex behaviours and high needs who often pose a risk to themselves and the broader community. These care arrangements provide individualised and specialised care.

The variance between the 2024–25 Actual and the 2024–25 Budget Target is primarily due to additional costs associated with implementing the Out of Home Care reform. This reform is phasing out individualised care arrangements and replacing them with evidence-based, trauma-informed, and culturally responsive care arrangements for children and young people in the care of the State.

Table 103: Average cost per day of an exceptionally complex needs care arrangement

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2024–25	\$2,157	\$5,677	\$31,278,838	\$122,352,596	14,500	21,554
2023–24	\$1,450	\$5,338	\$21,746,532	\$100,536,113	15,000	18,834
2022–23	\$1,652	\$6,484	\$21,476,262	\$90,300,707	13,000	13,927

Average cost per day of a secure care arrangement

Secure care provides planned, short-term intensive therapeutic care for young people aged 12–17 years who are considered to be at immediate and substantial risk of causing significant harm to themselves and/or others, and there are no other options for managing that risk and meeting their needs.

The 2024–25 Actual is lower than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to a significant increase in the number of secure care days, which occurred due to continuation of the steady trend back towards the service being utilised at a pre-Covid level and the absence of any barriers that required the service to operate at reduced capacity in prior years.

Table 104: Average cost per day of a secure care arrangement

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2024–25	\$11,362	\$9,054	\$7,385,146	\$8,257,006	650	912
2023–24	\$11,001	\$10,953	\$7,150,331	\$7,414,977	650	677
2022–23	\$7,513	\$9,996	\$6,385,654	\$6,867,191	850	687

Average cost per day to plan for and support a child in the CEO's care

This indicator includes all children in the CEO's Care as defined in the *Children and Community Service Act 2004*. Expenditure includes case support costs, contract costs for community service organisations funded to provide reunification and leaving care services. These costs are coupled with the caseworker time allocated to address a child's health, education and other needs as detailed in their care plan.

The 2024–25 Actual is higher than both the 2024–25 Budget Target and the 2023–24 Actual, primarily due to additional costs associated with addressing the Home Stretch WA program demand, implementing Out of Home Care reform, and increased funding provided to meet expenditure and services obligations.

Table 105: Average cost per day to plan for and support a child in the CEO's care

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2024–25	\$90	\$128	\$175,813,086	\$248,502,645	1,950,000	1,936,563
2023–24	\$78	\$114	\$149,118,228	\$217,970,615	1,900,000	1,919,381
2022–23	\$68	\$87	\$129,025,715	\$162,939,142	1,900,000	1,867,660

Other requirements



Other requirements

Ministerial directions

There were no ministerial directions in 2024–25.

Act of Grace payments

There were no Act of Grace payments made in the 2024–25 financial year.

Unauthorised use of credit cards

In accordance with Treasurer's Instruction 321, officers are prohibited from using government-issued credit cards for personal purposes. Treasurer's Instructions 903(13) (iv) requires Communities to disclose information relating to personal use. The table below details the personal expenditure using government-issued credit cards in 2024–25.

Table 106: Personal expenditure using Government issued credit cards in 2024–25

Details of personal expenditure	2024–25
Number of instances the Western Australian Government Purchasing Card has been used for a personal purchases	91
Aggregate amount of personal use expenditure for the reporting period	\$4,495.53
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$3,230.85
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	\$938.96
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	\$325.72
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

Advertising, market research, polling and direct mail

In accordance with section 175ZE of the *Electoral Act 1907*, Communities incurred expenditure in advertising and media advertising. Total expenditure for 2024–25 was \$455,640.82.

Table 107: Advertising expenditure for 2024–25

Expenditure	Organisation	Amount
Advertising	—	—
Market research	—	—
Polling	—	—
Direct mail	—	—
Media advertising	Initiative Media Australia Pty Ltd	\$289,735.06
	Carat Australia Media Services Pty Ltd	\$165,905.76
Total	—	\$455,640.82

Disability Access and Inclusion Plan

Throughout 2024–25, Communities remained dedicated to fostering a more inclusive environment for people with disability, as well as their families and carers. Our focus has been on ensuring equitable access to services, facilities, and information by embedding inclusive practices across our operations.

Communities continued to advance the implementation of our Disability Access and Inclusion Plan (DAIP), guided by the DAIP Working Group. Progress was tracked through ongoing evaluation against the DAIP Implementation Plan. To strengthen the impact of our initiatives, Communities aligned DAIP activities with broader departmental strategies and policies, reinforcing a culture of advocacy and results-driven support for people with disability. The following section outlines key actions undertaken in 2024–25, mapped to the seven DAIP outcomes and corresponding Communities DAIP pillars, which reflect the priorities of the State Disability Strategy.

Outcome 1 – People with disability have the same opportunities as other people to access the services and events of a public authority.

Communities DAIP Pillar 2.1 – Our events and services are accessible to all community members.

Communities has recently developed a Disability Practice Guidance (DPG) to provide child protection workers with an increased baseline knowledge of disability practice. The DPG has informed the new Disability Section within Communities' revised Case Practice Manual that contains eight areas of knowledge, including how to effectively work with the NDIA and an in-depth understanding of providing communication and accessibility services to those with disability. The DPG also meets and promotes Communities' responsibility to understand, identify and work with people with disability to access appropriate services, a commitment under Safe and Supported: The National Framework for Protecting Australia's Children 2021–2031.

Communities has also commenced the Communities Inclusion Connection Team (CICT) during 2024–25. One of the priorities for the CICT is to progressively review relevant policies and procedures to ensure they are contemporary and inclusive, for example ensuring procedures include a dedicated phone line, hearing loop and access to interpreter services.

Outcome 2 – People with disability have the same opportunities as other people to access the buildings and facilities of a public authority.**Communities DAIP Pillar 2.2 – Our buildings and other facilities are accessible to all community members.**

Communities recognises the increasing number of Western Australians with disability and as a result, has embedded Accessibility and Inclusivity as two of the seven pillars in a new workplace design:

Accessibility – Best-in-class accessibility features included in the workplace design ensure equitable access and opportunities for all staff, including:

- Wheelchair access
- Adjustable workstations and dual height amenities
- Audio and visual support
- Bespoke support plans

Inclusivity – Communities' workplaces ensure they support diversity through a wide range of inclusive features, including.

- Progressive spaces that promote equality
- A workplace design that celebrates diversity
- Family-friendly facilities and all-gender bathrooms
- Private spaces for faith and spiritual practices

During 2024–25, two office relocation projects occurred that incorporated the above pillars; the Joondalup and Kalgoorlie relocation projects. Both projects ensured the new locations provided accessible parking bays for visitors and staff and signage with large font and braille.

Outcome 3 – People with disability receive information from a public authority in a format that enables them to access the information as readily as other people.

Communities DAIP Pillar 4.1 – Our information will be accessible to all community members.

Communities continues to improve the efforts of making information accessible for both clients and the wider community. The following are examples of outcomes that were achieved in 2024–25. In partnership with Developmental Disability WA, Communities hosted two Easy Read training sessions, which were attended by 30 Disability Division staff. This followed an early Easy Read workshop in December 2024 as part of International Day of People with Disability events, which was attended by 40 staff across Communities. Participants were provided a clear understanding of why accessible information is important, and taken through a series of exercises to explore how language can cause barriers and how information could be expressed in more accessible ways. These learnings have seen improvements of accessible documents and with person-centric approaches across many face-to-face services Communities provides.

Outcome 4 – People with disability receive the same level and quality of service from the staff of a public authority as other people receive.

Communities DAIP Pillar 3.1 – All community members will receive the same level and quality of service from our employees.

Communities continues to excel in understanding the need of those with disability and supporting these needs through tailored services. Below are examples of this being achieved in 2024–25, through multiple programs and initiatives:

A Service Delivery Disability Practice Resources webpage was developed and published on Communities' internal website for staff delivering services within the Supported Community Living and Intervention Support Service programs. The resource provides staff with a range of curated, evidence based, practice resources to use in their work in supporting individuals in receipt of services. The site consists of videos and resources on Person Centred Active Support, Trauma Informed Practice, Supported Decision Making, Positive Behaviour Support and Restrictive Practices, Practice Leadership, Reflective Practice, Dementia and Understanding Abuse. Social Trainers can use the page for self-directed learning to better understand best practice strategies around person-centred active support. Local Area Supervisors (LASs) and Local Area Managers (LAMs) can also use the webpage for practice

development with their staff, in addition to using the site for self-directed learning around Practice Leadership and Reflective Practice.

In addition, ongoing regular communication with frontline staff occurs regarding contemporary practice resources as they become available. For example, an updated 'Understanding Me Tool' made available to the sector was communicated to staff via an internal news post and email.

Communities also continues to support place-based service delivery for those with disability within a number of programs. For example, Disability Professional Services (DPS) staff are place-based and co-located across offices to promote collaborative working environments, increase awareness, and share knowledge of the services and supports available to people with disability with our colleagues. The DPS has reviewed and updated information pertaining to pages located on Communities' internal websites. Regional Intensive Support (RIS) Coordinators continue to be place-based across Communities offices in WA, responding to consultations and providing information directly relating to disability in their area. In regional areas they travel from their base locations to other regional centres to ensure an on the ground presence. RIS Coordination management has also provided input into the revised Child Protection Case Management Manual in relation to essential and contemporary disability practice for children and their families.

Outcome 5 – People with disability have the same opportunities as other people to make complaints to a public authority. Communities DAIP Pillar 4.2 – All community members will have the same opportunities to provide feedback or make complaints to us.

Communities ensures that people with disability have the same opportunity to make complaints as other people. Communities' Complaints Management Unit (CMU) coordinates the response to all complaints in relation to services provided by Communities in accordance with the Complaints Management Policy. Communities' Complaints and Feedback webpage has a dedicated "Disabilities Complaints and Feedback" portal with an accessibility enabled form to lodge a complaint or provide feedback about a disability service provided by Communities. Information on the Translating and Interpreting Service and the National Relay Service is also included on the webpage.

CMU has a 'no wrong door' policy in relation to receiving complaints that can be made online, by phone, by letter or email or in person to a staff member and have an Easy Read Guide "Making a Complaint" available. Relevant Disability staff are required to complete a "Managing and Responding to Complaints" training module aligned with the NDIS Quality and Safeguards Commission requirements.

Outcome 6 – People with disability have the same opportunities as other people to participate in any public consultation by a public authority.

Communities DAIP Pillar 1.1 – All community members can participate in public consultation conducted by us.

Public consultation remains of critical importance to Communities when it comes to understanding the needs of people with disability and aim to be a leader in incorporating consultation within each stage of policy development and service implementation.

In December 2024, the Intergovernmental Relations Team established a new Disability Lived Experience Advisory Panel (Disability LEAP) to provide advice from their personal lived experience that informs policy, strategy and program considerations within Communities. The Disability LEAP enables Communities to place the interests of people with disability first during the current period of reform in the disability space. Eight members with lived experience of disability were selected via a targeted Expression of Interest process. The Disability LEAP has advised on Communities' approaches to lived experience engagement and will continue to advise on specific issues managed including: the State Disability Strategy, response to the Disability Royal Commission, response to the NDIS Review, Foundational Supports and NDIS legislative reforms. In October 2024, the Allied Health Consultants Pilot was initiated following a review and consultation in the Bindjareb (South-West) District, led by the Strategic Child Protection Policy Team, focussing on improving the understanding of the numbers of children in care with disability or developmental delay, and their access to supports. The review included environmental scanning and mapping of dedicated disability expertise and resources available within Communities. Allied Health Consultancy (AHC) was identified as an underutilised existing Communities resource which had capacity to provide information and advice related to therapy and behaviour support. The AHC Initiative Pilot successfully commenced with place based AHC's in Bindjareb available for consultation and support with:

- interpretation of disability reports, assessments and summaries
- questions related to NDIS access and therapy supports
- review and advice on disability related, reasonable and necessary supports.

The trial and data collection continues with regular meetings held to ensure optimal take-up. This Initiative is an example of how partnerships, networks, skills and leadership can come together to improve access and inclusion for our children in care.

Outcome 7 – People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.

Communities DAIP Pillar 1.2 – All community members are encouraged to pursue employment opportunities by us.

During 2024–25, the Strategic Workforce Capability Directorate continued to embed Communities' Workforce Diversification and Inclusion Strategy 2024–2027, by refining initiatives that are targeted towards recruitment approaches to increase confidence of managers in hiring people with disability. This approach offers several benefits, including collaboration with disability employment agencies.

Communities has a comprehensive training program for panel chairs and panel members to ensure they have awareness of best practise around inclusivity and diversity. This starts with the planning stage, includes how and where we advertise and the inclusion of targeting diversity groups. Specifically, panel chairs can advertise a role under Section 66R of *The Equal Opportunity Act 1984*, which provides people with disability with services that promote their welfare, to afford persons who have an impairment access to facilities, services or opportunities to meet their special needs in relation to employment, education, training or welfare. As a result of the training, there were 10 individual roles advertised under Section 66R during 2024–25.

Further to this, Communities promotes culturally and inclusively diverse panel composition. Panels are prompted to consider their assessment methods to ensure they are practical and fair to all applicants. There is specific advice provided to panels to ensure they understand the needs of people with a disability around simple adjustments and it is covered in detail in the training.

Agents and contractors

Communities requires that contracted organisations are aware of their DAIP responsibilities. Contracted organisations declare that they have considered the seven DAIP outcomes and that, to the extent practical, they will implement Communities' Disability Access and Inclusion Plan.

Complaints management

Communities' Complaints Management Unit (CMU) is designed to be accessible with a 'no wrong door' policy in relation to receiving complaints. Complaints can be made online, by phone, by letter or email, or in person to a staff member.

Communities' Complaints and feedback website (www.wa.gov.au/organisation/departments/departments-of-communities-disabilities-complaints-and-feedback) includes a dedicated online tile to lodge a complaint or feedback about a disability service or support received from Communities. The web page has downloadable easy read guide, 'Making a Complaint', to explain the complaints process. Information on translating and interpreting assistance and the National Relay Service is also included on Communities' website. All complaints and feedback in relation to disability services are assessed by the Consumer Liaison Officer who has expertise in disability services.

Recordkeeping plan

Evaluation of recordkeeping systems

In accordance with section 19 of the *State Records Act 2000*, The Department of Communities (Communities) Recordkeeping Plan was approved in 2024 by the State Records Commission. Communities has identified opportunities for continuous improvement activities to ensure compliance with the State's recordkeeping governance principles and standards, including revision of the plan to align with the changes resulting from the Public Sector Reform.

Recordkeeping training program

This financial year, 473 staff attended face to face training on recordkeeping systems and practices across metropolitan and regional locations and with 764 staff completing recordkeeping systems training online. A total of 1,162 staff completed the online recordkeeping awareness training course in the period. The recordkeeping training program integrates best practice standards and core recordkeeping processes.

Evaluation of the recordkeeping training program

Communities is continuously reviewing its recordkeeping training initiatives and materials to ensure compliance with relevant legislation and standards, in addition to ensuring staff are well informed with changes in recordkeeping systems. With the introduction of the WA Government Information Classification Policy, Communities has expanded staff training to incorporate Information Classification.

Recordkeeping induction program

Communities' recordkeeping awareness training is delivered to all new staff upon commencement. The records management component of the corporate induction provides guidance and awareness training to ensure staff roles and responsibilities are clear in accordance with the approved Recordkeeping Plan.

Electronic document records management system (EDRMS)

Communities continues to review the consolidated EDRMS to optimise efficiency. The system assists staff to meet current record statutory and legislative recordkeeping requirements.

Board and committee remuneration

Individual and aggregated costs of remunerating positions on all boards and committees, as defined in the Premier's Circular 2023/02 – State Government Boards and Committees, have been outlined in the tables below.

Remuneration for the Disability Services Commission Board and the Ministerial Advisory Council on Disability is reported in the Disability Services Commission Annual Report for 2024–25.

Aboriginal Strategic Advisory Group

On 20 June 2022, the Aboriginal Strategic Advisory Group (Advisory Group) was established by the Minister for Child Protection under the *Children and Community Services Act 2004* (WA). The Advisory Group reports to the Director General of the Department of Communities and provides advice on the development and implementation of policies and strategies and matters that impact on Western Australian Aboriginal peoples and their communities.

Membership of the Advisory Group comprises up to 16 Aboriginal people from across Western Australia, including regional and remote community members.

The Advisory Group's operation is supported by the foundational principles of:

- Truth Telling
- Healing and Social and Emotional Wellbeing; and

- Culture at the Heart

The Advisory Group's identified priorities for 2025–26 are:

- Child Protection and Family Support
- Cultural Framework and Engagement Framework
- Aboriginal Community Controlled Organisations (ACCOs)/ Aboriginal Economic Reform
- Housing and Homelessness
- Family and Domestic Violence

In the 2024–25 financial year, the Advisory Group met three times:

- Two meetings on Whadjuk Noongar Boodja in Walyalup (Fremantle) - November 2024 and March 2025; and
- A regional meeting on Nyiyaparli Country - Newman in June 2025.

Table 108: Aboriginal Strategic Advisory Group remuneration

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year
Co-chair	Patricia Hayward	01/11/2024 – 30/06/2025	\$385/half day \$593/full day	\$8,948
Co-chair	Anthony Hansen	01/11/2024 – 30/06/2025	\$385/half day \$593/full day	\$8,338
Co-chair – Member	Ian Trust AO	01/07/2024 – 30/06/2025	\$385/half day \$593/full day	\$4,120
Co-chair	Pamela Thorley	01/07/2024 – 31/01/2025	\$385/half day \$593/full day	\$3,350
Member	Neil Marshall	01/11/2024 – 17/04/2025	\$251/half day \$385/full day	\$3,080

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year
Member	Leanne Lockyer	01/11/2024 – 30/06/2025	\$251/half day \$385/full day	\$3,080
Member	Cheryle James-Wallace	01/07/2024 – 30/06/2025	\$251/half day \$385/full day	\$3,080
Member	Devon Cuimara	01/11/2024 – 30/06/2025	\$251/half day \$385/full day	\$2,812
Member	Irene Davey	01/07/2024 – 30/06/2025	\$251/half day \$385/full day	\$2,678
Member	Leanne Kickett	01/11/2024 – 30/06/2025	\$251/half day \$385/full day	\$1,540
Member	Ron Villaflor	01/11/2024 – 30/06/2025	\$251/half day \$385/full day	\$1,155
Member	Tracey Brand	01/11/2024 – 30/06/2025	\$251/half day \$385/full day	\$1,155
Member	Preston Thomas	01/07/2024 – 30/06/2025	\$251/half day \$385/full day	\$385
Member	Nakita Hawke (1)	01/07/2024 – 30/06/2025	N/A	\$0
Member	Jodie Clarke (1)	01/11/2024 – 30/06/2025	N/A	\$0
Total	–	–	–	\$43,721

Note:

- (1) These members are not eligible for remuneration of sitting fees. Member Clarke (Employed by Department of Justice) and Member Hawke (Employed and Supported to attend by City of Armadale) are ineligible for remuneration.

Carers Advisory Council

The Carers Advisory Council (the Council) is established under section 8 of the *Carers Recognition Act 2004* (the Act) and advises the Minister for Community Services on issues experienced by carers. Section 7 of the Act requires reporting organisations – the Department of Health, Disability Services Commission, and the Mental Health Commission (the latter on a voluntary basis) to annually submit self-assessed reports of their compliance with the Carers Charter to the Council. This includes not only those organisations who are funded by the reporting organisation to provide services, such as health service providers and non-government organisations, but also the reporting organisations' own compliance against the Charter.

Table 109: Carers Advisory Council remuneration

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year (1) (2)
Chairperson	Esme Bowen (2)	01/07/2024 – 30/06/2025	\$13,500 per annum	\$13,456.82
Deputy Chair	Ros Thomas (2)	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,842.00
Deputy Chair	Gloria Moyle (2)	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,728.00
Member	Anton (Tony) Vis	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,140.00
Member	Jennifer Perkins	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,368.00
Member	Carrie Clarke	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,719.00

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year (1) (2)
Member	Beatitude Chirongoma	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,140.00
Member	Kim Hudson	01/07/2024 – 30/06/2025	\$228/half day \$351/full day	\$1,263.00
Member	Alison Blake	25/10/2024 – 30/06/2025	\$228/half day \$351/full day	\$684.00
Member	Josh Patrick	25/10/2024 – 30/06/2025	\$228/half day \$351/full day	\$456.00
Total	–	–	–	\$24,796.82

Note:

- (1) Exclusive of superannuation. Superannuation would add another 11.5% on the totals for each person.
- (2) The Chairperson, Deputy Chair and members are eligible for respite at \$20 to \$45 per hour, as applicable, and travel allowance.

Adoption Applications Committee

The functions of the Adoption Applications Committee are outlined in section 13 of the *Adoptions Act 1994* and include consideration of whether or not persons who have applied to the CEO are suitable for adoptive parenthood.

Table 110: Adoptions Applications Committee remuneration

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year
Chairperson	Alan Moroni	01/07/2024 – 30/06/2025	\$150/ hour	\$11,025
Deputy Chairperson	Melanie Boulton	01/07/2024 – 30/06/2025	\$120/ hour	\$6,100
Independent Member	Rhiarne Bruce	01/07/2024 – 30/06/2025	\$120/ hour	\$6,210
Independent Member	Geoff Parnell	01/07/2024 – 30/06/2025	\$120/ hour	\$8,679
Independent Member	Diane Davies	01/07/2024 – 30/06/2025	\$120/ hour	\$7,623
Independent Member	John Gardiner	01/07/2024 – 30/06/2025	\$120/ hour	\$7,320
Departmental Member	Diane Scarle (1)	01/07/2024 – 30/06/2025	N/A	\$0
Departmental Member	Katherine Raftery (1) (2)	01/07/2024 – 30/06/2025	N/A	\$0
Total	—	—	—	\$46,957

Note:

- (1) State and local government full time employees are not eligible for remuneration.
- (2) Aboriginal and Torres Strait Islander consultant (non-voting member).

Care Plan Review Panel

The Care Plan Review Panel is an independent panel established to review care planning decisions made by Communities for children in the care of the CEO. The best interests of the child who is the subject of the care planning decisions is the paramount consideration in panel deliberations.

Each panel hearing comprises of, at a minimum, three members who are independent from Communities, including a Chairperson with a legal qualification. Where a hearing concerns an Aboriginal child, one to two panel members attending the hearing are Aboriginal.

Table 111: Care Plan Review Panel remuneration

Position title (1)	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year (2)
Chairperson	01/07/2024 – 31/12/2024	\$1,540/Full day hearing \$1,012/Half day hearing \$770/Full day training \$506/Half day training	\$8,690
Deputy Chairperson/Member 1 (4)	01/07/2024 – 31/12/2024	\$1,400/Full day hearing – Chair \$920/Half day hearing – Chair \$920/Full day hearing – Member \$600/Half day hearing – Member \$460/Full day training \$300/Half day training	\$920
Chairperson	09/12/2024 – 30/06/2025	\$1400/Full day hearing \$920/Half day hearing \$700/Full day training \$460/Half day training	\$7,700

Position title (1)	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year (2)
Member 2	09/12/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$1,380
Member 3	01/07/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$920
Member 4	01/07/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$2,440
Member 5	09/12/2024 – 30/06/2025	\$1,012/Full day hearing \$660/Half day hearing \$506/Full day training \$300/Half day training \$1,694.43/Travel Expenses (3)	\$4,179.43
Member 6	01/07/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$5,800
Member 7	09/12/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training \$1,387.33/Travel Expenses (3)	\$3,227.33

Position title (1)	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year (2)
Member 8	01/07/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$2,440
Member 9	09/12/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$0
Member 10	01/07/2024 – 30/06/2025	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$0
Member 11	01/07/2024 – 30/06/202	\$920/Full day hearing \$600/Half day hearing \$460/Full day training \$300/Half day training	\$3,360
Total	—	—	\$41,056.76

Note:

- (1) Member names have been withheld because of the sensitive nature of their decisions and to protect their anonymity.
- (2) State and local government full time employees are not eligible for remuneration.
- (3) Member lives outside of the Perth metropolitan area.
- (4) Deputy Chairperson sits as a member at member's rates if not chairing.

Ministerial Youth Advisory Council

The Ministerial Youth Advisory Council is comprised of up to 12 young people aged between 15 and 25 years. The role of the Council is to provide advice to the Minister for Youth on matters relating to young people. The Council may also provide advice to any other State Government Minister, subject to the approval of the Minister for Youth. The Council provides a forum for young Western Australians to communicate directly with the Western Australian Government.

Table 112: Ministerial Youth Advisory Council remuneration

Position title	Member name	Period of membership in 2024–25	Type of remuneration per meeting	Gross/actual remuneration for the financial year
Co-chair	Alessia Maio	01/07/2024– 30/06/2025	\$385 (< 4 hours) \$593 (> 4 hours)	\$1,791
Co-chair	Joshua Peckover	01/07/2024 – 30/06/2025	\$385 (< 4 hours) \$593 (> 4 hours)	\$1,138
Member	Takunda Bere	01/07/2024– 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,255
Member	Nandini Gera	01/07/2024– 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,004
Member	Om Sharma (1)	01/07/2024 – 30/06/2025	Not applicable	\$0
Member	Henry Bird	01/07/2024 – 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,004
Member	Joshua Zilani	01/07/2024 – 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,255
Member	Lilijana Nicholls	01/07/2024 – 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,255

Position title	Member name	Period of membership in 2024–25	Type of remuneration per meeting	Gross/actual remuneration for the financial year
Member	Amani Kariuki	01/07/2024 – 30/06/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$1,255
Member	Kate Monaghan (1)	01/07/2024 – 11/03/2025	Not applicable	\$0
Member	Isabella Choate (2)	01/07/2024 – 28/04/2025	\$251 (< 4 hours) \$385 (> 4 hours)	\$0
Total	–	–	–	\$9,957

Note:

- (1) Not eligible to receive remuneration.
- (2) Isabella Choate did not claim remuneration during her membership term, ceasing on 28 April 2025.

Housing First Homelessness Advisory Group

To progress the implementation of the All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030 (Strategy) and progress a Housing First approach across the homelessness system, the Minister for Homelessness and Communities established the Housing First Homelessness Advisory Group (the Advisory Group). The Advisory Group met six times in 2024–25.

The Advisory Group provides advice to the Minister for Homelessness on the following matters:

- the implementation of the Strategy. This includes providing advice on the monitoring and evaluation framework and Action Plans to ensure integrated whole of sector responses to achieve the Strategy.
- evidence based advice to the Minister for Homelessness that identifies reforms to facilitate a Housing First and No Wrong Door approach across the Homelessness services sector, including the identification of current barriers in the system.
- suggestions to sustain a coordinated and cohesive approach in delivering homelessness initiatives and solutions that align with a Housing First and No Wrong Door approach, particularly targeting rough sleeping.
- identification of service gaps and potential accommodation options, and innovative best practice service models.

Table 113: Housing First Homelessness Advisory Group remuneration

Position title	Member name	Period of membership in 2024–25	Type of remuneration	Gross/actual remuneration for the financial year
Chairperson	Mike Rowe (1)	1/07/2024 – 30/06/2025	N/A	\$0
Member	Andrew Brien (1)	1/07/2024 – 30/06/2025	N/A	\$0
Member	Bettina (Tina) Ugle (3)	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,004
Member	Cath Hart (2)	1/07/2024 – 30/06/2025	Half day sitting fee	\$0
Member	Daniel Morrison (2)	1/07/2024 – 30/06/2025	Half day sitting fee	\$0
Member	David Pearson (3)	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,546
Member	Debra Zanella	1/07/2024 – 30/06/2025	Half day sitting fee	\$502
Member	Jude Thomas (1)	1/07/2024 – 30/06/2025	N/A	\$0
Member	Louise Olney	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,255
Member	Kath Snell	1/07/2024 – 30/06/2025	Half day sitting fee	\$251
Member	Kim Robinson	1/07/2024 – 30/06/2025	Half day sitting fee	\$753
Member	Michael Chester (3)	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,506
Member	Samantha Drury (3)	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,506
Member	Sharon Gough (3)	1/07/2024 – 30/06/2025	Half day sitting fee	\$1,757
Total	–	–	–	\$10,080

Note:

- (1) State and local government full time employees are not eligible for remuneration.
- (2) Chose not to receive remuneration / No remuneration claimed for 2024–25.
- (3) Received remuneration in 2024–25, due to delay of invoicing, for meetings that were held in 2023–24.

Note:

Travel expenses for Advisory Group members who are not based in Perth are covered, including flights, one night's accommodation and round-trip airport transfers to the meeting venue.

- Andrew Brien is based in Kalgoorlie.
- David Pearson is based in Adelaide, South Australia.

Compliance with Public Sector Standards and ethical codes

Communities complies with the Public Sector Standards, the Western Australian Public Sector Code of Ethics and the Commissioner's Instruction 40, Ethical Foundations. Communities' Code of Conduct (the Code) is an official record of the minimum standards of conduct and integrity required for its public officers. The Code is supported by a mandatory, online Accountable and Ethical Decision Making course, Communities Integrity Strategy 2025–2028 and Communities Integrity Framework.

As an agency subject to section 31(2) of the *Public Sector Management Act 1994*, Communities' compliance reporting obligations are met by completing the relevant periodic returns requested by the Public Sector Commission (PSC) including the Integrity Framework Maturity Self-Assessment Tool. This is in accordance with the PSC's 'Annual Reporting Information 2024–25' published 16 July 2025.

Occupational safety, health and injury management

Communities is committed to the ongoing provision of a safe and healthy workplace for our workers, stakeholders, and all others who may interact with our services. The Director General and our leadership team communicate their ongoing commitment to work, health, safety and wellbeing through an Executive Statement of Commitment, the Strategic Direction Statement “A great and safe place to work” and through engagement with and implementation of the Communities WHS Management System.

Key elements of the WHS Management System involve Planning, Practice, Performance and Progress. Some examples include:

New Work Health and Safety Standards introduced:

- Health and Safety Committees (HSC): A three-tiered structure including Local, Operational, and Executive HSC’s ensures comprehensive involvement and consultation to identify, address, and mitigate workplace safety risks and hazards, and escalate when required.
- Workers Compensation and Injury Management System providing active support for injured workers to return to meaningful work as soon as practicable.

New WHS Business Partner model:

- WHS Business Partners provide support to all regions and business units across WA, assisting the local management of WHS and staff wellbeing.

Key WHS training programs include:

- Refreshed eLearning course called “Your Work Health and Safety” mandated for all workers.
- Workplace Violence and Aggression Learning Program titled “Responding to Aggression”.

Key WHS initiatives include:

- Journey Management Planner.
- Development of the Communities Wellbeing Framework to mitigate the risk of psychosocial injury at work.
- Workplace Violence and Aggression Program.

Asbestos Management

The Assets Compliance Advisory Group (ACAG) was established in 2022 and continues its key functions of governance and oversight for departmental asset safety compliance. In March 2025, the ACAG approved the review and update of Communities' current Asbestos Management Plan.

Communities was a member of the Across Agency Asbestos Group (AAAG) 2024–25. The AAAG, chaired by WorkSafe, is comprised from various WA State Government departments involved with the management and/or removal of asbestos, either as regulators, asset owners or as part of their operations. The purpose of the AAAG is to facilitate across government consultation and collaboration to implement the Asbestos National Strategic Plan ANSP 2024–2030. Membership will continue in 2025–26 through the newly formed Department of Housing and Works.

Since 2021–22, there has been a consistent downwards trend of the number of asbestos registers for Communities assets.

Asbestos containing material in department properties is a key consideration in asset management decision making relating to end-of-life and refurbishment. Due to this focus, the number of assets containing asbestos is gradually reducing overall. However, Communities previously managed asbestos removal in existing properties according to risk, as per the ANSP 2019–2023. The ANSP 2024–2030 mandates a proactive approach to the gradual removal of asbestos in publicly owned assets. Communities, through ACAG, is considering strategies for delivery of this.

At the end of 2024–25, Communities held asbestos registers for 10,439 assets it either owns or has an interest in, down from 10,626 in 2023–24.

Quantitative Data

Table 114: Work health and safety key performance indicators and trends

Measures	Results 2022–23 (1)	Results 2023–24	Results 2024–25	Targets	Comments towards targets
Number of fatalities	0	0	0	0	Achieved
Lost time injury and disease incidence rate	2.37%	2.55%	2.44%	0 or 10% reduction in incidence rate	Communities recorded a increase in the lost time injury (LTI) rate from 2.37 in FY 2022–23, to 2.44 in FY 2024–25 (a 2.95% increase).
Lost time injury and severity rate	40%	38%	47%	0 or 10% reduction in severity rate	The increase in severity rate is primarily attributed to a rise in psychosocial claims. Significant efforts remain ongoing in injury prevention and management, reinforcing the importance for targeted interventions to mitigate psychosocial risks within the workplace.

Measures	Results 2022–23 (1)	Results 2023–24	Results 2024–25	Targets	Comments towards targets
Percentage of injured workers returned to work within 13 weeks	52%	34%	31%	Greater than or equal to 80%	Return to Work (RTW) targets were not met despite sustained efforts. The implementation of a comprehensive Workers Compensation and Injury Management System supports ongoing improvement; however, the increasing complexity and severity of psychosocial claims continues to adversely affect RTW outcomes.
Percentage of injured workers returned to work within 26 weeks	53%	36%	35%	Greater than or equal to 80%	
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	79%	75%	76%	Greater than or equal to 80%	Training completion rates have shown a modest improvement but remain below target. Proactive measures are underway to identify gaps and reinforce the importance of line manager engagement to complete essential training.

Note:

- (1) The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year.

Agency Capability Review

The Department of Communities (Communities) was chosen to be part of the Agency Capability Review (ACR) program in early 2023 and the Review concluded with the publication of the Executive Summary in October 2023. Communities made a number of commitments in response to the ACR findings, and since October 2023, has been focused on implementing a range of improvements across all five of the lines of inquiry identified by the ACR. Communities has made significant progress against each line of inquiry, as outlined below.

Line of inquiry 1: Defining the agency role and operating model for leadership in human services delivery.

Informed by the Department of Communities' Strategic Direction Statement, Communities has made a series of improvements to better articulate Communities' role in government and the community services sector. These include development and implementation of internal and external communication strategies and embedding a strong connection between our organisational focus and individual work plans. These improvements have seen the introduction of a cascading approach that aligns the Strategic Direction Statement with Annual Plans, Divisional, Regional and Directorate Plans to individual work plans, ensuring there is a clear understanding of Communities' role and strong processes in place to support delivery. This work will continue through the Human Services Directors General group, the development of Communities' next Strategic Direction Statement and ongoing engagement with the sector.

Line of inquiry 2: Strengthening organisational governance and systems for accountability and high-quality decision making.

A key piece of work undertaken by Communities in response to the ACR Executive Summary was the Operating Model Improvements project, which implemented a new organisational structure that better balanced responsibility at an executive level and provided clearer lines of contact and responsibility within Communities. The key change implemented through this project was the separation of front-line service delivery into the three standalone Divisions of Child Protection and Family Support, Housing and Homelessness and Disability. The new organisational structure was finalised and in place in February 2025.

Communities also delivered a program of work to improve corporate governance, including through the development of a new Corporate Governance Framework, updating the Communities Leadership Team (CLT) Terms of Reference, a new CLT Sub-Committee structure and a series of process and practice improvements.

Line of inquiry 3: Progressing reforms to embed changes and learn for future challenges.

Communities acknowledges that it has a wealth of knowledge from previous reviews but has not always found a way to fully deliver on these reforms. Many of the improvements delivered in response to other Lines of Inquiry have enabled Communities to also better position itself to embrace reform while maintaining business as usual – including governance improvements discussed above, the ongoing effort to enhance Commissioning and Contracting and the Operating Model Improvements project.

Communities is continuing a program of work to audit recent reviews, to understand where gaps remain in responding to review findings and is committed to continuing to improve the way we embed changes and learn for future challenges.

Line of inquiry 4: Improving contracting for high quality services.

In acknowledging the need to give greater priority to improve contracting, Communities has elevated the role and representation of commissioning and contracting at executive level. A new Commissioning and Contracting Division has been established, with the Executive Director reporting directly to the Director General. A new Commissioning Governance Framework has been developed and implemented. The Commissioning Governance Framework includes representation from central agencies of Department of Treasury and Finance and the Department of Premier and Cabinet. The Commissioning Governance supports Communities' commitments to the commissioning of community services, inclusive of managing community services contracts.

Line of inquiry 5: Implementing evidence informed service delivery.

Communities acknowledges that data is a critical issue to understand client needs and inform service delivery. Communities has committed to making improvements in this area and the Data Office has established and refined the approach to delivering information to stakeholders quickly, with defined counting rules and governance to assure that information provided can be relied upon as a single source of truth. The Data Office has also expanded capability to support environmental and situational awareness, initially through access to the Community Insights platform but also through expanded capability in applied data science – efforts recognised by the Government Chief Data Officer as sector-leading initiatives. Work is continuing to ensure that Communities has a

robust approach to collecting and utilising data, leading to the maturity of Communities as a data-informed organisation that actively applies insights to inform decision-making.

Workforce inclusiveness

Communities continues to strengthen its commitment to fostering a diverse and inclusive workplace. Communities' Diversification and Inclusion Strategy 2024–2027 sets out the vision and will guide how we will increase representation of people from different backgrounds at all levels in Communities and nurture an inclusive environment where every employee can thrive and belong.

Our approach integrates both qualitative and quantitative data to generate deeper insights into organisational culture and employee experience. Central to cultivating a positive organisational culture and enriching employee experience ensures that every individual feels included, safe, and a genuine sense of belonging in the workplace.

Insights from the WA Public Sector Census continue to play a pivotal role in shaping our understanding of workplace culture. Central to this is the emphasis on inclusion and actively listening to employees lived experiences. By combining data-driven analysis with personal narratives, we can define meaningful success measures, empower and drive inclusive outcomes.

Communities currently uses an Exit Survey to gather insights that inform workforce initiatives. While valuable, this feedback often arrives too late, after an employee has already decided to leave. To proactively address this, the People and Culture Division piloted an Employee Experience Survey designed to uncover why employees choose to stay, and to explore any thoughts they may have had about leaving, including the reasons behind those considerations.

The results related to diversity and inclusion were overwhelmingly positive, indicating that these values are genuinely supported within their teams and that they felt culturally safe. This aligns with findings from the Exit Survey, where we are beginning to observe a consistent trend among respondents who choose to complete it stating inclusion and diversity is genuinely supported at Communities.

Survey findings, where available, are aligned with Communities' strategic planning process and are used to inform culture planning. By prioritising culture and inclusion, we aim to foster an environment where employees feel safe, empowered to be themselves and a workforce that reflects the diversity of Western Australia.

WA Multicultural Policy Framework

Background

The Department of Communities (Communities) released the Multicultural Plan 2023–26 (the Plan) on 1 August 2023 as required under the State Government's Multicultural Policy Framework. The three-year Plan articulates three policy priority areas:

1. Harmonious and inclusive communities
2. Culturally responsive policies, programs and services
3. Economic, social, cultural, civic and political participation

The Plan includes a series of strategies and actions with responsibilities, targets, and timeframes along with a supporting governance structure. Actions within the Plan focus on recognising the benefits of cultural diversity in our workforce, celebrating multiculturalism, as well as ensuring that we are responsive to the needs of the cultural groups we work with and support.

Current Status

The implementation of the Plan is steered by the Multicultural Plan Working Group, made up of Action Leads who ensure actions are delivered, progress reported, and outcomes are advocated, promoted and celebrated. The Multicultural Plan Working Group is supported by over 50 Multicultural Champions, who voluntarily champion the implementation of the Plan within their respective divisions and teams. Some highlights of outcomes achieved in the second year of the Plan (2024–25) are:

1. Harmonious and inclusive communities

- In August 2024, Communities internally released the 'Cultural Cookbook' a celebration of the rich cultural diversity of our workforce. Staff were invited to volunteer recipes of cultural and/or family significance for inclusion in the cookbook, a total of 28 recipes (and corresponding stories) from 20 different national origins were included.
- Seven articles were published on The Common, and eight posts were made on social media platforms, during the year that celebrated multiculturalism and raised the profile of Communities diverse workforce. Included were pieces on the Multicultural Champions, who used the opportunities to share their culture and provide insights into their personal experiences, cultural customs and native languages.
- Harmony Week 2025, staff from across Communities assisted in the planning, and participated in, several unique events to commemorate the occasion including interactive entryway displays and a 'Coffee and Connect' networking event at Head Office (Walyalup), a Harmony Day event featuring a guest speaker at the Disability Practice Support Mirrabooka Office and a bring-a-dish lunch at the Midland District of Child Protection and Family Support.

2. Culturally responsive policies, programs and services

- A total of 2,271 young people from diverse backgrounds were consulted during the development of the Communities WA Youth Action Plan 2024–2027, Koorlangka Bidi, launched on 8 October 2024. The plan aims to improve outcomes for young people across WA and of the total young people consulted, 16 per cent were from Culturally and Linguistically Diverse (CaLD) backgrounds.
- Communities' Equity Lens Tool was reviewed and updated, with the tool used to assess and improve policy development and the decision-making processes by focusing on equity and inclusion. The internal tool is used when assessing policy impacts on CaLD and specific diversity groups. Several updates were incorporated, including the addition of a frequently asked questions (FAQ) document to further support its use.
- Communities funded CaLD initiatives that provide practical actions under Path to Safety: Western Australia's strategy for reducing family and domestic violence 2020–2030 including:

- Ishar Multicultural Women's Health Service – CaLD Counselling Service which provides trauma-informed support and counselling service for women from culturally and linguistically diverse backgrounds impacted by family, domestic and sexual violence
- Financial Toolbox Inc. – 'Your Toolkit' Program, a free, comprehensive web-based resource containing information to assist women facing family and domestic violence to transition to becoming independent, empowered and financially resilient. The website offers a range of language options suitable for women from culturally and linguistically diverse backgrounds.
- On 3 December 2024, 98 organisations received a share of over \$100,000 via the International Day of People with Disability (IDPwD) grant funding program to celebrate IDPwD. Organisations included Ramogi Association Australia, which celebrated with a family event at Stirling Civic Gardens and Ability Heroes, which held an All Abilities event and invited CaLD organisations and individuals to participate.
- Communities through the Child Protection and Family Support Division has been key in developing the Community Carers Project, a strategic initiative aimed at enhancing access to foster care services within multicultural communities. This project involves active engagement with Elders and key cultural leaders across the area to gather insights and advice on effectively reaching and supporting potential carers from diverse backgrounds. In alignment with the Western Australian Multicultural Policy Framework, the program has also focused on developing culturally responsive assessment processes that respect and accommodate the unique cultural contexts of carers.

3. Economic, social, cultural, civic and political participation

- As at 31 March 2025, 18.2 per cent of the Communities workforce identify as CaLD, an increase from 17.3 per cent at 31 May 2024, and 2.7 per cent higher than the current CaLD diversity target set for the Public Sector of 15.5 per cent.
- Communities' leadership Mentoring Program has successfully partnered over 160 mentees and mentors within its workforce in 2025, with 18 per cent of applicants for the program identifying as CaLD.

- Communities participated in community engagement initiatives to encourage participation of CaLD community members in Communities' programs and initiatives, including Community World Languages Day at Lakelands Public Library, monthly Peel multicultural network meetings and multicultural forums.

For the significant work in implementing the Plan, Communities was acknowledged as a finalist for the Premier's Public Sector Award at the 2025 Western Australian Multicultural Awards, facilitated by the Office of Multicultural Interests.

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