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



Department of Communities

2025 2026 | ANNUAL REPORT

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

The Department of Communities 2025–2026 Annual Report cover features a foster carer with children, Emergency Response and Support team members supporting the community, and older community members taking part in activities. The images represent just a few of the diverse portfolios and services delivered by the Department of Communities.



About the artists

The artwork featured in this document has been contributed by three members of our Aboriginal Employee Network, a peer support network providing opportunities for connection and professional development locally and statewide.



Connection to Country

Brianna Barron-Liddell
Brianna is a proud Nyul Nyul and Worrorra woman living in the Pilbara with family ties to Noongar Ballardong and Yamatji Badimaya countries.



Closing the gap between culture and pride

Memphis Jackson
Memphis is a proud Noongar woman, with close family connections to Wagyl Kaip, Yamatji and Whadjuk countries.



Marr journey of me

Ronella Hayden
Ronella is a proud Noongar woman with ties to Ballardong 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.

Acknowledgement of Country

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Statement of compliance

For the year ended 30 June 2026

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 2026.

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



Mike Rowe
Director General
(Accountable Authority)

14 September 2026



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; Wheatbelt



Hon Hannah Beazley MLA

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



Hon Jessica Stojkovski MLA

Minister for Child Protection; Prevention of Family and Domestic Violence; Road Safety; Multicultural Interests; Peel



Hon Matthew Swinbourn MLC

Minister for the Environment; Climate Resilience; Community Services; Homelessness

Ministerial portfolios are presented according to current responsibilities and may differ from those held during the reporting period. There were no changes in Ministerial responsibility for Communities' portfolios during the reporting period and up to 10 September 2026.



Overview

What we do

The Department of Communities (Communities) works to improve the wellbeing of people, children, families and communities across Western Australia.

We support people through all stages of life, working alongside those facing vulnerability, adversity or significant change. Our services are designed to recognise individual strengths and lived experiences, while promoting choice, self-determination and each person's right to make decisions about their own life.

Working in partnership with communities, government, the community service sector and Aboriginal Community Controlled Organisations (ACCOs), we help keep children safe, strengthen families and address complex social challenges including homelessness and family and domestic violence.

We work alongside people with disability, their families and carers to support inclusion, independence and participation, helping create communities where everyone is welcomed, respected and empowered.

As Western Australia's lead agency for emergency relief and support services during and following emergencies, we play a critical role in supporting individuals, families and communities affected by disasters. Through the coordinated delivery of relief and support services, we provide practical assistance to those impacted by disasters, support community-led recovery, and strengthen the capability and preparedness of the community services sector to support the delivery of support services.

We also regulate early childhood education and care services, and lead evidence-informed policy that supports women, young people, seniors, carers and volunteers, helping create stronger communities.

Partnership is at the heart of everything we do. We know that by working together with shared purpose, we deliver more responsive and connected services. Through collaboration, we deliver more responsive, culturally safe and sustainable outcomes, particularly for Aboriginal people and communities.

We are proud to be one of Western Australia's leading employers of Aboriginal people and foster an inclusive, respectful and supportive workplace where our people can make a meaningful difference every day.

It is a privilege to play a vital role in supporting Western Australians during some of life's most challenging moments – offering a safety net when it is needed most and helping people build stronger futures for themselves, their families and their communities.

From the Director General



As I reflect on the last year, my fifth at Communities, I continue to value and appreciate the integrity, courage and resilience that our people and partners demonstrate every day. Across Western Australia, they work alongside children, families, individuals and communities facing complex challenges, supporting them with care and empathy, building trust and acting with accountability.

Our responsibilities span some of the most challenging work across human services – child protection, family and domestic violence prevention, homelessness, disability and community services, as well as inclusion initiatives for young people, seniors, carers, volunteers, women and LGBTIQA+ communities.

As a purpose-led organisation, we remain focused on achieving long-term outcomes aligned to our vision of safe, inclusive and empowered communities. Our impact is strengthened by partnerships with ACCOs, community service organisations and other government agencies, and I'm proud to work alongside them to deliver innovative solutions and responsive services to some of the State's most vulnerable community members.

This is the first annual report since responsibility for Housing transferred to the Department of Housing and Works, and we continue to work collaboratively to transition services and to deliver projects where housing and the necessary wraparound services intersect.

As of 30 June 2026, Communities employed approximately 5,800 people across around 90 locations statewide and in 2025–26, we continued delivering against our six key outcomes.

Strong families

We strengthened support for people experiencing family and domestic violence through increased government investment, co-designed safer supports for women and children in the Kimberley and delivered Western Australia's first sexual violence strategy.

Development of a new WA Carers Strategy commenced and we secured funding to continue Aboriginal Family Led Decision Making (AFLDM) in Mirrabooka and the Mid West-Gascoyne region.

Care for children

Our significant Out Of Home Care (OOHC) reform continued and we strengthened our trauma-informed child protection practice while also expanding intensive family support services. We enhanced youth diversion initiatives and worked to expand the Aboriginal Representative Organisations (ARO) program through a $37.7 million investment.

Additionally, we enhanced our child safety workforce attraction and retention, and increased foster and family carer recruitment.

Inclusive communities

Key achievements included establishing the NDIS WA Community Advisory Council, improving access to autism assessments in regional and remote areas, and launching the State's first LGBTIQA+ Inclusion Strategy. We also supported seniors through safety and security rebates, cost-of-living rebates and the new Seniors Information Resource website. We supported many youth initiatives and promoted gender equality while also expanding transitional supports for young people leaving care.

A place to call home

We remained focused on reducing homelessness and opened Kaalak – East Perth Common Ground to support some of the most vulnerable Western Australians. We were also pleased to expand supportive housing initiatives in regional Western Australia and open Geraldton's Aboriginal Short Stay Accommodation facility. Delivery of our culturally responsive accommodation programs and the Safe Night Space for Women continued and we commenced the Booraka Danjoo Coordinated Outreach Service for people experiencing homelessness.

Resilient people and communities

As the State's support organisation responsible for providing and coordinating emergency relief and support services, Communities responded to 41 emergency events and established 48 evacuation centres for impacted communities. We supported people affected by Severe Tropical Cyclone Narelle, strengthened our emergency preparedness, and worked closely with community and government partners to enhance capability and readiness.

A great place to work

We developed our first Aboriginal Workforce Strategy 2025–2030, strengthened our cultural reform journey, and Aboriginal staff from all around the State attended the Aboriginal Employee Network Forum in Walyalup. Staff volunteered to be part of our Emergency Reserve Workforce and we maintained recognition as an Accredited Carer Friendly Employer. Employee achievements were celebrated and we invested in modern, fit-for-purpose workplaces.

These achievements reflect our commitment to improving the wellbeing of individuals, families and communities across Western Australia.

Looking ahead to 2026–27, Communities will focus on a refreshed set of strategic outcomes aligned with government priorities while continuing to strengthen partnerships and deliver services that create positive change for all Western Australians.



Mike Rowe
Director General

Departmental overview

Our purpose

Our mission is to work together to provide responsive services that build safe, inclusive and empowered 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 2025–26

We pursue five strategic directions in the way we work to achieve our vision.

- Greater self-determination
- Earlier intervention and prevention
- Continuous improvement in service delivery
- Innovative and integrated approaches
- A focus on our people and workplace

Strategic outcomes 2025–26

Communities' 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



Director General
Mike Rowe



Office of the Director General
A/Executive Director
Felicity Horrocks



Child Protection and Family Support
Deputy Director General
Melanie Samuels



Disability
Deputy Director General
Dr Mhairi Cowden



Aboriginal Outcomes
A/Assistant Director General
Glen Caton



Strategy, Regulation and Legal
A/Assistant Director General
Dr Nicole Leggett



Business Services
Deputy Director General
Graeme Jones



Business Services
Chief Finance Officer
Les Bechelli



Commissioning and Contracting
A/Executive Director
Robyn Antenucci



People and Culture
Assistant Director General
Stuart Cowie

Department of Communities organisational chart as at 30 June 2026.

Our people

The Department's diverse workforce of 5,807 people operates across Western Australia with 82 per cent of staff based in the Perth metropolitan area and 18 per cent in regional offices.

70 offices **5,807** staff

77.2%
Women

5.7%
Aboriginal Australians

5.7%
Youth (<24 yrs)

21.2%
Culturally and linguistically diverse

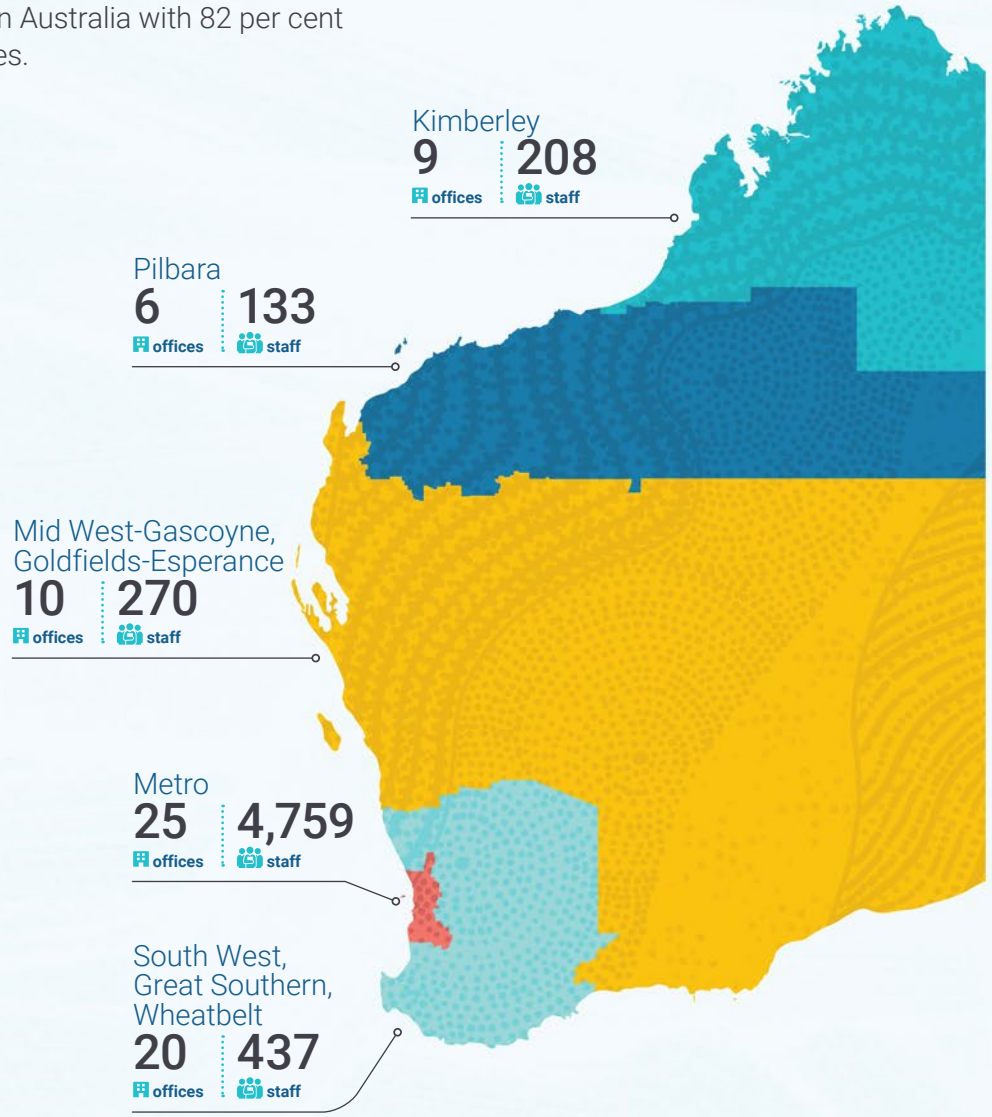
3.1%
People with disability

Supported disability accommodation

417 staff

Residential care

625 staff



Department of Communities representation across Western Australia as at 30 June 2026.

Operational structure

Enabling legislation

The Department of Communities was established on 1 July 2017 under the *Public Sector Management Act 1994 (WA)*. At the Department's establishment, the Disability Services Commission, which was established under the *Disability Services Act 1993 (WA)*, was brought within the Department of Communities while retaining its Board and separate reporting obligations under the *Financial Management Act 2006 (WA)*. The Commission therefore prepares a separate annual report to meet those obligations. All other information for the reporting period is contained in this annual report.

Administered legislation

The Department administers the following legislation and associated regulations on behalf of the responsible Ministers:

- *Adoption Act 1994*
- *Carers Recognition Act 2004*
- *Child Care Services Act 2007*
- *Children and Community Services Act 2004*
- *Declared Places (Mentally Impaired Accused) Act 2015*
- *Disability Services Act 1993*
- *Education and Care Services National Law Application Act 2026*
- *Education and Care Services National Law*
- *National Disability Insurance Scheme (Worker Screening) Act 2020*
- *Volunteers and Food and Other Donors (Protection from Liability) Act 2002*
- *Working with Children (Screening) Act 2004*

Transfer of housing functions and administered legislation

Following the Western Australian Government's public sector reform, Communities' housing functions, including the Housing Authority, social housing works and tenancy management, transferred to the Department of Housing and Works from 1 July 2025.

As a result, Communities no longer administers the following housing legislation from that date:

- *Country Housing Act 1998*
- *Government Employees' Housing Act 1964*
- *Housing Act 1980*
- *Housing Societies Repeal Act 2005*

Changes in written law during 2025–26

Education and care services legislative framework

During the reporting period, the *Education and Care Services National Law (WA) Act 2012* was repealed, effective from 1 May 2026, and replaced by the *Education and Care Services National Law Application Act 2026 (WA)*, which received Royal Assent on 31 March 2026 and commenced on 1 May 2026.

The new Act applies the Education and Care Services National Law (WA) as a law of Western Australia and establishes a new legislative framework for regulating education and care services in the State. From 1 May 2026, that framework includes the application of the National Regulations as subsidiary legislation of Western Australia and the Education and Care Services National Law Application (Local Regulations) Regulations 2026.

Prior to commencement of the new framework, amendments to the former Education and Care Services National Regulations 2012 took effect on 1 September 2025 and 1 January 2026, including changes relating to child safety, notification requirements and other regulatory settings for education and care services. The former Education and Care Services National Regulations 2012 were repealed on 1 May 2026.

Working with Children legislation

During the reporting period, amendments to the *Working with Children (Screening) Act 2004 (WA)* were progressed through the *Working with Children (Screening) Amendment Bill 2025* to align Western Australia with national Working with Children Check reforms, including mutual recognition of negative Working with Children Check decisions across jurisdictions.

The Bill implements reforms agreed by the Standing Council of Attorneys General (SCAG). In particular, the amendments support national Working with Children Check reforms by enabling the mutual recognition of negative notices across jurisdictions, so that a person refused a Working with Children Check, or whose clearance has been revoked in one jurisdiction, cannot obtain or hold a check in another jurisdiction.

These amendments form part of a broader national reform framework to strengthen the consistency and effectiveness of Working with Children Check systems across Australia.

Departmental portfolios

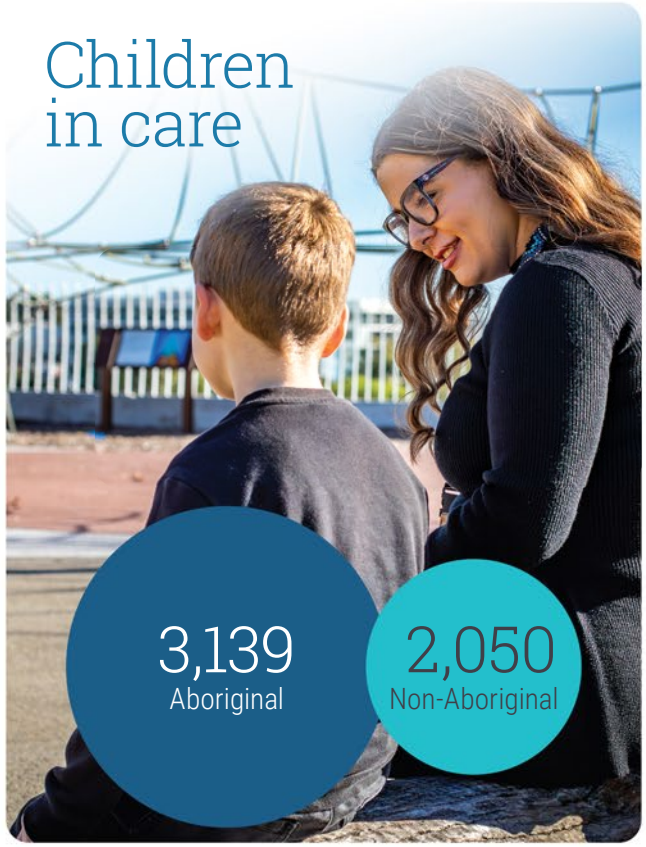
As at 30 June 2026, Communities supported five Ministers with responsibilities across 10 portfolios:

- Child Protection
- Community Services
- Disability Services
- Early Childhood
- Homelessness
- Prevention of Family and Domestic Violence
- Seniors
- Volunteering
- Women
- Youth

Year in review 2025–26

14,032
Child safety investigations commenced

Children in care



$785,336,665
Allocated to 959 community services contracts

1,809 clients
who received Earlier Intervention and Family Support Service and whose children did not enter care within 12 months of service completion

16,882
Homelessness clients supported with support service funding of over $134 million

$361 million
over 5 years to deliver Thriving Kids in WA, strengthening caregivers and families to support children aged 0–8 years with developmental delay or autism.

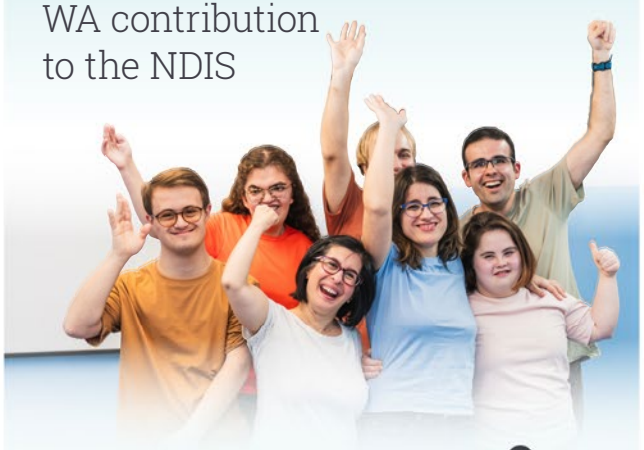
297
Early childhood education and care services assessed that met or exceeded national standards

184,996
Working with Children Check applications processed

Year in review 2025–26 (continued)

32,173
NDIS worker screening checks processed

$1.353 billion
WA contribution to the NDIS



70,243
Active NDIS participants in WA



431,632
WA Seniors Card members

17
Refuge units added and funded, increasing crisis accommodation capacity to 322 units for victim-survivors of FDV

68,503
Family violence incident reports received

2,405
FDVRT Family Safety Service – Multi-Agency Case Management meetings held in 2025–26

$229 million
Reform package to support people impacted by FDV

Performance management framework

The following diagrams illustrate the relationship between Communities' services and the desired outcomes supporting achievement of the relevant 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

(a) Percentage of assessed early childhood education and care services that met or exceeded national standard

(b) The take-up rate of Seniors Card

(c) Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record

(d) Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record

Service 1

Community services

Key efficiency indicators

(a) Average cost per licensed childcare service for regulation and support

(b) Average management cost per Seniors Card

(c) Average cost per Working with Children Card application processed

Outcome

Families and individuals experiencing family and domestic violence, homelessness or other crises are assisted to build their capabilities and be safe

Key effectiveness indicators

(a) Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period

(b) 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

(c) 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

Service 2

Homelessness support services

Key efficiency indicator

(a) Average cost per homelessness support service client

Service 3

Earlier intervention and family support services

Key efficiency indicator

(a) Average cost per earlier intervention and family support case

Service 4

Preventing and responding to family and domestic violence

Key efficiency indicator

(a) Average cost per family and domestic violence case

Performance management framework (continued)

Outcome

Children and young people needing protection are safe from abuse and harm

Key effectiveness indicators

(a) Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm

(b) Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated

Service 5

Child protection assessments and investigations

Key efficiency indicator

(a) Average cost per child involved in child protection cases

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

(a) Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle

(b) Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes

Service 6

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

Key efficiency indicators

(a) Average cost per day of a foster care arrangement

(b) Average cost per day of a residential-based care arrangement

(c) Average cost per day of an exceptionally complex needs care arrangement

(d) Average cost per day of a secure care arrangement

(e) Average cost per day to plan for and support a child in the CEO's care

Performance management framework (continued)

Outcome (A)

Life is enhanced for people with disability in the Western Australian community

Key effectiveness indicators (A)

(a) Percentage of service users who achieved their individual plan outcomes

(b) Proportion of service users who achieved community participation outcomes

Service 7 (A)

Supporting people with disability to access services and participate in their community

Key efficiency indicator (A)

(a) Proportion of individual plans commenced within the required timeframe

Service 8 (A)

Living supports and care for people with disability

Key efficiency indicators (A)

Treasurer approved exemption, no reporting required

Outcome

Efficient and effective corporate services to client agency

Key effectiveness indicators

Treasurer approved exemption, no reporting required

Service 9

Corporate support – transitional arrangements

Key efficiency indicators

Treasurer approved exemption, no reporting required

Note: (A) The Outcome "Life is enhanced for people with disability in Western Australia" and corresponding Services 7 and 8, as well as the corresponding key effectiveness and efficiency indicators, are reported in the 2025–26 Disability Services Commission Annual Report.

Changes to outcome-based management framework

The Outcome "Efficient and effective corporate services to client agency" and corresponding Service "9 Corporate Support – Transitional Arrangements" were added to the Communities outcome-based management framework for 2025–26, to report the provision of interim corporate support to the Department of Housing and Works during the implementation of Public Sector Reform changes. Communities has been exempted from reporting key performance indicators against the Outcome and Service for 2025–26.



Agency performance

Report on operations

Highlights 2025–2026



WA's first LGBTIQA+ Inclusion Strategy

In 2025, Western Australia's first 10-year whole-of-government LGBTIQA+ Inclusion Strategy and five-year Action Plan were launched, supported by a $2.25 million investment included more than $1 million LGBTIQA+ Inclusion Grants Program over four years.



Strengthening Out of Home Care services

Communities has continued significant reform of the Out Of Home Care (OOHC) system to align services with current evidence-based, trauma-informed child protection practice and reduce the number of children entering care. More than 98 per cent of care arrangements have now transitioned to flexible, high-quality models that better meet the needs of at-risk children and young people.



New foster carers

Foster, family and community carers play a vital role in supporting vulnerable children and young people by providing stable, caring and nurturing home environments. Between 1 July 2025 and 30 June 2026, coordinated carer recruitment activities, including the Government's statewide recruitment campaign 'Become a foster carer – Make a difference to a child's life' – generated 672 enquiries, resulting in 98 applications, and 44 new carer households approved.



New beds for people experiencing homelessness

Kaalak, the Common Ground facility in East Perth opened in April 2026, providing 112 self-contained apartments for people experiencing chronic homelessness or rough sleeping, and for those on low incomes. Common Ground adopts a Housing First approach with reduced barriers to entry. This will be complemented by the 50 unit Common Ground Mandurah, currently under construction and scheduled to open later in 2026.

Highlights
(continued)



Supporting children and young people impacted by family and domestic violence

Children and young people impacted by family and domestic violence are benefitting from expanded access to specialist, trauma-informed support, including enhanced counselling services, dedicated therapeutic services and improved referral pathways. Developed with young people, sector stakeholders and ACCOs, these reforms are designed to provide culturally responsive support that help children and young people heal, recover and thrive.

Significant issues 2025–2026



Child protection recruitment

The total child protection portfolio vacancy rate was 6.1 per cent. We continue to work on recruitment initiatives to attract and retain qualified child protection workers across all regions.



Joint Agency Transition Program

Communities and the Department of Housing and Works continued to work together to conclude the separation of public housing, construction, acquisition, tenancy management to the new department.

Operating multiple financial, human resources and administrative systems simultaneously over an extended period has required ongoing additional effort and oversight.



Cost of living impact and rising fuel prices

Fuel price rises and shortages are straining community providers and families alike. Rising living costs are also impacting families and increasing demand for community support services. At the same time, organisations are contending with higher operating expenses, reducing their capacity to meet growing community needs.

Outcome 1: Strong families

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



Delivering reform to support people experiencing family and domestic violence

Family and domestic violence remains a significant and complex issue in Western Australia, affecting people of all ages, cultures and communities. While its forms may differ, the impacts are consistently profound – causing lasting harm to individuals, families and their loved ones.

During 2025–26, Communities received increased funding from the State Government to strengthen responses to family and domestic violence through a range of initiatives. Since the Family and Domestic Violence Taskforce (the Taskforce) was convened, the State Government has invested more than $146.8 million in new funding and initiatives, taking total investment in new family and domestic violence initiatives to more than $817.5 million since 2017.

Key investments comprised $34.9 million for the continued expansion of the Taskforce to seven day a week operations, $22 million for refuges and accommodation (including increased capacity at Midland, Broome and Albany) and almost $17 million for Safe at Home programs to help victim-survivors remain safely in their own homes.

Further investments included $29 million for Aboriginal Family Safety Grants and Primary Prevention Grants, $10 million for perpetrator intervention programs, and more than $16 million for counselling, advocacy, outreach and flexible support services.

The Office for Prevention of Family and Domestic Violence (OPFDV) works across government and the community services sector to improve the systems that support people experiencing family and domestic violence. This collaborative approach recognises that effective responses require coordinated, victim-centred services that are safe, accessible and responsive to diverse needs.

During 2025–26, our OPFDV team progressed with implementing the Strengthening Responses to Family and Domestic Violence System Reform Plan 2024–2029 (the System Reform Plan), which is focused on improving the safety and wellbeing of victim-survivors and their families. The System Reform Plan's vision is to strengthen responses to family and domestic violence through a collaborative, connected and coordinated service system centred on victim-survivor safety, recovery and re-establishment.

A key milestone was the release of the Workforce Capability Framework in January. The Workforce Capability Framework outlines the knowledge, skills and behaviours required across sectors to deliver safe, effective and culturally appropriate support to people experiencing family and domestic violence. It provides a shared foundation for workforce development and promotes greater consistency in responses across government, community services and ACCOs.

Supporting implementation of the Workforce Capability Framework, the State Government announced $6 million over three years to establish a Family and Domestic Violence Workforce Entity (the Entity). The Entity was awarded to the Centre for Women's Safety and Wellbeing, in partnership with Stopping Family Violence, Council of Aboriginal Services WA, Aboriginal Health Council WA, Community Skills WA and Professor Donna Chung.

Guided by the Workforce Capability Framework, the Entity is driving workforce development and supporting frontline services and across government, the community sector and ACCOs to deliver improved services to people experiencing family and domestic violence.





A new refuge for women and children escaping family and domestic violence has opened in Midland.

Investing in support for children and young people affected by family and domestic violence

Exposure to family and domestic violence is the leading cause of homelessness in children and young people. It is also closely linked to increased risk of suicide, reflecting the lasting impact of violence experienced during childhood.

The State Government has invested in a comprehensive reform package to strengthen services for children, young people and families experiencing high levels of family violence. This investment is improving access to child-centred, trauma-informed and culturally responsive services across Western Australia this year.

Through this funding, services have been expanded to better meet the needs of children and families:

- Ovis Community Services is delivering statewide counselling, therapeutic support and referrals through telehealth and online platforms, increasing accessibility for those in regional and remote areas.
- Save the Children Australia has established new therapeutic services in Gosnells and Armadale, providing targeted, place-based support for young people and families.
- Specialist capability has been strengthened, with Allambee Counselling (Mandurah), Centrecare (Midland) and Mission Australia (Geraldton) employing senior counsellors to enhance frontline response.

Recognising the disproportionate impact of family and domestic violence on Aboriginal children and families, the reform package also prioritises culturally safe and community-led services.

Communities partnered with two ACCOs: Koya Aboriginal Corporation (Midland) and Yorgum Healing Services Aboriginal Corporation to deliver a new Indigenous Healing Service. The services are grounded in traditional and local Aboriginal healing, and may include storytelling, yarning circles, group and individual counselling and community education sessions. Importantly, they also support caregivers to better understand and respond to the impacts of family and domestic violence on children and young people.

Together, these initiatives are strengthening services for children, young people and their families to access tailored, quality support to help them heal, recover and move forward with their lives.

Case study:

More support for Western Australian children and young people experiencing family and domestic violence

Children and young people affected by family and domestic violence across Western Australia now have access to greater support through Ovis Community Services' new online and telephone service, launched in May 2026.



The leadership team behind Ovis Youth Connect, a new support service for children and young people affected by family and domestic violence. Photo credit: Ovis

Following strong feedback from the sector and community, Communities consulted with the family and domestic violence sector and young people with lived experience to inform the investment and co-design and ensure the program was accessible, youth-friendly and responsive.

Communities also engaged the Australian Childhood Foundation, Karla Kuliny Aboriginal Corporation and the Youth Affairs Council of WA to identify best-practice approaches for supporting children and young people affected by family and domestic violence.

The Ovis Youth Connect service provides online and telephone counselling, therapeutic support and referrals for young people across Western Australia, particularly in regional and under-served areas.

The service supports young people aged 12 to 18 years experiencing family and domestic violence, intimate partner violence or emerging use of violence. Trusted adults and professionals supporting them can also access the service.

Support includes online resources, phone and webchat assistance, short-term counselling, risk assessments, safety planning and referrals to local services. Professionals can also access resources and phone consultations.

Designed to be flexible, youth-centred and accessible, the service allows young people to seek support anonymously and in ways that suit their needs. While the digital model improves access, internet and phone connectivity challenges may still affect some remote communities.

Guided by the voices of children and young people, Ovis Youth Connect aims to provide flexible, youth-centred support so more young people affected by family and domestic violence can get help when and how they need it.

Campaigns raise awareness in the WA community

The ninth annual 16 Days in WA campaign ran from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (Human Rights Day) in 2025.



Mark Glasson (CEO, Anglicare) and other community leaders and advocates across Western Australia supported the 16 Days in WA campaign theme, Stopping Family and Domestic Violence: Play Your Part.

More than 100 community events were registered across the State and 65 key landmarks lit up in orange to support the campaign. The 2025 theme was Stopping Family and Domestic Violence: Play Your Part. For the first time, there was also a focus on men and boys championing respect for women and taking positive action to support the campaign across the State. Sixteen prominent Western Australians lent their names to the cause as Agents of Change, including Tame Impala's Kevin Parker, Olympic champion Nina Kennedy and Fremantle Dockers captain Alex Pearce.

The statewide coercive control campaigns 'Coercion Hurts' and 'A Story That's Not Ours' continued to have a significant impact across Western Australia, raising awareness and challenging harmful attitudes and myths surrounding the insidious form of family and domestic violence. New digital materials featuring a young couple in the early stages of their relationship and a new 'Understanding Coercive Control' vodcast series were launched to complement the raft of resources available on the campaigns' online hubs.



Anti-violence advocate Tarang Chawla speaks during the 16 Days in WA business breakfast. Photo credit: The West Australian Newspaper



Department of Communities staff joined the 35th March Against Domestic and Family Violence.



The Perth Wildcats showed their support for the 16 Days in WA campaign by wearing orange and encouraging their fans to do the same.



Community consultation is supporting the co-design of a women's refuge that reflects the needs and priorities of the West Kimberley.

Co-designing safer support for women and children in the Kimberley

Working in partnership with the West Kimberley community to deliver a service that reflects local needs and delivers lasting benefit to the region, we progressed the co-design of a new women's refuge in Broome. Once operational, the refuge will provide support for more women and children experiencing family and domestic violence.

Led by Aarnja Ltd, on-Country consultation and engagement is informing the design, safety features and service model of the refuge. Establishing a governance committee that reflects the diversity, knowledge and lived experience of the community has brought together local Elders and respected community members, ACCOs, Aboriginal businesses and other representatives from across the West Kimberley, including remote areas.

This inclusive approach supports a service model that reflects community priorities and will inform recommendations for both the refuge model and broader family and domestic violence responses in the region.

New WA Carers Strategy

The State Government has commenced developing a new WA Carers Strategy in recognition of the vital role carers play in the community. It will set a long-term vision for how government, community and service providers can work together to better support carers across Western Australia.

Communities is leading a statewide engagement process to ensure the WA Carers Strategy reflects the lived experiences and priorities of carers. So, during National Carers Week in 2025, we launched a public survey where 581 carers shared their insights on the challenges they face and the support they need.

Building on this, we facilitated a series of in-person and online consultation sessions across metropolitan, regional and remote WA, with targeted sessions also being held with older, younger, LGBTIQA+ Culturally and Linguistically Diverse (CaLD) and Aboriginal carers. The sessions were facilitated by the Hon Dr Katrina Stratton MLC and concluded in August.

The feedback will be used to inform the development of the WA Carers Strategy so that the diverse voices and needs of carers, including those in regional and remote communities, Aboriginal carers and young carers are reflected.



Matagarup Bridge illuminated during National Carers Week 2025, recognising the contribution of carers across Western Australia.

Western Australia's first comprehensive strategy to address sexual violence

The release of WA's first comprehensive strategy to address sexual violence marked a significant milestone and demonstrated our vision for a Western Australia in which all people are free from sexual violence.

The Sexual Violence Prevention and Response Strategy 2025–2035: Addressing Sexual Violence Together (the Strategy) was released in December to coincide with the annual 16 Days in WA – Stop Violence Against Women campaign.

Jointly led by the departments of Communities, Justice and Health, the Strategy sets out a coordinated framework to prevent sexual violence, improve service responses, support victim-survivors and hold perpetrators to account.

The experiences and voices of victim-survivors, the WA community, and the professionals and services working to prevent and respond to sexual violence helped to shape the Strategy.

Data analysis, academic research and experts from government, academia, and the specialist sexual violence sector also informed the Strategy's development.

During the first six months of implementation, we focused on priority actions to establish governance and coordination, scope a data review and an approach to monitoring and evaluation.

Grants were awarded to support community-based initiatives in regional WA to address and prevent sexual violence and promote respectful relationships. Approximately $450,000 were delivered to grant recipients including the Burnet Institute, Goldfields Women's Health Care Assoc Inc, Wyndham Youth Aboriginal Corporation and UnionsWA Incorporated.



The release of Sexual Violence Prevention and Response Strategy 2025–2035: Addressing Sexual Violence Together marked a significant milestone in Western Australia's response to sexual violence.

Aboriginal Strategic Advisory Group

Communities' Aboriginal Strategic Advisory Group (Advisory Group) ensures an Aboriginal lens is applied to the work we do across Communities, which is an essential step towards Aboriginal self-determination and shared decision-making with government.

Advisory Group members, including two Co-Chairs, are Ministerially appointed based on their lived experience and subject matter expertise. Members have diverse lived, professional and personal experiences – from social workers to government employees, parents and carers, to business owners.

During the year, the Advisory Group provided valuable insight on the complexities affecting the lives of Aboriginal people. They met three times across the financial year, with meetings held in Jambinu (Geraldton) on Yamatji Country and Walyalup (Fremantle) on Whadjuk Noongar Country.

Members provided formal advice to the Director General on matters including Aboriginal leadership, workforce and economic reform, ACCO commissioning across homelessness, disability services and child protection portfolios and an emphasis on Aboriginal data-sharing, and direction on Aboriginal engagement within the agency.

The Advisory Group also attended a cross-government workshop to consult and discuss the State Government's Closing the Gap Implementation Plan 2026–2028, co-developed with WA's peak Aboriginal bodies and the Aboriginal Advisory Council of WA.



Aboriginal Strategic Advisory Group meeting in Jambinu (Geraldton) in March 2025.



The Aboriginal Strategic Advisory Group with members of CLT in Walyalup (Fremantle).

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.



ACCO Connect: Learning from ACCOs

ACCOs play a vital role in supporting Aboriginal children, families and communities across Western Australia. Recognising their cultural authority, deep community connections and the critical services they deliver, Communities is committed to strengthening these organisations.

In alignment with Communities' ACCO Strategy 2022–2032 (the ACCO Strategy), in 2025 the Aboriginal Economic Reform team initiated ACCO Connect, a project that focused on building stronger relationships with ACCOs contracted by Communities, to learn more about the impact they make and the supports they need to operate well.

During 2025, our staff visited more than 40 ACCOs across Western Australia's nine regions that collectively deliver more than 160 program offerings to their communities.

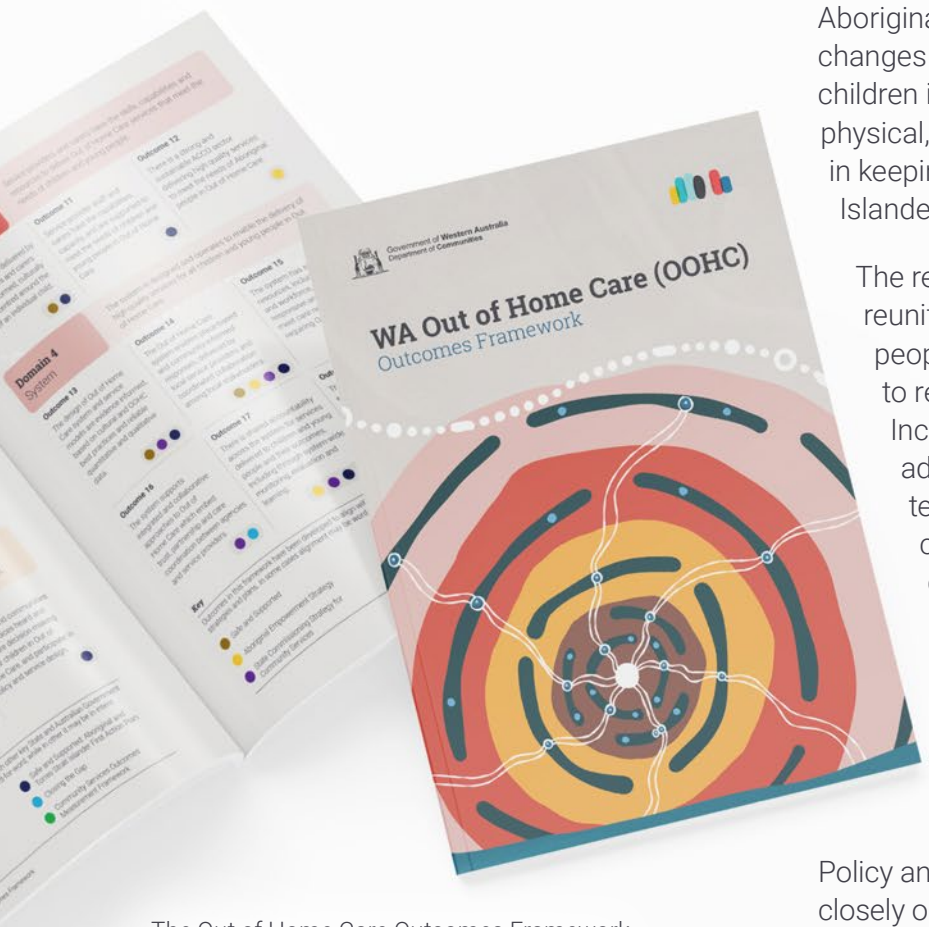
The learning and insights gained from this consultation were presented to Communities staff in the ACCO Connect Report, to guide our understanding on the difference ACCOs make, their recommendations, and practical ways Communities can support their continued growth.

The valuable insights gathered in the ACCO Connect Report pave the way for future initiatives to support the growth of the ACCO sector, in alignment with our ACCO Strategy and the National Agreement on Closing the Gap. We are grateful to the ACCO representatives and community Elders who shared this important information.



Supporting children in Out of Home Care

Communities has undertaken significant Out of Home Care (OOHC) reform over the reporting period to align services with current evidence-based, trauma-informed child protection practice and to reduce the number of children in care.



The Out of Home Care Outcomes Framework supports a shared approach to improving outcomes for children and young people in care.

For all children and young people – especially Aboriginal children and young people – changes to the whole system have supported children in care arrangements that meet their physical, emotional, cultural and spiritual needs, in keeping with the Aboriginal and Torres Strait Islander Child Placement Principle.

The reform has led to timely family reunifications and better prepared young people for transition to adulthood, helping to reduce the risk of further disadvantage. Increased system capacity, including additional foster placements and temporary care options, ensured more children accessed safe and appropriate care when needed.

Before the reform, only one ACCO provided OOHC services in WA. Today, there are 15 new providers including five ACCOs offering culturally safe care.

Policy and Project Officer Lori Black worked closely on the reform, building relationships with, and supporting ACCOs, to reflect the needs of Aboriginal children, families and communities.

Lori said the most rewarding part of working on the reform was the opportunity to listen, learn and deepen her understanding of Aboriginal cultures and perspectives. She was proud to have contributed to the introduction of the Family Carer Management process within ACCOs – supporting Aboriginal children cared for by their own family and kin and strengthening their connection to culture, identity and community.

> **"Having ACCOs in the sector means Aboriginal children are more likely to see their culture reflected in the people, places and organisations supporting them; representation matters, and ACCOs play a vital role in this," Lori said.**

"Witnessing these reforms take shape was professionally and personally rewarding for everyone involved. It may well be one of the most significant and meaningful pieces of work I will ever be involved in."

The OOHC Reform transitioned to ongoing service delivery at the end of December 2025.

Case study:

Child safety practitioners gather to share expertise

The 2025 WA Signs of Safety Gathering was held in November, bringing together hundreds of child protection staff and sector partners, with an additional 120 livestream participants each day.

The event was a valuable opportunity to share knowledge, exchange perspectives and showcase innovation in child protection practice. District staff joined interstate and international guests to provide inspiring presentations centred on the theme of Safer, Stronger, Children and Families – embodying Communities' core purpose.



Child protection practitioners and sector partners gather at the 2025 WA Signs of Safety Gathering.

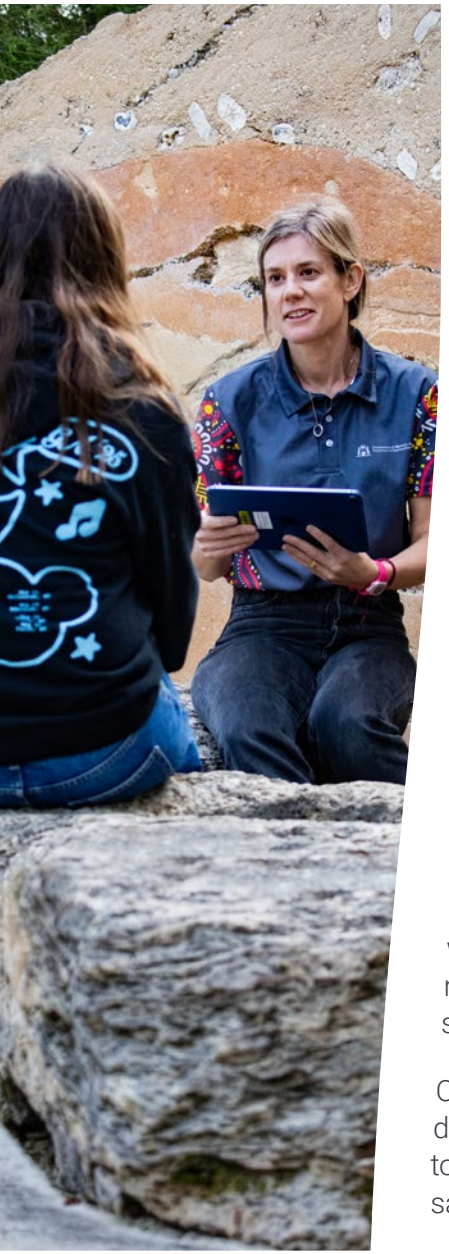
The Signs of Safety Child Protection Practice Framework was originally created in collaboration with 150 Western Australian child safety practitioners to help work more collaboratively with families, children and their networks to assess risk, identify strengths and create effective safety plans.

Communities adopted Signs of Safety as our core child protection practice framework in 2008. Executive Director Statewide Services Ben Whitehouse said the Signs of Safety Gathering highlighted the strength of the Signs of Safety Child Protection Practice Framework, including its practical impact in the lives of the children and families we work with.

"The event was an opportunity for our staff to meet participants with valuable insights and promoted a shared commitment to the continuous improvement of culturally responsive, trauma and family and domestic violence-informed child protection practice," he said.

The event was highly regarded by attendees as a meaningful opportunity for professional learning, particularly in applying the Signs of Safety Child Protection Practice Framework.





Growing and retaining a skilled child protection workforce

In 2025–26, we continued to focus on bolstering our frontline by strengthening attraction and retention initiatives across the child protection workforce.

We reinforced retention by providing allowances for qualification progression, professional development and leadership programs, as well as encouraging our child protection workforce to access the Public Sector Commission's Skills Academy.

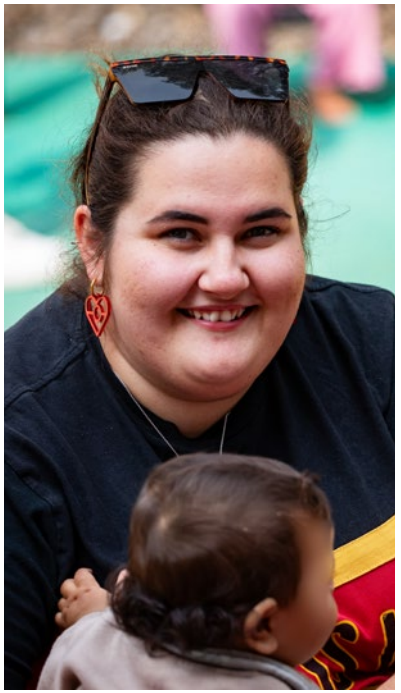
Staff wellbeing and safety remained a core principle through enhanced critical incident responses, the Employee Assistance Program, the Workplace Violence and Aggression Strategy and the Workforce Safety and Digital Program.

Statewide frontline recruitment strategies continue to evolve, drawing on lessons learned to reduce operational burden, improve vacancy management and align with the Public Sector Recruitment Reform which commenced in July 2026. This increased recognition and promotion of child protection careers is supporting our position as an employer of choice.

Our child protection practitioners come to work every day to make a positive difference, and we will continue to develop new initiatives to build a skilled, supported, safe and sustainable frontline workforce.

Earlier intervention and family support

Last year, we awarded new five-year contracts for the Intensive Family Support Service (IFSS) to operate across 14 metropolitan and regional locations to provide intensive in-home support for vulnerable families, particularly Aboriginal families, experiencing significant disadvantage.



We partner with the community services sector, including ACCOs, so the services we deliver through IFSS are culturally appropriate and prioritise the needs of Aboriginal families.

> **The program has been a success and last year 86.7 per cent of children (as at 30 June 2026) referred were able to safely remain at home after 12 months.**

IFSS is one of a suite of programs delivered under the Earlier Intervention and Family Support (EIFS) Strategy which provides targeted supports and services to families facing complex challenges and those most at risk of involvement with the child protection system.

Earlier intervention and family support services assist families experiencing complex challenges to stay safely together.

Case study:

Strengthening collaboration in case management

In 2025, evaluations of the EIFS Strategy highlighted the need to strengthen partnerships between service providers and districts. Planning began to improve ways of working, and a key guiding focus became the Partnership Agreement Framework which was informed by consultation with the sector and by the Creating Change Through Partnerships resource from the National Voice for our Children peak body.

Since late 2025, Localised Partnership Agreements (LPAs) have been established between EIFS service providers, ACCO partners (where the service is not led by an ACCO) and districts to strengthen joint case management. LPAs foster strong and genuine partnerships by defining roles and responsibilities, expectations, communication and resolution pathways.

"Overall, LPAs have strengthened service delivery and collaboration across the EIFS program," Acting Principal Policy and Project Officer Child Protection and Family Support Amy Pracilio said.

"For ongoing providers, LPAs are an opportunity to review current ways of working and redefine partnerships with the district – and for new service providers, the agreements create space to set a foundation for strong partnership and collaboration."

Listening to people affected by past forced adoption

Working with the departments of Justice and Health and the Mental Health Commission, we were proud to lead the coordination of the Government Response to Report 66 – Broken Bonds, Fractured Lives: Report on the Inquiry into Past Forced Adoption, including implementation of the recommendations of the Report.

> **In October 2025, we released the First Annual Implementation Progress Report on the response to Report 66 – and within the first 12 months of implementation, 75 per cent of recommendations were completed or in progress.**

Important changes include improved awareness of, and access to, information and records; increased transparency in adoption data and provision of information on the legislation; and improved consistency in service delivery.

Importantly, the Western Australian Forced Adoption Reference Group was established to ensure that people with lived experience have a central role in shaping the legislation, policies and practices that impact them.

We continue to work across government to progress the remaining recommendations that are either supported or for further consideration. The Western Australian Forced Adoption Reference Group continues to meet quarterly to provide lived experience advice on the implementation of the Government Response to Report 66.



The forced adoption memorial Empty Arms – Broken Lives located in Victoria Park.



More than 50 young Western Australians were recognised at the 2025 Achiever Awards for their educational and training accomplishments.

Celebrating young achievers

The 35th Achiever Awards event was held in July 2025 and recognised some outstanding young Western Australians aged 15 to 25 years who have had a care experience and are now pursuing further education and training.

Held at Optus Stadium and officiated by Communities Director General Mike Rowe, the vibrant event was enjoyed by young people and their families, community partners, sponsors and staff.

Bella-Rae, a gifted young Torres Strait Islander performer known for her impressive skills as a musician and songwriter, provided the pre-ceremony entertainment.

Child Protection Minister Hon Jessica Stojkovski MLA awarded more than 50 young people with a certificate under one of three categories: University Achiever Award, Registered Training Award, and Apprenticeship or Traineeship Award.

One winner also received an additional accolade, the Community Spirit Award, which recognises significant volunteer work in the community.

This year, Recreation Coordinator for Therapeutic Residential Care Steven Turner was presented with the Excellence in Education and Training Award for encouraging young people to pursue education and training. This recognition was testament to the significant role our child protection staff play in supporting the confidence and independence of children and young people in care.

Boox Kid, an accomplished Noongar artist, performed a moving musical piece to close the event.

Case study:

Olivia passionate about giving back to her community

As part of the 35th Achiever Awards, we celebrated Olivia, whose journey in care highlights the impact of strong support and determination.

Entering care at the age of seven, Olivia found long-term stability in 2016 with carers she now proudly calls her family. Their efforts to create a welcoming, inclusive environment helped her feel safe, valued and connected from the outset.

Olivia credits her carers and social workers for always listening and respecting her voice, building the trust that enabled her to thrive. Now in her second year of a Bachelor of Science (Nursing) degree, she aspires to become a midwife and is passionate about giving back to her community through volunteering, including supporting people experiencing homelessness, and serving as an event paramedic.

Recognised with both a University Achiever Award and the Community Spirit Award, Olivia exemplifies resilience, compassion and the life-changing impact of care.



Guest speaker Anna Niyibitanga had a powerful message for guests at the Achiever Awards.

New measures bolster child safety in early learning services

In July 2025, our Education and Care Regulatory Unit (ECRU) led a review to identify opportunities to strengthen Western Australia's education and care system, with a clear focus on improving safety, quality and outcomes for children and their families.

Tabled in the WA Parliament, the Review of WA's regulatory approach to child safety in Early Childhood Education Care settings identified opportunities to enhance legislation, strengthen sector quality controls, and improve workforce capability across the sector to ensure children receive safe, consistent and high quality care and give parents greater confidence in the services they rely on.

Following the review, $1.1 million in funding over 2025–26 and 2026–27 was secured to boost ECRU's regulatory capacity to improve legislation compliance across the education and care sector, with a key initiative including prohibiting the use of personal mobile phones in early childhood services.

ECRU also progressed new legislation through the *Education and Care Services National Law Application Act 2026*, to bring into operation in WA the remaining changes recommended in the 2019 National Quality Framework Review, and align WA more closely with national standards, as well as allowing future national law amendments to come into effect in WA more quickly.

Additional changes recommended in the 2019 National Quality Framework Review have been implemented including requirements for child protection and safety training and the establishment of a National Early Childhood Worker Register, related to the National Principles for Child Safe Organisations.

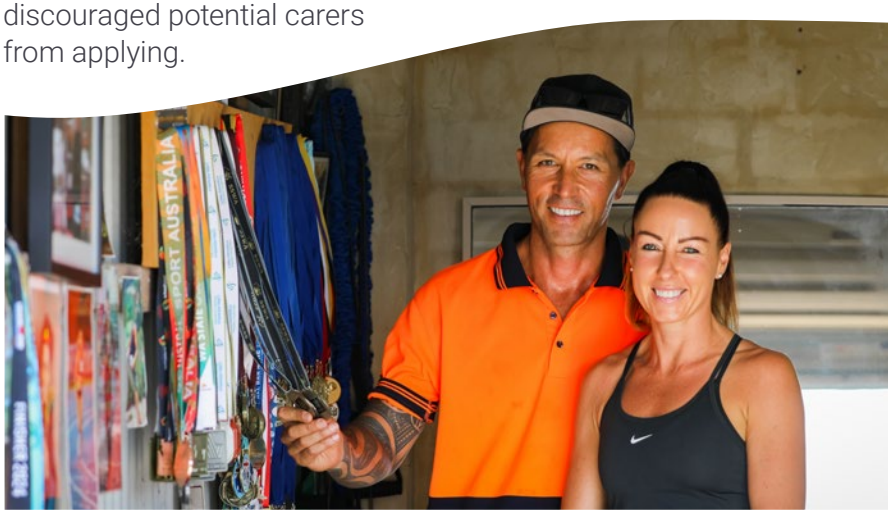
ECRU continues to protect vulnerable children and young people in WA by taking timely action where providers and services fail to meet their legal obligations, helping to ensure that all children who attend an education or care service are safe, supported and able to thrive, while providing parents with confidence and peace of mind.

Increase in foster carers follows three-year statewide campaign

Inspired by the WA Government's statewide recruitment campaign, 'Become a Foster Carer – Make a difference to a child's life', more than 125 Western Australians have taken on roles as new foster and family carers, since the campaign was launched in August 2023.

> **The campaign reached Western Australians through social media, radio, digital billboards and podcasts, and drove annual enquiries to become a foster carer from 90 pre-campaign to more than 700 post-campaign.**

The three-year campaign drew upon the personal meaning and fulfilment of being a foster and family carer and busted common myths which had discouraged potential carers from applying.



Case study:
Onyx – from care to confidence

Onyx entered OOHC at age four, eventually living with the family carers he describes as the closest thing to parents he's ever known. Their support literally changed his life.

They encouraged him to pursue beauty therapy, helped him build confidence, and taught him to stand up for himself. Most importantly, they provided stability, safety and a sense of belonging. For Onyx, this meant finally feeling loved and accepted – something every child deserves.

As an adult, he reflects that his carers helped him become resilient and confident, shaping the person he is today. Onyx acknowledges fostering can be challenging but says the impact is life changing.

His experience highlights the urgent need for more foster carers. By opening their homes, carers can provide vulnerable children with the support, care and opportunity they need to thrive and build a positive future.



With the support of dedicated family carers, Onyx developed the confidence and resilience to pursue his goals and build a positive future.

Keeping young people Home Safe

Our Home Safe program continues to play a critical role in 2026, keeping unaccompanied children off the streets of Northbridge in Perth at night and offering them a pathway away from antisocial behaviour and the youth justice system.

In recognition of its strong outcomes, the program secured ongoing funding through to 2029–30, with current arrangements with service providers extended to 30 September 2027 to ensure uninterrupted support while future arrangements are finalised.

Since its introduction in December 2022, it has helped reduce incidents involving children and young people engaging with WA Police by 38 per cent.



Home Safe supports children and young people to stay safe and connected to services. Photo credit: YouthBeat WA

The program protects children under 16 years who are alone in Northbridge after 10pm and helps them return home or to a safe place and connects them with support services.

Our productive partnership with WA Police, Nyoongar Outreach Services and Mission Australia enables multi-agency case management for children and young people and supported additional transport to take young people to a safe residence or to the YouthBeat facility.

These services have significantly improved the cultural safety of Aboriginal children and young people.

Since its initial trial period, 804 young people (with an average age of 14.5 years) engaged with providers a total of 2,770 times, highlighting the ongoing need for this service to keep children safe.

Pilbara Safe Spaces

It was a privilege to work with the Pilbara Development Commission and local ACCOs to implement the Pilbara Safe Spaces program in Port Hedland and Newman during 2025.

Delivered and managed by local, place-based ACCOs, the program offers a safe space for unaccompanied at-risk young people to be off the streets and away from antisocial behaviour at night, until a responsible adult can provide supervision. Safe Spaces also provides children and young people with the option of safe transport home.

The program facilitates culturally responsive follow-up and outreach services – including life skills, education and employment – that address underlying and intersecting issues for vulnerable, at-risk and unsupervised young people.

Resource companies BHP and Fortescue have jointly committed up to $22 million through the Resources Community Investment Initiative for the Safe Spaces program to operate over five years – which commenced in mid-2025. The State Government has also committed $7.3 million over five years in the 2024–25 State Budget towards Safe Spaces. This includes the establishment of the Indigenous Healing Service in Newman that delivers child-focused trauma recovery services, informed by traditional and local Aboriginal healing practices.

ACCOs deliver the program in line with WA's Aboriginal Empowerment Strategy, Aboriginal Procurement Policy, Communities' ACCO Strategy 2022–2032 and the National Agreement on Closing the Gap.

Wraparound support for young people leaving care

In 2025–26, Home Stretch WA received a $30 million funding increase over four years to support young people transitioning from OOHC into adulthood.

The additional investment will ensure eligible care leavers continue to receive individualised assistance until the age of 21, helping them build the skills, stability and connections needed to thrive as independent adults.

Since the rollout of Home Stretch in 2024, demand for the service has steadily increased.

> **Currently, more than 700 young Western Australians are accessing supports as they navigate securing housing, pursuing education and employment opportunities.**

The program was co-designed with young people with lived experience of leaving care, with a particular focus on the needs of young Aboriginal people and their families.

The program is delivered by 10 ACCOs and three community service organisations to eligible care leavers across the State.

Aboriginal Representative Organisations and Aboriginal Family Led Decision Making

In April 2026, the State Government committed $44.9 million to extend Aboriginal Family Led Decision Making (AFLDM) and expand the Aboriginal Representative Organisations (ARO) programs from 2026–27 to 2029–30, delivered by ACCOs.

AFLDM supports families where child protection concerns have been identified, empowering them to lead decision-making about their children's safety and wellbeing and diverting children from entering care.

AFLDM is currently operating in two Western Australian districts, Mirrabooka and the Mid West-Gascoyne, and has delivered strong outcomes. As of 30 June 2026, a total of 71 children have been prevented from entering out-of-home care upon closure of the AFLDM referral, and 14 children have been safely reunified with their families since commencement of the pilot. The 2026 State Budget committed $7.2 million for the continuation of AFLDM until 2030 in Mirrabooka and the Mid West-Gascoyne.

The program offers Aboriginal-led convened meetings which strengthen families' voices and control in decision making and planning to keep their children safe.

The ARO program was first established as a pilot program in 2022 and plays a vital role in supporting Aboriginal children and young people in care in maintaining and strengthening their connections to culture, community, family and Country.

In 2025–26 Communities, along with current ARO partners, undertook a collaborative redesign of the ARO service model. This work brought together internal stakeholders and the two current ARO ACCOs to strengthen service delivery, improve consistency and support the long-term sustainability of the program.

AROs are place-based ACCOs approved to provide cultural advice to Communities on care arrangement decisions and input into the preparation and review of Cultural Support Plans for all Aboriginal children and young people who come into the care of the CEO.

AROs play a critical role in supporting Aboriginal children and young people in the CEO's care to maintain and strengthen connections to culture, community, family, and Country.

Grant agreement funding enabled Communities to continue working with two ACCOs, Yorganop Association in the Armadale district and Aarnja Ltd in the Kimberley region, to deliver ARO services within their communities.



Outcome 2: Care for children

Target 120 secures ongoing support for at-risk young people

A significant milestone was achieved in 2025–26, with a $61.4 million commitment to continue Target 120 across existing locations in Western Australia, to enable more young people and families to access intensive support and help participants sustain positive outcomes beyond their formal engagement with the program.

Target 120 is delivered through a partnership between government agencies, community organisations and service providers. The program supports young people aged 10 to 14 years who are already offending and at risk of becoming serious offenders by addressing the underlying factors that contribute to offending including substance use, housing instability, family and domestic violence, trauma, mental health challenges and poor school attendance.

During 2025–26, 146 additional young people consented to participate in Target 120 and 122 exited the program. Of those who exited, 74 achieved goals identified in their Individual Support and Integrated Family Plans, reflecting positive progress in areas that support long-term wellbeing and community connection.

Target 120 Plus and Target 120 Plus Inroads provide intensive support for young people involved in, or at risk of entering, the justice system. During the year, 29 additional young people joined these programs, with 32 participants exiting. Of those who exited, 20 achieved goals in their Individual Support and Integrated Family Plans.

An additional $3.9 million over three years was committed to continue the Target 120 Plus pilot in Broome and undertake a program evaluation.

Together, these investments reinforce a long-term commitment to early intervention, helping vulnerable young people build positive futures while contributing to safer, stronger and more resilient communities.

Case study:

Empowering family voices in cultural support planning

A respected Aboriginal Elder and family member became involved after a young child entered care. Deeply committed to maintaining family, culture and Country connections, the Elder wanted to support planning for the child's future and ensure that family knowledge and relationships were reflected in decision-making.

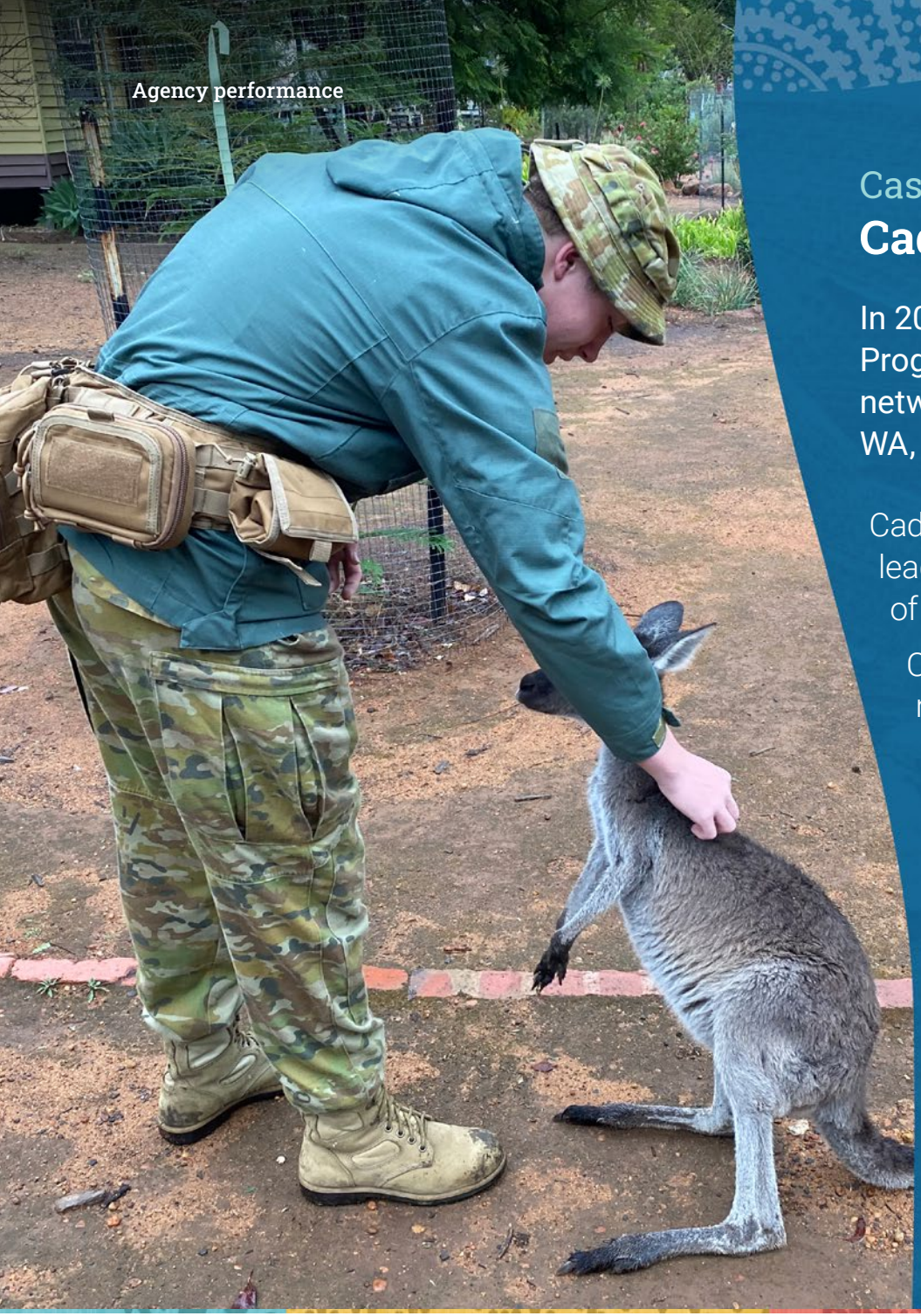
Having previously built a trusted relationship with ARO staff through community engagement, the Elder felt comfortable participating in discussions about the child's care. ARO staff met with the Elder in a familiar environment and worked collaboratively to gather information about the child's family, cultural connections and kinship networks.

During the engagement process, the Elder shared valuable family information, including details to support the development of a family tree, while also expressing concerns about how this information might be viewed or used by others. ARO staff provided reassurance about how family information would be managed and incorporated into cultural support planning and family finding activities. Through ongoing conversations, the Elder gained confidence in the process and identified additional relatives and community connections who could contribute to planning for the child's future.

With the Elder's permission, family information was incorporated into the child's genogram and cultural support plan, improving the accuracy and completeness of records relating to family and cultural connections.

The information provided also expanded potential family placement options and strengthened understanding of the child's broader support network.

This case demonstrates the importance of culturally safe engagement and trusted relationships in enabling family members to participate meaningfully in decision-making. By creating a space where family knowledge was valued and respected, the ARO was able to strengthen cultural planning, identify additional family supports, and ensure that the child's connections to family, community and culture were more accurately reflected in care planning.



Newton Moore SHS Bush Rangers cadets take part in hands-on environmental learning activities.

Case study:

Cadets WA celebrate 30 years

In 2026, we celebrated the 30-year anniversary of the Cadets Program, which has grown from 11 cadet units in 1996 to a thriving network of more than 9,100 young people across 180 cadet units in WA, supported by around 1,100 volunteer instructors.

Cadets WA plays an important role in helping young people develop leadership, teamwork and life skills, while fostering a strong sense of community service and responsibility.

Communities plays a central role in the program's success and sustainability. This includes providing funding and administration support, as well as developing policies and governance to ensure the program continues to grow and adapt to meet the needs of young people in Western Australia.



Hampton SHS Bush Rangers cadets' initiated project to beautify our Bush Rangers equipment storage container. Photo credit: Cadets WA

Outcome 3: Inclusive communities

Communities works to build inclusive communities that enable social, economic and cultural prosperity.



Photo credit: Shire of Boddington

Inaugural members welcomed to NDIS WA Community Advisory Council

Established in November 2025 under WA's Full Scheme Bilateral Agreement on the National Disability Insurance Scheme (NDIS), the NDIS WA Community Advisory Council (the Council) advocates for Western Australian NDIS participants, their families and carers by providing advice on the broad range of needs of participants across WA, including in regional and remote communities.

The Council comprises 12 community members and six State and Australian government representatives. Community members reflect the diversity of WA's disability community, including people with lived experience, families and carers, advocates and disability sector representatives.

Enhancing practice and collaboration across child protection and disability services

The Safe and Supported: Child Protection and Disability Project is a cross-divisional initiative that aims to enhance frontline practice and workforce capability to improve outcomes for children, young people and parents with disability who interact with the WA child protection system.

During 2025–26, the project delivered opportunities for more integrated and coordinated service responses and partnered with the National Disability Insurance Agency to improve support for children and young people with disability at critical points throughout their child protection journey.

Thriving Kids

Communities commenced planning and sector engagement to support implementation of the Australian Government's Thriving Kids initiative in WA. The program will provide early intervention supports for children aged 0 to 8 years with developmental delay and/or autism with low to moderate support needs, and their families/caregivers.

> Progressively rolling out from 1 October 2026, Thriving Kids will be delivered across WA in a range of community settings that are accessible, familiar and trusted by families.

The initiative also prioritises culturally responsive service delivery through partnerships with ACCOs and organisations supporting CaLD families.



Expanding access to autism assessments across Western Australia

The Neurodevelopmental Disability Assessment Service (NDAS) has continued to improve access to Autism Spectrum Disorder (ASD) assessments, reducing the waitlist by 15 per cent and completing 41 per cent more ASD assessments for people in regional and remote areas across Western Australia when compared to last year.

NDAS works in close partnership with the WA Country Health Service to provide assessment services across the State.

Together the organisations coordinate regional outreach, address barriers to service access and identify opportunities to improve family engagement and the cultural responsiveness of assessments.

Case study:

Bringing autism assessments closer to Kimberley families

For Senior Assessment Psychologists Lisa Aitken and Kate Hitchins, delivering ASD assessments in Kimberley communities last year were both professionally rewarding and culturally enriching.

Over several months, the NDAS team travelled to Ardyaloon, Djarindjin, Derby, Fitzroy Crossing, Noonkanbah, Koorabye, Kununurra, Warmun and Halls Creek, working alongside local health services to improve access to assessments for children and families.



Kate Hitchins and Lisa Aitken in the Kimberley.

Part of the success of these remote community assessments was the careful preparation undertaken by team leaders and support staff in Perth, who made sustained efforts to engage families and built strong relationships with local agencies to ensure assessments commenced smoothly.

The team also adapted its assessment approach to ensure it was culturally responsive.

"We're very mindful of the tools and assessments we use. Rather than relying solely on traditional assessment methods, we gather information through conversations with families, schools and community members to better understand what typical behaviours look like in that community."

Feedback from families has been overwhelmingly positive, with many appreciative of being able to access specialist assessments closer to home.

"Once families have an assessment and diagnosis, children can access the supports they need and continue their education journey with the right assistance in place," Lisa said.

Looking ahead, Lisa and Kate are excited to continue supporting regional and remote communities.

"I'm really proud of our team. We're a small team but we're incredibly adaptable and that's so important when working in regional and remote communities. It's about being prepared to meet people where they're at," Lisa said.

Embedding and elevating lived experience

Lived experience frameworks are increasingly recognised as essential to ethical, effective and rights-based practice across disability and human services systems.

In 2025, Communities commissioned the co-design of a Lived Experience Framework to strengthen how we listen to, learn from and work in genuine partnership with people with disability.

Communities is now focused on implementing the Lived Experience Framework to embed and elevate lived experience voices across programs, policies and services.

Case study:

Lived Experience Advisory Panel

The Disability Lived Experience Advisory Panel (LEAP) brings together people with disability, family members and their carers to provide lived expertise on shaping disability reforms across WA. It is a key step in ensuring that lived experience is at the heart of policy and service design.

Chairperson Dr Leighton Jay said it has been a privilege to be the LEAP chairperson and be able to see firsthand how enthusiastically Communities has embraced LEAP and the collective wisdom of its members.

"LEAP has had a lot to say across a wide range of topics. Many surprising and rich insights have emerged during discussions. The Disability Division is to be congratulated for the way this initiative has been established and supported. And for proactively seeking LEAP's expertise to inform many areas of work."

An independent review of LEAP found the panel is delivering high quality and influential lived experience advice, supported by strong governance and a culture of respect and inclusion. A key factor in LEAP's success has been its commitment to inclusive engagement.

Members consistently described the panel as a safe space where they felt respected, listened to and valued.

NDIS Worker Screening Check renewals moved online

Delivered by Communities, the NDIS Worker Screening Check is an assessment of people delivering supports or services under the NDIS to evaluate if they present an unacceptable risk to people with disability.

In November 2025, we launched a new online renewal system for eligible NDIS Check clearance holders. The online renewals system has made it simpler and quicker for workers to keep their NDIS Check current, which in turn helps to prevent gaps in services when clearances would otherwise have expired.

> Since the introduction of the new process, there have been 6,205 online renewals.

Case study:

LGBTIQA+ Inclusion Strategy launched

Building a safer and more inclusive Western Australia benefits us all. We marked a major milestone for inclusivity this year when WA's first LGBTIQA+ Inclusion Strategy (Inclusion Strategy) was launched at PrideFEST Fairday in November 2025 by the Minister for Youth, the Hon Hannah Beazley MLA.

Led by Communities, the 10-year Inclusion Strategy and initial five-year Action Plan will help to drive long-term, meaningful change and improve the social, health and wellbeing outcomes for LGBTIQA+ people across WA.

The Inclusion Strategy was developed through extensive consultation with LGBTIQA+ individuals, communities and organisations to ensure it reflected the lived experiences of people who are LGBTIQA+ and responded to their diverse needs.

With a focus on belonging, connection and visibility; safety, equity and wellbeing; systems, services and data; and leadership, education and awareness, the Inclusion Strategy was shaped by more than 2,400 responses collected during consultation held across the State.

A $2.25 million State Government commitment announced as part of the 2025–26 State Budget to strengthen LGBTIQA+ sector initiatives included a new grants program delivered by Communities. The first round of the LGBTIQA+ Inclusion Grants Program offered two grant streams, with grants of up to $10,000 for eligible organisations and local governments and up to $25,000 available for collaborative projects and initiatives that aligned with the Inclusion Strategy's priorities.

Grant recipients included Western Australian AIDS Council (Inc.), Pride With Disability Network and Kimberley Blak Pride Limited.



Communities stall at PrideFest Fairday 2025.



Support for older Western Australians

Western Australia's population is ageing, with older age groups making up an increasing share of the total population.

We are firmly committed to supporting older Western Australians in ageing safely, happily and with dignity and respect by implementing two strategies and their corresponding action plans: The WA Strategy to Respond to the Abuse of Older People (Elder Abuse) 2019–2029 and Action Plan and An Age-friendly WA: State Seniors Strategy 2023–2033 and Action Plan (2023–2027).

Communities is also the lead agency for elder abuse in Western Australia and actively contributed to the development of the National Plan to End the Abuse and Mistreatment of Older people 2026–2036.

Initiatives include grants and funding, age-friendly communities, the WA Seniors Card and WA Seniors Week.

The new Seniors Information Resource website was launched in November 2025 to complement the revised hard-copy edition. The website brings together clear, accessible information on services, programs, concessions and rebates to improve awareness of, and access to, available supports. It covers a broad range of topics, including housing, health, aged care services, elder abuse and mistreatment, technology and communication, transport, social connection, end-of-life planning and more.

During the year, we delivered financial assistance to seniors to help them manage rising living costs and stay connected, engaged and active in their local communities.

> We provided $33.7 million in Cost-of-Living Rebates to over 351,000 WA Seniors Card members, with singles receiving a payment of $110.07 and couples receiving $165.10.

A further $2.68 million was delivered to support seniors initiatives. This included funding for our Seniors Week Grants Program, WA Seniors Awards

and Elder Abuse Awareness Raising Regional Grants Program, as well as investment in the Seniors Peak Body (Advocare), WA Elder Abuse Helpline (Advocare), Elder Rights WA (Legal Aid WA) and Older People Rights Service (Encompass Legal and Community Services).

Our annual seniors Discount Directory offered discounts on a wide range of goods and services from hundreds of generous WA businesses. WA Seniors Card members also receive access to free off-peak public transport, concessions on local government rates and water service charges, and the Safety and Security Rebate.

Through our Age-friendly Communities Connectivity Grants Program, we encouraged the development of age-friendly communities in WA to support positive ageing and encourage participation in community life. Grants of up to $15,000 were awarded to 18 local governments and not-for-profit organisations to undertake initiatives that build older peoples' connection to community. In total $232,000 was delivered through the program.

These initiatives built on the raft of measures available to older Western Australians with a WA Seniors Card, which offers some of the most valuable State Government concessions and rebates in the country.

Delivering for young people

Young people aged 10 to 25 years account for almost 20 per cent of WA's population, with many of them living in remote and regional areas. Our vision is for a Western Australia where all young people are valued, supported to achieve their goals and empowered to shape the world they live in.

Led by Communities, the WA Youth Action Plan 2024–2027, Koorlangka Bidi, was developed in consultation with young people to improve outcomes for Western Australians aged 10 to 25 years. Koorlangka Bidi translates to 'young people's path' in Noongar language.



During the first year of implementation, we saw strong progress towards our goals. Agencies, community partners and young people worked together to deliver meaningful actions and initiatives.

Our Youth Engagement Grant Program focused on funding opportunities for young people to develop life skills that support them to transition to independence, be involved in community life, and achieve their goals. The program provided 25 organisations with funding of up to $5,000 for short-term, one-off activities or initiatives, and up to $10,000 for community-wide initiatives.

These early achievements demonstrate the value of listening to young people and ensuring their perspectives inform decisions, policies and programs that affect their lives.



Young people at the launch of the WA Youth Action Plan (Koorlangka Bidi). Photo credit: Damo Guy Photography



A young person takes part in Youth Fest 2026, supported through the Youth Week WA grants program. Photo credit: Shire of Dardanup

Case study:

Celebrating Youth Week WA

Youth Week WA (Youth Week) is the biggest celebration of Western Australian young people on the WA calendar, held each year in April.

In 2026, we delivered more than $150,000 of funding to 42 local governments and community organisations to host events that celebrated young people throughout the State.

More than 500 people attended the Youth Week opening in Perth. Other events were hosted as far north as Halls Creek in the Kimberley, and as far south as Hopetoun in the Goldfields-Esperance region.

A competition invited young people aged 10 to 25 years across WA to submit a theme for Youth Week that reflected what was important to them and their peers.

Jesryl Santos, 20, an Auslan (Australian Sign Language) TAFE student, suggested the chosen theme Strength in Our Stories.

Jesryl said: “Strength in Our Stories encapsulates the value of everyone’s diverse upbringing and experiences, and how our personal values shape and push us to make change and face challenging setbacks in a variety of contexts, such as personal growth, social impact and strengthening communities.”

A stronger future for women

Addressing gender equality and the prevention of violence against women is a priority to which we are committed.

Stronger Together: WA's Plan for Gender Equality provides a framework for coordinated action by government, business, organisations and individuals with practical steps to advance gender equality.

To support implementation of Stronger Together, we delivered $644,600 through our Women's Grants for a Stronger Future Program. Funding was delivered to organisations that promoted and delivered initiatives addressing the ongoing barriers experienced by Western Australian women.

> Funding was prioritised for the most impactful initiatives to ensure continued support to where it was needed most and was provided across two distinct grant streams.

Grants up to $10,000 were awarded for one-off community initiatives that enhanced economic independence, leadership skills, mentoring, retraining, upskilling and financial literacy, while grants up to $150,000 were awarded for safety and justice initiatives that supported primary prevention of violence against women, with a focus on sexual violence.

Implementation of Stronger Together is guided by representatives from the community sector, corporate, academic and union organisations, in addition to State Government agencies.

A mid-point review of the plan confirmed that 148 initiatives had been implemented by State Government agencies since its launch in 2020. A third action plan released in March included 155 initiatives, of which 119 were new initiatives to be implemented across State Government agencies.

Importantly, for the first time, examples of non-government initiatives were included in the action plan to demonstrate that all sectors have a role in contributing to progress towards gender equality.





Director General Mike Rowe (far left) and Cannington MLA Ron Sao (representing Minister Beazley) with this year's recipients of the Lifetime and 50 years-plus volunteering awards.

Volunteering

Encouragement and support of volunteers continued throughout 2025–26 through a range of volunteering initiatives, with total investment of $1.9 million.

The Volunteer Development Services program continued to play a vital role in creating volunteering opportunities across the State, building the capability of volunteers and supporting local organisations to better respond to community needs. This five-year initiative has significantly expanded service delivery across WA to support volunteering opportunities in all regional areas since it began four years ago.

During National Volunteer Week in May 2026, Communities recognised the commitment and dedication of more than 450 volunteers, including 11 exceptional people who have contributed more than 50 years of voluntary service at the Volunteer Service Awards.

As part of the 2025 International Volunteer Day, $70,000 in grant funding enabled organisations with volunteers an opportunity to celebrate the contributions of WA volunteers who support emergency services, community groups, sports clubs and other organisations.

Communities also provides ongoing support to sector peak body Volunteering WA and its Volunteering Community Reference Group, and coordination of the Volunteer National Police Certificate Program, with the WA Police Force, to offer discounted national police checks for registered WA volunteer-involving organisations.

Outcome 4: A place to call home

Communities focuses on reducing and preventing homelessness by supporting Western Australians to access safe, stable and appropriate accommodation.



Kaalak – East Perth Common Ground



Case study:

Kaalak – East Perth Common Ground provides permanent and supportive housing

Kaalak – East Perth Common Ground, which officially opened on 1 April 2026, offers Western Australians experiencing rough sleeping or earning a low income, a safe place to call home and the opportunity to rebuild their lives.

Since July 2023, Communities has played a vital role in the $70 million build, in partnership with Department of Housing and Works builder ADCO, and service providers Mission Australia Housing, Mission Australia and Nyoongar Outreach Services.

Input from local communities and key stakeholders informed the Kaalak design, ensuring it met tenant needs through trauma-informed principles and improved accessibility aligned with Liveable Housing standards.

Tenants have been moving in since February 2026 through a phased approach, with property and tenancy services operated and managed by Mission Australia Housing.

Mission Australia provides tailored on-site support to help residents transition out of long-term homelessness and build a strong, connected community. This includes supports for employment, workforce training, education, health and wellbeing.

Adoption of the Common Ground model – with proven success in Australia and globally – uses a Housing First approach to deliver long-term housing and wraparound supports for people experiencing chronic homelessness with complex needs.

The building was named Kaalak – meaning 'home' in Noongar language – reflecting its purpose as a safe, secure place where people can belong for years to come.

Communities will keep working with its partners to ensure Kaalak meets tenant needs and remains a valued part of the community.

Regional Supportive Landlord Model delivering 100 supportive landlord homes

The State Government invested $53 million in a Regional Supportive Landlord Model (RSLM) – $50 million for housing through the Social Housing Investment Fund and $3 million for operations over four years.

The model is delivering 100 supportive landlord homes for people sleeping rough in regional WA across Geraldton, Albany and Kalgoorlie. The homes are being secured through a mix of spot purchases and new builds, with tenancies allocated centrally and backed by Housing First support services.

Geraldton is the first location for the delivery of this program. Tenants have been moving into available properties since March 2026, with property and tenancy management provided by Salvation Army Housing, the community housing provider for the RSLM in Geraldton.

Additionally, people in Geraldton who are allocated RSLM properties will receive wraparound support from Centacare, which provides Housing First Support Service across Geraldton.

> **Albany, the second location for the RSLM, is scheduled for implementation by the end of 2026.**

Kalgoorlie, the third location for the RSLM, is currently in the early development stage. Scoping work has commenced and commissioning activities will follow. It is anticipated that Kalgoorlie RSLM and Housing First Support Service will commence in late 2027.

Acquisition of properties in Albany and Kalgoorlie is ongoing and within the remit of the Department of Housing and Works.

Djuripiny Mia: 100 homes delivered for people experiencing complex homelessness

Djuripiny Mia, meaning ‘happy home’ in Noongar language, is part of a $24.2 million reform package announced in November 2022. It is a partnership between Communities and Housing Choices WA, delivering 100 new homes for people experiencing complex homelessness.

The initiative uses the Supportive Landlord Model (the Model) to complement the Housing First approach, recognising the critical role landlords play in sustaining tenancies. It prioritises housing stability for high-needs tenants, while linking them to wraparound support services. The approach focuses on individual and community wellbeing, working closely with providers to build capacity and support long-term outcomes.

The approach was successfully piloted in Bunbury, building on its proven success in the Mental Health Independent Living Program supporting people with severe, persistent mental illness.

As per the 2026–27 State Budget paper, the State Government committed an additional $2.9 million over five years for the continuation of Djuripiny Mia operational tenancy management services.

Boorloo Bidee Mia: first low-barrier homelessness service of its kind

Boorloo Bidee Mia – meaning 'Perth pathway to housing' in Noongar language – is the first low-barrier homelessness service of its kind offering culturally supportive medium-term accommodation for individuals with complex needs, many of whom have experienced long-term homelessness.

Perth-based ACCOs Wungening Aboriginal Corporation and Noongar Mia Mia deliver a low-barrier, culturally informed and responsive accommodation and support service to residents of Boorloo Bidee Mia.

> As of 30 June 2026, there were 60 residents at Boorloo Bidee Mia and 51.7 per cent of those residents identified as Aboriginal.

Boorloo Bidee Mia differs from a 'walk-in' or 'drop-in' shelter model, as it seeks to provide medium-term accommodation together with individualised, wraparound supports that promote a healing environment to aid transition into permanent, stable living arrangements.

Referrals are identified as part of centralised allocations via the consolidated Rough Sleeper Coordination Group. Consistent with a Housing First approach, Boorloo Bidee Mia is specifically designed as a low-barrier homelessness service, with few restrictions to access the facility.

The total number of residents accommodated at Boorloo Bidee Mia at any given time will be dependent on the support needs of residents, with the delivery of a safe, culturally appropriate and effective service being the priority at all times.



Located in the Perth CBD, Boorloo Bidee Mia is a supported accommodation service for rough sleepers. Photo credit: Wungening Aboriginal Corporation

Wandjoo Bidi: low barrier supported accommodation facility to support people experiencing homelessness

Wandjoo Bidi – meaning 'Welcome Pathway' in Noongar language – is a supported accommodation facility in West Perth that can accommodate up to 35 people experiencing rough sleeping.

The facility officially opened on 22 September 2023 and is operated by St Vincent de Paul Society WA (Vinnies WA) as a low-barrier accommodation service. Additional support is provided through Housing First Support Services, with case management delivered by Ruah Community Services and Noongar Mia Mia.

The facility includes an onsite kitchen, shared laundry, and indoor and outdoor communal spaces. All residents are referred through the Rough Sleeper Coordination Group, led by Communities in partnership with the WA Alliance to End Homelessness.

> As of 30 June 2026, Wandjoo Bidi was home to 31 residents, of whom 38.7 per cent identified as Aboriginal.

Short-term accommodation and employment provided through Aboriginal Short Stay Accommodation

Aboriginal Short Stay Accommodation provides short-term, affordable accommodation for Aboriginal people across the State, as well as boosting regional and Aboriginal employment.

These safe and culturally appropriate facilities support people travelling into centres for medical purposes, cultural obligations or other meetings.

The fourth Aboriginal Short Stay Accommodation for Aboriginal people visiting Geraldton – Bundiyarra Regional Aboriginal Community Kinship Stay (BRACKS) – officially opened on 26 March 2026. Since the opening, BRACKS has been operating at full capacity.

The State Government invested $28.5 million into the BRACKS project, which was completed by Mid West-Gascoyne builder and registered Aboriginal business GBSC Yurra Pty Ltd.

Operated by Bundiyarra Aboriginal Community Aboriginal Corporation in partnership with MercyCare, the short stay provides affordable accommodation, meals, transportation support and laundry services.





Representatives from the Department of Communities and the Department of Housing and Works at the launch of Geraldton BRACKS.

Sponsoring community initiatives across Western Australia

Communities' 2025–26 Sponsorship Program supported a broad range of community initiatives to strengthen families, promote inclusion and build resilient communities across Western Australia.

A total of 30 community service projects received sponsorship funding, supporting initiatives delivered by community organisations, not-for-profit groups and local governments across metropolitan and regional Western Australia.

> **The program provided grants of up to $20,000 for projects that advance key community outcomes, including child safety, family wellbeing, social inclusion and community resilience.**

There was strong regional participation this year, with funded projects that reflected the breadth and innovation of the community sector, supporting activities that raise awareness, strengthen community connections and create opportunities for participation.



Left to right: John Mogridge (Karlup), Hayley Dawson (Karlup), Angela Kickett (i24s), Maria McAtackney (Nyoongar Outreach Services), Justin Kickett (i24s), with Lauren Quintal (first right) from our Office of Homelessness team.

Booraka Danjoo commenced providing outreach and intensive support to chronic rough sleepers

In 2026, three ACCOs were awarded contracts to deliver the Booraka Danjoo Coordinated Outreach service.

As part of the new Booraka Danjoo service model, Karlup Aboriginal Corporation, i24S Group Pty Ltd and Noongar Outreach Services will deliver services to the North-East, North-West and Central Corridors of Perth, respectively, over the next five years.

The ACCOs were successful following a commissioning process, aligned with the whole-of-government ACCO Strategy to deliver culturally responsive and secure services that empower Aboriginal people.

The Booraka Danjoo service model is a rapid approach to identify, engage and provide support to improve health and housing outcomes for people experiencing rough sleeping in the Perth metropolitan area. This involves engaging with and assessing individuals' needs to identify appropriate support, accommodation and housing options.

The commissioning of the Booraka Danjoo Coordinated Outreach service is part of the ongoing Homelessness Commissioning process. The commissioning process sought to transition current Homeless Engagement Assessment Response Team (HEART) and Safe Perth City Initiative (SPCI) grant agreements to new five-year service agreements under Coordinated Outreach Services.

Rough Sleeper Coordination Groups continue to strengthen collaboration

Rough Sleeper Coordination Groups (RSCGs) operate across Housing First Support Service regions including Bunbury, Rockingham, Mandurah, Perth metropolitan (including Fremantle) and Geraldton.

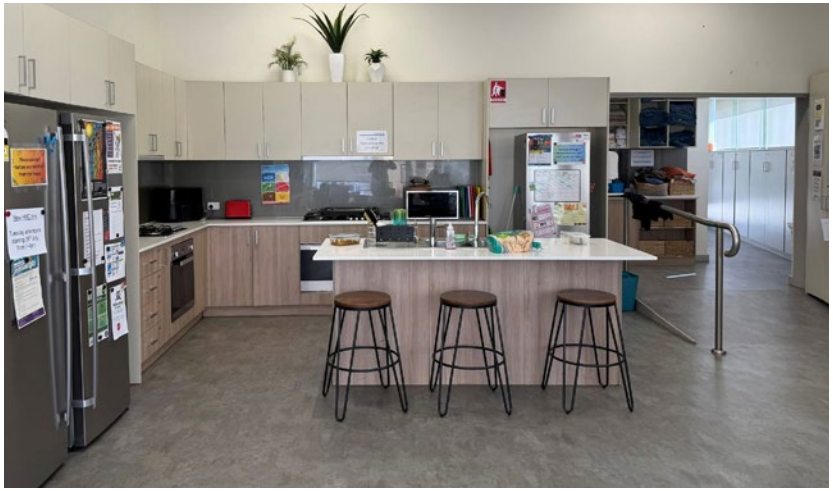
Their purpose is to strengthen collaboration and integration between government and community services, guided by Housing First and No Wrong Door principles.

RSCGs continued to hold regular collaborative meetings during the reporting period, where local providers share resources and coordinate responses for complex individuals and families experiencing homelessness. These meetings support joint case management, helping connect people to appropriate services and supports, accommodation and housing regardless of where they present in the homelessness system.

The Perth RSCG also manages centralised allocations of low-barrier accommodation for people experiencing persistent rough sleeping to reduce street present homelessness. It is co-chaired by the Office of Homelessness Coordination Team and the WA Alliance to End Homelessness. The latter chairs all other RSCGs.

> Since a 2024 review and refresh to refocus RSCGs, 184 people were allocated beds at Boorloo Biddee Mia, Koort Boodja and Wandjoo Bidee through the RSCG allocation process.

The RSCG uses a By-Name List to help identify individuals by name, assess complexity, measure homelessness, and identify supports needed to achieve sustainable housing outcomes to help them transition from homelessness.



Housing First Homelessness Advisory Group

To progress the implementation of All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030 (the Homelessness Strategy), the Minister for Homelessness and the Department of Communities established the Housing First Homelessness Advisory Group (the Homelessness Advisory Group).

The Homelessness Advisory Group provides regular practical advice to the Minister to identify ideas for reform, progress implementation of Housing First approaches and address barriers to accessing the existing system. This includes input and advice to inform development of the Homelessness Strategy's second five-year Action Plan.

Safe Night Space for Women

In 2026, the State Government announced a $12.5 million funding commitment over four years to ensure continued safety and support for women experiencing homelessness through the Safe Night Space (SNS) program.



Left to right: Michelle Bilson (Ruah); Gayle Mitchell (Office of Homelessness, Department of Communities) and Debra Zanella (Ruah).

Delivered by Ruah Community Services, the SNS provides safe and culturally secure overnight shelter for women aged 18 years and over who are experiencing homelessness, including many who are survivors of family and domestic violence.

Since opening in June 2024, the service has helped hundreds of women access safety, stability and support, offering a secure place to rest while connecting them with pathways out of homelessness.

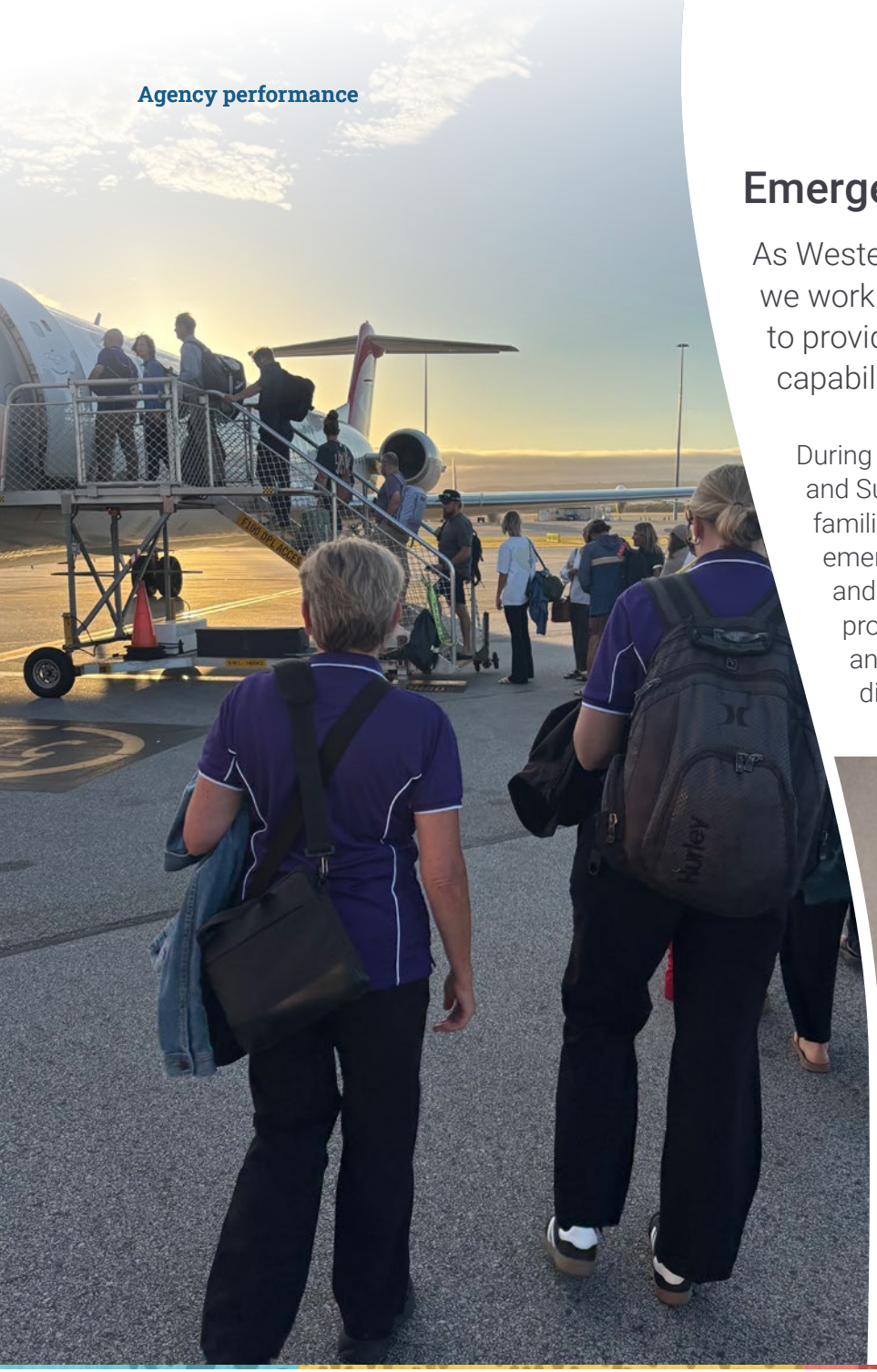
Based at the Ruah Engagement Hub in Northbridge, the service operates seven nights a week from 7pm to 7am, and can accommodate up to 30 women each night. The service also offers access to support services and referral pathways to longer-term accommodation.

While not intended as a long-term housing solution, the SNS plays a critical role in supporting vulnerable women. The focus is first on ensuring safety, then on helping women move forward by connecting them with case workers, support services and opportunities to transition into stable, permanent housing.

Outcome 5: Resilient people and communities

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





Emergency relief and support

As Western Australia's support organisation for emergency relief and support, we work with government, local government, community organisations partners to provide immediate relief, support community-led recovery and strengthen the capability needed to respond to increasingly complex emergency events.

During 2025–26, our Emergency Relief and Support team supported individuals, families and communities impacted by emergencies, responding to 41 events and establishing 48 evacuation centres, providing safe and accessible shelter and emergency relief to people displaced or affected by emergencies.

In March 2026, Severe Tropical Cyclone Narelle made landfall, causing extensive damage across parts of the Pilbara, Mid West and Gascoyne regions. Communities deployed staff to Exmouth, Carnarvon, Shark Bay and Geraldton to manage evacuation centres, provide wellbeing support and emergency accommodation.



ERS staff deployed to Exmouth.

> Five evacuation centres supported more than 180 community members and travellers.

Beyond State borders, staff were deployed to support flood recovery operations in the Northern Territory during May and June 2026, contributing their recovery knowledge, experience and skills while gaining valuable practical experience that further strengthened emergency management capability within Communities.



Outcome 6:
A great place to work

Communities ensures staff feel safe, valued and supported throughout their employment journey with us.



Director General Mike Rowe (second left) and senior staff at the launch of the Aboriginal Workforce Strategy.

Aboriginal Workforce Strategy 2025–2030 fosters a culturally safe, inclusive and supportive workplace

We adopt a 'culture at the heart' approach towards better outcomes for Aboriginal people, built around genuine partnerships and engagement with Aboriginal stakeholders, strong accountability, and culturally responsive ways of working.

Our first Aboriginal Workforce Strategy was developed to foster a culturally safe, inclusive and supportive workplace where Aboriginal people feel respected, valued and supported throughout their careers.

Launched in October 2025, the Aboriginal Workforce Strategy provides a framework for culturally responsive and place-based recruitment, retention and development initiatives.

The Aboriginal Workforce Strategy recognises and values Aboriginal employees' cultural knowledge and lived experience. It reflects Aboriginal perspectives, priorities and ways of working, and responds to key insights from engagement with Aboriginal employees, the Aboriginal Employee Network, and regional and divisional senior leadership.

Guided by principles of self-determination, respect and recognition, and cultural safety and responsiveness, the Aboriginal Workforce Strategy and two-year Action Plan aim to deliver practical initiatives to support Aboriginal employees.

Embedding the Aboriginal Cultural Framework across Communities

Our Aboriginal Cultural Framework provides a whole-of-agency approach to promoting cultural safety and a culturally competent workforce, delivering culturally safe services to Aboriginal people, and embedding a 'culture at the heart' approach.

Since its release in 2024, the Aboriginal Cultural Framework has driven meaningful progress. Senior leaders have championed the Aboriginal Cultural Framework by embedding its principles into strategic planning and service delivery, reinforcing cultural accountability at all levels.

We delivered presentations to more than 900 staff, supporting awareness and consistent implementation. The strong attendance and engagement reflected a shared commitment to continually build culturally responsive and respectful practices across Communities.

At the 2025 IPAA WA Achievement Awards, the Aboriginal Cultural Framework received the Silver Award for Best Practice in Social Values, re-affirming the significance of the Aboriginal Cultural Framework in Communities' cultural reform journey.

This year we also established our Cultural Reform Champion Network, comprising representatives from all areas and levels to champion cultural reform initiatives across Communities.

Policy and practice have been strengthened, with internal policies reviewed and updated to reflect culturally safe and responsive approaches. Governance and accountability have also been strengthened through the establishment of the Cultural Reform Sub-Committee and reporting mechanisms.

Aboriginal Engagement Framework

At Communities, we actively work to ensure Aboriginal voices are heard, Aboriginal rights are respected and cultural values are reflected in decision-making across all areas of our work.

The Aboriginal Engagement Framework (AEF) was developed to support key commitments under Communities' ACCO Strategy 2022–2032, the Aboriginal Cultural Framework 2024–2034 and Communities' 2025–26 Annual Plan.

The AEF supports Communities' commitment to strengthening partnerships with Aboriginal people and organisations, aligning with national and state reforms, including the National Agreement on Closing the Gap and the State Government's Aboriginal Empowerment Strategy 2021–2029.

During 2025–26, implementation activities focused on embedding the AEF across the agency and increasing staff capability to engage effectively with Aboriginal stakeholders. This included raising awareness of the AEF, integrating its principles into business practices, and delivering face-to-face and online engagement sessions across metropolitan and regional offices.

As at June 2026, 23 engagement sessions had been delivered to 749 Communities employees across all regions, supporting greater understanding and uptake of the AEF and strengthening Communities' capacity to engage respectfully and effectively with Aboriginal people and communities.



Communities staff at a regional presentation on the Aboriginal Engagement Framework.

Reflect Reconciliation Action Plan

The launch of our Reflect Reconciliation Action Plan (RAP) marked the beginning of Communities' RAP journey with Reconciliation Australia. Our RAP sets and creates new benchmarks in the way that we work with Aboriginal people. It lays a strong foundation for future initiatives and deeper commitments to meaningful engagement.

Implementation of the RAP is a shared responsibility across all divisions, reflecting Communities' commitment to driving cultural reform and system-wide change through delivery and monitoring of RAP actions.

Since its launch, the Aboriginal Cultural Capability Reform Program team has established the RAP Working Group, commenced agency-wide action reporting against the RAP's deliverables and strengthened governance through bi-annual updates to Communities' leadership team and the Aboriginal Strategic Advisory Group.

The Reflect RAP will conclude in September 2026 and we have registered with Reconciliation Australia to commence the next step in our reconciliation journey – the development of our Innovate RAP.



Left to right: Nolan Hunter (Reconciliation WA Non-Aboriginal Co-Chair), Margaret Collard (Acting ADG Aboriginal Outcomes), Debra Zanella (Reconciliation WA Non-Aboriginal Co-Chair), Jody Nunn (Reconciliation WA CEO), Director General Mike Rowe and Glen Caton (ED Aboriginal Outcomes).

Aboriginal Employee Network forum

The Aboriginal Employee Network (AEN) is a statewide opt-in network for Aboriginal employees to access peer and professional support. The AEN amplifies Aboriginal perspectives and experiences to influence and contribute to Communities' cultural reform agenda.

> The fifth face-to-face AEN forum took place in October 2025 in Walyalup, (Fremantle) with the two-day event attended by AEN members from across the State.





'Strength from Within' was the theme for the forum. Workshops and discussions explored cultural safety, cultural load, connection and growth. Members also had opportunities to connect and learn from one another.

"The forum has been described like a family reunion – to walk into a room with the AEN members from all over the State is just deadly," AEN Committee Co-Chair Kylie Cook said.

"The role the AEN plays for our employees is very important. It allows us, as Indigenous staff, to collectively have a voice in this department to improve morale, empower our staff and improve our ways of working so we can provide a cultural lens over policies and procedures and delivery of services to our mob."

Workplace violence and aggression program

A $6.4 million investment over four years has been secured to expand the Workforce Safety and Digital Program, transitioning it from localised trials to a scalable statewide solution.

This investment will strengthen Communities' response to workplace violence and aggression and support implementation of the Workplace Violence and Aggression Strategy 2026–2031. By enhancing worker safety across all service settings, the program will improve service delivery and response times during critical incidents, support workforce retention particularly in high-risk and regional roles, and enhance digital capability, connectivity and organisational data quality.

> Key achievements to date include delivery of 16 Responding to Aggression training sessions to build frontline capability and installation of Starlink in 37 vehicles to ensure reliable communication in remote areas when travelling with children.

All initiatives are being co-designed with frontline staff and leaders to ensure solutions are practical and sustainable. Implementation will continue with a focus on scaling proven digital solutions and delivering improved safety outcomes for staff across metropolitan, regional and remote operations.

2025 Institute of Public Administration Australia (IPAA) WA Achievement Awards

The Institute of Public Administration Australia (IPAA) WA Achievement Awards are the premier awards for the public service in WA, and recognise individual and organisational excellence in all tiers of public service.

Communities was honoured to receive several awards in 2025, including the award for Policy Practitioner of the Year which was won by Dr Nicole Leggett, now the Acting Assistant Director General for the Strategy, Regulation and Legal Division. Nicole has led major initiatives in child protection and the prevention of family and domestic violence.



Monitoring and Evaluation team accepting their award. Photo credit: IPAA

Communities received an Australian Evaluation Society Award for Best Practice in Public Sector Evaluation (Gold) for the Monitoring and Evaluation of Boorloo Bidee Mia, and won the Silver Award for Best Practice in Social Values for the Aboriginal Cultural Framework 2024–2034.

The Early Years Partnership Dental Health Project received an award for Best Practice in Health and Wellbeing. The initiative is an example of how dental services can be culturally safe and responsive to the needs of families, while also supporting long-term workforce development through student placements.



Dr Nicole Leggett receiving her award for Policy Practitioner of the Year. Photo credit: IPAA

Carers + Employers program

We continue to be a nationally recognised Accredited Carer Friendly Employer through the Carers + Employers program, which sets best practice standards for supporting employees with caring responsibilities.

> We joined the program in September 2023 and became the first WA Government agency accredited as a carer-friendly workplace.



Staff member and carer Melita Purcell with her Mum, Ilze.

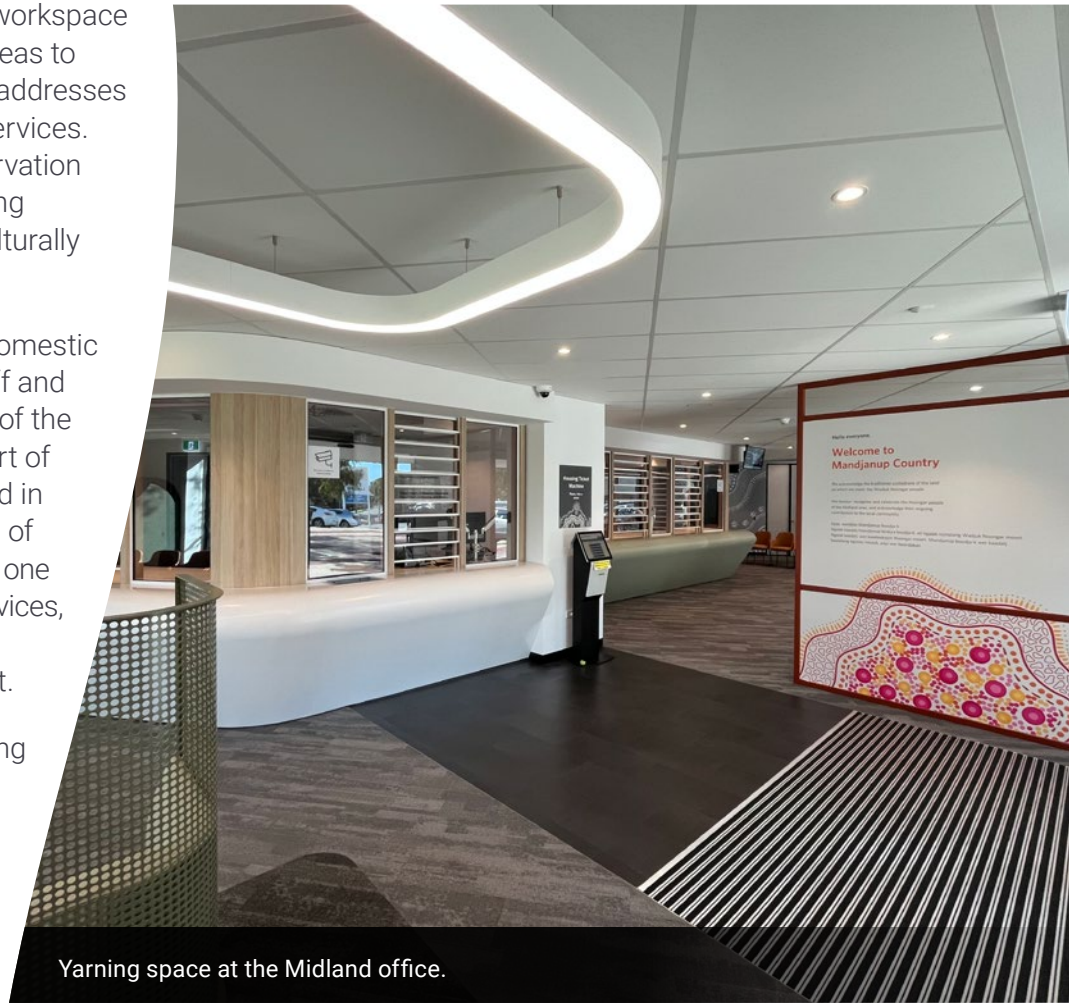
Flexible workspaces

In August 2025, the Midland Child Protection team, Keith Maine Centre Residential Care team and some Caversham-based disability staff moved to newly-refurbished office premises in Midland, designed to meet service delivery and client needs.

The building's design provides flexible workspace options for staff, including dedicated areas to focus and collaborate, and specifically addresses the needs of staff delivering frontline services. It features client contact, therapy, observation and interview rooms, as well as a yarning space to support conversations in a culturally sensitive setting.

We expanded the Mirrabooka Family Domestic Violence Hub to support additional staff and clients. The project included the fit-out of the extended area and refurbishment of part of the existing tenancy and was completed in September 2025. Hubs provide a range of family and domestic violence services in one location, alongside other community services, prioritising ease of access for victim-survivors to get assistance and support.

In July 2025, a new purpose-built training facility was opened to provide modern technology and amenities, including ergonomical equipment to staff and external participants undertaking training at the Communities head office in Walyalup (Fremantle).



Yarning space at the Midland office.

Actual results versus budget targets

Financial targets

Table 1: Financial targets – actual results versus budget targets

Financial Targets	2026 Target (a) ($000)'	2026 Actual ($000)'	Variation (b) ($000)'
Total cost of services (expense limit) (sourced from Statement of comprehensive income)	1,907,509	1,907,041	(468)
Net cost of services (sourced from statement of comprehensive income)	1,819,241	1,810,853	(8,388)
Total equity (sourced from Statement of financial position)	309,531	481,361	171,830
Agreed/direct (b) salary expense level	555,267	553,173	(2,094)
Agreed/direct (b) Executive Salary level	9,817	10,367	550

Note:

(a) The 2025–26 Targets reflect the budget in the Section 40 for 2025–26.
(b) Further explanations are contained in Note 10 Explanatory statement to the financial statements.

Working cash targets

Table 2: Working cash targets – actual results versus budget targets

Working cash targets	2026 Target ($000)'	2026 Actual ($000)'	Variation ($000)'
Working cash limit	94,590	93,148	(1,442)

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 3 through to 12. Further details on the indicators are contained in the key performance indicators section of this report.
The targets are published in the 2025–26 Western Australian State Budget Paper No 2 (Volume 2, Division 34, Part 8).

Table 3: Access to quality services that enables active participation in the Western Australian community by individuals and families

Key effectiveness performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Percentage of assessed early childhood education and care services that met or exceeded national standards	83%	80%	73%	Several factors contributed to the 2025–26 Actual being lower than both the 2024–25 Actual and the 2025–26 Budget Target. One significant factor was the intentional scheduling and prioritisation of a higher number of existing Working Towards services, and services identified by the Australian Government as high-risk, requiring assessment. As a result, the proportion of Working Towards services included in the total assessments increased from 20 per cent in 2024–25 to 35 per cent in 2025–26.
The take-up rate of Seniors Card	93%	93%	92%	–
Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record	97%	98%	92%	–
Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record	97%	97%	93%	–

Table 4: 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	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period	89%	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	86%	90%	87%	–
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%	70%	The 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual. The result reflects the year on year increase in clients (consistent with the increase in FDV cases shown in the table against the key performance indicator "Average cost per FDV case" further below) and the ongoing complex nature of family and domestic violence, where risk can persist or escalate following an initial intervention particularly as significant issues such as alcohol and other drug abuse are involved. As a consequence, some clients require further FDV-related responses within 12 months despite receiving an assessment and service response. Other factors contributing to repeat responses include the coercive, controlling and pattern-based nature of perpetrator behaviour, elevated risk following separation and the presence of complex and co-occurring issues such as social isolation, mental health concerns and housing insecurity.

Table 5: Children and young people needing protection are safe from abuse and harm

Key effectiveness performance indicator	2024–25 actual	2025–26 target	2025–26 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	92%	95%	91%	–
Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated	95%	95%	92%	–

Table 6: 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	2024–25 actual	2025–26 target	2025–26 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	61%	80%	61%	The 2025–26 Actual is the same as the 2024–25 Actual but is significantly lower than the 2025–26 Budget Target. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered with care arrangement decision-making, continues to impact the Department's ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The appointment of contracts and engagement of Aboriginal Community Controlled Organisations 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	82%	90%	80%	The 2025–26 Actual is lower than both the 2024–25 Actual and the 2025–26 Budget Target. The high level of vacancies being held in the districts is still being resolved and this has led to a lower performance for this indicator. In addition, the development of comprehensive care plans relies on consultation with multiple family members to ensure plans are informed, child-centred and responsive to individual needs. Scheduling and engagement complexities, particularly where family circumstances are complex or stakeholders are geographically dispersed, contributed to delays in finalising some care plans.

Table 7: Community services

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per licensed childcare service for regulation and support	$9,539	$9,480	$10,971	The 2025–26 Actual is higher than both the 2025–26 Budget Target and the 2024–25 Actual. The result primarily reflects an increased regulatory effort (as part of the $1.1 million State Government investment to implement recommendations from the Snap Review and child safety reforms) associated with monitoring legislative reform requirements, investigating a higher volume of non-compliance matters and notifications, and assessing strengthened child safety requirements under the National Quality Standard. While the number of licensed services remained relatively stable, the complexity and time required to regulate each service increased, driving higher resource requirements.
Average management cost per Seniors Card	$17.51	$8.15	$13.20	The 2025–26 Actual is significantly higher than the 2025–26 Budget Target, reflecting the broader range of services and programs administered through the Seniors Card Centre and the associated staffing and operational resources required to support service delivery. The 2025–26 Actual is lower than the 2024–25 Actual, which primarily reflects the cessation of temporary staffing arrangements established in 2024–25 to support Cost of Living Rebate applications.
Average cost per Working with Children Card application processed	$36	$27	$38	The 2025–26 Actual is higher than the 2025–26 Budget Target, reflecting increased external service costs associated with Working with Children Checks, and implementation costs for the Working with Children Online Portal.

Table 8: Homelessness support services

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per homelessness support service client	$7,518	$7,369	$7,989	–

Table 9: Earlier intervention and family support services

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per earlier intervention and family support case	$11,459	$9,238	$13,122	The 2025–26 Actual is higher than the 2025–26 Budget Target, due to the implementation of new service contracts with Aboriginal Community Controlled Organisations, including associated transitional costs, resulting in higher operational expenditure. While demand for Early Intervention and Family Support services continued to increase during 2025–26, the variance in the number of cases compared with 2024–25 reflects service provider transitions undertaken as part of the implementation process.

Table 10: Preventing and responding to family and domestic violence (FDV)

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per FDV case	$6,374	$6,804	$5,787	The 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual, primarily due to a higher than anticipated uptake of expanded Family and Domestic Violence services. The significant increase in cases is aligned to the increasing investment in family and domestic violence front-line services, particularly from 2023–24, which has created additional capacity for more cases to be managed. Increases are mainly observed in refuges and safe houses, safe at home services, coordinated response services and family and domestic violence counselling services.

Table 11: Child protection assessments and investigations

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per child involved in child protection cases	$6,033	$8,094	$7,887	The 2025–26 Actual is higher than the 2024–25 Actual, mainly due to higher expenditure resulting from additional funding allocated to this indicator from the Child Protection - Delivery of Services model. This reflects updated resource allocation methodologies that better capture current service delivery activities and organisational arrangements across child protection functions.

Table 12: Care arrangements and support services for children in the CEO's care

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per day of a foster care arrangement	$233	$287	$225	The 2025–26 Actual is lower than the 2025–26 Budget Target due to the realignment of service indicators within Foster Care arrangements associated with the Out-of-Home Care Reform, together with revised service drivers. As a result, expenditure was attributed across Out-of-Home Care service categories in a manner that better aligned resources with the type of care and support provided, reducing the proportion of expenditure allocated to foster care arrangements.
Average cost per day of a residential-based care arrangement	$3,421	$2,926	$3,641	The 2025–26 Actual exceeds the 2025–26 Budget Target due to increased residential care capacity, which enabled additional placements across residential care services. The increased utilisation of Therapeutic Residential Care is the result of the service expanding to include three additional houses as well as a large number of emergency care arrangements being accommodated across the service.

Key efficiency performance indicator	2024–25 actual	2025–26 target	2025–26 actual	Explanation of significant variance
Average cost per day of an exceptionally complex needs care arrangement	$5,677	$2,513	$4,673	The 2025–26 Actual is higher than the 2025–26 Budget Target due to the realignment of service indicators within Complex Needs Care arrangements associated with the Out-of-Home Care Reform, together with revised service drivers that aligned workforce resources with current service demand. This reflects the application of updated service attribution methodologies and the higher intensity and complexity of support provided through these arrangements during the year. The lower 2025–26 Actual compared with the 2024–25 Actual is attributable to increased care arrangement days and the introduction of a new complex care arrangement model that has improved cost effectiveness and reduced the average cost per day.
Average cost per day of a secure care arrangement	$9,054	$8,126	$11,446	The 2025–26 Actual is higher than both the 2025–26 Budget Target and the 2024–25 Actual. This result is due to the introduction of a step down service from secure care, to provide care arrangements to young people transitioning out of secure care whose care needs remain too complex.
Average cost per day to plan for and support a child in the CEO's care	$128	$131	$117	The 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual, primarily due to lower than anticipated allocations of district labour, care team and corporate overhead expenditure to support services for children in the CEO's care. This reflects updated resource allocation methodologies that better capture current service delivery activities and organisational arrangements across the children in the CEO's care service.



Disclosures and legal compliance

Disclosures and legal compliance

Certification of financial statements

For the financial year ended 30 June 2026

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 financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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.



Pratthana Hunt
Chief Finance Officer
10 September 2026



Mike Rowe
Director General
Accountable Authority
10 September 2026

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Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

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 2026, 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 2026 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 for the year ended 30 June 2026 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.

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 it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the 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.

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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. The controls exercised by the Department 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 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 2026, and the controls were implemented as designed as at 30 June 2026.

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 2026 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 2026 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 2026.

Matter of Significance

The Department received an approval from the Treasurer, in accordance with Treasurer's Instruction 3 Financial Sustainability, Requirement 5.3(i) Key Performance Indicators, that it is not required to report key performance indicators for the Outcome: Efficient and effective corporate services to client agency, and Service: Corporate Support – Transitional Arrangements for the 2025-26 financial year.
As a result, no key performance indicators were reported for Outcome: Efficient and effective corporate services to client agency, and associated Service: Corporate Support – Transitional Arrangements for the year ended 30 June 2026. I am required by section 24(1) of the Auditor General Act 2006 to report on matters of such significance. My opinion is not modified in respect of this matter.

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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 Department'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 - 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.

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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 2026, but not the financial statements, key performance indicators and my auditor's report.

My opinions 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 for the year ended 30 June 2026 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 Department to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
11 September 2026

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Financial statements

Statement of comprehensive income

For the year ended 30 June 2026

Table 13: Statement of comprehensive income

Statement of comprehensive income	Notes	2026 $'000	2025 $'000
Cost of services	–	–	–
Expenses	–	–	–
Employee benefits expenses	3.1.1	618,787	730,840
Supplies and services	3.4	151,234	155,716
Depreciation and amortisation expenses	5.1.1, 5.2, 5.3.1	20,358	22,329
Finance costs	7.2	1,570	1,174
Accommodation expenses	3.4	62,185	60,966
Grants and subsidies	3.2	316,543	315,351
Funding for services	3.3	710,560	683,898
Losses on disposal of non-current assets	4.5	1,656	72
Other expenses	3.4	24,148	30,582
Total cost of services	–	**1,907,041**	**2,000,928**
Income	–	–	–
User charges and fees	4.2	16,402	14,683

Statement of comprehensive income	Notes	2026 $'000	2025 $'000
Other income	4.3	6,147	3,751
Commonwealth grants and contributions	4.4	73,639	70,701
Total income	–	**96,188**	**89,135**
Total income other than income from State Government	–	**96,188**	**89,135**
Net cost of services	–	**1,810,853**	**1,911,793**
Income from State Government	–	–	–
Service appropriation	4.1	1,605,163	1,556,339
Resources received	4.1	6,905	6,520
Royalties for Regions Fund	4.1	14,158	13,849
Income from other public sector entities	4.1	201,974	376,343
Total income from State Government	–	**1,828,200**	**1,953,051**
Surplus for the period	–	**17,347**	**41,258**
Other comprehensive income	–	–	–
Items not reclassified subsequently to profit or loss	–	–	–
Changes in asset revaluation surplus	9.10	21,898	37,488
Total other comprehensive income	–	**21,898**	**37,488**
Total comprehensive income/(loss) for the period	–	**39,245**	**78,746**

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 2026

Table 14: Statement of financial position

Statement of financial position	Notes	2026 $'000	2025 $'000
Assets	–	–	–
Current assets			
Cash and cash equivalents	7.3	149,904	97,264
Restricted cash and cash equivalents	7.3, 7.4	20,976	27,977
Receivables	6.1	31,923	43,654
Amounts receivable for services	6.2	68	68
Other current assets	6.3	14,531	21,777
Total current assets	–	**217,402**	**190,740**
Non-current assets	–	–	–
Receivables	6.1	18,428	21,041
Amounts receivable for services	6.2	229,222	208,223
Infrastructure, property, plant and equipment	5.1	187,230	166,146
Leasehold improvements	5.1	12,291	10,182
Work in progress	5.1, 5.3	14,450	5,011
Right-of-use assets	5.2	26,988	22,460
Intangible assets	5.3	2,078	1,397
Total non-current assets	–	**490,687**	**434,460**
Total assets	–	**708,089**	**625,200**

Statement of financial position	Notes	2026 $'000	2025 $'000
Liabilities	–	–	–
Current liabilities			
Payables	6.4	60,889	53,815
Lease liabilities	7.1	11,551	9,904
Income received in advance	6.5	–	610
Employee-related provisions	3.1.2	119,034	146,413
Total current liabilities	–	**191,474**	**210,742**
Non-current liabilities	–	–	–
Payables	6.4	256	532
Lease liabilities	7.1	16,324	13,160
Employee-related provisions	3.1.2	18,674	28,995
Total non-current liabilities	–	**35,254**	**42,687**
Total liabilities	–	**226,728**	**253,429**
Net assets	–	**481,361**	**371,771**

Statement of financial position	Notes	2026 $'000	2025 $'000
Equity	–	–	–
Contributed equity	9.10	363,537	293,192
Reserves	9.10	78,539	58,724
Accumulated surplus	9.10	39,285	19,855
Total equity	–	**481,361**	**371,771**

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 2026

Table 15: 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 2024	**–**	**272,148**	**21,236**	**(21,403)**	**271,981**
Surplus	–	–	–	41,258	41,258
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**

Statement of changes in equity	Notes	Contributed equity $'000	Reserves $'000	Accumulated surplus/ (deficit) $'000	Total equity $'000
Balance at 1 July 2025	**–**	**293,192**	**58,724**	**19,855**	**371,771**
Surplus	–	–	–	17,347	17,347
Other comprehensive income	–	–	21,898	–	21,898
Total comprehensive income for the period	**–**	**–**	**21,898**	**17,347**	**39,245**
Transfer of realised revaluation surplus	**–**	**–**	**–**	**–**	**–**
Land and buildings	9.10	–	(2,083)	2,083	–
Transactions with owners in their capacity as owners	**9.10**	**–**	**–**	**–**	**–**
Capital appropriations	–	24,102	–	–	24,102
Other contributions by owners	–	4,776	–	–	4,776
Distributions to owners	–	(19)	–	–	(19)
Restructure of administrative arrangements	**–**	**–**	**–**	**–**	**–**
Net liabilities transferred out	11.1	41,486	–	–	41,486
Total	**–**	**70,345**	**–**	**–**	**70,345**
Balance at 30 June 2026	**–**	**363,537**	**78,539**	**39,285**	**481,361**

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 2026

Table 16: Statement of cash flows

Statement of cash flows	Notes	2026 $'000	2025 $'000
Cash flows from State Government **Receipts**	–	–	–
Service appropriation	–	1,582,784	1,537,026
Capital appropriations	–	24,102	21,946
Holding account drawdown	–	68	68
Royalties for Regions Fund	–	14,158	13,849
National Redress Records	–	7,745	8,902
Digital Capability Fund	–	4,776	6,791
Income from other public sector entities - Service delivery agreement	–	192,341	339,392
Income from other public sector entities - others	–	6,626	31,422
Net cash provided by State Government	–	**1,832,600**	**1,959,396**
Utilised as follows:	–	–	–
Cash flows from operating activities **Payments**	–	–	–
Employee benefits	–	(605,232)	(724,971)
Supplies and services	–	(131,685)	(143,453)
Finance costs	–	(1,570)	(1,174)

Statement of cash flows	Notes	2026 $'000	2025 $'000
Accommodation	–	(61,470)	(63,067)
Grants and subsidies	–	(311,339)	(324,570)
Funding for services	–	(712,296)	(683,898)
GST payments on purchases	–	(110,254)	(104,824)
Other payments	–	(20,845)	(14,513)
Cash flows from operating activities Receipts	**–**	**–**	**–**
User charges and fees	–	15,792	14,822
Commonwealth grants and contributions	–	73,639	70,701
GST receipts on sales	–	577	579
GST receipts from taxation authority	–	109,677	104,245
Other receipts	–	6,148	3,751
Net cash used in operating activities	**7.3.2**	**(1,748,858)**	**(1,866,372)**
Cash flows from investing activities Payments	**–**	**–**	**–**
Purchase of non-current assets	–	(20,719)	(13,849)
Cash flows from investing activities Receipts	**–**	**–**	**–**
Proceeds from sale of non-current assets	–	5,805	3,346
Net cash used in investing activities	**–**	**(14,914)**	**(10,503)**

Statement of cash flows	Notes	2026 $'000	2025 $'000
Cash flows from financing activities	**–**	**–**	**–**
Payments			
Principal elements of lease payments	–	(20,102)	(15,922)
Payment to accrued salaries account	–	(3,171)	(5,459)
Loan to children's trustees	–	84	(84)
Net cash used in financing activities	**–**	**(23,189)**	**(21,465)**
Net increase in cash and cash equivalents	–	45,639	61,056
Cash and cash equivalents at the beginning of the year	–	125,241	64,185
Cash and cash equivalents at the end of the period	**7.3.1**	**170,880**	**125,241**

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 2026

Table 17: Administered income and expenses by service

Administered income and expenses by service	Notes	NDIS Funding Assistance 2026 $'000	NDIS Funding Assistance 2025 $'000
Income from administered items **Income**	**–**	**–**	**–**
Administered appropriations	–	1,353,010	1,173,791
Total administered income	**–**	**1,353,010**	**1,173,791**
Expenses and subsidies	**–**	**–**	**–**
Grants and subsidies expense - State contribution to National Disability Insurance Scheme (NDIS)	–	1,353,011	1,242,690
Total administered expenses	**–**	**1,353,011**	**1,242,690**

Administered assets and liabilities

For the year ended 30 June 2026

Table 18: Administered assets and liabilities

Assets	Notes	2026 $'000	2025 $'000
Current assets	**–**	**–**	**–**
Cash and cash equivalents	–	–	1
Total administered assets	**–**	**–**	**1**

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 10 September 2026.

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 Standards Board as applied by the Treasurer's Instructions. Several of these are modified by the 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 Standards 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) receivables 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 have been adopted.

Comparative figures for departments affected by the 2025 Public Sector Reform (PSR) only

As a result of the Machinery of Government changes effective from 1 July 2025, the Department has transferred the housing functions responsible for social housing works and tenancy management including the Housing Authority legal entity to the Department of Housing and Works. The Office of Homelessness remains with the Department allowing it to have an increased focus on delivering services for vulnerable members of the Western Australian community.

During the 2025–26 financial year, 1,477 employees employed under the Public Sector CSA Agreement 2024 who deliver and support social housing and tenancy management services for the Housing Authority have transferred to the Department of Housing and Works.

Please refer to Note 3.1.1, Note 3.1.2, Note 6.1, Note 9.10 and Note 11 for further details of the transfers recognised.

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:

Table 19: Department outputs

Department outputs	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 the State 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 the Housing Authority and the Disability Services Commission.

2.2 Schedule of income and expenses by service

For the year ended 30 June 2026

Table 20: Schedule of income and expenses by service

Income and expenses by service	Community services		Homelessness support services		Earlier intervention and family support services		Preventing and responding to family and domestic violence	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Cost of services Expenses	–	–	–	–	–	–	–	–
Employee benefits expense	66,878	58,587	6,529	5,600	59,526	51,407	14,837	9,881
Supplies and services	32,727	26,536	1,180	2,002	10,371	10,783	5,101	6,539
Depreciation and amortisation expense	1,629	2,148	35	16	2,781	2,392	599	170
Finance costs	161	79	1	1	247	176	4	3
Accommodation expenses	4,639	4,854	1,102	1,161	4,988	4,726	1,212	935
Grants and subsidies	78,604	86,305	14,088	15,187	15,633	15,776	29,163	42,007
Funding for services	62,090	61,090	111,765	100,055	47,994	42,681	117,544	86,844
Losses on disposal of non-current assets	107	9	9	1	100	7	22	1
Other expenses	1,906	17,405	166	107	1,817	981	386	201
Total cost of services	**248,741**	**257,013**	**134,875**	**124,130**	**143,457**	**128,929**	**168,868**	**146,581**

Income and expenses by service	Community services		Homelessness support services		Earlier intervention and family support services		Preventing and responding to family and domestic violence	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Income	–	–	–	–	–	–	–	–
User charges and fees	16,321	14,616	–	–	1	2	–	–
Other income	746	470	36	15	776	502	73	25
Commonwealth grants and contributions	61	1,289	26,274	25,506	27	12	45,345	41,071
Total income other than income from State Government	**17,128**	**16,375**	**26,310**	**25,521**	**804**	**516**	**45,418**	**41,096**
Net cost of services	**231,613**	**240,638**	**108,565**	**98,609**	**142,653**	**128,413**	**123,450**	**105,485**
Income from State Government	–	–	–	–	–	–	–	–
Service appropriation	219,229	237,487	97,642	91,301	142,807	128,614	119,058	98,946
Resources received	858	769	75	73	825	718	176	120
Royalties for Regions Fund	1,507	1,654	6,265	5,460	179	1,519	5,792	4,393

Income and expenses by service	Community services		Homelessness support services		Earlier intervention and family support services		Preventing and responding to family and domestic violence	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Income from other public sector entities	11,694	35,482	17	22	186	1,347	40	37
Total income from State Government	233,288	275,392	103,999	96,856	143,997	132,198	125,066	103,496
Surplus/(deficit) for the period	1,675	34,754	(4,566)	(1,753)	1,344	3,785	1,616	(1,989)

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

Table 21: Schedule of income and expenses by service

For the year ended 30 June 2026

Income and expenses by service	Child protection assessments and investigations		Care arrangements and support services for children in the CEO's care		Provision of support services to other public sector agencies		Total	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Cost of services	–	–	–	–	–	–	–	–
Expenses								
Employee benefits expense	106,941	80,497	254,346	253,541	109,730	271,327	618,787	730,840
Supplies and services	18,880	16,493	37,165	52,843	45,810	40,520	151,234	155,716
Depreciation and amortisation expense	5,739	3,890	6,972	10,559	2,603	3,154	20,358	22,329
Finance costs	523	294	596	683	38	(62)	1,570	1,174
Accommodation expenses	9,060	7,356	20,487	24,593	20,697	17,341	62,185	60,966
Grants and subsidies	3,627	2,706	175,398	153,263	30	107	316,543	315,351
Funding for services	6,762	5,743	364,162	387,458	243	27	710,560	683,898
Losses on disposal of non-current assets	178	10	433	37	807	7	1,656	72
Other expenses	3,275	1,545	7,640	5,118	8,958	5,225	24,148	30,582
Total cost of services	**154,985**	**118,534**	**867,199**	**888,095**	**188,916**	**337,646**	**1,907,041**	**2,000,928**

Income and expenses by service	Child protection assessments and investigations		Care arrangements and support services for children in the CEO's care		Provision of support services to other public sector agencies		Total	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Income	–	–	–	–	–	–	–	–
User charges and fees	2	3	78	62	–	–	16,402	14,683
Other income	1,514	789	3,002	1,950	–	–	6,147	3,751
Commonwealth grants and contributions	859	788	1,073	2,035	–	–	73,639	70,701
Total income other than income from State Government	**2,375**	**1,580**	**4,153**	**4,047**	**–**	**–**	**96,188**	**89,135**
Net cost of services	**152,610**	**116,954**	**863,046**	**884,048**	**188,916**	**337,646**	**1,810,853**	**1,911,793**
Income from State Government	–	–	–	–	–	–	–	–
Service appropriation	155,117	118,857	871,310	881,134	–	–	1,605,163	1,556,339
Resources received	1,472	1,107	3,499	3,733	–	–	6,905	6,520
Royalties for Regions Fund	123	208	292	615	–	–	14,158	13,849
Income from other public sector entities	332	379	789	1,430	188.916	337,646	201,974	376,343
Total income from State Government	**157,044**	**120,551**	**875,890**	**886,912**	**188,916**	**337,646**	**1,828,200**	**1,953,051**
Surplus/(deficit) for the period	**4,434**	**3,597**	**12,844**	**2,864**	**–**	**–**	**17,347**	**41,258**

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 2026

Table 22: Schedule of assets and liabilities by service

Assets and liabilities by service	Community services		Homelessness support services		Earlier intervention and family support services		Preventing and responding to family domestic violence	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Assets	–	–	–	–	–	–	–	–
Current assets	36,592	32,827	2,691	4,962	23,046	18,468	11,347	8,317
Non-current assets	39,672	37,908	1,091	790	47,020	45,141	3,769	3,319
Total assets	**76,264**	**70,735**	**3,782**	**5,752**	**70,066**	**63,609**	**15,116**	**11,636**
Liabilities	–	–	–	–	–	–	–	–
Current liabilities	32,637	26,944	1,388	2,504	22,049	21,387	3,914	3,705
Non-current liabilities	5,666	5,044	377	463	4,979	5,007	385	593
Total liabilities	**38,303**	**31,988**	**1,765**	**2,967**	**27,028**	**26,394**	**4,299**	**4,298**
Net assets	**37,961**	**38,747**	**2,017**	**2,785**	**43,038**	**37,215**	**10,817**	**7,338**

Table 23: Schedule of assets and liabilities by service

Assets and liabilities by service	Child protection assessments and investigations		Care arrangements and support services for children in the CEO's care		Provision of support services to other public sector agencies		Total	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Assets	–	–	–	–	–	–	–	–
Current assets	42,408	27,740	101,318	98,421	–	5	217,402	190,740
Non-current assets	77,336	72,947	321,799	274,355	–	–	490,687	434,460
Total assets	**119,744**	**100,687**	**423,117**	**372,776**	**–**	**5**	**708,089**	**625,200**
Liabilities	–	–	–	–	–	–	–	–
Current liabilities	46,212	34,870	85,274	121,332	–	–	191,474	210,742
Non-current liabilities	10,691	8,286	13,156	23,294	–	–	35,254	42,687
Total liabilities	**56,903**	**43,156**	**98,430**	**144,626**	**–**	**–**	**226,728**	**253,429**
Net assets	**62,841**	**57,531**	**324,687**	**228,150**	**–**	**5**	**481,361**	**371,771**

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 24: Expenses incurred in the delivery of services

Expenses incurred in the delivery of services	Notes	2026 $'000	2025 $'000
Employee benefits expenses	3.1.1	618,787	730,840
Employee related provisions	3.1.2	137,708	175,408
Grants and subsidies	3.2	316,543	315,351
Funding for services	3.3	710,560	683,898
Other expenditure	3.4	237,567	247,264

3.1.1 Employee benefits expenses

Table 25: Employee benefits expenses

Employee benefits expenses	2026 $'000	2025 $'000
Employee benefits	552,836	655,515
Termination benefits	337	222
Superannuation – defined contributions plans	65,614	75,103
Total employee benefits expenses	**618,787**	**730,840**
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	16,196	17,242
Less: Employee contribution (per the Statement of comprehensive income)	(2,744)	(3,240)
Net employee benefits	**632,239**	**744,842**

The Department is the legal employer of all the Public Sector CSA Agreement 2024 employees from the Department, the Housing Authority and the Disability Services Commission in accordance with the Public Service Commission Employee Disposition Notice following on from the Machinery of Government changes in 2017. As a result of the Machinery of Government changes effective from 1 July 2025, 1,458 Housing Authority employees transferred to the Department of Housing and Works on 1 July 2025, with a further 19 employees transferring on 27 February 2026. The remaining employees, whose transfers are subject to confirmation, are expected to transition in the following financial year. Please refer to Note 3.1.2, Note 6.1, Note 9.10 and Note 11 for further details of the transfers recognised.

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 comprising of employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, 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 26: Employee related provisions

Employee related provisions	2026 $'000	2025 $'000
Current **Employee benefits provisions**	**–**	**–**
Annual leave and other leave (a)	55,991	65,580
Long service leave (b)	61,530	69,406
Superannuation (c)	–	8,064
Purchase leave	27	73
Sub-total	**117,548**	**143,123**
Other provisions	**–**	**–**
Employment on-costs (d)	1,486	3,290
Total current employee related provisions	**119,034**	**146,413**
Non-current **Employee benefits provisions**	**–**	**–**
Long service leave (b)	18,029	27,564
Deferred leave (e)	434	842
Other provisions	**–**	**–**
Employment on-costs (d)	211	589
Total non-current employee related provisions	**18,674**	**28,995**
Total employee related provisions	**137,708**	**175,408**

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.

Provision of $47.202 million relating to the 1,477 Housing Authority employees covered by the Public Sector CSA Agreement 2024 who transitioned to the Department of Housing and Works during the 2025–26 financial year was transferred out from the Department. Please refer to Note 3.1.1, Note 6.1, Note 9.10 and Note 11 for further details of the transfers recognised.

(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 27: Annual leave and other leave liabilities

Annual leave and other leave liabilities	2026 $'000	2025 $'000
Within 12 months of the end of the reporting period	51,471	60,145
More than 12 months after the end of the reporting period	4,520	5,435
Total	**55,991**	**65,580**

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 28: Long service leave liabilities

Long service leave liabilities	2026 $'000	2025 $'000
Within 12 months of the end of the reporting period	16,817	18,886
More than 12 months after the end of the reporting period	62,742	78,084
Total	**79,559**	**96,970**

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 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 Consumer Price Index (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 29: Defined benefit superannuation plans

Defined benefit superannuation plans	Pension Scheme 2026 $'000	Pre-transfer GSS benefit 2026 $'000	Pension Scheme 2025 $'000	Pre-transfer GSS benefit 2025 $'000
Carrying amount at the start of the period	7,542	522	8,667	614
Interest cost	62,742	78,084	355	22
Net actuarial losses/(gains) recognised	–	–	(552)	2
Benefits paid	–	–	(928)	(116)
Transfer to Department of Housing and Works (refer to Notes 9.10 and 11)	(7,542)	(522)	–	–
Carrying amount at the end of the period	**–**	**–**	**7,542**	**522**

(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 30: Employment on-costs provision

Employment on-costs provision	2026 $'000	2025 $'000
Carrying amount at start of period	3,879	4,103
Additional/(reversals of) provisions recognised	(2,182)	(224)
Carrying amount at end of period	**1,697**	**3,879**

(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 31: Deferred leave

Deferred leave	2026 $'000	2025 $'000
Within 12 months of the end of the reporting period	105	356
More than 12 months after the end of the reporting period	329	486
Total	**434**	**842**

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 32: Grants and subsidies

Grants and subsidies	2026 $'000	2025 $'000
Recurrent	–	–
Bereavement assistance	1,124	1,177
Case support costs	60,917	54,264
Children's and leaving care subsidies	84,797	87,447
Grants and subsidies to private bodies	110,851	98,658
Grants and subsidies to government agencies	1,038	13,564
Hardship Utility Grant Scheme	13,351	11,224
High needs placement programs	–	32
Natural disaster assistance	250	130
Seniors Cost of Living Rebate	33,610	33,389
Seniors Safety and Security Rebate	1,770	2,251
Other	8,835	13,215
Total grants and subsidies	**316,543**	**315,351**

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 33: Funding for services

Funding for services	2026 $’000	2025 $’000
Recurrent	–	–
Care arrangements and support services for children in the CEO's care	364,162	387,458
Child protection assessments and investigations	6,762	5,743
Community services	62,090	61,090
Earlier intervention and family support services	47,994	42,681
Homelessness support services	111,765	100,055
Preventing and responding to family and domestic violence	117,544	86,844
Shared cost allocation	243	27
Total funding for services	**710,560**	**683,898**

3.4 Other expenditure

Table 34: Other expenditure

Other expenditure	2026 $'000	2025 $'000
Supplies and services	**–**	**–**
Communications	6,861	6,816
Consultants and contractors	39,891	38,095
Consumables	13,642	10,974
Contracts, equipment and licences	51,098	55,757
Leased equipment	684	660
Motor vehicle costs	5,362	5,841
Resources received free of charge – expenses	6,905	6,520
Service delivery agreement expenses – Housing Authority and Disability Service Commission	1,852	7,308
Staffing costs	13,083	13,280
Training	3,369	3,178
Travel	7,335	5,503
Other	1,152	1,784
Total supplies and services expenses	**151,234**	**155,716**
Accommodation expenses	**–**	**–**
Cleaning, gardening, security, rates and taxes	6,147	6,316
Insurance general	7,945	6,905
Minor works	23	17

Other expenditure	2026 $'000	2025 $'000
Power, water and gas	2,809	2,794
Rentals	37,961	37,470
Repairs and maintenance – buildings	7,300	7,464
Total accommodation expenses	**62,185**	**60,966**
Other expenses	**–**	**–**
Audit fees	921	972
Employment on-costs	19,894	12,906
Expected credit losses expense	1,441	375
Repairs and maintenance – equipment	40	54
Assets impairment losses	1,852	16,275
Total other expenses	**24,148**	**30,582**
Total other expenditure	**237,567**	**247,264**

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 the Housing Authority and the 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, the Housing Authority and the Disability Services Commission was introduced. Overheads were 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.

During the 2025–26 financial year, the Department and the Department of Housing and Works entered into a service agreement under which corporate services costs were pooled and allocated between the agencies in accordance with the existing Shared Cost Allocation Method.

Rentals are expensed as incurred as Memorandum of Understanding Agreements between the Department and the Department of Housing and Works 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 a Therapeutic Residential Care house caused by fire damage in December 2025. Refer to Note 5.1 Infrastructure, property, plant and equipment and Note 5.1.1 Depreciation and impairment.

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 35: Funding sources

Funding sources	Notes	2026 $'000	2025 $'000
Income from State Government	4.1	1,828,200	1,953,051
User charges and fees	4.2	16,402	14,683
Other income	4.3	6,147	3,751
Commonwealth grants and contributions	4.4	73,639	70,701
Gains/(losses) on disposal of non-current assets	4.5	(1,656)	(72)

4.1 Income from State Government

Table 36: Income from State Government

Income from State Government	2026 $'000	2025 $'000
Appropriations received during the period:	**–**	**–**
Service appropriation	1,582,784	1,537,026
Salaries and Allowances Act	1,312	1,578
Amounts receivable for services	21,067	17,735
Total appropriations received	**1,605,163**	**1,556,339**
Resources received from other public sector entities:	**–**	**–**
State Solicitor's Office – legal services	4,238	4,177
Department of Housing and Works – leasing services and Rapid Antigen Tests	1,160	757
Department of Education – provide training and maintenance of students	1,235	1,289
Landgate – land information and valuation services	–	13
Office of the Director of Public Prosecutions – working with children checks	20	27
Child and Adolescent Health Service – provide health assessments	229	244
Department of Primary Industries and Regional Development – office accommodation services	23	13
Total resources received	**6,905**	**6,520**
Royalties for Regions Fund:	**–**	**–**
Regional Community Services Account – Department of Primary Industries and Regional Development	14,158	13,849
Total Royalties for Regions Fund	**14,158**	**13,849**

Income from State Government	2026 $'000	2025 $'000
Income from other public sector entities:	**–**	**–**
Parenting community funding	624	600
Essential municipal services upgrade program (EMSUP)	–	3,122
Support sector	233	224
Ex-Tropical Cyclone Zelia	247	–
Great Southern storm	1	–
Marble Bar storm	80	–
Perth Hills storm	2	–
Youth at Risk – Empowered Youth Network	232	–
Ex-Tropical Cyclone Ellie	1,929	20,081
Mariginiup bushfires	23	627
Ex-Tropical Cyclone Ilsa	–	47
Cyclone Seroja	49	1,228
Health Navigator Pilot Program	–	208
District leadership groups	–	150
Ex-Tropical Cyclone Lincoln	–	40
Storm and tornado in the City of Bunbury	226	366
South West region storm	111	8
Pilbara Safe Spaces	–	1,103

Income from State Government	2026 $'000	2025 $'000
Asset Maintenance Fund	828	1,991
Building Minor Works – Housing Authority	729	–
National Redress Records FOI	7,745	8,902
Service delivery agreement income – Housing Authority and Disability Services Commission	188,915	337,646
Total income from other public sector entities	**201,974**	**376,343**
Total income from State Government	**1,828,200**	**1,953,051**

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 2026

Table 37: Summary of consolidated account appropriations

Consolidated account appropriations	2026 Budget $'000	2026 Section 25 transfers $'000	2026 Additional funding* $'000	2026 Revised budget $'000	2026 Actual $'000	2026 Variance $'000
Delivery of services	**–**	**–**	**–**	**–**	**–**	**–**
Item 78 Net amount appropriated to deliver services	1,577,267	(154)	26,738	1,603,851	1,603,851	–
Amount authorised by Other Statutes *- Salaries and Allowances Act 1975*	1,312	–	–	1,312	1,312	–
Total appropriations provided to deliver services	**1,578,579**	**(154)**	**26,738**	**1,605,163**	**1,605,163**	**–**
Capital	**–**	**–**	**–**	**–**	**–**	**–**
Item 147 Capital appropriations	22,127	–	1,975	24,102	24,102	–
Administered transactions	**–**	**–**	**–**	**–**	**–**	**–**
Item 79 Administered grants, subsidies and other transfer payments	1,415,027	–	–	1,415,027	1,353,010	(62,017)
Total consolidated account appropriations	**3,015,733**	**(154)**	**28,713**	**3,044,292**	**2,982,275**	**(62,017)**

* Additional funding includes supplementary funding and new funding authorised under section 27 of the *Financial Management Act 2006* and amendments to standing appropriations.

4.2 User charges and fees

Table 38: User charges and fees

User charges and fees	2026 $'000	2025 $'000
Adoption fees	83	62
Fines and penalties	533	366
Child care licensing fees	1,086	978
Working with children screening fees	11,753	11,441
National Disability Insurance Scheme (NDIS) screening fees	2,947	1,836
Total user charges and fees	**16,402**	**14,683**

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 39: Other Income

Other Income	2026 $'000	2025 $'000
Employee contributions (a)	2,744	3,240
Rebates and reimbursements	452	311
Recoupment of unspent funding	702	–
Income arising from property exchange (b)	2,200	–
Other	49	200
Total other income	**6,147**	**3,751**

(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.

(b) The Department, through the Ministerial Body, entered into a Land Exchange Agreement with an external party in the financial year 2022–23 to exchange land with dwelling being used as Therapeutic Residential Care House for land and construction of a new purpose-designed residential care facility by the external party. The construction of the new residential care facility was completed in the financial year 2025–26 and fair valued at $2.2 million by an independent valuer. Please refer to Note 4.5 and Note 5.1

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 40: Commonwealth grants and contributions

Commonwealth grants and contributions	2026 $'000	2025 $'000
National Housing and Homelessness Agreement	55,664	51,309
National Initiatives Program – Women's Safety Package	819	986
Indian Ocean Territories Service Delivery Program	1,021	755
Connected Beginnings Program – Roebourne	50	457
Family Court WA Pilot	799	769
National Partnership Agreement on COVID Response Funding Swap	–	381
Child Protection Tristate Pilot Project	149	110
Aged Care Screening Unit	–	1,500
National Partnership Family Domestic Sexual Violence Responses	15,137	14,434
Total Commonwealth grants and contributions	**73,639**	**70,701**

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

Gains/(Losses) on disposal of non-current assets	2026 $'000	2025 $'000
Net proceeds from disposal of non-current assets	**–**	**–**
Right-of-use assets	5,805	3,346
Carrying amount of non-current assets disposed	**–**	**–**
Office machines, furniture and equipment	(1)	(86)
Right-of-use assets	(5,839)	(3,332)
Land and buildings (a)	(1,621)	–
Net gains/(losses) on disposal of non-current assets	**(1,656)**	**(72)**

(a) The loss on disposal of land and buildings relates to the disposal of the Therapeutic Residential Care House through the Land Exchange Agreement entered into by the Ministerial Body. Please refer to Note 4.3 and Note 5.1.

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 42: Key assets

Key assets	Notes	2026 $'000	2025 $'000
Infrastructure, property, plant and equipment	5.1	187,230	166,146
Leasehold improvements	5.1	12,291	10,182
Work in progress	5.1, 5.3	14,450	5,011
Right-of-use assets	5.2	26,988	22,460
Intangible assets	5.3	2,078	1,397

5.1 Infrastructure, property, plant and equipment

Table 43: Infrastructure, property, plant and equipment year ended 30 June 2026

Year ended 30 June 2026	Land (i) $'000	Buildings (i) $'000	Infra-structure $'000	Office machines, furniture and equipment $'000	Computer equipment $'000	Leasehold improvements (ii) $'000	Work in progress $'000	Total $'000
1 July 2025	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
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)
Carrying amount at start of period	**90,193**	**75,228**	**–**	**659**	**66**	**10,182**	**4,873**	**181,201**
Additions	1,135	1,446	–	501	–	253	14,106	17,441
Transfers to/(from) work in progress	–	2,464	570	101	–	3,583	(6,718)	–
Transfers (iii) (at written down value)	(19)	–	–	–	–	–	–	(19)
Revaluation increments	16,163	5,735	–	–	–	–	–	21,898
Disposals	(1,210)	(411)	–	(1)	–	–	–	(1,622)
Impairment losses (iv)	–	(1,852)	–	–	–	–	–	(1,852)
Depreciation	–	(3,256)	(10)	(209)	(63)	(1,727)	–	(5,265)
Carrying amount at 30 June 2026	**106,262**	**79,354**	**560**	**1,051**	**3**	**12,291**	**12,261**	**211,782**
Gross carrying amount	106,262	79,354	570	2,941	790	38,031	12,261	240,209
Accumulated depreciation	–	–	(10)	(1,890)	(787)	(25,740)	–	(28,427)

(i) In the 2025–26 financial year, the Ministerial Body acquired land and building fair valued at $1.13 million and $1.07 million respectively under a Land Exchange Agreement with an external party. In exchange, the Department, through the Ministerial

Body, transferred land and building to the external party. The transferred land and building were derecognised in accordance with the Department's accounting policies resulting in a loss on disposal of $1.62 million. Refer to Note 4.3 and Note 4.5.

(ii) Included refurbishment works of $1.90 million (written down value) relating to the Armadale Family and Domestic Violence Hub owned by the Ministerial Body. The refurbishment was completed in 2024–25 financial year.

(iii) This transfer relates to surplus land transferred to the Department of Planning, Lands and Heritage. Refer to Note 9.10 Equity.

(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 and Note 5.1.1 Depreciation and impairment.

Table 44: Infrastructure, property, plant and equipment year ended 30 June 2025

Year ended 30 June 2026	Land $'000	Buildings $'000	Infra-structure $'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 period	**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 and Note 5.1.1 Depreciation and impairment.

Initial recognition

Items of infrastructure, 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 infrastructure, property, plant and equipment costing less than $5,000 are immediately expensed direct to the Statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of 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
- buildings.

Land is carried at fair value.

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

Infrastructure, 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 2025, with valuations performed during the year ended 30 June 2026 and recognised at 30 June 2026.

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 45: Depreciation and impairment

Charge for the period	2026 $'000	2025 $'000
Depreciation	–	–
Buildings	3,256	3,308
Infrastructure	10	–
Office machines, furniture and equipment	209	464
Computer equipment	63	161
Leasehold improvements	1,727	1,333
Total depreciation for the period	**5,265**	**5,266**

The Department assessed relevant assets for impairment and determined that impairment indicators existed as at 30 June 2026 in relation to a Therapeutic Residential Care House. An impairment loss was recognised to reflect the reduction in the asset's remaining economic benefits or service potential. Refer to Note 3.4 Other expenses and Note 5.1 Infrastructure, property, plant and equipment.

All surplus assets at 30 June 2026 have either been classified as assets held for sale or have been written-off.

Useful lives

All infrastructure, 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
Infrastructure	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 assets because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Non-financial assets, including items of infrastructure, 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 46: Right-of-use assets

Year ended 30 June 2026	Employee housing – Government $'000	Vehicles $'000	Total $'000
1 July 2025	**–**	**–**	**–**
Gross carrying amount	21,374	18,417	39,791
Accumulated amortisation	(8,296)	(9,035)	(17,331)
Carrying amount at start of period	**13,078**	**9,382**	**22,460**
Additions	18,810	6,104	24,914
Disposals	(5,513)	(326)	(5,839)
Depreciation	(10,327)	(4,220)	(14,547)
Carrying amount at 30 June 2026	**16,048**	**10,940**	**26,988**
Gross carrying amount	27,589	20,545	48,134
Accumulated amortisation	(11,541)	(9,605)	(21,146)

Table 47: 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)

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
- 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 with the Department of Housing and Works for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Housing and Works 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 48: Leases recognised in the Statement of comprehensive income

Leases recognised in the Statement of comprehensive income	2026 $'000	2025 $'000
Depreciation expense of right-of-use assets	14,547	12,836
Lease interest expense	1,570	1,174
Total amount recognised in the Statement of comprehensive income	**16,117**	**14,010**

The total cash outflow for leases in 2026 was $20.102 million (2025: $15.922 million). As at 30 June 2026 there were no indications of impairment to right-of-use assets.

5.3 Intangible assets

Table 49: Intangible assets – Year ended 30 June 2026

Year ended 30 June 2026	Computer software $'000	Work in progress $'000	Total $'000
1 July 2025	**–**	**–**	**–**
Gross carrying amount	46,098	138	46,236
Accumulated amortisation	(44,701)	–	(44,701)
Carrying amount at start of period	**1,397**	**138**	**1,535**
Additions	–	3,278	3,278
Transfers from work in progress	1,227	(1,227)	–
Amortisation expense	(546)	–	(546)
Carrying amount at 30 June 2026	**2,078**	**2,189**	**4,267**

Table 50: Intangible assets – Year ended 30 June 2025

Year ended 30 June 2025	Computer software $'000	Work in progress $'000	Total $'000
1 July 2024	**–**	**–**	**–**
Gross carrying amount	45,438	–	45,438
Accumulated amortisation	(40,474)	–	(40,474)
Carrying amount at start of period	**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**

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 $50,000 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

(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 51: Amortisation and impairment

Charge for the period	2026 $'000	2025 $'000
Computer software	546	4,227
Total amortisation for the period	**546**	**4,227**

As at 30 June 2026 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 52: Other assets and liabilities

Other assets and liabilities	Notes	2026 $'000	2025 $'000
Receivables	6.1	50,351	64,695
Amounts receivable for services	6.2	229,290	208,291
Other current assets	6.3	14,531	21,777
Payables	6.4	61,145	54,347
Income received in advance	6.5	–	610

6.1 Receivables

Table 53: Receivables

Receivables	2026 $'000	2025 $'000
Current	**–**	**–**
Trade receivables	1,262	2,595
Employee-related receivables	10,352	12,808
Other receivables	485	551
Allowance for impairment of receivables (a)	(670)	(371)
Accrued revenue	14,045	19,158
GST receivable	6,449	8,896
Total	**31,923**	**43,637**
Loans and advances:	–	–
Loan to children's trustees	–	17
Total Loans and advances	–	17
Total current	**31,923**	**43,654**
Non-current	**–**	**–**
Accrued salaries account (i)	18,428	20,973
Total accrued salaries account	18,428	20,973
Loans and advances:	–	–
Loan to children's trustees	–	68

Receivables	2026 $'000	2025 $'000
Total Loans and advances	–	68
Total non-current	**18,428**	**21,041**
Total receivables	**50,351**	**64,695**

(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 non-current 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 2026, the ECL rate was 0%. As such, there was an immaterial credit risk exposure as at 30 June 2026. 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. The loan was fully repaid during the financial year 2025–26.

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. The balance for 2025–26 financial year includes a transfer of $5.716 million to the Department of Housing and Works as part of the Public Sector Reform (PSR). Please refer to Note 3.1.1, Note 3.1.2, Note 9.10 and Note 11 for further details of the transfers recognised.

6.1.1 Movement in the allowance for impairment of receivables

Table 54: Movement in the allowance for impairment of receivables

Movement in the allowance for impairment of receivables	2026 $'000	2025 $'000
Movement in the allowance for impairment of receivables	**–**	**–**
Opening balance	371	336
Expected credit losses expense	1,441	375
Amount written off during the period	(1,142)	(340)
Allowance for impairment at end of period	**670**	**371**

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 55: Amounts receivable for services (Holding account)

Amounts receivable for services (Holding account)	2026 $'000	2025 $'000
Current	68	68
Non-current	229,222	208,223
Total amounts receivable for services at end of period	**229,290**	**208,291**

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 56: Other current assets

Other current assets	2026 $'000	2025 $'000
Current	–	–
Prepayments	14,418	21,636
Right to receive services	–	9
Other – prepaid cards	113	132
Total other assets at end of period	**14,531**	**21,777**

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 57: Payables

Payables	2026 $'000	2025 $'000
Current	**–**	**–**
Trade payables	15,705	16,178
Other payables	3,327	3,266
Accrued expenses	24,552	20,218
Accrued salaries	17,305	14,153
Total current	**60,889**	**53,815**
Non-current	**–**	**–**
Other – lease incentive liability	256	532
Total non-current	**256**	**532**
Total payables at end of period	**61,145**	**54,347**

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 the Housing Authority for financial year 2024–25 and the 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 58: Income received in advance

Income received in advance	2026 $'000	2025 $'000
Current	**–**	**–**
Income received in advance	–	610
Total income received in advance at end of period	**–**	**610**

7. Financing

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

Table 59: Financing

Financing	Notes
Lease liabilities	7.1
Finance costs	7.2
Cash and cash equivalents	7.3
Reconciliation of cash	7.3.1
Reconciliation of net cost of services to net cash flows used in operating activities	7.3.2
Restricted cash and cash equivalents	7.4
Capital commitments	7.5

7.1 Lease liabilities

Table 60: Lease liabilities

Lease liabilities	2026 $'000	2025 $'000
Current	**–**	**–**
Lease liabilities (secured)	11,551	9,904
Total current	**11,551**	**9,904**
Non-current	**–**	**–**
Lease liabilities (secured)	16,324	13,160
Total non-current	**16,324**	**13,160**
Total lease liabilities at end of period	**27,875**	**23,064**

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 payments 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 61: Finance costs

Finance costs	2026 $'000	2025 $'000
Finance costs	**–**	**–**
Lease interest expense	1,570	1,174
Total finance costs expensed	**1,570**	**1,174**

Finance costs represent the interest component of lease liability repayments.

7.3 Cash and cash equivalents

7.3.1 Reconciliation of cash

Table 62: Reconciliation of cash

Reconciliation of cash	2026 $'000	2025 $'000
Cash and cash equivalents	149,904	97,264
Restricted cash and cash equivalents	20,976	27,977
Total cash and cash equivalents at end of period	**170,880**	**125,241**

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 63: 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	2026 $'000	2025 $'000
Net cost of services	–	(1,810,853)	(1,911,793)
Non-cash items	**–**	**–**	**–**
Depreciation and amortisation expense	5.1, 5.2, 5.3	20,358	22,329
Expected credit losses expense	3.4	1,441	375
Resources received	4.1	6,905	6,520
Net (gains)/losses on disposal of non-current assets	4.5	1,656	72
Assets impairment losses	3.4	1,852	16,275
(Increase)/decrease in assets	**–**	**–**	**–**
Current receivables (a)	–	2,596	1,506
Other current assets	–	7,246	(9,676)
Increase/(decrease) in liabilities	**–**	**–**	**–**
Current payables (a)	–	7,074	(5,272)
Current provisions	–	21,626	13,739
Other income received in advance	–	(610)	139

Reconciliation of net cost of services to net cash flows used in operating activities	Notes	2026 $'000	2025 $'000
Non-current payables	–	(276)	(569)
Non-current provisions	–	(10,321)	(165)
Change in GST receivables/payables (b)	–	2,448	148
Net cash used in operating activities	**–**	**(1,748,858)**	**(1,866,372)**

(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 64: Restricted cash and cash equivalents

Restricted cash and cash equivalents	2026 $'000	2025 $'000
Current	**–**	**–**
Commonwealth Paid Parental Leave Scheme (a)	124	134
Essential and Municipal Services Improvement in Remote Aboriginal Areas (EMSUP)	–	2,762
Indian Ocean Territories Service Delivery Program (b)	516	268
National Redress Records	6,425	6,603
Redress Unclaimed Monies	93	93
Family Law Information Sharing	1,390	1,142
National Partnership Family Domestic Sexual Violence Respond	2,221	3,653
Royalties for Regions Fund (c)	1,975	4,017

Restricted cash and cash equivalents	2026 $'000	2025 $'000
National Housing and Homelessness Agreement (NHHA)	1,400	1,400
Community Services Trust (d)	321	254
Children and young people in CEO's care private cash account (e)	1,185	1,207
Seniors Rebates (f)	5,326	4,982
Excess specific purpose funds – Housing Authority and Disability Services Commission (g)	–	5
Money incorrectly received – other government agencies (h)	–	1,457
Total restricted cash and cash equivalents	**20,976**	**27,977**

(a) Funds held in this account are for 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) 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 65: Capital commitments

Capital commitments	2026 $'000	2025 $'000
Within 1 year	5,267	635
Later than 1 year and not later than 5 years	108	217
Total	**5,375**	**852**

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.

Table 66: Risk and contingencies

Risk and contingencies	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 67: Categories of financial instruments

Categories of financial instruments	2026 $'000	2025 $'000
Financial assets	–	–
Cash and cash equivalents	149,904	97,264
Restricted cash and cash equivalents	20,976	27,977
Receivables (i)	43,902	55,799
Amounts receivable for services	229,290	208,291
Total financial assets	**444,072**	**389,331**
Financial liabilities	–	–
Financial liabilities measured at amortised cost (ii)	60,889	53,815
Finance lease liability	27,875	23,064
Total financial liabilities	**88,764**	**76,879**

(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 68: Interest rate exposure and maturity analysis of financial assets and financial liabilities

		Interest rate exposure					Maturity dates				
30 June 2026	**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**	**Nominal amount $'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	–	149,904	–	–	149,904	149,904	149,904	–	–	–	–
Restricted cash and cash equivalents	–	20,976	–	–	20,976	20,976	20,976	–	–	–	–
Receivables (i)	–	43,902	–	–	43,903	43,902	25,474	–	–	18,428	–
Amount receivable for services	–	229,290	–	–	229,290	229,290	–	–	68	–	229,222
Total	**–**	**444,072**	**–**	**–**	**444,072**	**444,072**	**196,354**	**–**	**68**	**18,428**	**229,222**

30 June 2026	Interest rate exposure						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	Nominal amount $'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 liabilities	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Payables	–	60,889	–	–	60,889	60,889	60,889	–	–	–	–
Lease liabilities – Employee housing	5.28	16,371	–	–	16,371	16,371	906	1,624	5,749	7,849	243
Lease liabilities – vehicles	7.74	11,504	–	–	11,504	11,504	272	548	2,452	8,106	126
Total	**–**	**88,764**	**–**	**–**	**88,764**	**88,764**	**62,067**	**2,172**	**8,201**	**15,955**	**369**

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

Table 69: Interest rate exposure and maturity analysis of financial assets and financial liabilities

		Interest rate exposure					Maturity dates				
30 June 2025	**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**	**Nominal amount $'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)	–	55,799	–	–	55,799	55,799	34,743	4	11	21,041	–
Amounts receivable for services	–	208,291	–	–	208,291	208,291	–	–	68	–	208,223
Total	**–**	**389,331**	**–**	**–**	**389,331**	**389,331**	**159,984**	**4**	**79**	**21,041**	**208,223**
Financial liabilities	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Payables	–	53,815	–	–	53,815	53,815	53,815	–	–	–	–
Lease liabilities – Employee housing	4.89	13,318	–	–	13,318	13,318	790	1,459	5,234	5,835	–
Lease liabilities – Vehicles	7.42	9,746	–	–	9,746	9,746	206	408	1,807	7,115	210
Total	**–**	**76,879**	**–**	**–**	**76,879**	**76,879**	**54,811**	**1,867**	**7,041**	**12,950**	**210**

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

The State Solicitor's Office has estimated that a total amount of $0.3 million (2025: nil) may be receivable as compensation at some future point in time. Whilst this is acknowledged as a contingent asset of the Department, it has yet to be determined whether the Department will ultimately receive the actual amounts paid as compensation, if any.

8.2.2. Contingent liabilities

During the 2024–25 financial year, the Australian Human Rights Commission (AHRC) notified the Department, through the State Solicitor's Office, that a complaint was 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 claimed that the Department and its officers had 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.

The State Solicitor's Office is managing this issue on behalf of the Department and has confirmed that the position remains largely unchanged due to the Complainants' repleading of the statement of claim. 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 $9.751 million (2025: $12.758 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 the reporting date.

8.3 Fair value measurements

Table 70: Fair value measurements 2026

2026 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	–	36,981	69,281	106,262
Buildings	5.1	–	29,424	49,930	79,354
Total	**–**	**–**	**66,405**	**119,211**	**185,616**

Table 71: 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**

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 (High utility land use assets)

High utility land values are measured by drawing comparison between the subject asset as a going concern and market pricing data of assets having similar utility and service capacity.

The assessed Highest and Best Use Value is based upon comparable utility transactions and is adjusted for valuation deferment recognition. Valuation deferment is the practice of delaying the recognition or calculation of an asset's value until a future date, primarily used to manage uncertainty, account for value over time, restrictions on ownership and current use considerations. The value of the land reflects differences between public and private sector market associated with title conversion, time deferments, and other factors including encumbrances, title status, management orders or lease conditions.

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 72: Fair value measurements 2026

2026	Land $'000	Buildings $'000	Total $'000
Fair value at start of period	58,133	49,904	108,037
Additions	–	1,136	1,136
Revaluation increments	11,148	2,888	14,036
Impairment losses	–	(1,852)	(1,852)
Depreciation expense	–	(2,146)	(2,146)
Fair value at end of period	**69,281**	**49,930**	**119,211**

Table 73: 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.

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.

Table 74: Other disclosures

Other disclosures	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.

9.2 Initial application of Australian Accounting Standards

After assessing 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.

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 on/after 1 January 2026	**Operative for reporting periods beginning on/after**
AASB 2024-2	Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments 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. The Department has not assessed the impact of the Standard.	**1 January 2026**

AASB 2024-3	Amendments to Australian Accounting Standards – Annual Improvements Volume 11 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. The Department has not assessed the impact of the Standard.	**1 January 2026**
	Operative for reporting periods on/after 1 January 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. 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 January 2028**

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 75: Compensation band

Compensation band ($)	2026	2025
550,001 – 600,000	1	1
400,001 – 450,000	1	1
350,001 – 400,000	1	1
300,001 – 350,000	1	–
250,001 – 300,000	2	1
200,001 – 250,000	2	10
150,001 – 200,000	2	1
100,001 – 150,000	2	1
50,001 – 100,000	2	–
0 – 50,000	1	1
Total	**15**	**17**

Table 76: Compensation of senior officers

Compensation of senior officers	2026 $'000	2025 $'000
Short-term employee benefits	2,764	3,494
Post-employment benefits	364	414
Other long-term benefits	313	347
Termination benefits	41	–
Total compensation of senior officers	**3,482**	**4,255**

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
- 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 Housing and Works (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)
- service delivery agreement income received from and expenses paid to the Housing Authority and the 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 77: Affiliated bodies

Affiliated bodies	2026 $'000	2025 $'000
Child protection and family support	658,690	610,159
Community development	67,550	55,194
Total	**726,240**	**665,353**

9.8 Special purpose accounts

Special Purpose Account section 16(1)(c) of 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 for such other children specific purposes as directed by the donors.

Table 78: Community Services Trust

Community Services Trust	2026 $'000	2025 $'000
Balance at start of period	254	174
Receipts	265	315
Payments	(198)	(235)
Balance at end of period	**321**	**254**

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 Department's Director General.

Table 79: 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	2026 $'000	2025 $'000
Balance at start of period	1,207	1,335
Receipts	139	206
Payments	(161)	(334)
Balance at end of period	**1,185**	**1,207**

Special Purpose Account section 16(1)(d) of 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 80: Indian Ocean Territories Service Delivery Program

Indian Ocean Territories Service Delivery Program	2026 $'000	2025 $'000
Balance at start of period	268	102
Receipts	1,021	755
Payments	(773)	(589)
Balance at end of period	**516**	**268**

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 81: Remuneration of auditors

Remuneration of auditors	2026 $'000	2025 $'000
Auditing the accounts, controls, financial statements and key performance indicators	881	901

9.10 Equity

Table 82: Equity

Equity	2026 $'000	2025 $'000
Contributed equity	**–**	**–**
Balance at start of period	293,192	272,148
Contribution by owners	**–**	**–**
Capital appropriations	24,102	21,946
Other contribution by owners	**–**	**–**
Digital Capability Fund	4,776	6,791
Transfer (out)/in to/from other agencies	–	49
Total contribution by owners	**28,878**	**28,786**
Restructure of administrative arrangements	**–**	**–**
Net liabilities transferred out	41,486	–
Distributions to owners	**–**	**–**
Transfer out to other agencies - Work in progress (i)	–	(1,107)
Transfer out to other agencies - Land	(19)	–
Transfer out to other agencies - Buildings (i)	–	(6,635)
Total distributions to owners	**(19)**	**(7,742)**
Total contributed equity at end of period	**363,537**	**293,192**

Equity	2026 $'000	2025 $'000
Asset revaluation reserve	**–**	**–**
Balance at the start of period	58,724	21,236
Net revaluation increments/(decrements)	**–**	**–**
Land	16,163	21,957
Buildings	5,735	15,531
Transfer out to accumulated surplus on realisation	**–**	**–**
Land	(603)	–
Buildings	(1,480)	–
Balance at end of period	**78,539**	**58,724**
Accumulated surplus/(deficit)	**–**	**–**
Balance at start of period	19,855	(21,403)
Revaluation surplus realised	2,083	–
Result for the period	17,347	41,258
Accumulated surplus/(deficit) at end of period	**39,285**	**19,855**
Total equity at end of period	**481,361**	**371,771**

(i) These transfers relate to the transfer of the Temporary Accommodation Units (TAUs) from the Department to the Housing Authority in 2024–25 financial year. The TAUs were originally purchased by the Department as temporary accommodation for the residents impacted by the ex-tropical cyclone Ellie in early 2023.

9.11 Supplementary financial information

(a) Write-offs

Table 83: Write-offs

The Accountable Authority	2026 $'000	2025 $'000
Subsidy overpayments (foster carers)	340	156
Salary overpayments	775	155
Other	27	29
Total	**1,142**	**340**

(b) Gifts of public property

Table 84: Gifts of public property

Gifts of public property	2026 $'000	2025 $'000
Gifts of public property provided by the Department	14	2
Total	**14**	**2**

(c) Act of grace payments

During the reporting period there was no Act of grace payment (2025: nil) made under the authority of the Minister.

10. Explanatory statements

This section explains variations in the financial performance of the Department.

Table 85: Explanatory statements

Explanatory statements	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.

Notes include additional narrative disclosures where qualitative assessment indicates that their omission may adversely affect users' understanding of the financial statements.

All variances between annual estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 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 $1,907,509,000), and
    - Total assets of the annual estimates for the Statement of financial position (i.e. 1% of $564,828,000).
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 $2,000,928,000), and
    - Total assets of the previous year for the Statement of financial position (i.e. 1% of $625,200,000).

10.1.1 Statement of comprehensive income variances

Table 86: Statement of comprehensive income variances

Statement of comprehensive income variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Expenses	–	–	–	–	–	–
Employee benefits expense	(a)	627,999	618,787	730,840	(9,212)	(112,053)
Supplies and services	–	137,211	151,234	155,716	14,023	(4,482)
Depreciation and amortisation expense	–	21,066	20,358	22,329	(708)	(1,971)
Finance costs	–	1,225	1,570	1,174	345	396
Accommodation expenses	–	53,578	62,185	60,966	8,607	1,219
Grants and subsidies	–	314,795	316,543	315,351	1,748	1,192
Funding for services	–	713,027	710,560	683,898	(2,467)	26,662
Losses on disposal of non-current assets	–	–	1,656	72	1,656	1,584
Other expenses	–	38,608	24,148	30,582	(14,460)	(6,434)
Total cost of services	–	**1,907,509**	**1,907,041**	**2,000,928**	**(468)**	**(93,887)**
Revenue and Income	–	–	–	–	–	–
User charges and fees	–	13,275	16,402	14,683	3,127	1,719
Other revenue	–	3,545	6,147	3,751	2,602	2,396

Statement of comprehensive income variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Commonwealth grants and contributions	–	71,448	73,639	70,701	2,191	2,938
Gains on disposal of non-current assets	–	–	–	–	–	–
Total income other than income from State Government	–	**88,268**	**96,188**	**89,135**	**7,920**	**7,053**
Net cost of services	–	**1,819,241**	**1,810,853**	**1,911,793**	**(8,388)**	**(100,940)**
Income from State Government	–	**–**	**–**	**–**	**–**	**–**
Service appropriation	–	1,578,579	1,605,163	1,556,339	26,584	48,824
Resources received	–	5,268	6,905	6,520	1,637	385
Royalties for Regions Fund	–	17,671	14,158	13,849	(3,513)	309
Income from other public sector entities	(b)	191,575	201,974	376,343	10,399	(174,369)
Total income from State Government	–	**1,793,093**	**1,828,200**	**1,953,051**	**35,107**	**(124,851)**
Surplus/(Deficit) for the period	–	**(26,148)**	**17,347**	**41,258**	**43,495**	**(23,911)**
Other comprehensive income	–	**–**	**–**	**–**	**–**	**–**
Changes in asset revaluation surplus	–	–	21,898	37,488	21,898	(15,590)
Total other comprehensive income	–	**–**	**21,898**	**37,488**	**21,898**	**(15,590)**
Total comprehensive income/(loss) for the period	**–**	**(26,148)**	**39,245**	**78,746**	**65,393**	**(39,501)**

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major Variance Narratives

Variances between estimate and actual results for 2026

There are no major variances.

Variances between actual results for 2026 and 2025

(a) Employee benefits expenses are $112.1 million (15.3%) lower than 2024–25 primarily due to the transfer of Housing Authority employees to the Department of Housing and Works from 1 July 2025 under Public Sector Reform (PSR). There was $160 million of salary and superannuation costs associated with Housing Authority employees in 2024–25. This impact was offset due to the public sector 4% pay increase and additional funding received in 2025–26 year for the Child Protection front line staff and the Out-of-Home Care Reform.

(b) Income from other public sector entities is $174.4 million (46.3%) lower than 2024–25 primarily due to the transfer of the Housing Authority employees to the Department of Housing and Works from 1 July 2025. Under the Service Delivery Agreement between the Department and the Housing Authority, the Department recouped $163 million from the Housing Authority in 2024–25 for employees providing services to the Housing Authority, which ceased following the transfer of these employees.

10.1.2 Statement of financial position variances

Table 87: Statement of financial position variances

Statement of financial position variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Assets **Current assets**	–	–	–	–	–	–
Cash and cash equivalents	–	28,236	149,904	97,264	121,668	52,640
Restricted cash and cash equivalents	–	28,444	20,976	27,977	(7,468)	(7,001)
Receivables	–	58,535	31,923	43,654	(26,612)	(11,731)
Amounts receivable for services	–	68	68	68	–	–
Other current assets	(a)	12,437	14,531	21,777	2,094	(7,246)
Total current assets	–	**127,720**	**217,402**	**190,740**	**89,682**	**26,662**
Non-current assets	–	–	–	–	–	–
Restricted cash and cash equivalents	–	185	–	–	(185)	–
Receivables	–	15,515	18,428	21,041	2,913	(2,613)
Amounts receivable for services	(b)	232,489	229,222	208,223	(3,267)	20,999
Infrastructure, property, plant and equipment	1, (c)	160,321	187,230	166,146	26,909	21,084
Leasehold improvements	2	3,870	12,291	10,182	8,421	2,109

Statement of financial position variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Work in progress	3, (d)	4,517	14,450	5,011	9,933	9,439
Right-of-use assets	4	17,705	26,988	22,460	9,283	4,528
Intangible assets	–	2,506	2,078	1,397	(428)	681
Total non-current assets	–	**437,108**	**490,687**	**434,460**	**53,579**	**56,227**
Total assets	–	**564,828**	**708,089**	**625,200**	**143,261**	**82,889**
Liabilities **Current liabilities**	–	–	–	–	–	–
Payables	–	61,842	60,889	53,815	(953)	7,074
Lease liabilities	–	9,341	11,551	9,904	2,210	1,647
Income received in advance	–	471	–	610	(471)	(610)
Employee-related provisions	5, (e)	144,200	119,034	146,413	(25,166)	(27,379)
Total current liabilities	–	**215,854**	**191,474**	**210,742**	**(24,380)**	**(19,268)**
Non-current liabilities	–	–	–	–	–	–
Payables	–	1,101	256	532	(845)	(276)
Lease liabilities	6	9,182	16,324	13,160	7,142	3,164
Employee related provisions	7, (f)	29,160	18,674	28,995	(10,486)	(10,321)

Statement of financial position variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Total non-current liabilities	**–**	**39,443**	**35,254**	**42,687**	**(4,189)**	**(7,433)**
Total liabilities	**–**	**255,297**	**226,728**	**253,429**	**(28,569)**	**(26,701)**
Net assets	**–**	**309,531**	**481,361**	**371,771**	**171,830**	**109,590**
Equity	**–**	**–**	**–**	**–**	**–**	**–**
Contributed equity	–	329,853	363,537	293,192	33,684	70,345
Reserves	–	21,240	78,539	58,724	57,299	19,815
Accumulated surplus/(deficit)	–	(41,562)	39,285	19,855	80,847	19,430
Total equity	**–**	**309,531**	**481,361**	**371,771**	**171,830**	**109,590**

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major variance narratives

Variances between estimate and actual results for 2026

1. Infrastructure, property, plant and equipment are $26.9 million (16.8%) higher than the estimate primarily due to higher land and property valuations following the annual revaluation process.
2. Leasehold improvements are $8.4 million (217.6%) higher than the estimate primarily due to the fit outs of Out of Home Care properties, the Mirrabooka FDV One-Stop-Hub and the Walyalup Training Centre.
3. Work in progress are $9.9 million (219.9%) higher than the estimate primarily due to Out of Home Care properties fit outs and improvements to the Halls Creek and Kununurra offices.
4. Right-of-use assets are $9.3 million (52.4%) higher than the estimate primarily due to:
    - $7.4 million increase in leased rental properties relating to Government Regional Officer Housing Program
    - $1.8 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.
5. Employee related provisions (Current liabilities) are $25.2 million (17.5%) lower than the estimate primarily due to the transfer of 1,477 employees associated with Housing Authority functions to the Department of Housing and Works during 2025–26 as part of public sector reform. Associated current and non-current employee leave provisions totalling $39.1 million were transferred, comprising $16.6 million for annual leave, $22.2 million for long service leave and $0.3 million for other leave.
6. Lease liabilities are $7.1 million (77.8%) higher than the estimate primarily due to a $5.2 million increase in leased rental properties under the Government Regional Officers' Housing (GROH) program and a $1.9 million increase in leased motor vehicles, mainly reflecting a higher number of leased vehicles in regional areas.

7. Employee related provisions (Non-current liabilities) are $10.5 million (36.0%) lower than the estimate primarily due to the transfer of 1,477 employees associated with Housing Authority functions to the Department of Housing and Works during 2025–26 as part of public sector reform. Associated current and non-current employee leave provisions totalling $39.1 million were transferred, comprising $16.6 million for annual leave, $22.2 million for long service leave and $0.3 million for other leave.

Variances between actual results for 2026 and 2025

(a) Other current assets are $7.2 million (33.3%) lower than 2024–25 primarily due to a downward movement in prepayments for the Home Stretch program ($4.7 million) and timing of software licensing ($3.2 million).

(b) Amounts receivable for services is $21.0 million (10.1%) higher than 2024–25 primarily due to the increase in non-current receivables for services in 2025–26 primarily reflects updates to the Government Regional Officers' Housing (GROH) and State Fleet models under AASB 16 Leases.

(c) Infrastructure, property, plant and equipment are $21.1 million (12.7%) higher than 2024–25 primarily due to due to higher land and property valuations following the annual revaluation process.

(d) Work in progress are $9.4 million (188.4%) higher than 2024–25 primarily due to Out of Home Care properties fit outs and improvements to the Halls Creek and Kununurra offices.

(e) Employee related provisions (Current liabilities) are $27.4 million (18.7%) lower than 2024–25 primarily due to the transfer of 1,477 employees associated with Housing Authority functions to the Department of Housing and Works during 2025–26 as part of public sector reform. Associated current and non-current employee leave provisions totalling $39.1 million were transferred, comprising $16.6 million for annual leave, $22.2 million for long service leave and $0.3 million for other leave.

(f) Employee related provisions (Non-current liabilities) are $10.3 million (35.6%) lower than 2024–25 primarily due to the transfer of 1,477 employees associated with Housing Authority functions to the Department of Housing and Works during 2025–26 as part of public sector reform. Associated current and non-current employee leave provisions totalling $39.1 million were transferred, comprising $16.6 million for annual leave, $22.2 million for long service leave and $0.3 million for other leave.

10.1.3 Statement of cash flow variances

Table 88: Statement of cash flow variances

Statement of cash flow variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Cash flows from State Government – Receipts	**–**	**–**	**–**	**–**	**–**	**–**
Service appropriation	–	1,557,512	1,582,784	1,537,026	25,272	45,758
Capital appropriations	–	22,127	24,102	21,946	1,975	2,156
Holding account drawdown	–	68	68	68	–	–
Royalties for Regions Fund	–	17,671	14,158	13,849	(3,513)	309
National Redress Records	–	3,372	7,745	8,902	4,373	(1,157)
Digital Capability Fund	–	5,266	4,776	6,791	(490)	(2,015)
Income from other public sector entities - Service delivery agreement	(a)	175,421	192,341	339,392	16,920	(147,051)
Income from other public sector entities - others	(b)	12,782	6,626	31,422	(6,156)	(24,796)
Net cash provided by State Government	**–**	**1,794,219**	**1,832,600**	**1,959,396**	**38,381**	**(126,796)**
Utilised as follows:	–	–	–	–	–	–
Cash flows from operating activities – Payments	**–**	**–**	**–**	**–**	**–**	**–**
Employee benefits	(c)	(626,558)	(605,232)	(724,971)	21,326	119,739
Supplies and services	–	(133,892)	(131,685)	(143,453)	2,207	11,768

Statement of cash flow variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Finance costs	–	(1,225)	(1,570)	(1,174)	(345)	(396)
Accommodation	–	(68,695)	(61,470)	(63,067)	7,225	1,597
Grants and subsidies	–	(313,195)	(311,339)	(324,570)	1,856	13,231
Funding for services	–	(713,030)	(712,296)	(683,898)	734	(28,398)
GST payments on purchases	1	(42,397)	(110,254)	(104,824)	(67,857)	(5,430)
Other payments	–	(23,167)	(20,845)	(14,513)	2,322	(6,332)
Cash flows from operating activities – Receipts	**–**	**–**	**–**	**–**	**–**	**–**
User charges and fees	–	13,120	15,792	14,822	2,672	970
Commonwealth grants and contributions	–	71,448	73,639	70,701	2,191	2,938
GST receipts on sales	–	82	577	579	495	(2)
GST receipts from taxation authority	2	42,315	109,677	104,245	67,362	5,432
Other receipts	–	3,700	6,148	3,751	2,448	2,397
Net cash used in operating activities	**–**	**(1,791,494)**	**(1,748,858)**	**(1,866,372)**	**42,636**	**117,514**
Cash flows from investing activities – Payments	**–**	**–**	**–**	**–**	**–**	**–**
Purchase of non-current assets	–	(11,687)	(20,719)	(13,849)	(9,032)	(6,870)

Statement of cash flow variances	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Cash flows from investing activities – Receipts	**–**	**–**	**–**	**–**	**–**	**–**
Proceeds from sale of non-current assets	–	–	5,805	3,346	5,805	2,459
Net cash used in investing activities	**–**	**(11,687)**	**(14,914)**	**(10,503)**	**(3,227)**	**(4,411)**
Cash flows from financing activities – Payments	**–**	**–**	**–**	**–**	**–**	**–**
Principal elements of lease	–	(12,046)	(20,102)	(15,922)	(8,056)	(4,180)
Payment to accrued salaries account	–	–	(3,171)	(5,459)	(3,171)	2,288
Loan to children's trustees	–	–	84	(84)	84	168
Net cash used in financing activities	**–**	**(12,046)**	**(23,189)**	**(21,465)**	**(11,143)**	**(1,724)**
Net (decrease)/increase in cash and cash equivalents	**–**	**(21,008)**	**45,639**	**61,056**	**66,647**	**(15,417)**
Cash and cash equivalents at the beginning of the period **	–	177,207	125,241	64,185	(51,966)	(61,056)
Cash and cash equivalents at the end of the period	**–**	**156,199**	**170,880**	**125,241**	**14,681**	**45,639**

* The estimates are published in accordance with TG 9.2 Annual Estimates.

** Due to Public Sector Reform changes effective 1 July 2025 involving the separation of the Housing Authority from the Department of Communities, prior-period Service Delivery receipts and payments were not restated to reflect the revised reporting entity. Consequently, the opening cash balance used in the Section 40 Cash Flow Statement was overstated by $99.3 million, resulting in a corresponding overstatement of the closing cash balance reported in the Statement of cash flows. The cash and restricted cash balances reported in the Statement of financial position are not affected. Refer to Note 11.1 for further information on the restructuring of administrative arrangements.

Major Variance Narratives

Variances between estimate and actual results for 2026

1. GST payments on purchases are $67.9 million (160.1%) higher than the estimate primarily due to additional departmental purchases which result in additional GST payments.
2. GST receipts from taxation authority are $67.4 million (159.2%) higher than the estimate primarily due to the department claiming back input tax credits more than was estimated due to its increased expenditure.

Variances between actual results for 2026 and 2025

(a) Income from other public sector entities - Service delivery agreement is $147 million (43.3%) lower than 2024–25 due to the Housing Authority employee's transferring to the Department of Housing and Works (refer to note (c) below). In 2024–25 the Department received $163 million income from Housing Authority for employee benefits expenses as part of the Service Level Agreement.

(b) Income from other public sector entities - others is $24.8 million (78.9%) lower than 2024–25 primarily due to the timing of funding received for the Kimberley Floods Recovery package.

(c) Employee benefits are $119.7 million (16.5%) lower than 2024–25 primarily due to the transfer of Housing Authority employees to the Department of Housing and Works from 1 July 2025 under PSR.

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 2026, and between the actual results for 2026 and 2025 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 $1,415,027,000 for the current year and 1% of $1,173,791,000 for the previous year in the table below).

Table 89: Income from administered items

Income from administered items	Variance notes	Estimate* 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Income	–	–	–	–	–	–
Administered appropriations	(a)	1,415,027	1,353,010	1,173,791	(62,017)	179,219
Total administered income	–	**1,415,027**	**1,353,010**	**1,173,791**	**(62,017)**	**179,219**
Expenses	–	–	–	–	–	–
Grants and subsidies expense – State contributions to NDIS	–	1,415,027	1,353,011	1,242,690	(62,016)	110,321
Total administered expense	–	**1,415,027**	**1,353,011**	**1,242,690**	**(62,016)**	**110,321**

* The estimates are published in accordance with TG 9.2 Annual Estimates.

Major Variance Narratives

Variances between estimate and actual results for 2026

There are no major variances.

Variances between actual results for 2026 and 2025

(a) Administered appropriations increased by $179.2 million (15.3%) reflecting higher State contributions to the NDIS under the WA Bilateral Agreement with the Commonwealth, with funding increasing in line with growth in the cost of NDIS supports for WA participants.

11. Restructure of administrative arrangements

This section summarises the assets and liabilities transferred during the restructures of administrative arrangements during the reporting period in accordance with AASB 1004.

11.1 Restructuring of administrative arrangements (controlled) as at transfer date

In support of the WA State Government's Public Sector Reform (PSR) 2025, the Department's housing functions, including the Housing Authority legal entity, social and affordable housing and property and tenancy management functions were consolidated into the Department of Housing and Works on 1 July 2025.

The PSR is delivered in two stages:

- Stage 1 - the transition of the housing functions with 1,458 employees directly related to the functions transferred from the Department to the Department of Housing and Works on 1 July 2025.
- Stage 2 - the transition of the corporate services and operational support functions related to the housing functions with 19 employees transferred from the Department to the Department of Housing and Works on 27 February 2026.

As a part of ongoing public sector reform, further implementation activities are expected in next financial year. Current planning assumption includes 67 positions in Tranche 2 and 78 positions in Tranche 3 under Stage 2, with further 10 positions associated with the remaining Stage 2 implementation after December 2026. Implementation arrangements remain subject to ongoing agency planning and operational requirements.

Please refer to Note 3.1.1, Note 3.1.2, Note 6.1 and Note 9.10 for further details of the transfers recognised.

Any net assets received by, or transferred from, the Department as a result of the administrative restructure are recognised in the financial statements as a contribution by owners or distribution to owners, respectively.

Table 90: Restructuring of administrative arrangements (controlled) as at transfer date

Restructuring of administrative arrangements (controlled) as at transfer date	Transfer out Housing Authority Stage 1 $'000	Transfer out Housing Authority Stage 2 $'000	Transfer out Housing Authority Total $'000
Assets	**–**	**–**	**–**
Receivables (Refer to Note 6.1)	5,655	61	5,716
Total assets	**5,655**	**61**	**5,716**
Liabilities	**–**	**–**	**–**
Employee related provisions (Refer to Note 3.1.2)	–	–	–
Leave provisions	38,542	596	39,138
Superannuation	8,064	–	8,064
Total liabilities	**46,606**	**596**	**47,202**
Net transfers out (Refer to Note 9.10)	**40,951**	**535**	**41,486**



Audited key performance indicators

Audited key performance indicators

Certification of key performance indicators

For the reporting period ended 30 June 2026

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 2026.



Mike Rowe
Director General
Accountable Authority
10 September 2026

Detailed information in support of key performance indicators

State Government Goal

Communities contributes to the State Government Goal of “Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.”

Reporting exemption

On 26 June 2026, Communities received a Treasurer’s Direction under section 61(1)(b) of the *Financial Management Act 2006*, confirming that it is not required to report key performance indicators for the following outcome and service in the annual report with respect to the 2025–26 financial year:

- Outcome: Efficient and effective corporate services to client agency
- Service: Corporate Support - Transitional Arrangements

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.

Several factors contributed to the 2025–26 Actual being lower than both the 2024–25 Actual and the 2025–26 Budget Target. One significant factor was the intentional scheduling and prioritisation of a higher number of existing Working Towards services, and services identified by the Australian Government as high-risk, requiring assessment. As a result, the proportion of Working Towards services included in the total assessments increased from 20 per cent in 2024–25 to 35 per cent in 2025–26.

Table 91: Percentage of assessed early childhood education and care services that met or exceeded national standards

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
80%	73%	83%	87%

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 92: The take-up rate of Seniors Card

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
95%	92%	93%	94%

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 93: Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
98%	92%	97%	98%

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 94: Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
97%	93%	97%	96%

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.

The 2025–26 Actual is higher than both the 2025–26 Budget Target and the 2024–25 Actual. The result primarily reflects an increased regulatory effort (as part of the $1.1 million State Government investment to implement recommendations from the Snap Review and child safety reforms) associated with monitoring legislative reform requirements, investigating a higher volume of non-compliance matters and notifications, and assessing strengthened child safety requirements under the National Quality Standard. While the number of licensed services remained relatively stable, the complexity and time required to regulate each service increased, driving higher resource requirements.

Table 95: 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
2025–26	$9,480	$10,971	$15,187,689	$16,544,285	1,602	1,508
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

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 2025–26 Actual is significantly higher than the 2025–26 Budget Target, reflecting the broader range of services and programs administered through the Seniors Card Centre and the associated staffing and operational resources required to support service delivery. The 2025–26 Actual is lower than the 2024–25 Actual, which primarily reflects the cessation of temporary staffing arrangements established in 2024–25 to support Cost of Living Rebate applications.

Table 96: 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
2025–26	$8.15	$13.20	$3,547,427	$5,698,927	435,520	431,632
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

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 2025–26 Actual is higher than the 2025–26 Budget Target, reflecting increased external service costs associated with Working with Children Checks, and implementation costs for the Working with Children Online Portal.

Table 97: 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
2025–26	$27	$38	$5,359,972	$7,045,500	195,957	184,996
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

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 98: Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
90%	89%	89%	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

Earlier intervention 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 99: 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

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
90%	87%	86%	83%

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.

The 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual. The result reflects the year on year increase in clients (consistent with the increase in FDV cases shown in the table against the key performance indicator “Average cost per FDV case” further below) and the ongoing complex nature of family and domestic violence, where risk can persist or escalate following an initial intervention particularly as significant issues such as alcohol and other drug abuse are involved. As a consequence, some clients require further FDV-related responses within 12 months despite receiving an assessment and service response. Other factors contributing to repeat responses include the coercive, controlling and pattern-based nature of perpetrator behaviour, elevated risk following separation and the presence of complex and co-occurring issues such as social isolation, mental health concerns and housing insecurity.

Table 100: 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

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
80%	70%	74%	74%

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. 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 101: 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
2025–26	$7,369	$7,989	$125,607,043	$134,874,817	17,046	16,882
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

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.

The 2025–26 Actual is higher than the 2025–26 Budget Target, due to the implementation of new service contracts with Aboriginal Community Controlled Organisations, including associated transitional costs, resulting in higher operational expenditure. While demand for Early Intervention and Family Support services continued to increase during 2025–26, the variance in the number of cases compared with 2024–25 reflects service provider transitions undertaken as part of the implementation process.

Table 102: 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
2025–26	$9,238	$13,122	$106,240,211	$143,458,114	11,500	10,933
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

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. The 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 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual, primarily due to a higher than anticipated uptake of expanded Family and Domestic Violence services. The significant increase in cases is aligned to the increasing investment in family and domestic violence front-line services, particularly from 2023–24, which has created additional capacity for more cases to be managed. Increases are mainly observed in refuges and safe houses, safe at home services, coordinated response services and family and domestic violence counselling services.

Table 103: 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
2025–26	$6,804	$5,787	$166,700,480	$168,868,557	24,500	29,182
2024–25	$7,468	$6,374	$145,619,977	$146,583,093	19,500	22,996
2023–24	$4,434	$5,113	$82,915,800	$100,048,101	18,700	19,569

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 104: Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
95%	91%	92%	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 105: Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
95%	92%	95%	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 2025–26.

The 2025–26 Actual is higher than the 2024–25 Actual, mainly due to higher expenditure resulting from additional funding allocated to this indicator from the Child Protection - Delivery of Services model. This reflects updated resource allocation methodologies that better capture current service delivery activities and organisational arrangements across child protection functions.

Table 106: 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
2025–26	$8,094	$7,887	$161,889,575	$154,985,034	20,000	19,650
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

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 2025–26 Actual is the same as the 2024–25 Actual but is significantly lower than the 2025–26 Budget Target. The limited availability of care arrangements with Aboriginal carers or relatives, as well as complex factors that must be considered with care arrangement decision-making, continues to impact the Department's ability to fulfill the Aboriginal and Torres Strait Islander Child Placement Principle. The appointment of contracts and engagement of Aboriginal Community Controlled Organisations to enable self-determination of Aboriginal families to help identify suitable placement options is expected to have a positive impact in future years.

Table 107: Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
80%	61%	61%	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.

The 2025–26 Actual is lower than both the 2024–25 Actual and the 2025–26 Budget Target. The high level of vacancies being held in the districts is still being resolved and this has led to a lower performance for this indicator. In addition, the development of comprehensive care plans relies on consultation with multiple family members to ensure plans are informed, child-centred and responsive to individual needs. Scheduling and engagement complexities, particularly where family circumstances are complex or stakeholders are geographically dispersed, contributed to delays in finalising some care plans.

Table 108: Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes

2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual
90%	80%	82%	78%

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.

The 2025–26 Actual is lower than the 2025–26 Budget Target due to the realignment of service indicators within Foster Care arrangements associated with the Out-of-Home Care Reform, together with revised service drivers. As a result, expenditure was attributed across Out-of-Home Care service categories in a manner that better aligned resources with the type of care and support provided, reducing the proportion of expenditure allocated to foster care arrangements.

Table 109: 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
2025–26	$287	$225	$473,074,038	$367,597,505	1,650,000	1,635,998
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

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 2025–26 Actual exceeds the 2025–26 Budget Target due to increased residential care capacity, which enabled additional placements across residential care services. The increased utilisation of Therapeutic Residential Care is the result of the service expanding to include three additional houses as well as a large number of emergency care arrangements being accommodated across the service.

Table 110: 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
2025–26	$2,926	$3,641	$91,288,339	$118,299,920	31,200	32,494
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

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 2025–26 Actual is higher than the 2025–26 Budget Target due to the realignment of service indicators within Complex Needs Care arrangements associated with the Out-of-Home Care Reform, together with revised service drivers that aligned workforce resources with current service demand. This reflects the application of updated service attribution methodologies and the higher intensity and complexity of support provided through these arrangements during the year. The lower 2025–26 Actual compared with the 2024–25 Actual is attributable to increased care arrangement days and the introduction of a new complex care arrangement model that has improved cost effectiveness and reduced the average cost per day.

Table 111: 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
2025–26	$2,513	$4,673	$64,202,856	$116,588,396	25,550	24,947
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

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 2025–26 Actual is higher than both the 2025–26 Budget Target and the 2024–25 Actual. This result is due to the introduction of a step down service from secure care, to provide care arrangements to young people transitioning out of secure care whose care needs remain too complex.

Table 112: 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
2025–26	$8,126	$11,446	$8,125,602	$10,861,786	1,000	949
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

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 Services 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 2025–26 Actual is lower than both the 2025–26 Budget Target and the 2024–25 Actual, primarily due to lower than anticipated allocations of district labour, care team and corporate overhead expenditure to support services for children in the CEO's care. This reflects updated resource allocation methodologies that better capture current service delivery activities and organisational arrangements across the children in the CEO's care service.

Table 113: 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
2025–26	$131	$117	$256,263,463	$222,156,852	1,950,000	1,905,793
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

Outcome: Efficient and effective corporate services to client agency

Key effectiveness indicators

On 26 June 2026, Communities received a Treasurer's Direction under section 61(1)(b) of the *Financial Management Act 2006*, confirming that it is not required to report key performance indicators for this outcome with respect to the 2025–26 financial year.

Service 9: Corporate Support - Transitional Arrangements

Key efficiency indicators

On 26 June 2026, Communities received a Treasurer's Direction under section 61(1)(b) of the *Financial Management Act 2006*, confirming that it is not required to report key performance indicators for this service with respect to the 2025–26 financial year.



Other statutory information

Other statutory information

Ministerial directions

There were no ministerial directions in 2025–26.

Government policy 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 2025–26.

Audit and Risk Committee

Provides oversight and governance in relation to management, consultancy and assurance services.

Table 114: Audit and Risk Committee remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Chairperson	Elizabeth J Carr	01/07/2025 – 30/06/2026	$5,200/ Quarter	$20,800.00
Deputy Chairperson	Gary Hamley	01/07/2025 – 30/06/2026	$300/ hour	$8,400.00
Independent Member	Terina Grace	01/07/2025 – 30/06/2026	$300/ hour	$8,400.00
Independent Member	Mary Brown (1)	01/07/2025 – 30/06/2026	N/A	$0
Total	–	–	–	**$37,600.00**

Note:

(1) Mary Brown is a public servant with the WA Department of Education and is not remunerated by the Committee

Financial Sustainability Taskforce

The Taskforce provides strategic leadership and oversight to support Communities' long-term financial sustainability. Drawing on cross-government expertise, it guides the development and implementation of evidence-based strategies and reforms aimed at establishing a sustainable funding footprint, strengthening financial stewardship, improving efficiency, and supporting the ongoing delivery of services and outcomes for the community. The Taskforce is supported by a Program Board and dedicated workstreams that provide specialist analysis and advice.

Table 115: Financial Sustainability Taskforce remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration (1)	Gross/actual remuneration for the financial year
Chairperson	Mike Rowe	01/07/2025 – 30/06/2026	N/A	$0
Member	Graeme Jones	01/07/2025 – 30/06/2026	N/A	$0
Independent Member	Joann Wilkie	01/07/2025 – 30/06/2026	N/A	$0
Independent Member	Lisa Bednarczyk	01/07/2025 – 30/06/2026	N/A	$0
Independent Member	Kaylene Gulich	01/07/2025 – 30/06/2026	N/A	$0
Independent Member	Colin Murphy	01/07/2025 – 30/06/2026	$480/ hour	$18,240.00
Independent Member	Deidre Mulkerin	01/07/2025 – 30/06/2026	$480/ hour	$4,320.00
Total	–	–	–	**$22,560.00**

Note:

(1) State and local government full-time employees are not eligible for remuneration

Aboriginal Strategic Advisory Group

The Advisory Group was established in June 2022, by the Minister for Child Protection under s27 of the *Children and Community Services Act 2004 (WA).*
Reporting to Communities' Director General, the Advisory Group provides advice on the development and implementation of policies and strategies that impact on Aboriginal communities in Western Australia.
Membership of the Advisory Group comprises up to 16 Aboriginal peoples from across Western Australia, including regional and remote community members, however members do not represent regions, but the whole state of Western Australia.

The Advisory Group is underpinned by the foundational principles of:

- Truth Telling
- Healing and Social and Emotional Wellbeing; and
- Culture at the Heart

The Advisory Group's current priorities are underpinned by the National Agreement on Closing the Gap's Priority Reforms and Targets relevant to Communities' remit:

- Child Protection and Family Support;
- Aboriginal Cultural Framework and the Aboriginal Engagement Framework;
- Aboriginal Community-Controlled Organisation/Aboriginal Economic Reform;
- Homelessness; and
- Family and Domestic Violence.

Disability is considered across all Advisory Group priorities.

On 20 November 2025, Co-Chairs Patricia Bennell and Tony Hansen were re-elected for 2026, by the current Advisory Group members.
In the 2025–26 financial year, the Advisory Group met three times:

- Two meetings on Whadjuk Noongar Boodja in Walyalup (Fremantle) - December 2025 and June 2026; and
- A regional meeting on Jambinu Country - Geraldton in March 2026.
- The September 2025 meeting was postponed due to Sorry Business.

Table 116: Aboriginal Strategic Advisory Group remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Co-chair	Patricia Bennell (formerly known as Patricia Hayward) (1)	01/07/2025 – 30/06/2026	$385/half day $593/full day	$18,374
Co-chair	Anthony ‘Tony’ Hansen (1)	01/07/2025 – 30/06/2026	$385/half day $593/full day	$14,192
Member	Tracey Brand (1)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$2,561
Member	Cheryle James-Wallace (1)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$2,544
Member	Jodie Clarke (1)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$1,540
Member	Leanne Kickett (1)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$2,678
Member	Ron Villaflor (1)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$1,657
Member	Leanne Lockyer	01/07/2025 – 30/06/2026	$251/half day $385/full day	$770
Member	Denise Macale (formerly known as Denise Andrews)	01/07/2025 – 30/06/2026	$251/half day $385/full day	$251
Member	Devon Cuimara (2)	01/07/2025 – 23/03/2026	$251/half day $385/full day	$0

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Member	Ian Trust (2)	01/07/2025 – 30/07/2025	$251/half day $385/full day	$0
Total	–	–	–	**$44,567**

Note:

(1) Members were remunerated for the 2025–26 June Advisory Group meeting in early July 2026 due to payroll cycles and are not captured in these figures.

(2) Membership concluded part way through the 2025–26 financial year following resignations.

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 117: Carers Advisory Council remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (1) (2) (3)
Chairperson	Esme Bowen	01/07/2025 – 30/06/2026	$26,147 per annum	$46,767.32
Deputy Chair	Ros Thomas	01/07/2025 – 15/02/2026	$442/half day $680/full day	$6,007.00
Deputy Chair	Gloria Moyle	01/07/2025 – 30/06/2026	$442/half day $680/full day	$7,035.00
Member	Anton (Tony) Vis	01/07/2025 – 30/06/2026	$442/half day $680/full day	$5,488.00
Member	Jennifer Perkins	01/07/2025 – 30/06/2026	$442/half day $680/full day	$6,368.00
Member	Carrie Clark	01/07/2025 – 30/06/2026	$442/half day $680/full day	$7,238.00

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (1) (2) (3)
Member	Beatitude Chirongoma	01/07/2025 – 30/06/2026	$442/half day $680/full day	$4,908.00
Member	Kim Hudson	01/07/2025 – 30/06/2026	$442/half day $680/full day	$6,144.00
Member	Alison Blake	25/10/2025 – 30/06/2026	$442/half day $680/full day	$3,974.00
Member	Josh Patrick	25/10/2025 – 04/05/2026	$442/half day $680/full day	$870.00
Total	–	–	–	**$94,799.32**

Note:

(1) Exclusive of superannuation. Superannuation would add another 12% on the totals for each person.

(2) The Chair, Deputy Chair and members are eligible for respite at $20 to $45 per hour as applicable and travel allowance.

(3) Remuneration reported for 2025–26 includes back payments resulting from a Ministerial determination issued on 31 October 2023 that revised members' remuneration arrangements. As some of these back payments relate to earlier years but were paid in 2025–26, total remuneration for the year is higher than would normally be expected. This should be considered when comparing remuneration figures with previous years.
Aside from these adjustments, underlying remuneration settings for 2025–2026 remain consistent with the framework established under the Ministerial determination, with no additional policy changes impacting base remuneration levels during the reporting period.

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 118: Adoptions Applications Committee remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Chairperson	Alan Moroni	01/07/2025 – 30/06/2026	$150/ hour	$5,850.00
Deputy Chairperson	Melanie Boulton	01/07/2025 – 30/06/2026	$120/ hour	$4,020.00
Independent Member	Rhiarne Bruce	01/07/2025 – 30/06/2026	$120/ hour	$3,990.00
Independent Member	Geoff Parnell	01/07/2025 – 30/06/2026	$120/ hour	$4,521.00
Independent Member	Diane Davies	01/07/2025 – 30/06/2026	$120/ hour	$4,224.00
Independent Member	John Gardiner	01/07/2025 – 30/06/2026	$120/ hour	$4,356.00
Departmental Member	Diane Scarle (1)	01/07/2025 – 30/06/2026	N/A	$0
Departmental Member	Milie Rundle (1)	01/01/2026 – 30/06/2026	N/A	$0
Total	–	–	–	**$26,961.00**

Note:
(1) State and local government full-time employees are not eligible for remuneration.

Forced Adoption Reference Group

The Western Australian Forced Adoption Reference Group provides strategic advice to government on the implementation of forced adoption reforms, ensuring that the voices and lived experiences of affected individuals inform legislation, policies, services and practices in Western Australia.

Table 119: Forced Adoption Reference Group remuneration

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Co-Chairperson	01/07/2025 – 30/06/2026	$500 full day / $250 half day	$2,000.00
Co-Chairperson	01/07/2025 – 30/06/2026	$500 full day / $250 half day	$2,000.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 30/06/2026	$400 full day / $200 half day	$1,400.00
Independent Member	01/07/2025 – 28/05/2026	$400 full day / $200 half day	$1,000
Total	–	–	**$17,600.00**

Note: (1) Member names have been withheld because of the sensitive nature of their role and to protect their anonymity.

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 120: Care Plan Review Panel remuneration

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Chairperson 2 (3)	14/08/2025 – 30/06/2026	$1,400/Full day hearing $920/Half day hearing $920/Full day hearing – Member $600/Half day hearing – Member $700/Full day training – Chair $460/Half day training – Chair	$4,420.00
Deputy Chairperson	14/08/2025 – 30/06/2026	$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	$0

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Chairperson 1 (outgoing) Member (3)	01/07/2025 – 30/07/2025 Chair 01/07/2025 – 30/06/2026 Member	$1,400/Full day hearing – Chair $920/Half day hearing – Chair $920/Full day hearing – Member $600/Half day hearing – Member $700/Full day training – Chair	$4,660.00
Chairperson (Temp) Member 1 (3)	01/08/2025 – 30/10/2025 Chair 01/07/2025 – 30/06/2026 Member	$1,540/Full day hearing – Chair $1,012/Half day hearing – Chair $1,012/full day hearing – Member $660/Half day hearing – Member $770/Full day training – Chair $506/Half day training – Chair $506/Full day training – Member $330/Half day training – Member	$6,004.00
Member 2	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$3,680.00
Member 3	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$2,760.00

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Member 4	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$920.00
Member 5	01/07/2025 – 30/06/2026	$1,012/Full day hearing $660/Half day hearing $506/Full day training $300/Half day training	$2,760.00
Member 6	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training $828.31/Travel Expenses (3)	$1,748.31
Member 7	1/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$2,760.00
Member 8	14/08/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$0

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Member 9	14/08/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$460.00
Member 10	14/08/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$460.00
Member 11	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$0
Member 12	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$0
Member 13	01/07/2025 – 30/06/2026	$920/Full day hearing $600/Half day hearing $460/Full day training $300/Half day training	$0
Total	–	–	**$30,632.31**

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) Reason for the cross over of dates: Chairperson 2 and Temp Chairperson had to be informed of the approval and then undertake onboarding and training.

Family and Domestic Violence Lived Experience Advisory Group

The Family and Domestic Violence Lived Experience Advisory Group (LEAG) provides a formal mechanism for people with lived experience of family and domestic violence to contribute strategic advice to the Minister for Prevention of Family and Domestic Violence. The Minister announced the appointment of 12 inaugural members on 10 December 2024, establishing the LEAG as an important mechanism for incorporating lived experience perspectives into family and domestic violence policy and system reform.

Table 121: Family and Domestic Violence Lived Experience Advisory Group remuneration

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Co-Chairperson 1 (3)	01/07/2025 – 30/06/2026	$476/half day $732/full day	$4,665.00
Co-Chairperson 2 (3) (4)	01/07/2025 – 30/06/2026	$476/half day $732/full day	$1,428.00
Member 1	01/07/2025 – 30/06/2026	$309/half day $476/full day	$3,307.00
Member 2	01/07/2025 – 30/06/2026	$309/half day $476/full day	$3,165.00
Member 3	01/07/2025 – 30/06/2026	$309/half day $476/full day	$2,856.00
Member 4	01/07/2025 – 30/06/2026	$309/half day $476/full day	$1,570.00
Member 5	01/07/2025 – 30/06/2026	$309/half day $476/full day	$1,737.00

Position title (1)	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year (2)
Member 6	01/07/2025 – 30/06/2026	$309/half day $476/full day	$3,165.00
Member 7 (5)	01/07/2025 – 1/01/2026	$309/half day $476/full day	$309.00
Member 8	01/07/2025 – 30/06/2026	$309/half day $476/full day	$3,165.00
Member 9	01/07/2025 – 30/06/2026	$309/half day $476/full day	$3,474.00
Member 10 (6)	01/07/2025 – 30/06/2026	$309/half day $476/full day	$4,426.00
Total	–	–	**$33,267.00**

Note:

(1) Member names have been withheld to protect the privacy, anonymity and safety of members.
(2) Approved remuneration payments that were not processed by the reporting cut-off date may be recognised in a subsequent reporting period.
(3) The Co-Chairpersons were appointed on 15 December 2025. Prior to this appointment, remuneration was paid at the member rate.
(4) Remuneration totals exclude Co-Chairperson timesheets submitted after the end-of-financial-year processing cut-off.
(5) One member resigned from their appointment effective 1 January 2026.
(6) An overpayment to a member was identified and will be reconciled in the subsequent reporting period.

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 Ministers, 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 122: Ministerial Youth Advisory Council remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration per meeting	Gross/actual remuneration for the financial year
Co-chair	Alessia Maio	01/07/2025 – 30/06/2026	$385 (< 4 hours) $593 (> 4 hours)	$1,791
Co-chair	Joshua Peckover	01/07/2025 – 21/10/2025	$385 (< 4 hours) $593 (> 4 hours)	$385
Member	Takunda Bere	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,004
Member	Nandini Gera	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,255
Member	Om Sharma (1)	01/07/2025 – 30/06/2026	Not applicable	$0
Member	Henry Bird	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,004
Member	Joshoa Zilani	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,004

Position title	Member name	Period of membership in 2025–26	Type of remuneration per meeting	Gross/actual remuneration for the financial year
Member	Lilijana Nicholls	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,004
Member	Amani Kariuki	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$1,255
Member	Ryan Rawlinson	01/07/2025 – 30/06/2026	$251 (< 4 hours) $385 (> 4 hours)	$251
Member	Amber Ugle-Hayward (1)	01/07/2025 – 13/01/2026	Not applicable	$0
Member	Tremane Baxter-Edwards (2)	01/07/2025 – 19/03/2026	$251 (< 4 hours) $385 (> 4 hours)	$0
Total	–	–	–	**$8,953**

Note:

(1) Not eligible to receive remuneration.

(2) Tremane Baxter-Edwards did not claim remuneration during his membership term, which concluded on 19 March 2026.

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 the Department established the Housing First Homelessness Advisory Group (the Advisory Group). The Advisory Group met twice in 2025–26. 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 the two five-year 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 123: Housing First Homelessness Advisory Group remuneration

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Chairperson	Mike Rowe (1)	1/07/2025 – 30/06/2026	N/A	$0
Member	Andrew Brien (1), (3)	1/07/2025 – 12/03/2026	N/A	$904.83
Member	Bettina (Tina) Ugle (2)	1/07/2025 – 12/03/2026	Half day sitting fee	$0
Member	Cath Hart (2)	1/07/2025 – 30/09/2025	Half day sitting fee	$0
Member	Daniel Morrison (2)	1/07/2025 – 12/03/2026	Half day sitting fee	$0

Position title	Member name	Period of membership in 2025–26	Type of remuneration	Gross/actual remuneration for the financial year
Member	David Pearson	1/07/2025 – 12/03/2026	Half day sitting fee	$251
Member	Debra Zanella	1/07/2025 – 12/03/2026	Half day sitting fee	$251
Member	Jude Thomas (1)	1/07/2025 – 12/03/2026	N/A	$0
Member	Louise Olney	1/07/2025 – 12/03/2026	Half day sitting fee	$753
Member	Kath Snell	1/07/2025 – 12/03/2026	Half day sitting fee	$251
Member	Kim Robinson (2)	1/07/2025 – 12/03/2026	Half day sitting fee	$0
Member	Michael Chester	1/07/2025 – 12/03/2026	Half day sitting fee	$251
Member	Samantha Drury	1/07/2025 – 12/03/2026	Half day sitting fee	$502
Member	Sharon Gough	1/07/2025 – 12/03/2026	Half day sitting fee	$753
Total	–	–	–	**$3,916.83**

Note:

(1) State and local government full-time employees are not eligible for remuneration.

(2) Chose not to receive remuneration / No remuneration claimed for 2025–26.

(3) Travel and accommodation for Andrew Brien to attend the August 2025 HFHAG meeting were arranged in accordance with the Terms of Reference, including return flights, one night's accommodation and round-trip airport transfers.

Work health and safety and injury management

Communities is committed to providing and maintaining a safe, healthy and inclusive workplace for our workers, stakeholders and all persons who may be affected by our operations. The Director General and Communities Leadership Team demonstrate their commitment to work health, safety and wellbeing through the Strategic Plan 2026–2030, One Communities, One Team, and its commitment to Promote Safety and Wellbeing.

We are committed to ensuring the physical, psychosocial and cultural safety of our people through effective governance, meaningful consultation, and a respectful workplace culture. This commitment is supported through the implementation and continual improvement of Communities' Work Health and Safety (WHS) Management System which provides a structured framework for managing WHS risks and obligations across Communities.

The WHS Management System is built around four interconnected elements: Planning, Practice, Performance and Progress. Through planning, we identify WHS priorities, risks and objectives; through practice, we implement controls, programs and safe systems of work; through performance, we monitor, measure and evaluate our effectiveness; and through progress, we drive continuous improvement and organisational learning. Together, these efforts enable the safe delivery of services and contribute to positive outcomes for our workforce and the communities we serve.

Key achievements delivered during the reporting period demonstrate Communities' commitment to continually strengthening its WHS Management System.

Some examples include:

WHS Management System Improvements

To strengthen governance and provide greater clarity and consistency in the management of work health and safety, Communities introduced several new WHS Management System Standards, including:

- WHS Learning and Competency Standard
- WHS Risk Management Standard
- WHS Management System Roles and Responsibilities Standard
- Workplace Emergency Management Standard

These standards support consistent WHS practices across Communities and provide a stronger foundation for managing risks and meeting legislative obligations.

Workplace Violence and Aggression Program

- As part of the Workforce Safety and Digital (WSD) Program, Communities equipped 37 vehicles with Starlink satellite connectivity, enhancing communications and operational support for frontline workers across regional and remote Western Australia.
- Communities secured $6.4 million in funding over four years to expand the Workforce Safety and Digital Program from local trials to a scalable statewide solution. The investment will strengthen Communities' capability to prevent, respond to and learn from workplace violence and aggression incidents through enhanced worker safety technology, improved digital capability, and better organisational data and insights.
- This funding will support implementation of Communities' Workplace Violence and Aggression Strategy 2026–31 (the Strategy), strengthening worker safety, improving service delivery and response times, supporting workforce retention in high risk and regional roles, and enhancing digital capability and data quality across the organisation
- Consultation on the Strategy commenced during the reporting period, with implementation scheduled to commence in 2026–27.

Key WHS training programs

- Communities commenced implementation of a new Work Health, Safety and Wellbeing Learning Pathway for Managers, comprising five modules designed to strengthen WHS leadership capability and support managers in meeting their WHS responsibilities.
- The first module, Managing Psychosocial Safety and Wellbeing, equipped managers with practical skills to identify psychosocial risks, manage workloads sustainably, support employee wellbeing, and foster psychologically safe workplaces through effective leadership.

Quantitative Data

Table 124: Work health and safety key performance indicators and trends

Measures	Results 2023–24	Results 2024–25	Results 2025–26	Targets	Comments about outcome
1. Number of fatalities	0	0	0	0	Achieved
2. Incidence of work-related injury or illness	25.5	24.9	42.9	Reduce by 2% per year and 15% by 2033 compared with 2023	The incidence rate of work-related injury and illness claims increased from 24.9 to 42.9 per 1,000 FTE in FY2025–26, due to reduction in the workforce as per the PSR and the high level of claims for the remaining workforce.
3. Incidence rate of serious claims with one or more weeks' lost time	9.6	17.9	34	Reduce by 2.5% per year and 20% by 2033 compared with 2023	The incidence rate of serious claims involving one or more weeks' lost time increased from 17.9 to 34 per 1,000 FTE in FY2025–26. This reflects a higher number of accepted workers' compensation claims resulting in extended absences from work.
4. Incidence rate of claims resulting in permanent impairment	1.6	1.2	1.6	Reduce by 2% per year and 15% by 2033 compared with 2023	The incidence rate of claims resulting in permanent impairment increased from 1.2 to 1.6 per 1,000 FTE in FY2025–26, returning to a level consistent with FY2023–24.

Measures	Results 2023–24	Results 2024–25	Results 2025–26	Targets	Comments about outcome
5. Incidence rate of work-related respiratory disease	0.5	0.2	0.2	Reduce by 2.5% per year and 20% by 2033 compared with 2023	The incidence rate of work-related respiratory disease remained stable during 2025–26.
6. Managers and supervisors trained in: a) work health and safety as relevant to the PCBU's risk profile; and	75%	76%	61%	Greater than or equal to 80% of cohort trained within last two (2) years	During the reporting period, Communities commenced implementation of a new Managing Work Health, Safety and Wellbeing learning pathway. The pathway comprises five modules, with full implementation scheduled across 2026–27
b) injury management	n/a	n/a	n/a	Greater than or equal to 80% of cohort trained within last five (5) years	Injury management training covered within the mandatory Your Work Health, Safety and Wellbeing training, with a dedicated manager module, Managing Effective Return to Work Programs scheduled for release in 2026.
7. Percentage of workers returned to work on full duties and hours within: a) 13 weeks; and	34%	31%	37.8%	No target	While return-to-work targets were not achieved, outcomes improved during FY2025–26, reflecting Communities' ongoing commitment to effective injury management practices. The complexity and severity of psychosocial injury claims continue to impact the timeliness of return-to-work outcomes.
b) 26 weeks	36%	35%	43.6%	Greater than or equal to 70% returned to work within 26 weeks	

Measures	Results 2023–24	Results 2024–25	Results 2025–26	Targets	Comments about outcome
8. Agency has a WHS management system that has been independently assessed in last five years				yes	Communities is committed to continuously improving its WHS Management System through ongoing reviews and enhancements, informed by a 2023 gap analysis, a current independent review of workers' compensation and injury management arrangements, and a planned WorkSafe Plan assessment in 2028.

Measures	Results 2023–24	Results 2024–25	Results 2025–26	Targets	Comments about outcome
9. Consultative systems a) Number of health and safety representatives (HSR) • In total; • Who have attended HSR training; • Shown as a percentage of workers; • Shown as a ratio of number to the number of workplaces occupied by the Agency. b) Name/s of health and safety committees and sub-committees	n/a	n/a	In total: 117 Attended HSR training: 59 Percentage of workers: 1.65% Ratio to the number of workplaces occupied by the Agency: 1.72% Name/s of health and safety committees and sub-committees - see comments		Name/s of health and safety committees and sub-committees: **Local Health and Safety Committees:** South Metro North Metro Disabilities Division Metro-Residential Care Strategy, Regulation & Legal Emergency Response Services Business Services Kimberley Pilbara Midwest Goldfields Great Southern Southwest **Operational Health and Safety Committee** **Executive Leadership Health and Safety Committee**

Note:
Comparisons with FY2024–25 and prior reporting periods should be interpreted with caution. Following the WA Public Sector Reform (PSR), from 1 July 2025 the Department of Communities (Communities) ceased reporting new workers' compensation

claims attributable to another WA public sector agency. Accordingly, FY2025–26 results relate solely to Communities operations and are not directly comparable with previous years.

The PSR also resulted in a 20 per cent reduction in Communities' FTE workforce. As several performance indicators are calculated relative to FTE, the reduction in workforce numbers has influenced the reported rates for FY2025–26.

Public sector benchmark data for FY2025–26 is not yet available, limiting the ability to compare Communities' performance against broader public sector trends.

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, and a supporting governance structure. Actions within the Plan focus on recognising the benefits of cultural diversity in our workforce, celebrating multiculturalism, and ensuring that we are responsive to the needs of the cultural groups we work.

Current Status

Implementation of the Plan is steered by the Multicultural Plan Working Group, comprising Action Leads who ensure actions are delivered, progress is reported, and outcomes promoted and celebrated. The Multicultural Plan Working Group is supported by over 50 Multicultural Champions, who promote implementation of the Plan within their divisions and teams. On 30 March 2026, the Hon Tony Buti MLA, Minister for Multicultural Interests approved extension of the Plan by 12-months, to 31 July 2027.

Some highlights of outcomes achieved in the third year of the Plan (2025–26) are:

1. Harmonious and inclusive communities

- Five articles were published on The Common, and seven posts were made on social media platforms during the year that celebrated multiculturalism and raised the profile of Communities' diverse workforce. Several featured Multicultural Champions sharing their culture and insights into their personal experiences, cultural customs and native languages.
- For Harmony Week 2026, staff from across Communities participated in a range of events celebrating cultural diversity. These included a 'bring-a-dish' Harmony Day morning tea at the Walyalup office and a live CTLv Broadcast featuring two Multicultural Champions who shared their cultural experiences and perspectives.
- Communities was awarded the Premier's Public Sector Award at the 2026 Western Australian Multicultural Awards for the Community Carers Program. The Awards are hosted by the Office of Multicultural Interests and recognise outstanding contributions to multiculturalism and CaLD communities in Western Australia.

2. Culturally responsive policies, programs and services

- Communities' Language Services Policy was reviewed and updated. New pages were created on the Common providing all employees with information on interpreting and translating services, including when to engage language services.
- In 2025–26 all new service agreements awarded:
- Considered and required services to be delivered with respect, appropriateness, and connection to the local community.
- Required community sector organisations and Aboriginal Community Controlled Organisations to respond to qualitative criteria demonstrating cultural competency.
- Communities has continued to improve the accessibility and inclusiveness of information provided to stakeholders through the development and promotion of translated, culturally appropriate, plain English and Easy Read resources to support understanding for people who do not have English as their first language.
- Extensive consultation was undertaken with key CaLD stakeholders to inform development of an African Youth Justice Engagement Project business case. The business case was successful with Communities securing funding to deliver the Target 120 CaLD Youth Engagement Pilot in the North Metropolitan Region from 2026-27 to 2027-28. The pilot will build on existing partnerships established through the Target 120 program and bring together government and non-government agencies to provide coordinated and culturally responsive support for young people and their families.

3. Economic, social, cultural, civic and political participation
    - As of 30 June 2026, 21.2 per cent of employees identify as CaLD, 5.7 per cent above the Public Sector Target of 15.5 per cent, an increase from 18.2 per cent in March 2025, 17.6 per cent in December 2024, and 17.4 per cent in September 2024.
    - The percentage of Communities' staff in decision-making roles who identify as CaLD is 11.8 per cent. A significant increase from 3.1 per cent in 2024–25.
    - Communities implemented a number of community engagement initiatives and grant programs to encourage participation of CaLD community members in Communities' programs and initiatives, including a Culturally Diverse Community Leaders Event held at the Walyalup office attended by more than 50 leaders during Foster and Family Carers Week and the Youth Week WA Grants Program which awarded four CaLD specific grants in 2025–26.

Substantive equality

Implementation against policy

Communities is committed to ensuring substantive equality principles are incorporated into its policies, procedures and practices in accordance with the State Government's Policy Framework for Substantive Equality. All Corporate policies are required to be screened using Communities' Equity Lens Tool when created or reviewed. The Equity Lens supports policy developers to consider the impact of corporate policies on Communities clients with the support of subject matter experts within Communities and to consult externally if required. As part of the policy review process reminder emails provide officers with access to all Equity Lens information.

The Equity Lens is available to all officers on Communities' intranet.

Employment

Recruitment

During the year, we strengthened our commitment to disability inclusion through several initiatives.

As part of our Disability Confident Recruiter submission, we reviewed and enhanced our recruitment policies, procedures and practices. This included increasing support for reasonable adjustment requests throughout the application and interview process and adopting more inclusive job advertising practices.

We also introduced the ConnectAbilities initiative to create a welcoming and supportive recruitment experience for people with disability and broaden access to employment opportunities.

In addition, we continued to support disability leadership and community participation through funding for the LeadAbility Program, delivered by Leadership WA. The program helps people with disability and their supporters develop leadership capabilities and build confidence to take on leadership roles within their communities. Communities also continued to provide ongoing support for the AbilityLink Program, which is building WA businesses' capacity to employ people with disability.

Training

We delivered six training courses related to substantive equality, covering four of the five diversity groups (see table below). Participation increased by almost 27 per cent from the previous year, with 2,235 staff completing training.

Table 125: Substantive equality training attendance by staff

Substantive equality training courses	Staff attendance 2024–25	Staff attendance 2025–26
Aboriginal Cultural Appreciation	1,047	1,404
Culture - DiverseWA	53	98
Deadly Ways of Working	205	278
Disability Confident Workforces	181	112
LGBTI+ Awareness	143	110
Introduction to the National Agreement on Closing the Gap	134	233

Culture planning

We incorporated culture planning into our business planning process by providing guidance and resources on inclusive leadership, inclusive behaviours, Aboriginal cultural awareness and capability, workplace belonging, staff retention, and recruitment.

Agency Capability Review

The Department of Communities was reviewed as part of the Agency Capability Review (ACR), concluding with the publication of the Executive Summary in October 2023. Communities made a number of commitments in response to the ACR findings, and since

late 2023, has been focused on implementing a range of improvements across all 5 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.

Communities' Strategic Direction Statement (2022–25) assisted in defining the agency role, and in 2025–26 a key focus was on the development on a new Strategic Plan for the agency. The Strategic Plan was developed in early 2026, including an internal and external consultation process, in preparation for launch in July 2026. The new Strategic Plan 2026–30 will continue to focus on defining the agency role, functions and identity, reflecting the changes implemented through Public Sector Reform and alignment with Government priorities. Communities' new Strategic Plan will provide a clear and contemporary framework to guide our work, strengthen alignment with the expectations of our Ministers and stakeholders, and drive a positive impact in the community.

Line of inquiry 2: Strengthening organisational governance and systems for accountability and high-quality decision making.

Communities has delivered a program of work to improve corporate governance. A new Governance Framework, revised Communities Leadership Team (CLT) Terms of Reference and new committee structure were introduced in 2025 leading to a capability uplift in agency governance to achieve strategic outcomes. The new structures were established to support consistent and appropriate decision making and provide accountability in complying with various legislation and standards.
Additionally, Communities is delivering improvements under the guidance of its Financial Sustainability Taskforce. The focus has been on delivering a more strategic and rigorous approach to its budgeting and expenditure. These reforms have resulted in Communities gaining a much stronger understanding of its budgets and expenditure, and through its Financial Sustainability Taskforce, increased the transparency and accountability for its improvement efforts.

Line of inquiry 3: Progressing reforms to embed changes and learn for future challenges.

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. A key focus has

been the development of a Framework for Reviews and Recommendations. This project aims to deliver a standardised and consistent approach to consideration of, responding to, and closure of review recommendations. A pilot (the Cash Management Reporting Project) was undertaken in early 2026, and findings from this pilot are being used to inform the Framework which proposes a consistent approach to systems, people and processes including the introduction of a central oversight function.

Line of inquiry 4: Improving contracting for high quality services.

The continued implementation of the Commissioning Operating Model and Governance Framework has strengthened the clarity around roles, responsibilities and decision making across the agency in relation to commissioning of community services. The operating model provides a structured approach to prioritising of commissioning activities, supports formal information sharing opportunities with central government agencies, and reinforces our commitments to effective commissioning and management of community services agreements. Importantly, in April 2026 Communities released the Department's Agency Commissioning Plan (ACP) for Community Services 2026. The ACP 2026 outlines Communities' strategic approach to commissioning community services over the five-year period from 2026-2030, with a particular focus on priorities and activities for 2026 and 2027. The ACP translates community priorities and government strategies into services that support better outcomes for Western Australians and contribute to the National Agreement on Closing the Gap. The ACP is directly linked to Communities' budget and aims to provide transparent information to create opportunities for greater collaboration across the community services sector. The delivery of community services in partnership with the community services sector will achieve better outcomes for vulnerable Western Australians, and remains at the heart of all commissioning initiatives.

Line of inquiry 5: Implementing evidence informed service delivery.

Communities is committed to strengthening its approach to data and evidence-informed service delivery and has prioritised initiatives that enhance the collection, management, sharing and use of information to support decision-making and improve outcomes.
This commitment is being advanced through the Information Governance Project, which establishes the foundational frameworks, processes and controls required to collect, protect, manage and share data and information in accordance with Privacy and

Responsible Information Sharing legislation. In addition, Communities is developing a Data Strategy that aims to build organisational capability and capacity to effectively leverage data and evidence. The strategy will support informed decision-making, strategic planning, service design and delivery, and will provide a stronger evidence base to guide future commissioning and investment decisions across the service system.

Workforce inclusiveness

Communities is committed to fostering a diverse, inclusive and culturally safe workplace where every employee feels valued, respected and experiences a genuine sense of belonging. Guided by the Diversification and Inclusion Strategy 2024–2027, we are focused on increasing the representation of people from diverse backgrounds at all levels of the organisation while creating an environment where everyone can thrive.

We recognise that building an inclusive workplace requires more than measuring workforce diversity outcomes—it requires understanding employees' lived experiences and ensuring all voices are heard. To achieve this, we use a combination of quantitative and qualitative data to gain deeper insights into workforce culture, inclusion and employee experience. Findings from the WA Public Sector Employee Census, alongside employee feedback, personal narratives and workforce data, help us identify meaningful measures of success, inform decision-making and drive inclusive outcomes across the organisation.

Communities is committed to continuously improving the employee experience and actively seeks opportunities to understand the needs and perspectives of its workforce. Feedback from employees has been overwhelmingly positive, with respondents indicating that diversity and inclusion are genuinely supported within their teams and that they feel culturally safe at work. These findings are reinforced through our Exit Survey, which provides valuable insights into workforce trends and the factors influencing employee retention.

Beyond formal surveys, we gather feedback through a range of channels, including Culture Champions, Workplace Activators and performance conversations. These forums enable us to hear directly from employees, particularly those from diverse backgrounds, and better understand the factors that contribute to engagement, belonging, and retention. This ongoing dialogue helps us identify emerging themes, address potential issues early and strengthen workplace culture before challenges impact employee experience or retention.

These insights inform strategic workforce and culture planning, ensuring our policies, programs and initiatives continue to support an inclusive and culturally safe workplace. By prioritising diversity, inclusion, wellbeing and belonging, Communities is creating an environment where people feel empowered to be themselves, contribute their best work and help build a workforce that reflects the rich diversity of Western Australia.

Closing the Gap

Overview

In 2025–26, the Department of Communities (Communities) continued to play a leading role in implementing the National Agreement on Closing the Gap (National Agreement) across the State Government, and in response to Aboriginal stakeholders, Aboriginal organisations and Aboriginal partners.

Communities' ongoing transformation can be seen through the significant reforms across child protection, family safety, homelessness, community services commissioning, Aboriginal workforce development and government transformation activities.

Additionally, Communities has strengthened Aboriginal-led decision-making, expanded Aboriginal Community Controlled Organisation (ACCO) service delivery, embedded cultural reforms, and increased support for Aboriginal families, children and communities through place-based and culturally responsive approaches.

Communities' work contributes to all four of the National Agreement's Priority Reforms – changing how we work with Aboriginal people and their communities - to enable greater progress on the socioeconomic targets.

Priority Reform One – Formal Partnerships and Shared Decision-Making

During 2025–26, Communities strengthened Aboriginal participation in decision-making through improved governance structures, community-led planning and formal advisory mechanisms.

Key achievements

- Implementation of Communities' Aboriginal Engagement Framework, a guide to culturally responsive engagement supporting genuine relationships and collaboration with Aboriginal stakeholders.
- Continued partnership-approach and delivery of the Early Years Partnership across Armadale West, Central Great Southern, Derby and Bidyadanga, with Aboriginal organisations and local communities co-designing early childhood priorities and investment decisions. Development of community-led plans.
- Progressed Aboriginal Family Led Decision Making (AFLDM), enabling Aboriginal families to make decisions regarding the safety and wellbeing of their children through ACCO-facilitated family-led processes.
- Strengthened Aboriginal voices and governance through the Aboriginal Strategic Advisory Group (Advisory Group). The Advisory Group provided eight pieces of advice to the Director General in 2025–26; and Communities divisional engagement has grown, with increased recognition of the value of engaging early with Advisory Group members.
- Development of the WA Thriving Kids program for children aged 0–8 years with developmental delay and/or autism with low to moderate support needs, as well as their families, carers and kin. Planning is focused on commissioning family-focused early intervention services delivered in a range of community settings. Investing in Aboriginal-led Thriving Kids delivery is a dedicated investment stream in WA. This includes working in partnership with the Aboriginal Health Council of WA and the Council of Aboriginal Services WA and engaging with Aboriginal Community Controlled Organisations, Aboriginal Community Controlled Health Organisations and Aboriginal Medical Services.
- Established the Kimberley Remote Aboriginal Community Leaders' Network, bringing together leaders from remote Aboriginal communities to collectively identify solutions relating to governance, economic sustainability, food security and community resilience.
- Continued Communities' participation in national shared decision-making forums, including the Early Childhood Care and Development Policy Partnership and work associated with implementation of Disability Royal Commission recommendations for First Nations disability governance.

Priority Reform Two – Building the Community-Controlled Sector

Communities continued implementation of its ACCO Strategy 2022–2032 and advanced the WA Government's broader commitment to increase ACCO involvement in delivering community services. Communities continues to transform its organisational processes and in turn build the ACCO sector through direct procurement to ACCOs, including commissioning of service agreements.

Key achievements

- Release of the ACCO Commissioning Framework, developed in collaboration with Council of Aboriginal Services Western Australia and Aboriginal Health Council of WA, to support improvements in commissioning with culture at the heart, where services are significant for Aboriginal children, families and communities.
- Increased ACCO participation across homelessness with procurement processes specifically targeting ACCO providers for outreach homelessness services and family support programs.
- Supporting Aboriginal Elders and older people through targeted grants and age friendly initiatives under the Reducing Ageism Grants Program delivered by various ACCOs and other community-based organisations.
- Expanded ACCO involvement in Home Stretch WA by fifty percent, with two ACCOs now delivering transition support to care leavers across Western Australia. More than 700 young people will be accessing Home Stretch supports in 2025-2026.
- Supported delivery of Aboriginal Housing First services through Noongar Mia Mia Aboriginal Corporation, providing culturally informed responses to Aboriginal people experiencing homelessness.
- Expansion of ACCO engagement in child protection, family support, earlier intervention and home care reforms through commissioning of Family Support Networks, Intensive Family Support Services and Aboriginal In-Home Support Services.
- In 2026 the State Budget included $37.7 million to fund expansion of the Aboriginal Representative Organisations (ARO) program for a further four years, delivering on a legislative obligation to empower Aboriginal organisations to lead consultation in support of improved decision-making and cultural outcomes for children and families in contact with the child protection system. In consultation with Aboriginal communities, Communities is preparing for the proposed ARO services to be rolled out across the state by 2027.

Priority Reform Three – Transforming Government Organisations

Communities progressed significant cultural reform activity to improve accountability and cultural responsiveness across the agency.

Key achievements

- Progressed implementation of the Aboriginal Cultural Framework 2024–2034 (Aboriginal Cultural Framework) and Reflect Reconciliation Action Plan 2025–2026 (Reflect RAP) to strengthen cultural safety, capability, empowerment and ways of working with Aboriginal people, their families and communities.
- Continued strong reporting and governance mechanisms under the Aboriginal Cultural Capability Reform Program for implementation of the Aboriginal Cultural Framework and Reflect RAP including the re-establishment of the RAP Working Group to drive oversight and accountability across all divisions.
- Established the Cultural Reform Champion Network with representation from all divisions to promote cultural reform initiatives and activities across the organisation.
- Launched the inaugural Aboriginal Workforce Strategy 2025–2030, focused on improving Aboriginal recruitment, retention, leadership and career development.
- Expanded Aboriginal employee engagement and cultural safety through the Aboriginal Employee Network and regional Aboriginal staff forums, strengthening Aboriginal voices in departmental decision-making.
- Expanded the Closing the Gap Hub (the Hub) including an eLearning module, increasing staff understanding of the Priority Reforms, Communities many responsibilities, and the application of the Priority Reforms in everyday service delivery.

Priority Reform Four – Shared Access to Data and Information

In 2025–26, Communities continued to plan and prepare for Aboriginal data governance and information sharing processes.

Key achievements

- Progressed data initiatives to improve visibility of ACCO engagement, commissioning activity and sector growth.
- Improved Communities governance mechanisms for data collection, monitoring and reporting against the ACCO Strategy, ACCO Commissioning Framework and National Agreement commitments.
- Progressed development of a Communities Closing the Gap Dashboard to better understand organisational embedding of Priority Reforms.
- Began work to align internal processes and governance with broader state initiatives including implementation of the WA *Privacy and Responsible Information Sharing Act 2024*, and Aboriginal data governance.

Other legal requirements:

Act of Grace payments

There were no Act of Grace payments made in the 2025–26 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 2025–26.

Table 126: Personal expenditure using Government issued credit cards in 2025–26

Details of personal expenditure	2025–26
Number of instances the Western Australian Government Purchasing Card have been used for a personal purchase	201
Aggregate amount of personal use expenditure for the reporting period	$7,427.06
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	$5,427.90
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	$1,145.68
Aggregate amount of personal remaining unpaid at the end of the reporting period (a)	$853.48
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

Note: (a) Unpaid amount of $853.48 includes:

1. Two transactions totalling $15.40 from one cardholder who is currently on leave and will follow up on return.
2. Remainder amount of $838.08 has been repaid in 2026–27.

Advertising, market research, polling and direct mail

In accordance with Section 175ZE of the *Electoral Act 1907*, Communities incurred expenditure in media advertising. Total expenditure for 2025–26 was $343,396.12.

Table 127: Advertising expenditure for 2025–26

Expenditure	Organisation	Amount
Advertising	–	–
Market research	–	–
Polling	–	–
Direct mail	–	–
Media advertising	Initiative Media Australia Pty Ltd	$213,809.29
	Carat Australia Media Services Pty Ltd	$112,824.33
	303 Group Pty Ltd	$16,762.50
Total	–	**$343,396.12**

Consultant expenditure

Table 128: Consultant expenditure for 2025–26

Name of Consultant	Purpose of Engagement	Period of Engagement	Remuneration/Contract Cost		Strategic Advice Criteria (1-5) (a)
			Estimated Total Cost of Consultancy (Inc GST)	Cost in 2025–26 (Inc GST)	
Nous Group	Communities engaged Nous Group to provide strategic policy analysis and advice on post-disaster accommodation arrangements within the State Emergency Management Framework. Specifically, the engagement sought to: • Scope roles and responsibilities of State Government agencies for the provision of medium- to long-term accommodation following emergencies. • Identify and recommend changes to the State Emergency Management Framework, including the State Support Plan – Emergency Relief and Support, to clarify and strengthen these roles and responsibilities. • Develop a timeline of critical activities to support implementation of proposed changes to post-disaster accommodation arrangements. • Inform a formal report to the State Emergency Management Committee on project progress and strategic implications.	16/06/2025 to 06/10/2025	$129,860.00	$129,860.00	1

Note: (a) Strategic Advice Criteria 1 relates to Policies and Procedures

Disability access and inclusion plan

Strengthening inclusion through lived experience, capability and partnership

Communities has continued to strengthen disability access and inclusion across Western Australia through initiatives that improve practice, elevate lived experience and ensure people with disability have a greater voice in shaping policy and services.

A significant and ongoing program of work is the Child Protection and Disability Intersection Project, which is being jointly delivered by the Child Protection and Family Support and Disability divisions. Supporting Western Australia's commitments under Safe and Supported: The National Framework for Protecting Australia's Children 2021–2031, the project is aimed at building the capability of child protection staff to better understand, identify and respond to the needs of children, young people and families with disability who are interacting with the child protection system.

A key milestone was the development of Disability Practice Guidance, which informed a new disability-focused section within the revised Child Protection Guide (The Guide) that was launched in February 2025 and implemented during 2025–26. Disability considerations have now been embedded across all practice areas, supporting more inclusive and informed decision-making.

To further strengthen workforce capability, three disability practice clinics were delivered by the Disability division in early 2026, which engaged 240 staff members. The clinics achieved strong results, with 97 per cent of participants reporting increased awareness of available resources and 83 per cent reporting an improved understanding of disability-informed practice. Work is currently underway to develop a standalone Disability Resource and future disability-specific training informed by a comprehensive Training Needs Analysis.

On behalf of the Hon Hannah Beazley MLA, Minister for Disability Services, Communities also strengthened the voice of people with disability in the governance and future direction of the National Disability Insurance Scheme (NDIS) by supporting the establishment of the NDIS WA Community Advisory Council (WACAC) in November 2025. The WACAC consists of community and government representatives who bring lived experience, advocacy expertise and community perspectives directly into discussions on policy reform and service improvement.

Through regional engagement activities and formal governance processes, WACAC provides valuable insights into the experiences of participants, families and providers across metropolitan and regional Western Australia. This ensures that lived experience is considered alongside operational evidence and service data when considering reforms.

Further advancing the commitment to inclusion, Communities is developing a Lived Experience Framework (the Framework) to strengthen how the organisation listens to, learns from and partners with people with disability. The Framework will provide a consistent approach to embedding lived experience in policy development, program design and service delivery across the Disability Division. Development of the Framework has been informed by extensive stakeholder engagement, including people with disability, carers and disability sector organisations. Insights gathered through the Better Pathways for Parents with Intellectual Disability symposium in February 2026 reinforced the importance of moving from deficit-based approaches towards disability-informed practice, particularly within child protection services. Across the State, metro and regional initiatives are also contributing to this work. The North Metro Aboriginal Regional Coordinator is mapping First Nations disability advocacy services to support culturally safe and accessible pathways, while the South West region has created employment opportunities for people with disability and promoted the use of Auslan. South Metro continues to play an important role in supporting Framework development and embedding inclusive, lived experience-informed practice.

Together, these initiatives demonstrate Communities' commitment to creating a more accessible, inclusive and responsive service system. By strengthening workforce capability, amplifying lived experience and fostering meaningful partnerships, Communities is helping ensure that people with disability are better supported to participate, contribute and thrive in their communities. Communities continued to progress its Workforce Diversification and Inclusion Strategy by strengthening disability employment, leadership capability, accessibility and inclusive workplace practices. Key achievements included completing the Disability Confident Recruiter program, implementing accessible recruitment and workplace adjustment processes, partnering with Inclusive Employment Australia providers through the Connect Abilities initiative, and promoting direct employment pathways through the refreshed Public Sector Commissioner's Instruction 39 appointment process. These initiatives support greater workforce representation and reduce barriers to employment for people with disability.

Communities also invested in capability development through disability awareness training, increased engagement in Disability Confident Workforces learning, inclusive induction programs, as well as ongoing support for the LeadAbility Leadership Program and the AbilityLink Program, which is building WA businesses' capacity to employ people with disability.

Inclusive culture and workplace accessibility remained a priority, supported by the possAbility employee network, lived-experience participation in projects and decision-making, and disability-focused actions embedded within workplace culture plans. Accessibility improvements, including Personal Emergency Evacuation Plans (PEEPs), accessible office fit-outs and inclusive onboarding practices, have helped create a safer, more welcoming and accessible workplace.

Together, these initiatives demonstrate Communities' commitment to building a workforce that reflects the community and enables people with disability to thrive and contribute.

Agents and contractors

Communities requires that contracted organisations are aware of their Disability Access and Inclusion Plan (DAIP) responsibilities. Contracted organisations declare that they have considered the seven DAIP outcomes and that, to the extent practical, they will implement Communities' DAIP.

Complaints management

Communities' Complaints Management Unit (CMU) continued to provide an accessible and responsive complaints management process throughout 2025–26.

Complaints Received

Table 129: Complaints received for 2025–26

Service Area	Tier 1 (a)	Tier 2 (b)
Child Protection	203	84
General	1	6
Disability	–	1
Total	**204**	**91**

Note:

(a) Tier 1 complaints are allocated to the Business Unit/District Office for investigation, and a Tier 1 Outcome Letter is provided to the complainant. If the complainant remains dissatisfied, they can request a Tier 2 complaint.
(b) Tier 2 complaints are undertaken by a Senior Complaint Investigator within the Complaints Management Unit (CMU).

Complaint Themes and Trends

The majority of complaints related to Children in Care Services (71 per cent), followed by Child Protection Services (22 per cent). The most common complaint categories were communication (53 per cent) and concerns regarding a child's wellbeing (15 per cent).

Actions Taken to Resolve Complaints

CMU identified 170 required actions for districts to complete to resolve complaints and 60 opportunities for service improvement. The main areas requiring corrective action related to:

- Care Planning requirements (19%).
- Record keeping practices (17%).
- Stability and Connection Planning (13%).
- Culturally supportive practice (10%).

Service Improvements

Complaints and customer feedback informed updates and clarification to:

- Special Guardianship Orders guidance.
- Special Needs Loading payments.
- Processes relating to revocation of carers.

- ASSIST carer screen enhancements.
- Notification requirements for parents of children in care subject to child safety investigations.
- Care Plan Review Panel processes.

Accessible and Inclusive Complaint Processes

The Department continued to improve accessibility through:

- Development of Easy Read complaint resources for children and young people and people with disability.
- Accessibility review and enhancement of the complaints webpage.
- Prioritisation of complaints made by children and young people to support timely assessment and investigation.

Compliance with Public Sector Standards and ethical codes

Governance

Communities updated the schedule of delegations under the *Public Sector Management Act* to reflect changes made to the Public Sector Commissioner's Instructions.

Integrity Capability

Communities continued to strengthen integrity capability through initiatives aligned with Commissioner's Instruction 40 – Ethical Foundations. Communities utilised the Integrity Framework Maturity Self-Assessment Tool to identify opportunities for continuous improvement and strengthen organisational integrity systems and culture.

A statewide integrity outreach and education campaign delivered targeted integrity awareness sessions to regional and metropolitan areas including Mid-West Gascoyne, South-West, West Kimberley, East Kimberley, Goldfields-Esperance and Pilbara across the Disability, Child Protection and Family Support, and Business Services divisions.
Additional initiatives included:

- Interactive Integrity Red Flag webinars.
- Corporate-wide integrity communications and awareness campaigns.
- Division-specific integrity messaging relating to timesheet and leave compliance and the management of confidential information.
- Review and redevelopment of the Accountable and Ethical Decision-Making (AEDM) training program, with a new online mandatory training package launched in January 2026.
- Review and publication of the Department's Code of Conduct in November 2025.

Investigations

From 1 July 2025 to 30 June 2026, Communities received 440 reports of alleged breaches of the Code of Conduct. Of these, 113 matters were referred for investigation, 78 remained open at 30 June 2026 and 20 matters were substantiated.

Recordkeeping plan

Evaluation of recordkeeping systems

In accordance with section 19 of the *State Records Act 2000*, 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. Communities is currently revising its Recordkeeping Plan to align with the changes resulting from the Public Sector Reform.

Recordkeeping training program

This financial year, 1,431 staff attended face to face training on recordkeeping systems and practices across metropolitan and regional locations and with 1,214 staff completing recordkeeping systems training online. In the period, 1,482 staff completed the online recordkeeping awareness training course. 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. Communities has expanded staff training to incorporate Information Classification and Privacy Awareness to meet its obligations under the WA Information Classification Policy and the *Privacy and Responsible Information Sharing Act (2024).*

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)

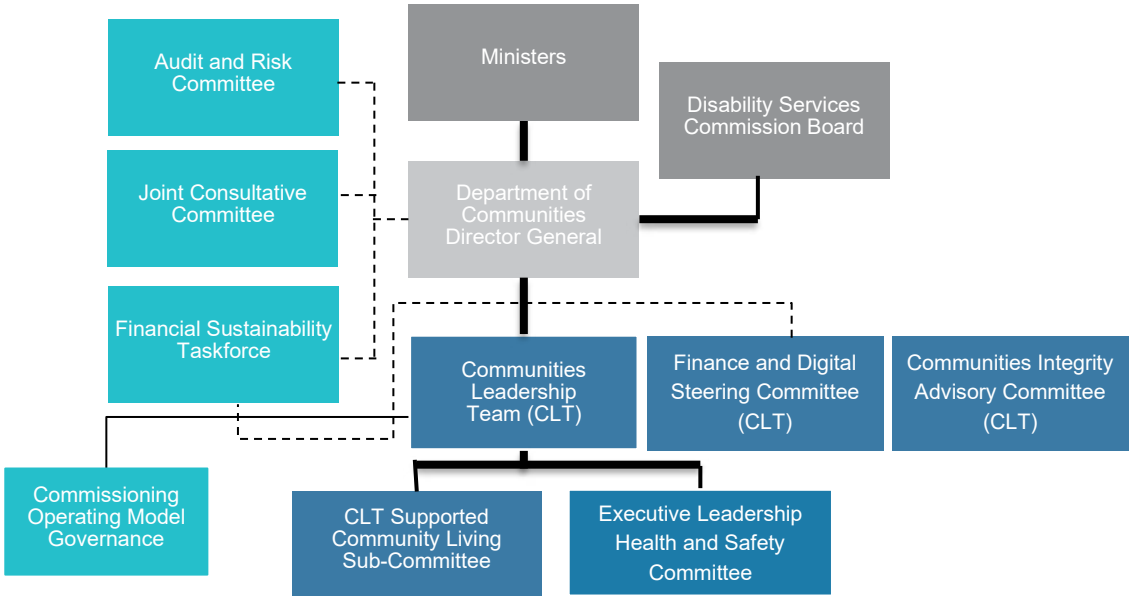
Communities continues to review the consolidated EDRMS to optimise efficiency. The system assists staff to meet current record statutory and legislative recordkeeping requirements.

Governance disclosures:

Governance structure

In 2025, Communities' Governance Framework was approved by the Communities Leadership Team, and in August 2025, the Framework was updated following Public Sector Reform changes. The Framework provides the foundations of good governance, outlining all the elements that contribute towards Communities achieving its strategic outcomes. The Framework brings together our plans, strategies, values and accountability structures to support consistent and appropriate decision making and provide accountability in complying with various legislation and standards. The Framework outlines the Governance Structure which is determined by both legislative requirements and best practice and is supported by a range of policies, procedures and practices. Further improvements are planned for the governance structure in 2026–2027. The governance structure as at 30 June 2026 is illustrated below.

Communities' governance structure as at 30 June 2026



Other key governance groups established under Legislation, or formally approved by Cabinet or relevant Minister

Providing advice to the relevant Minister

- Carers Advisory Council
- Family and Domestic Violence Lived Experience Advisory Group
- Family and Domestic Violence Implementation Oversight Group
- Forced Adoption Reference Group
- Housing First Homelessness Advisory Group
- Ministerial Youth Advisory Council
- Ministerial Advisory Council on Disability
- Ministerial Oversight Committee for Foundational Supports
- State Emergency Management Committee
- NDIS WA Community Advisory Council
- Sexual Violence Prevention and Response Strategy - Steering and Implementation Group

Providing advice to the DG / DDG

- Aboriginal Strategic Advisory Group (DG)
- Lived Experience Advisory Panel for Disability (DDG)

Other financial disclosures:

Employment and industrial relations

Table 130: Employment profile

Employment profile (as at 30 June)	2025	2026
Full-time permanent (headcount)	3,853	3,959
Full-time contract (headcount)	716	739
Part-time (FTE)	323.9	359.1
On secondment (headcount)	34	38
Casual (headcount)	442	518
Total	**5,368.9**	**5,613.1**

Note: Staff numbers include Disability Services Commission staff.

Capital works

Capital projects incomplete

The Halls Creek ($2,340,515), Katanning ($2,423,000) and Kununurra ($569,000) fit-out projects will deliver a new co-located service centre (office) for Department of Communities (Communities) and the Department of Housing and Works (DHW) that will be based on Activity Based Workplace (ABW) principles and align with Communities' workplace strategy. While the Halls Creek and Katanning projects were initiated by Communities, the Kununurra project formed part of a broader Government initiative.

The Mirrabooka fit-out project was initiated to address capacity constraints within the key North metro service centre (office), a premises accommodating over 400 Communities, DHW and Department of Justice staff. The fit-out adjustments across Communities tenancy will support an ABW, aligning with Communities workplace strategy, providing increased flexibility, improved space utilisation and capacity to support staffing needs over the term of the lease (without requiring ad hoc modifications). The cost of the project is estimated to be $1,645,967.

All of the above projects will be completed in 2026-27, and all amounts are GST exclusive.

The Out of Home Care (OOHC) Safety Upgrades Program is delivering safety, refurbishment and compliance upgrades across 67 OOHC properties. The program supports the provision of safe and fit-for-purpose accommodation for children and young people in care through improvements to property functionality, safety and amenity. The total program budget is $9.7 million, with approximately $3.6 million committed as of 30 June 2026.

The Residential Care Safety Upgrades Program delivers refurbishment, and safety improvement works across residential care assets. The program aims to improve safety, compliance and functionality for children and staff through targeted upgrades to residential care facilities. Five spot purchased assets across metro and regional locations have been refurbished, with approximately $1.3 million expenditure. A further five properties have been scoped to be completed in the coming financial years.

Capital projects completed

Communities and DHW moved into the new Midland service centre (office) in August 2025. This project consolidated five previously separate service delivery teams into a single, integrated facility, improving service coordination, operational efficiency and client accessibility. The project was jointly funded by the DHW Government Office Accommodation directorate and Communities.

The Mirrabooka FDV Hub project involved the lease and fit-out of additional space adjoining the existing Mirrabooka FDV Hub. The facility now has four additional family counselling rooms, a larger education/counselling room, expanded childcare and client multi-purpose rooms and additional workstations for the increased number of staff working at the premises. The cost of the project was $841,376 (GST exclusive).

The Katanning Refuge project involved the refurbishment and upgrade of 32 Oxley Road, Katanning, to support the establishment of a new women's refuge. The project included refurbishment, safety and compliance improvements to create a fit-for-purpose crisis accommodation facility, with $1 million dollars committed to the project.

The 13 National Park Road, Swan View refurbishment project delivered significant internal and external upgrades to improve the property's suitability for residential care purposes. Works included landscaping and pool upgrades, conversion of the garage, internal reconfiguration of living spaces and security enhancements. The total cost of the refurbishment was approximately $800,000.

Staff development

The Department of Communities (Communities) is committed to developing a skilled, capable, compassionate and diverse workforce that provides responsive services and empowered communities. We facilitate learning journeys for a workforce of 5,807 employees, as well as foster and family carers, and sector agencies. We also provide multi-disciplinary learning opportunities for over 250 funded, partner agencies in the community services sector. This develops shared understanding and common ways of working for integrated service delivery.

During the financial year, our employees completed more than 8,000 hours of in-house and external training, demonstrating our ongoing commitment to professional development and continuous learning. In addition, Communities has provided leadership development training and mentoring opportunities to a further 349 employees, supporting the growth of current and emerging leaders across the organisation.

We also delivered a social work student placement program for university students. These placements provided valuable practical experience and enabled a pathway into child protection and family support roles within Communities. During this financial year Communities hosted 59 placements, of which 44 per cent (26 students) were offered positions within Communities following the completion of their placement.

Workers compensation

There were 116 compensation claims of a minor nature and 69 of a severe nature (60+ days unfit) recorded during the financial year. This compares with 76 compensation claims of a minor nature and 74 of a severe nature recorded in 2024–25.

Department of Communities

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