



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



Department of **Communities**

2018–19

Annual Report

Contents

Statement of compliance	1	Significant issues impacting the agency	57
Overview	3	Disclosures and legal compliance	63
Director General foreword.....	4	Performance management framework	64
Executive summary.....	6	Financial performance.....	68
Our purpose, values and outcomes	8	Auditor General's opinion	74
Operational structure	10	Financial statements	79
Ministers.....	10	Key performance indicators	141
Enabling legislation	10	Ministerial directives	158
Organisational structure	12	Other financial disclosures	159
Corporate Executive.....	13	Governance disclosures.....	164
Agency performance.....	17	Other legal requirements.....	168
Year In Review	18	Government policy requirements.....	176
Agency highlights	20		
Agency performance	24		
Our Priorities	24		
Safe children.....	26		
Empowered people	33		
Inclusive and accessible communities	42		
A place to call home.....	46		
Strong families and kin.....	52		

Statement of compliance



**Hon Simone
McGurk MLA**

Minister for Child Protection;
Women's Interests;
Prevention of Family
and Domestic Violence;
Community Services.



**Hon Stephen
Dawson MLC**

Minister for Environment;
Disability Services;
Electoral Affairs.



**Hon Mick
Murray MLA**

Minister for Seniors and
Ageing; Volunteering;
Sport and Recreation.



**Hon Peter
Tinley AM MLA**

Minister for Housing;
Veterans Issues; Youth;
Asian Engagement.

For the year ended 30 June 2019

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 2019.

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

A handwritten signature in black ink, appearing to read 'Michelle Andrews'.

**Michelle Andrews
Accountable Authority**

17 September 2019

Accessibility statement

This annual report has been designed to make it accessible to as many people as possible. As a result, the report mainly uses 12pt font – the accessible minimum standard – which makes the document length greater than usual, and ensures that people with vision impairment and people who use screen readers are able to access it. The report is also available online in an accessible PDF format. Should an alternate format be required, this can be provided upon request.

Acknowledgement of country and peoples

We acknowledge the Aboriginal and Torres Strait Islander peoples as traditional custodians of this land and pay respect to Elders past, present and emerging.

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If you are deaf or have a hearing or speech impairment, contact us through the National Relay Service. For more information, visit:
www.relayservices.gov.au

Overview



Director General foreword



I am pleased to present the 2018–19 annual report for the Department of Communities (Communities). The report concludes the end of a very busy year, during which we started to see the benefits of our cohesive, whole-of-system approach to delivering the broad scope of services for which we are responsible.

In early 2019, Communities took measures to strengthen engagement and collaboration with key stakeholders in the out-of-home care reform process, and worked to address concerns raised by a number of community organisations, through the Western Australian Council of Social Services.

Communities acted on advice to establish an Independent Reference Group, specific to the Out-of-Home Care Reform Project, to provide advice and support to the program governance board. The board itself was expanded to include the chairs of the Group and representatives from Departments of Treasury, Finance, and the Aboriginal Policy and Coordination Unit at the Department of the Premier and Cabinet. This across-sector alliance has been pivotal to rebuilding trust within the community services sector and galvanised reforms to the out-of-home care system around the needs of the child.

The benefits of our collaborative approach as Communities was highlighted for me when I heard about the work one of our regional teams was doing with a family where mum and dad's marriage had broken down and dad moved out of home.

Mum took on the full-time care of the six children and wasn't coping and subsequently needed help. We helped mum access support services but had to take the children into temporary foster care. As we always want to keep families together, our team reached out to dad and asked if he would take on the care of the children. Unfortunately, as he vacated the family home, he didn't have a stable home. Our child protection staff then worked with our housing staff to find dad a suitable home to accommodate the whole family and we worked with dad, provided him with all the supports he needed and gradually reunited the children with their father. As a result, the children are all doing well, they have a stable home environment and mum continues to get the help and support she needs.

Communities staff are responsible for responding to the people we serve in a way that enables and empowers. The job we do is rewarding but often challenging, and it is important to maintain the same person-centred approach we take to serving Western Australia when supporting our staff. Over the past 12 months we have been looking at our workforce and ways in which we can develop our talent and leaders.

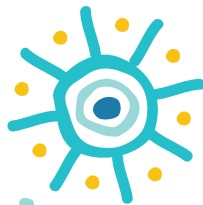
Part of our challenge is around recruiting and retaining staff who understand, and can work effectively, within our regional and remote communities. Structural changes to make our agency more effective also means that we face challenges finding meaningful work for the dedicated staff who continue to serve their community, despite knowing their roles are changing.

While we have achieved a lot since July 2017, we acknowledge we still have much work to do. We need to increase the capability of our workforce, improve our relationships with our service sector partners, including foster carers, nurture greater trust with the community and improve our cultural strength and awareness. Because of the multiportfolio issues we seek to address, we know we can only improve if we work closely with other agencies. Our relationships with the Department of Education, Western Australia Police Force and the Department of Justice are all key to providing a more cohesive, statewide approach to service delivery, especially in regional areas.

We look forward to presenting the people of Western Australia more success stories over the coming year and sharing our achievements in improving the lives of the people we serve.



Michelle Andrews
Director General



Executive summary

The Department of Communities is delivering human service reform on a huge scale. Guided by our values, we work together to deliver on our agency's purpose, rethinking and improving what we do and how we do it, to make a real difference to the lives of the individuals, families and communities we serve.

Across the 2018–19 year we continued to pursue our reform agenda. This includes leading the implementation of the Government's Stopping Family and Domestic Violence Policy, developing a regional decision-making framework – to ensure the people closest to the community they serve are the ones making the decisions – and strengthening our internal digital capability. These are all vital steps on our journey towards a more effective, integrated service delivery model that is person-centred, place-based and produces sustainable positive outcomes.

In April 2019, Communities began implementing a framework to commission for outcomes. A commissioning approach requires Communities and other providers to work in an integrated way to understand what services or responses best suit both the individual and community more generally, agree on the desired outcomes, and design and evaluate the delivery of the response provided. Communities is trialling the commissioning approach end-to-end with the procurement of homelessness services, supported by the Commissioning Working Group, that supports a strategic whole-of-government approach to commissioning and procurement, with representation from across government and the community sector.

Consultation and community engagement is essential for us to understand how our agency must change to better serve our diverse portfolios, which include children in care, women, youth, veterans, seniors and people with disability. Throughout 2018–19 we engaged with metropolitan and regional communities, both online and face-to-face in surveys, workshops and forums. Examples include the Transition Governance Advisory Group: a forum for people with disability and other stakeholders to work closely with the State Government on the implementation of the NDIS in Western Australia, led by the Minister for Disability Services.

Communities has enabled thousands of Western Australians to find an affordable place to call home. Many of these affordable homes were built in remote regions, creating apprenticeships for young Aboriginal people. As we continue to deliver our commitments under the METRONET initiative, Communities is directly contributing to our economy and building well-connected, diverse and affordable neighbourhoods that enable individuals and families to participate fully in their community.

Our staff affected by the transition to the NDIS are proactively supported through a staff mobility program that assists staff to obtain re-training and secure opportunities for employment across the department. We have a multidisciplinary workforce, capable of navigating the complex issues faced by an agency with such diverse responsibilities. Over the year some of our people developed and implemented a network of Values Champions and Ambassadors to support their colleagues in the workplace. Ambassadors and Champions contribute to the

program in addition to their regular duties and help staff stay connected despite the vast distances between our offices. They demonstrate our corporate values in practice and model the internal transformation that's required to drive external change.

This change Communities is seeking to make is enduring and impactful; and to do this well takes time. To guide our activities and maintain our focus on what matters, during 2018–19 Communities developed and launched its inaugural strategic plan. Our five-year Strategic Plan 2019–2023 came into effect on 1 January 2019. The Plan supports and directs our activities, setting out how we work together and with others to realise our outcomes. It acknowledges the unique challenges and opportunities that Communities must engage with, and focuses our efforts in three ways:

1. We support individuals and families to lead their best life

By focusing on people's specific circumstances, we are in a unique position to be able to tackle problems earlier and break negative cycles. Through better service coordination, collaborating and creating partnerships, we assist people to navigate and access multiple services to support their needs. By building on people's strengths, we support communities to grow and thrive, empowering people to make their own choices and take responsibility for their own lives.

2. Mobilising local solutions

We serve a vast area across the State that includes some of the most remote communities in Australia. Through adapting ourselves and what we do within urban, regional and remote contexts, we drive place-based thinking, actions and outcomes. Harnessing the strengths of local organisations, families and kin is key to providing the best service and support to people and communities.

3. Creating and transforming

Guided by our values of courage, respect, empathy, accountability, trust and empowerment, we are a catalyst for change. We do this by working in the right way, at the right time and place, for the right people and the right reasons. Through targeting our resources to deliver government priorities, we achieve positive outcomes for the people and communities who most need our support.

These focus areas encapsulate strategic directions and initiatives that will enable the transformation Communities is seeking to achieve.





Our purpose, values and outcomes

Our agency's purpose is 'Collaborating to create pathways that enable individual, family and community wellbeing'.

Our values guide how we work together and with others, especially the people we serve.

Courage: we understand that what is right is not always easy. To achieve something new, we must be willing to both think creatively and do what we've never done before.

Respect: we treat everyone with dignity and fairness. We recognise contribution and value diversity.

Empathy: we extend ourselves to understand the perspectives and experiences of others; to actively 'walk in their shoes'. We communicate and act in a way that is respectful and makes sense to others.

Accountability: we are individually accountable and collectively responsible. We own our actions and see them through for the best possible outcome.

Trust: we say what we mean and act accordingly. We are honest in our dealings and use of resources. We keep our promises and act with integrity.

Empowerment: we help our colleagues, individuals and the community to be the best they can be.

Through our values we CREATE outcomes. The outcomes we seek to achieve form the strategic pillars from which all our work flows:

A place to call home is something that is different for everyone but it should always have a few things in common regardless of who we are. It should be safe, it should be functional, it should provide a sense of security both physically and emotionally.

Inclusive and accessible communities provide opportunities for all members to fully participate in the social, cultural and economic life of their community.

Strong families and kin comes from the trusting and enduring relationships that people build with their family, extended family and friends.

Safe children recognises that the environment of a child during early development profoundly impacts on their wellbeing for the rest of their lives. In order for children and young people to reach their full potential, safety and security is a prerequisite.

Empowered people is about people feeling and being valued, a fundamental human need.



Operational structure

Ministers

At 30 June 2019, the Department of Communities was responsible to the following Ministers:

Hon Simone McGurk MLA

Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services.

Hon Stephen Dawson MLC

Minister for Environment; Disability Services; Electoral Affairs.

Hon Mick Murray MLA

Minister for Seniors and Ageing; Volunteering; Sport and Recreation.

Hon Peter Tinley AM MLA

Minister for Housing; Veterans Issues; Youth; Asian Engagement.

Enabling legislation

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

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

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

The Disability Services Commission and Housing Authority have specific reporting requirements in accordance with the *Financial Management Act 2006* and have, therefore, prepared separate annual reports to meet those requirements. All other information for the financial year is contained in this annual report.

Administered legislation

Communities administers the following legislation:

[Adoption Act 1994](#)

[Carers Recognition Act 2004](#)

[Child Care Services Act 2007](#)

[Children and Community Services Act 2004](#)

[Country Housing Act 1998](#)

[Declared Places \(Mentally Impaired Accused\) Act 2015](#)

[Disability Services Act 1993](#)

[Education and Care Services National Law \(WA\) Act 2012](#)

[Government Employees' Housing Act 1964](#)

[Housing Act 1980](#)

[Housing Societies Repeal Act 2005](#)

[Volunteers and Food and Other Donors \(Protection from Liability\) Act 2002](#)

[Working with Children \(Criminal Record Checking\) Act 2004](#)

Reviews of administered legislation

Amendments to the *Children and Community Services Act 2004* resulting from the 2017 statutory review of the Act will be introduced to State Parliament during the State Government's current term of office.

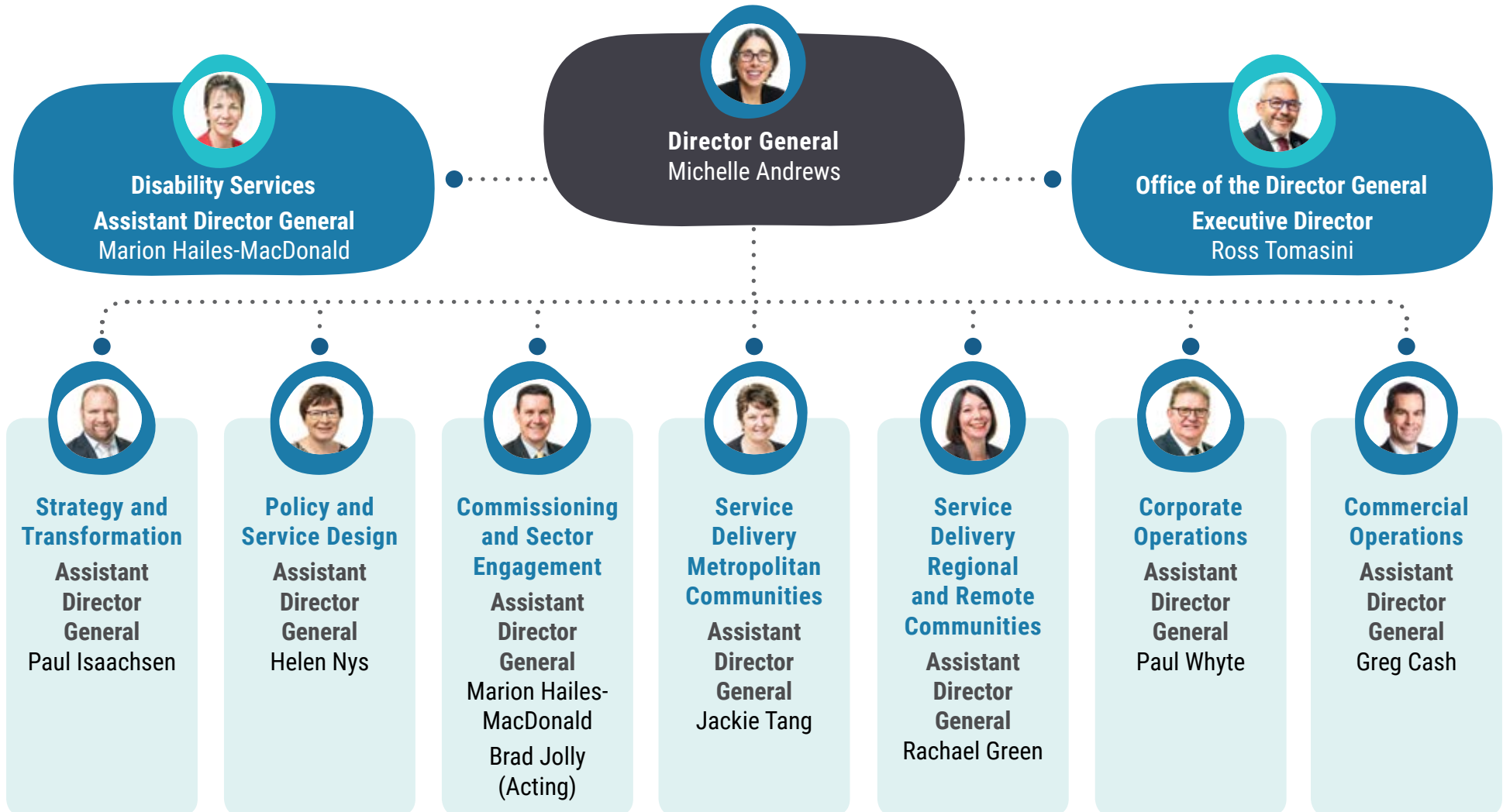
In November 2018, the statutory review of the *Adoption Act 1994* was tabled in State Parliament. The review made 31 recommendations, which are currently under consideration.

A review of the *Carers Recognition Act 2004* is currently underway, and community consultation has informed recommendations that are being prepared for the Minister's consideration.



Organisational structure

The positions of Director General of the Department of Communities, Chief Executive Officer of the Disability Services Commission and Chief Executive Officer of the Housing Authority were held by the same officer, Michelle Andrews.



Corporate Executive



Michelle Andrews
Director General

Michelle Andrews was appointed Director General of Communities on 1 May 2019. Michelle previously led the Policy and Reform Division in the Department of the Premier and Cabinet and was Secretary to the State Government's independent Service Priority Review that delivered a wide-ranging blueprint for reform of the public sector.

Previously, Michelle was a senior executive at the former Departments of Mines and Petroleum and State Development, in which she focused on major projects, resource development policy and strengthening relationships across government, industry and the community. Michelle is an environmental scientist with 30 years' experience in the public sector and has also worked as a senior policy advisor for several State Government Ministers. She has served as Deputy Chair of the Minerals Research Institute of Western Australia and on the boards of the Western Australian Biodiversity Science Institute and the Institute of Public Administration Australia.



Grahame Searle
Director General
(1 July 2017 – 1 February 2019)

A respected public servant with more than 40 years of service, Grahame drove the integration of the new Department of Communities from its inception in July 2017 and the broader transformation of the way human services are delivered across Western Australia. Grahame successfully led major organisational change in his former roles as Regional Services Reform Unit Leader (2015–2017), Department of Housing Director General (2008–2015) and Landgate Chief Executive Officer (2004–2008). Grahame resigned in February 2019.



Paul Isaachsen
Assistant Director General,
Strategy and Transformation

Paul leads the division that sets Communities' direction, outcomes and priorities. His background is in law and public policy, and he has experience in a diverse range of policy areas, including domestic violence, health, macroeconomics, transport and welfare reform.



Helen Nys
Assistant Director General,
Policy and Service Design

Helen leads the development of evidence-based strategies, policies, models and initiatives that shape integrated services, focusing on how we can get better outcomes for people rather than better program outcomes. Helen has previously worked in executive roles at the Disability Services Commission, where she was involved in negotiations on the delivery of the National Disability Insurance Scheme.



Marion Hailes-MacDonald
Assistant Director General,
Disability Services

Marion is overseeing Western Australia's transition to the National Disability Insurance Scheme (NDIS) and integration of non-NDIS services into Communities. Marion has extensive experience in the disability sector and has worked closely with community sector organisations to develop services and support for people with disability, their families and carers. Marion has managed services and held senior management and leadership roles in the areas of commissioning, procurement, quality assurance and policy. She has led significant funding and policy direction and reform across both state and national agendas.



Brad Jolly
**Acting Assistant Director General,
Commissioning and Sector
Engagement**

Brad has stewardship of developing and overseeing responsive service systems and high performing services. He manages service contracts and relationships and shapes provider markets to respond to client needs and policy outcomes. Brad is the former Chair of the National Early Childhood Policy Group, which provides advice on early childhood education policy to the Council of Australian Governments Education Council.



Jackie Tang
**Assistant Director General,
Service Delivery Metropolitan**

Jackie is responsible for delivering outcomes with, and for, people and communities in the Perth metropolitan area. Her role incorporates child protection and family support, community and housing services. Throughout her career, Jackie has overseen statewide operational service delivery related to community reintegration, healthcare, education and rehabilitation for disadvantaged and vulnerable people.



Rachael Green
**Assistant Director General,
Service Delivery Regional and
Remote Communities**

Rachael oversees the delivery of outcomes in regional and remote communities, with a focus on services tailored for the combination of complex client needs, vast distances and small centres. Rachael was previously the Deputy Commissioner, Youth Justice Services. She has extensive experience in operational service delivery and expertise in service design and reform.



Paul Whyte
Assistant Director General,
Corporate Operations

Paul oversees the planning, use and development of corporate resources, including assets, finance, legal, systems and people. He is also responsible for internal governance, standards and integrity and corporate assurance and performance. Paul was previously the Acting Chief Executive Officer of the Housing Authority and Acting Director General of the Department of Housing, and has previously served on the boards of Keystart and significant land joint venture projects.



Greg Cash
Assistant Director General,
Commercial Operations

Greg is responsible for delivering housing and community assets, focusing on inclusion, diversity and affordability. He establishes partnerships with the private sector to develop new and renewed communities. Greg has more than 20 years' experience in the leadership, management and delivery of social and affordable housing in Western Australia.



Ross Tomasini
Executive Director,
Office of the Director General

Ross oversees the strategic governance functions of the Office of the Director General, including ministerial office liaison, corporate communications and audit. Ross has held a number of senior management roles at the Western Australia Police Force and was awarded the Australian Police medal in the 2011 Australia Day honours list.

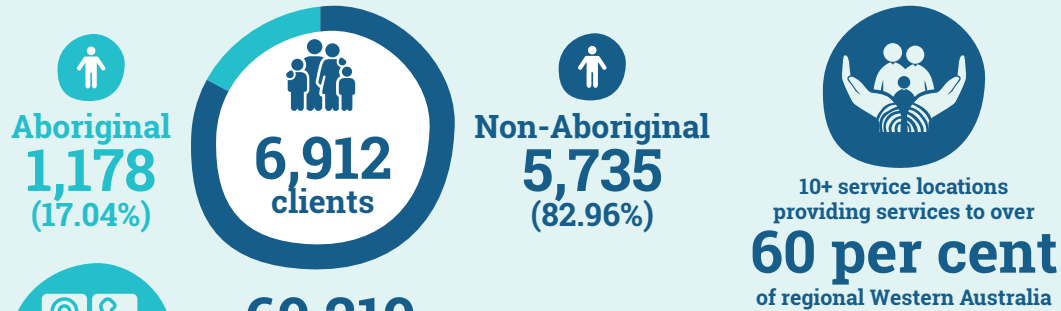
Agency performance



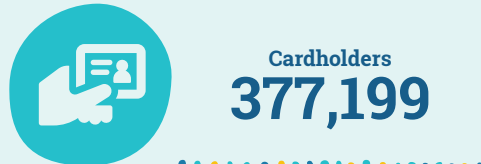
Year In Review

Safe children

Family Support Networks



Working with children checks



Empowered people



Inclusive and accessible communities



A place to call home

Keystart.



Keystart approved
2,286
new loans valued at
\$792.4 million

75
per cent

of loans
for people
previously
renting

85.4
per cent

of loans for first
homebuyers

73.3
per cent

of buyers aged
20-40 years

49.3
per cent

of purchases in
the lower price
quartile range

83
per cent

of loans in well
established
markets of
Perth and Peel



Remote Essential and Municipal
Services program provided

\$66 million
in funding to maintain services



Issued more than **20,000**
job orders per month and spent

\$204.5 million
on maintenance services



5,799
affordable homes delivered
under the Affordable Housing
Action Plan 2017-18 to 2019-20



\$89 million
in funding for homelessness
and family and domestic
violence services



Strong families and kin

Regulation of education and care services



1,209
services regulated



778
investigations
completed



Number of Childcare Places

66,299
(not including family
day care)



10
infringement
notices issued



Multiple Care
Types

100
services



14
compliance matters
referred to the State
Administrative Tribunal



Long Day Care

588
services



2
to the Magistrates
Courts



Outside School
Hours Care

469
services



Family Day Care

36
services



Changes to the
**Residential
Tenancies Act 1979**
to better support victims of
family and domestic violence



Launched the draft
**Strategy to Respond
to the Abuse of Older
People** for comment

Agency highlights

To change our outcomes as an agency, we must change our practices. Communities is committed to providing person-centred, place-based services that adapt and respond according to the diverse needs of the people we serve. Our highlights reflect the emerging results of our service delivery transformation.

Safe children

For children and young people to reach their full potential, safety and security is a prerequisite. A child's environment – whether at home, school or other institutions – profoundly impacts on their wellbeing for the rest of their lives.

Communities is responsible for leading 104 of the 310 recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. Of these 17 have been completed, and work has commenced on a further 87 recommendations.

In 2018–19, the State Government announced its intention to amend the *Children and Community Services Act 2004* to require ministers of religion to report child sexual abuse to Communities under Western Australia's mandatory reporting laws, including where they have gained this knowledge through religious confession. The new reporting requirements would apply to leaders within faith communities who are authorised to conduct religious worship, services and ceremonies.

Over the year, Communities co-sponsored a national working group with the National Office for Child Safety to progress a response through the National Principles for Child Safe Organisations and the National Strategy for the Prevention of

Child Sexual Abuse. The agency also developed an across-government budget submission to fund initiatives that will support implementation of the recommendations, and committed significant resources to undertake the policy and program work required.



Empowered people

As an agency, we collaborate with multiple stakeholders to support individuals and families to make their own choices, take responsibility for their own lives and support the wellbeing of their community to the maximum extent possible. Through the West Pilbara Plan, the State Government is working with Aboriginal Elders, community members and service providers to support and empower people in and around Roebourne to address intergenerational disadvantage and child sexual abuse.

Communities is coordinating the West Pilbara Plan on behalf of the State Government, which has six priority areas:

- more support for children, carers and families
- a safer community for children
- tackling alcohol and drugs
- greater engagement in school and work
- healing the community
- reprioritising government contracts and services.

There are 32 projects that sit across the priority areas. Each project is led by a government agency working closely with the community and other stakeholders, with the aim of together building a stronger, healthier Roebourne. A significant milestone for the community has been the refurbishment of 10 homes for young people with disability or families who provide care for children.

Inclusive and accessible communities

Everyone should have the opportunity to participate fully in the social and cultural life of their region and play a part in contributing to our State's economy. How people participate and what they do will vary from region to region. As part of our efforts to drive place-based actions and outcomes, Communities is supporting a network of District Leadership Groups across Western Australia to deliver coordinated responses to local priorities.

District Leadership Groups aim to foster partnerships and improve community engagement, deliver government reform initiatives, share expertise and resources in a coordinated way, and identify where further investment is required so their region can prosper.

Communities is working with the District Leadership Groups to consider:

- governance, membership and their interaction with other interagency groups
- building the capacity of members to undertake collective impact work
- developing mechanisms for better information management
- identification of regional priorities and improved ways of working.



The achievements of the District Leadership Groups are as varied as the regions they serve. In the south west of the State, there will be a key implementation mechanism for the South West Native Title Settlement Community Development Framework. The Goldfields District Leadership Group is linking youth workers with young people in the community to generate ideas around what would make Kalgoorlie-Boulder a better city for them. The Wheatbelt Leadership Group has decided on Education, Participation and Engagement as key focus areas. Between semester two 2018 and semester one 2019, school attendance rates increased for (Aboriginal and non-Aboriginal) students, facilitated in part by a school bus run operated by a local community service.



A place to call home

This outcome area is embedded between inclusive and accessible communities and strong families and kin and is only partly about ensuring people have a roof over their head. Home means something different to everyone, and it is as much about the connections we make as the dwelling we live in. A good community, and the culture within it, matters. That's why the agency is seeking out and adopting the best sustainable urban development to breathe new life into The Precincts developments.¹

Bentley 360 is one of the first major regeneration projects released under the Precincts program and will be built out in stages over the next 15 to 20 years. Bentley 360 made great advances in 2018–19: commencing the demolition of Brownlie Towers, forming the Bentley Community Liaison Committee (chaired by Ian Carter) and undertaking extensive community engagement.

Since March 2019, the agency has been converting 12 hectares of the northern portion of the total land parcel into a temporary destination parkland. In May 2019, Communities held a series of workshops with students and staff from primary schools in the surrounding area. The students were asked to think about and draw what they loved about Bentley, what games they liked to play and any animals or objects that were special to their culture or family. Their artwork and responses were used to inform the parkland development, which will now include an outdoor classroom, parkour equipment and 'high five hill' – an adventure playground that reflects the multicultural makeup of the area.

¹ The Precincts program will see several of Communities' largest and most strategically significant land assets progressively released to market in tranches.

Strong families and kin

Strong families and kin provide safe and nurturing environments. Our families and kin are the people we trust, and our strength comes from the important relationships we maintain with them. They can be immediate family, extended family or even friends, but they are the people who are always there for us.

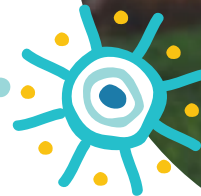
Communities is continuing to lead the implementation of the State Government's Stopping Family and Domestic Violence Policy through a comprehensive package of reforms designed to support victims, change perpetrator behaviour and prevent future violence. Key achievements included:

- a pilot Respectful Relationships Program introduced into Western Australia schools in 2019 – an initiative to support schools and teachers to deliver age-appropriate, respectful relationships education to all students
- legislation amended to provide legal protection of public accommodation and housing rights of victims of family and domestic violence, allowing leases to be transferred into the victim's name and providing the opportunity to remain in the property
- services designed in partnership with not-for-profit sector agencies that will provide culturally appropriate support for Aboriginal and culturally and linguistically diverse victims of family and domestic violence

- delivering the 16 Days in WA to Stop Violence Against Women campaign, which aims to raise awareness, educate and motivate the community to end gender-based violence



- refurbishing and dedicating a property for use as a Communicare Breathing Space – a residential program to change men's behaviour.



Agency performance

Our Priorities

Communities contributes directly and indirectly to Our Priorities.² This snapshot highlights some of Communities' most significant contributions to the State Governments' priorities.



A Strong Economy

Communities contributes directly to developing a strong economy through investment that creates homes and jobs. The Affordable Housing Action Plan 2017–18 to 2019–20, will inject \$2.3 billion in economic activity and almost 6,000 jobs over the course of the three-year plan.



A Bright Future

As Director General of Communities, Michelle Andrews is one of three Directors General overseeing the progress of this priority. Michelle is also on the board of the Early Years Initiative.

The Early Years Initiative aims to improve the development, health and learning of children from conception to age four. The 10-year partnership between the State Government, Minderoo Foundation and Telethon Kids Institute (through CoLab) is a place-based approach that will empower and support communities to identify what works best to help their children thrive.



A Safer Community

Communities aims to make young people's lives better and reduce youth offending through the Target 120 initiative. The initiative supports at risk young people and families with complex needs to reduce contact with the justice system and will contribute directly to the priority's target to reduce youth reoffending. The initiative has rolled out in Armadale, Bunbury, Kununurra and Mirrabooka and supports are tailored to each location.

² Our Priorities is the Government's response to the broader challenges faced by Western Australia, it includes measurable targets across the six focus areas.



A Liveable Environment

This priority sets a target to increase by 2031 the number of homes in Perth and Peel in close proximity to a public transport node by 45 per cent of 2018 numbers. Communities contributes directly to this through the METRONET-aligned housing and jobs package, which invests \$394 million over four years and will deliver 500 medium-density apartments within one kilometre of train stations.



Aboriginal Wellbeing

In 2018–19, Communities invested in numerous programs that support the wellbeing of Aboriginal Western Australians. For example, the Aboriginal In-Home Support Service funded by Communities and delivered by Wungening Moort provides a practical, trauma-informed and culturally safe intensive in-home response. The service supports Aboriginal families to reunify safely at home or prevent children from going into care.



Regional Prosperity

The target for this priority is to increase the number of employed persons in Regional WA by at least 30,000 by 2023–2024. Communities contributes directly to this through construction contracts issued by the North West Urban Construction Development Builders Panel, which generate significant employment, including a total of 39 Aboriginal apprentices in 2018–19 and more than 50 per cent Aboriginal employment overall.³

³ Communities Aboriginal Economic Development strategy applies local Aboriginal employment targets to works and maintenance contracts, apprenticeship targets to specific projects, and targets for procuring from Aboriginal owned head contractors, sub-contractors and suppliers.

Safe children

As at 30 June 2019 there were 5,379 children and young people in Communities' care. Of these, around 55 per cent were Aboriginal. Communities acknowledges this is an untenable situation and is taking steps to reduce the number of children entering care, address the disproportionate number of Aboriginal young people in care and provide a culturally safe and nurturing environment for all children who enter our care. We are doing this through partnerships such as Target 120 and the Early Years Initiative, and building on achievements like the Earlier Intervention and Family Support Strategy.



Working together for children's wellbeing

In early 2019, a number of community service organisations raised concerns regarding elements of proposed new service models for out-of-home care, via the Western Australian Council of Social Services (WACOSS). In response, Communities met with WACOSS and committed to extending the out-of-home care program governance board to include representatives from the Departments of Finance and Treasury and the Aboriginal Policy and Coordination Unit at the Department of the Premier and Cabinet. Communities also agreed to establish an independent reference group to receive direct input from peak bodies and stakeholders.

The independent reference group is co-chaired by Professors Maria Harries and Dawn Bessarab, and includes representation from the Noongar Family Safety and Wellbeing Council, Aarnia (the regional body for Kimberley Aboriginal people), the Create Foundation, the Alliance for Children at Risk, WACOSS and the Children's Policy Advisory Council. The group brings stakeholders together to focus on shaping the out-of-home care service models to address the complex needs of children-in-care in ways that are more therapeutically and culturally responsive, and suggest solutions to pressures in the system more generally.

Communities is collaborating with the group to ensure appropriate representation of regional Aboriginal communities, build the capacity of Aboriginal community controlled organisations and link service design elements with child, family and community outcomes.

Keeping children safe in their home

Communities' priority is to keep children safe in their own homes, and we do this in different ways.

The Early Years Initiative and Target 120

In 2018–19, Communities launched two new initiatives to support at risk children and young people to thrive with their families.

The Early Years Initiative is a 10-year program that invests in children, in their homes and communities, from conception to age four. The initiative recognises that children reach their full potential when parents and families are confident, and communities are strong, safe and healthy. As different communities have different needs, the Early Years Initiative will achieve outcomes by adapting delivery to suit the region it is operating in. In 2018–19, the Early Years Initiative was welcomed by the Shires of Katanning, Broomehill-Tambellup, Kojonup and Gnowangerup.

Target 120 supports identified young people and families presenting with complex needs to reduce contact with the justice system and keep themselves and their community safe. Target 120 commenced operations in Armadale, Bunbury, Kununurra and Mirrabooka. The operating model has been tailored to each location and is being delivered in conjunction with local partner and state government agencies, including the Departments of the Premier and Cabinet, Education, Justice, Treasury and Health and the Western Australia Police Force.

Earlier Intervention and Family Support

The Earlier Intervention and Family Support Strategy provides the framework for a coordinated response between Communities, other state government agencies and the community services sector, to support families who are most vulnerable to their children entering care. The suite of programs⁴ delivers earlier intervention and supports that range from service referral and case coordination to more intensive services that address safety issues, strengthen family functioning and parenting skills. All Earlier Intervention and Family Support services are now operational.

In 2018–19, the expanded Family Support Networks and all 17 Intensive Family Support Service providers began accepting referrals. The Family Support Networks operate in four corridors: Armadale/Cannington, Mirrabooka/Joondalup, Midland/Perth and Fremantle/Rockingham.

The networks are delivered in partnership with an Aboriginal community controlled organisation and aim to provide culturally appropriate services that prioritise the needs of Aboriginal families. The networks engage with families to identify and improve their cultural needs, in part by including their natural support networks and wider community links.

Intensive Family Support Services are now available in more than 10 service locations, providing over 60 per cent of regional Western Australia with access to these types of services for the first time. Seven non-Aboriginal community sector organisations partner with 11 Aboriginal community-controlled organisations and Yorgum Aboriginal Corporation (in partnership with Anglicare WA Inc.) to provide the services.



The Family Care Support Service commenced in October 2018 and provides supports to extended family members caring for children brought into Communities' care. The service aims to strengthen and stabilise care arrangements and prevent children entering non-family care arrangements, seeking to maintain children in their community and on Country. Since it commenced in October 2018, the service has already provided 40 families across Kununurra, Port Hedland, Karratha, Northam, Broome and Perth with in-home support delivered in a culturally appropriate way through a partnership between Aboriginal community-controlled and other community organisations.

⁴ The full suite comprises: Family Support Networks – Assessment and Coordination, Family Support Networks – Intensive Case Management, Aboriginal In-Home Support Service, Intensive Family Support Service and Family Care Support Services.

Focus on the regions

Kalgoorlie kids

The Kalgoorlie-Boulder Earlier Intervention and Family Support Service is aimed at older children and delivered by a co-located team of child protection, police and education staff, overseen by the Goldfields District Leadership Group.

The service uses an intensive home-visiting model to work with families on parenting goals around education, employment and homemaking. Since the service began in March 2017, 17 families and their children have received intensive support. At June 2019, there were seven families and their children open to the service.



Safe environments for children in care

When children come into the care of Communities, we take steps to understand their needs and seek to increase their safety.

In 2018–19, Communities continued to implement the Needs Assessment Tool, which enables the agency and community service organisations contracted to provide out-of-home care services to identify the needs of children in care in a consistent manner. Communities also supported 1,938 young people in care to have a voice through workshops and a computer-based self-interviewing program called Viewpoint. Responses are used in the development of their individual care plans as well as to provide group feedback about care experiences.

The Standards Monitoring Unit assesses the safety and quality of care provided by Communities and community sector organisations funded to provide care on behalf of Communities.⁵ During 2018–19, the unit conducted 38 assessments, which included eight district office reviews and 30 residential care services and community sector placement services reviews.

Communities is responsible for responding to allegations of child abuse and neglect in accordance with the *Children and Communities Services Act 2004*. In 2018–19, the Safety and Wellbeing Project was established to better align the language used by Communities staff with our legislative responsibilities and to improve consistency in practice across Western Australia. The project aimed to embed a higher standard of critical thinking and documented analysis into these investigations.

⁵ The safety and quality of care provided is assessed against the 'Better Care, Better Services: Safety and quality standards for children and young people in protection and care' (2017).

From April to July 2019, an intensive training schedule was undertaken to ensure that Communities' staff could interpret the legislative requirements of a child safety investigation within the context of Communities existing practices and aligned with Western Australia's Signs of Safety Child Protection Practice Framework.⁶

Leaving care

Not all young people are ready to leave care at 18; which is why Communities is partnering with Anglicare WA to implement a targeted trial that provides enhanced supports to vulnerable young people transitioning from out-of-home care to independence. Developed through a co-design process with the community services sector and care leavers, the trial commenced in May 2019. Known as Home Stretch, the trial focuses on care leavers between the ages of 18 and 21 who may be at risk of homelessness or unemployment, to help them develop and build on their support network and independent living skills.

Communities also supports a further three leaving care services to provide information and support to young people aged 15 to 25 who are or have been in care to move to independence.

⁶ Communities adopted Signs of Safety as its child protection practice framework in mid-2008. Signs of Safety is a strengths-based, safety-organised approach to child protection case work. It revolves around a risk assessment and case planning format that integrates professional knowledge alongside local family and cultural knowledge and balances a rigorous exploration of danger/harm alongside indicators of strengths and safety.

Hannah's story

For some people, finding a pathway to wellbeing isn't always straightforward.

Now 18, Hannah (name changed for confidentiality) came into Communities' care when she was just seven years old. The last four years have been extremely difficult for Hannah. When her long-term placement broke down at the age of 14, Communities continued to find homes for Hannah, but she would frequently run away or refuse the placement. Sadly, Hannah's mental health issues and problems with illicit substances diminished her capacity to make safe choices, and often saw her admitted to hospital or remanded in custody. Despite this, our staff were able to build a positive relationship with Hannah, establishing enough trust that they could pose a creative response to her situation.

Given Hannah was not yet 18, she did not fit the criteria for many adult support services in the community that would have suited her needs. Instead, Communities sourced appropriate housing for Hannah and worked creatively with provider Richmond Wellbeing to formulate an individualised response. Hannah received a tailored program of intensive supports, which included access to culturally appropriate community groups and events, and social support necessary to maintain her independence. Hannah is now participating regularly in art groups and continues to maintain her home.

Homes for Carers Program

Homes for Carers focuses on working with family carers in unsuitable housing situations to secure private rentals that accommodate their family size, in locations where they can maintain family connections to schools, sports clubs and community groups.

The program currently supports 12 families consisting of 27 children in care, 12 carers and their respective families. Participants within the program have indicated that the reduced stress, additional living space, and the security of a long-term lease has enabled them to focus on being better carers and provided improved educational and behavioural outcomes for the children in their care.

Doing things better

Responding to the Child Abuse Royal Commission

In December 2018, the State Government released its first progress report outlining the Western Australian response to the Royal Commission into Institutional Responses to Child Sexual Abuse. Of the 310 Royal Commission recommendations applicable to the State Government, 108 have been completed and work has commenced on a further 186. A detailed program of work has been developed, which Communities is leading on behalf of the State Government including responding to recommendations regarding children with harmful sexual behaviours and improving support for victims and survivors of child sexual abuse.

Key achievements over the year include contributing to a framework for implementation of the Royal Commission recommendations in a considered, integrated and cross-government approach over the next 10 years. The framework is underpinned by the central government goal of a Safer WA for Children and focuses on three action areas:

1. preventing child sexual abuse from happening in the future
2. responding swiftly and effectively to abuse should it happen
3. addressing abuse that has happened in the past.

Communities' Family Care Support Service assists extended family members caring for children brought into care. The service is a leading practise example in response to action area one of the framework and aims to strengthen and stabilise care arrangements to prevent children entering non-family care arrangements; keeping children in their community and on Country.

Communities has also made progress around action area two: responding swiftly and effectively to abuse should it happen. Viewpoint – our web-based tool for children and young people to record their needs and views about being in care – is now linked to our client management database, giving staff faster, easier access to understanding the needs of the children who have used the tool. Communities has also improved communication strategies, increased training for service delivery staff, and developed an eLearning program that is accessible to all staff at any time and explains the Viewpoint methodology and how to use the tool.

Working with Children Check

The Working with Children Check is a compulsory, continuous screening strategy that aims to safeguard children by deterring inappropriate people from applying to work with children and detecting new behaviours of current card holders that indicate they may harm a child. The Royal Commission recommended national consistency of all Working with Children Checks. Western Australia's scheme already aligns with many of the recommendations, and the State has committed to working with other jurisdictions towards consistency where changes are feasible and will strengthen the protections for children.

The Working with Children Screening Unit manages investigations into alleged non-compliances, compliance assessments of organisations across the State, and prosecution action where appropriate.

In 2018–19 there were:

- 70 investigations finalisations⁷
- 16 formal written warnings issued; nine to employers, seven to individuals
- 30 compliance assessments of organisations finalised
- two prosecutions commenced.



⁷ A finalised investigation results in a Working with Children Check Card being issued, a negative notice issued, the application being rejected or withdrawn.

Central Review Team

The Central Review Team was established in September 2018 to respond to all child death notifications received from the Coroner, communicate with oversight agencies in a timely manner, and strengthen and improve the way that Communities addresses findings and recommendations.

In 2018–19, the team responded to 55 child death notifications, adopting a proactive approach to identify common issues and continual practice improvements to enable better outcomes for children and families.



Empowered people

Empowering people is about providing choice, opportunity and information to enable people to take control of their own lives. Communities empowers Western Australians with a diverse range of supports and services.

Through employment and education housing

Communities provides safe, supported and affordable housing for predominately Aboriginal people relocating from remote areas of Western Australia to access training, apprenticeships and work opportunities. Service providers, including Aboriginal organisations, are engaged to manage accommodation facilities in the Kimberley and Pilbara regions and provide support services to the residents.

A new Aboriginal accommodation project at St Catherine's College at the University of Western Australia's Crawley is supporting Aboriginal students to take up tertiary education and employment opportunities. This facility became operational in time for the commencement of the 2019 academic year and doubled the capacity of the University's Dandjoo Darbalung Program to 100 students.

Focus on the regions

Moving mountains for Malcolm

Communities staff in Broome demonstrated all six of the agency's values – courage, respect, empathy, accountability, trust and empowerment – when they helped disruptive tenant Malcolm to make a change. After a disruptive behaviour complaint, the investigating Communities Services Officer quickly realised that Malcolm had serious mental health concerns. Digging a little deeper revealed he also had a tendency towards violence, as well as drug and alcohol related health issues.

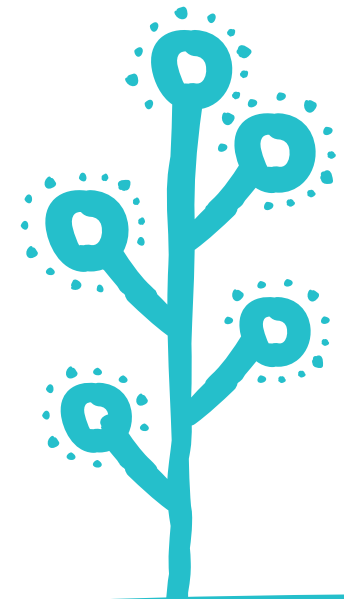
The officer and his colleagues convinced Malcolm to get the wrap-around support he needed through Centacare and helped him with everything from filling in forms to moving him to the facility. It's been four months and Malcolm has been working through the programs without incident. "Malcolm is certainly no angel", they said, "but like many people we serve, he needed guidance and opportunities to get on the straight and narrow, to change his life."

Funding even small grants can make a big difference to communities. For example, in 2018–19, the Department provided a grant of \$140,000 to Jacaranda Community Centre Inc. to enable delivery of a focused and culturally appropriate financial counselling outreach service for Aboriginal people in the metropolitan region. This is believed to be the first of its kind in Western Australia.

Hardship Utility Grant Scheme

The Hardship Utility Grant Scheme (HUGS) provides financial assistance to help people with financial difficulties pay their water, gas and electricity bills to maintain their supply. In 2018–19, Communities approved 14,096 HUGS applications, with a total value of \$7.48 million. Policy changes were introduced in 2018 that aimed to strengthen the shared responsibilities between customers, utility providers and government, and target HUGS payments to those in greatest need.

Communities also introduced the HUGS Service Centre, a third-party assessment service for non-concession card holders. In 2018–19, 4,144 applicants were referred through the HUGS Service Centre and received a comprehensive assessment of their needs and access to support services, such as financial counselling, drug and alcohol support, mental health and family and domestic violence services.



WA Seniors Card

The WA Seniors Card program is the most generous program of its kind in Australia, providing members access to approximately \$650 million in State Government concessions and rebates. The WA Seniors Card program also provides a Cost of Living Rebate to eligible registered Seniors Card members to assist with everyday expenses. In 2018–19, Communities provided \$23.54 million to 307,257 members. As at 30 June 2019, there were more than 390,000 members of the WA Seniors Card program.



Empowering young people

Communities provides programs to develop youth leadership, life skills and participation in community life, and supports events and awards that promote and celebrate youth achievement.



Centenary of Armistice

Communities led a range of initiatives to commemorate the Centenary of Armistice. Eight young Western Australians toured the First World War battlefields of Belgium and France. The tour was designed to improve their knowledge of, and engagement with, the implications of the war and of the Armistice that signalled its end. The group also attended the Remembrance Day ceremony at the Australian War Memorial at Villers-Bretonneux on 11 November 2018.

The Cascading Poppies light show, featuring 59,000 illuminated digital poppies, was created to honour the more than 59,000 Australian soldiers that had fallen by 11 November 1918. The installation lit up prominent landmarks in Exmouth, Geraldton, Kalgoorlie, Albany, Bunbury and Fremantle, culminating in Perth on Remembrance Day. Many of these sites were selected for their significance to the Australian war effort.

Communities collaborated to develop five short films about the service of Western Australians, and took a lead role in creating the Centenary of Armistice logo; a unified visual symbol for the nation to commemorate the occasion.

 **Armistice** 1918-2018
Australia Remembers

In 2018–19, Communities provided \$3.7 million to the Cadets WA program, which it administers in partnership with the Australian Defence Force, state government agencies, primary and secondary schools and the not-for-profit sector. More than 9,500 young people participate in almost 200 cadet units throughout the State. An evaluation of the Cadets WA program found that the program provides valuable learning outside of a traditional school environment and opportunities to develop leadership skills, independence and resilience.

Communities is developing a Youth Strategy to bring a coherent approach to the work of our youth sector and provide better outcomes for young people aged 10 to 25 years in Western Australia. Working from a strengths-based model, the strategy will demonstrate our commitment to supporting young people and guide future decision-making. An across-government and across-sector design team was established in 2018–19 to guide the detailed development of the strategy.

The Ministerial Youth Advisory Council was established to provide advice to the Minister for Youth and comprises 16 young people from across Western Australia, four of whom are on the Youth Strategy Design Team. Communities provides secretariat support for the Council, which met five times during 2018–19. Members provided youth focused advice on employment, the developing Women's Strategy, the review of the *Carers Recognition Act 2004*, *Local Government Act 1995*, Criminal Law Amendment (Intimate Images) Bill 2017 and legislation on the recognition of a person's sex, change of sex or intersex status.

Communities provided \$80,000 in grants to the City of Mandurah to host the launch of Youth Week WA on 13 April 2019 at the Billy Bower Skate Park. Youth Week provides a showcase for young people with a wide variety of activities for, and by, young people,

including an art event hosted by the Youth Affairs Council of Western Australia and the KickstART Festival.

During 2018–19, Communities provided \$87,525 to sector organisations to deliver 13 youth engagement projects across the State. A number of projects focused on Aboriginal young people coming together for cooking and bush tucker workshops. Sharing food together was a great way to build relationships with Elders and to build cultural knowledge, as well as hospitality and tourism industry experience.

Focus on the regions

Mid-West District Leadership Group

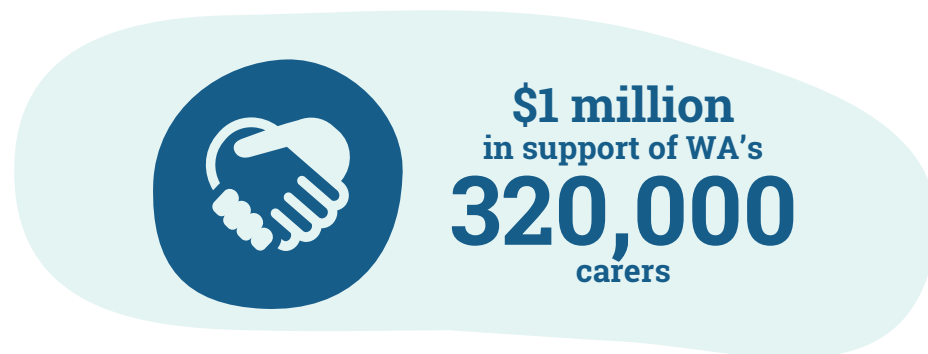
The Mid-West District Leadership Group was the first Regional Human Services Managers Group to complete a series of capacity building workshops, to enable their transition to a District Leadership Group. The Group has redesigned governance, agreed a set of regional priorities, commenced working on new collaborative projects, and is drafting a strategic plan.

Empowering people to help others

During 2018–19, Communities helped an estimated 320,000 Western Australian carers through a range of programs, funding and support. For example, Communities supports Grandcarers through a \$597,124 investment in Wanslea Family Services; and the Grandcarers Support Scheme, which provided more than \$654,000 to 1,131 grandcarers for services including legal advice, home help and tutoring, counselling, and support groups

and respite services. At the Carers State Conference, Communities partnered with WA TAFE to deliver an information session on education and employment pathways for carers.

Other activities include Communities' partnership with the Carers Advisory Council, which advises the Minister for Community Services about issues affecting carers, and provides an annual report on compliance by the Health and Disability Services Complaints Office with the *Carers Recognition Act 2004* and the Mental Health Commission. In 2018, the Council held an inaugural regional engagement session in Bunbury to explore the challenges carers face in regional areas and work on identifying solutions. The practice will be repeated annually, with the next session to be held in Kalgoorlie.



Information, Linkages and Capacity-Building grants

In February 2019, Communities shared the outcomes achieved by some of the funding recipients of the Information, Linkages and Capacity-Building grants. The grant program is a pillar of the NDIS which provides funding to organisations to deliver projects in the community that benefit all Australians with disability, their carers and families. More than 7,500 people participated in 504 information sessions and workshops or 4,516 one-on-one

meetings, and reported improved knowledge, skills and attitudes as a result. Funded organisations reported benefits from the extensive collaboration with other grant recipients, effective sharing of resources, lack of duplication and an amplification of their messages to the people who need them. Nearly 21,000 website hits were recorded by the grant recipients, and a total of 84 resources were developed – some produced in multiple languages.

Funding for systemic advocacy

In October 2018, the Minister for Disability Services announced more than \$1.2 million in funding for systemic advocacy over the next two years to bring about long-term change to safeguard the rights of people with disability during the period of transition to the National Disability Insurance Scheme. Six organisations were awarded grant funding to address key systemic issues affecting people with disability in WA comprising, Autism Association of WA, People With Disabilities WA, Developmental Disability Council of WA, Carers Association of Western Australia; Consumers of Mental Health WA and Ethnic Disability Advocacy Centre. To maximise the benefits of the grant outcomes, Communities hosted a workshop in March 2019 for the grant recipients to come together and identify what they could do collectively to create the greatest impact.

Consumer liaison service

People with disability, their families and carers can raise and address concerns or complaints about disability services delivered by Communities through the Consumer Liaison Service. The service provides an impartial and confidential means of feedback, which operates in accordance with the *Disability Services Act 1993* and the National Standards for Disability Services. Complainants not satisfied with the management or outcome of their complaint

are able to have their concerns reviewed through the Health and Disability Services Complaints Office. This independent statutory authority provides a free and impartial complaints resolution. There were 23 complaints received in 2018–19 compared to 30 in the previous year.

Volunteering

Communities recognises, encourages and supports volunteers and the volunteering sector, and leads the Western Australian Volunteering Strategy. The strategy is a framework for action by all levels of government, non-government organisations, the private sector and the community.

The economic, social and cultural return on investment in volunteering is estimated to be \$4.50 for every dollar spent.⁸ In 2018–19, Communities invested more than \$1.4 million in volunteer-related initiatives across Western Australia, which included funding to:

- 15 volunteer development services
- 34 Thank A Volunteer Day events
- subsidise more than 12,468 Volunteer National Police Certificates
- support Volunteering Western Australia
- present 184 volunteers who had provided 25 years or more of service to a single organisation with a WA Volunteer Service Award
- deliver a guide to help volunteer-involving organisations understand and apply screening mechanisms when recruiting volunteers.

⁸ Volunteering WA and Institute of Project Management, 'The Economic, Social and Cultural Values of Volunteering to Western Australia', (2015).

Focus on the regions

Queensland volunteers

Communities is committed to supporting the regions and in early 2019 many of our staff volunteered to travel to Townsville to help recovery efforts after the devastating floods. Hundreds of people were evacuated and thousands of properties damaged in the floods, along with devastating stock and crop losses for farmers. Our volunteers worked with Queensland authorities to coordinate the provision of welfare and personal support, delivering outreach and financial assistance for those affected by the flooding.

Communities is sharing lessons learned through responding to such a large scale natural disaster across the agency and with other organisations.



Community service

Services and support delivered by the community sector empower the most vulnerable members of our State and contributes to economic growth and employment. In 2018–19, Communities provided nearly \$224 million to the not-for-profit community services sector for services for a diverse range of Western Australians across the State, including seniors, children and young people, individuals, parents and families, women and people with disability. A further \$9.56 million was provided in grants to programs like community gardens and youth engagement projects.

Women in communities across the State enhanced their financial literacy and small business management skills through projects designed to help women take control of their financial wellbeing. Financial management workshops and expos were just some of the initiatives supported through Communities' Grants for Women program, which provided \$73,178 in funding for 14 projects.

Communities is also partnering with Bankwest Curtin Economics Centre to develop the 2019 Women's Report Card for WA. The Women's Report Card was first published in 2004 and again in 2006, 2009, 2012 and 2015; it presents fact-based information to raise awareness of the status of Western Australian women. It contributes to the evidence base that underpins actions to address the barriers to women's progress and promotes the benefits of greater gender equality.

Focus on the regions

Hedland School Attendance Strategy

The Hedland School Attendance Strategy was developed in response to community concerns around children's school attendance and truancy. Since 4 February 2019, representatives from Communities, Education, WA Police and the Youth Involvement Council have been operating services to homes in the South Hedland area that encourages parents to have children ready for school and buses the children to school each day. A Communities officer rides the formal school bus, developing rapport with families to encourage and increase ongoing school attendance.

Four schools are now participating in the service and 124 students have been involved in the program. Twenty students have re-engaged with school as a result, 25 new students have enrolled in their local school, and the attendance rates have improved for each of the four schools compared to 2018.

Following the successes to date, senior regional staff from Communities, Education, Police and other agencies are working on options to sustain the strategy in Hedland and to expand it to other Pilbara localities.

Empowering Communities staff

In an organisation of more than 6,000 people, the agency must also invest in its own community.

Values Ambassadors and Champions

Our Values Ambassadors and Champions program was developed in response to the Public Sector Commission's Employee Perception Survey, which highlighted the need for direct staff engagement in the changes taking place across the agency. We now have a network of around 100 Ambassadors and Champions to lead and role model the internal change we are seeking as an agency so that we can achieve better outcomes for the people we serve. The ambassadors and champions live and breathe the CREATE values every day and have been instrumental in bringing Communities together, pushing us along the transformation journey.



Single Communities Identity

Communities' work can be challenging and is often time critical. Fast, effective communication is essential to the continued integration and transformation of our services. The Single Communities Identity and Managed Operating Environment project delivered a common user platform for all Communities staff. The platform was successfully deployed to metropolitan staff in 2018–19, and more than 5,000 people are now on the same operating system and email platform, enabling them to share information and resources. The project is on track to be completed for all Communities staff through August 2019. Improvements to systems will continue to deliver better access and compatibility, making it easier for staff to work together.

Focus on the regions

Aboriginal School Based Trainee – Kununurra

Communities supports Aboriginal School-Based Traineeship, as part of its commitment to a diverse workforce that is representative of our customers and the community. To increase employment opportunities for Aboriginal and Torres Strait Islander people, Communities hosted seven trainees across the regions in 2018–19.

Trainee Simahli Phillips joined Communities in Kununurra for six months. When asked about her experience Simahli said, "The thing I would say that I enjoyed most about working [at Communities] is not only meeting new people, but the idea of contributing to the community in a positive way."



Inclusive and accessible communities

Inclusive, accessible communities allow everyone – regardless of their age, gender, sexual preference, bank balance, ability or nationality – to participate fully in all activities and services offered. Communities is in a unique position, able to deliberately plan and deliver communities that welcome all Western Australians.

Planning for inclusive and accessible communities

Communities is investing \$394 million over four years (2017–18 to 2020–21) in a METRONET-aligned ‘housing and jobs’ package. Stations and the surrounding precincts delivered under METRONET will be planned to create community centres that are universally accessible, connected and provide a range of housing, jobs and services for our growing population.



Communities is investing
\$394 million
over four years in a
METRONET-aligned
‘housing and jobs’ package

To inform this vision, Communities supported the Department of Transport to establish the Access and Inclusion Reference Group in April 2019. The group is made up of community members

and organisations with an understanding of matters impacting people with disability or mobility issues. The group provides advice to contractors during construction on universal design features to ensure the future METRONET stations and precincts cater for the entire community.

A key highlight of Communities METRONET package was the appointment of Peet Limited as a development partner to deliver a 27-storey mixed-use apartment development in Pier Street, East Perth. Thirty per cent of the 184-dwelling complex will provide social and affordable housing opportunities for people on low and moderate incomes. A number of the units will be compliant with Liveable Housing Design Guidelines, which ensures the home is easier to enter and move around in, able to respond to the changing needs of the occupants and more cost effective to adapt.



Focus on the regions

Dalyellup Family Centre

From late 2018 to early 2019, Communities undertook an extensive engagement process with the Dalyellup community. The consultation process involved interactive and fun activities that successfully engaged hundreds of stakeholders, identifying target outcomes that will guide delivery of the election commitment to provide a hub for family and child-oriented services and programs.

State Disability Plan

Communities is developing a 10-year State Disability Plan in three distinct phases. Phase one involved extensive consultation to define a 10-year vision for the plan. Communities received 362 responses from people with disability, family members, carers and disability service organisations officers from state and local government. The top 10 words used to describe the desired community in 10 years were: inclusive, accepting, safe, welcoming, vibrant, accessible, friendly, connected, better and diverse.

Between February and April 2019, the agency partnered with People with Disability Western Australia to deliver phase two, exploring our community. More than 500 people attended 28 workshops and contributed over 1,600 ideas towards the values of the State Disability Plan, and identified attitudes and behaviours they would like to see in the community.

A reference group has been established to guide the development of the plan, which is now in phase three, and a database of 600 interested individuals will be kept up-to-date with its progress.

Services surveyed

Communities is delivering \$20.3 million over two years to support service providers transitioning to the NDIS. In 2018–19, \$11.9 million was allocated through 82 grants to disability sector organisations to assist them to adapt their business systems to operate within the Australia-wide NDIS, retain and develop their workforce, and continue to deliver high quality services in an NDIS environment. Of the people with disability surveyed by Communities in 2018–19, around 80 per cent indicated that they were 'happy' or 'very happy' with the services received from their providers. These responses are the result of systemic work

undertaken with 389 registered disability service providers to create a sustained culture of continuous service improvement and safeguarding through:

- active contract management of registered service providers to ensure compliance with service agreements, National Standards for Disability Services and relevant legislation
- 153 independent quality evaluations of registered service providers with timely implementation of improvement actions
- following-up Serious Incident Reports to ensure safeguarding strategies enhance the safety of people with disability
- complaint management processes implemented by service providers
- referral processes for access by people with disability to the Health and Disability Services Complaints Office.

Disability Access and Inclusion Plans

Communities continued to work with over 200 state agencies and local government authorities, providing advice and resources to help them develop and implement Disability Access and Inclusion Plans, and monitoring compliance with the requirement to have a plan. This included regular group meetings and forums to identify and discuss topics of interest and contribute to strategic policy initiatives.

Disability Access and Inclusion Plans are a powerful mechanism for effectively identifying and addressing the restrictions faced by people with disability, their families and carers. Plans provide a legislative tool for the public sector to embrace inclusion for all people and a framework to measure continuous improvement in designing and managing facilities, serving customers, businesses or residents.

Focus on our Regions

IYnk

The Goldfields District Leadership Group received \$100,000 from Communities to fund a youth-based project in Kalgoorlie-Boulder. Communities, the Western Australia Police Force, City of Kalgoorlie-Boulder, Department of the Prime Minister and Cabinet and community sector youth agencies collaborated closely on the project.

Named by young people, the IYnk project was about linking young people with the support they need, when and where they need it. The capital Y symbolises youth as the focus of the project. On Thursday and Saturday evenings across the 2018–19 summer months, youth workers connected with approximately 450 young people in the community and generated ideas around ways to make Kalgoorlie-Boulder a better place for young people. The feedback will inform a project for next summer.

Delivering Inclusive and Accessible Communities

Accessible voting for people with disability

Communities partnered with the Australian Electoral Commission to enable people with disability to cast their vote in the 2019 Federal Election at Accessible Early Voting Centres. During May 2019, Communities worked with Australian Electoral Commission staff to advise on and coordinate Accessible Early Voting Centres in the Curtin and Swan Electorates and assisted with getting the message out to local disability providers about the Centres.



The Accessible Early Voting Centres incorporated considerations to assist people with a range of disabilities to vote, including low-lighting and quiet spaces, Auslan interpreters via Skype, fully wheelchair-accessible facilities and voting booths, specifically trained polling staff, and a calm environment and different layouts for voters who may need more space or the ability to sit to cast their vote.

Remote Swimming Pool Project

Swimming pools in remote communities provide key benefits to residents including improved health and wellbeing outcomes, increased school attendance and training and employment opportunities. Communities is responsible for seven pools in the north of the State, including Balgo pool which opened on 5 April 2019. Within the first few weeks of the pool opening, there was an increase in school attendance as a result of the 'no school, no pool' rule adopted by the community. With a permanent population of around 360 people, patronage of the swimming pool was recorded at more than 3,700 within the first five weeks of opening. A pool under construction in Kalumburu is scheduled for completion in late 2019.

Communities also supported the Royal Life Saving Society WA to run the Talent Pool Program, an initiative that uses local community swimming pools to engage and develop first time employment opportunities for Aboriginal young people. Talent Pool graduates receive a Bronze Medallion certification, first aid qualification, as well as pool lifeguard qualification and work experience. The funding also supported a number of events including a course in Jigalong with 18 participants. Following the course, two young local men will be employed as lifeguards at the Jigalong pool.



Broome Aboriginal Short Stay Accommodation

The Broome Aboriginal Short Stay Accommodation facility opened on 3 December 2018 and is being operated by MercyCare. Previously, many Aboriginal people from remote communities visiting Broome had no option but to sleep rough in public places or overcrowded social housing tenancies. This state-of-the-art facility provides Aboriginal visitors with safe, secure, affordable short-term accommodation and ancillary support services. It is built on land owned by the Nyamba Buru Yawuru Traditional Owners.

The facility is well accepted in the community and has substantially reduced rough sleeping, illegal camping and anti-social behaviour. The drug and alcohol-free facility can accommodate up to 100 guests at a time. Broome is the third short stay facility for Aboriginal people to be built by Communities, with facilities successfully established in Kalgoorlie and Derby.



A place to call home

Home is where we raise our families and get involved in neighbourhood activities. For our most vulnerable citizens, a home provides much needed stability and connection to community. Over the 2018–19 year, Communities continued to open more doors for even more Western Australians.

Delivering diverse, affordable housing

The Affordable Housing Action Plan 2017–18 to 2019–20 was released in June 2018. It sets direction for better integration of housing and human services delivery across the housing continuum by focusing on the connection between people, place and home.

The plan commits to delivering 7,700 homes for people on low to moderate income, encourages investment in new construction that will support \$2.3 billion in economic activity and almost 6,000 jobs over the three year plan. As at 30 June 2019, 5,799 affordable homes had been delivered under the Plan.



delivery of
5,799
affordable homes



249
affordable housing sales



70
homes delivered in
remote communities



2286
Keystart loans for low
and moderate income
households



11,485
bond assistance
loans issued

Key achievements in 2018–19 include:

- 328 homes sold with 94 per cent below median price and 84 per cent below lower quartile house price
- 249 affordable housing sales
- 529 lots sold below the median price and 260 below the lower quartile price
- 70 new social homes delivered to help the most vulnerable in our community who have no other housing options
- 19 additional houses delivered by community housing growth providers
- 70 homes delivered in remote communities
- 2286 Keystart loans for low and moderate income households
- 115 low income households supported to buy a house through Housing's shared equity program
- 44 affordable rentals delivered under the National Rental Affordability Scheme, which provides eligible low to moderate income households with an opportunity to access affordable rental accommodation in Western Australia
- 27 additional participants transitioned into the private rental market through the Assisted Rental Pathways pilot
- 11,485 bond assistance loans issued
- increasing Keystart's lending capacity from \$4 billion to \$4.8 billion
- committing an estimated \$9.9 million in capital for new and refurbished crisis accommodation facilities

Communities also provides people on low to moderate incomes with the opportunity to purchase a home through its Affordable Sales Program. In 2018–19, 328 homes (worth \$97 million) were completed for sale to the market, 115 of those sales were part of the

program's shared equity home ownership scheme. The average price per dwelling sold under the program was \$295,000 (full sale price).

To help communities secure the essential public services they need, the agency provides Government Regional Officers' Housing to more than 4,200 government officers. These include education, law enforcement and other vital government services across the State's vast regions. As at 30 June 2019, Communities managed 5,052 dwellings, of which 2,780 were owned by the Communities and 2,272 were leased from the private market. As part of Communities' capital works program, 15 new dwellings were constructed for use as government officer housing.

Maintenance services are performed on more than 51,000 social and affordable residential properties across the State, including 112 remote and town-based Aboriginal communities and homes for regional government officers. In 2018–19, Communities issued an average of more than 20,000 job orders per month and spent \$204.5 million on refurbishments and improvements, maintenance and insurance work to ensure the homes Communities provide are safe to live in.⁹



\$204.5
million
on refurbishments
and improvements

⁹ In accordance with the recommendations of the Public Accounts Committee (Report numbers 8 and 13), information in relation to performance under the head maintenance contract model is provided in the Housing Authority Annual Report for 2018–19.

Keystart

Keystart is an important enabler for the provision of affordable housing, and unique to Western Australia. The low-deposit lender helps low to moderate income earners, particularly first homebuyers, buy their own homes. New construction generated by Keystart loans creates jobs and stimulates the economy.

On 1 May 2019, the Government announced a targeted housing stimulus to assist the State's economy through the local housing market and construction sector. The stimulus is being facilitated through temporary changes to Keystart's lending criteria.

In 2018–19, Keystart approved 2,286 new loans valued at \$792.4 million. Of these 2,113 were new standard loans totalling \$756 million, of this 75 percent funded newly constructed homes and 25 percent established properties. The remaining \$36.4 million was delivered through shared home ownership loans.

There are a number of shared ownership loans available:

- SharedStart is Communities' shared equity home ownership scheme for newly constructed homes. In 2018–19, 101 SharedStart loans totalling \$21.3 million were provided by Keystart.
- Goodstart enables eligible public housing tenants to own their own homes. In 2018–19, nine loans to the value of \$1.5 million were approved.
- Access assists people with permanent disability or those who care for a dependant with permanent disability to purchase a home. In 2018–19, 25 loans to the value of \$3.7 million were approved.
- Aboriginal home ownership scheme assists Aboriginal and Torres Strait Islander people to own their own home, through

- full and shared ownership options. During 2018–19, 30 loans were provided to the value of \$8 million.
- Sole Parent scheme helps sole parents retain their family home following a separation or bereavement. In 2018–19, eight loans to the value of \$1.7 million were approved.

Keystart.



of loans for people
previously renting



of loans for first
homebuyers



of buyers
aged between
20-40 years



of purchases in
the lower price
quartile range



of loans in well
established markets
of Perth and Peel



Keystart approved
2,286
new loans valued at
\$792.4
million

Homes in remote and regional communities

Communities supports the health and wellbeing of people in regional and remote areas, with a particular focus on Aboriginal Western Australians. The North West Aboriginal Housing Fund is a \$200 million fund that invests in housing options and wrap-around services to empower Aboriginal people to use stable housing as a launchpad to attain better school and job outcomes. The first projects commenced through the fund include the expansion of the successful transitional housing program in the East Kimberley, and extension of transitional housing into South Hedland. An expression of interest process commenced in April 2019 to identify the next set of projects that can be co-designed and delivered with Aboriginal partners to meet the needs and aspirations of local Aboriginal people.

Communities enabled more Aboriginal Western Australians during 2018–19 through:

- the Remote Essential and Municipal Services program which provided \$66 million to maintain essential and municipal infrastructure and services to more than 11,000 people in approximately 165 remote Aboriginal communities across the State



\$66
million
to maintain essential and
municipal infrastructure
and services

- a partnership between Communities and the Water Corporation for water and wastewater infrastructure upgrades in Bayulu, Bidyadanga and Mowanjum
- the remediation of asbestos and other contamination in eight communities
- housing management services for 2,711 homes in 112 remote Aboriginal communities across the State, 1,588 properties are managed by six regional service providers, including four Aboriginal not-for-profit organisations
- supporting residents of Aboriginal town-based reserves to move to regional centres, including Broome; and return vacated land to Traditional Owners.
- the construction of 58 new houses and 19 refurbishments completed as part of the National Partnership on Remote Housing
- achieving 53 percent Aboriginal employment on contracts awarded by Communities' North West Urban Construction and Development Builders Panel.



housing management services
for **2,711** homes in
112 remote Aboriginal
communities across the State



59 new houses
and **19 refurbishments**
completed as part of the National
Partnership on Remote Housing



Aboriginal employment
on contracts awarded by
Communities' North West Urban
Construction and Development
Builders Panel





Focus on the regions

Kimberley Combined Chief Executive Officers Forum

In September 2018, in recognition of the important role that chief executive officers have on community functioning and wellbeing, Communities hosted the inaugural forum for chief executive officers from remote Aboriginal communities in the Kimberley. The forum was designed for chief executive officers to develop an ongoing network to share common experiences and solutions and gain insights.

The forum highlighted a number of issues, including the importance of effective cultural and community governance to the stability and functioning of remote communities, the challenges of remote living, the importance of economic viability and mechanisms to achieve this.

More homes for vulnerable people

People with disability and mental illness often face major barriers which prevent them obtaining rental housing. The Community Disability Housing Program provides housing to non-profit community organisations, regional housing associations, local government and government and non-government agencies, who manage the accommodation for their clients. In 2018–19, the program supported 102 applicants for housing and successfully provided housing for 80 per cent of applicants.

The National Housing and Homelessness Agreement replaces funding delivered under the former National Affordable Housing Agreement and the former National Partnership on Homelessness. The new agreement delivered more than \$163.5 million in 2018–19 to assist in the delivery of our social housing and homelessness services systems, including those that support victims of family and domestic violence.

The agreement identifies women and children affected by family and domestic violence as one of six priority groups to be funded. In 2018–19, Communities contributed \$18.9 million from the agreement towards this priority group; with \$25.1 million directed towards other homelessness activities, and \$119.5 million towards sustaining the State's social housing system. The State matches funding under the agreement, and in 2018–19 total funding for homelessness and family and domestic violence services was \$89 million.

Communities is leading the development of a 10-year Strategy on Homelessness, in partnership with the community services sector and through the Supporting Communities Forum Working Group on Homelessness.

Released in March 2019, the Directions Paper for public comment received 55 submissions that will inform the final Strategy. At the same time, the working group began to consider the current service mix – some of which has not changed for 10 years – and think about how the service models need to change. With representation from the Mental Health Commission, the Departments of Treasury, Finance, Health, Education and Justice, ShelterWA and the Western Australian Council of Social Service, the working group and the Strategy are clear examples of how we can achieve better outcomes by working collaboratively.



Strong families and kin

By supporting strong families and kin we keep people safe and improve outcomes for them and their community. Communities procures and delivers many different responses that support strong families.

Foundations for strong families

Communities conducted statewide consultations, from November 2018 to May 2019, to inform the 10-year Strategy for Reducing Family and Domestic Violence. The strategy will build on government policy to deliver long-term, whole-of-government and whole-of-community responses to reducing family and domestic violence across four goal areas:

1. working towards earlier intervention and prevention
2. promoting the safety and recovery of adults and children
3. engaging and responding to people who use violence
4. providing a safe, accountable and collaborative service system.

The consultation process saw significant input from individuals, service providers, community groups and government agencies across Western Australia.



Collaboration key to safer tenancies

Changes to the *Residential Tenancies Act 1979* mean that the Western Australian legal system can now consider the needs of tenants who experience family violence, allowing for quick removal of a perpetrator from a co-tenancy agreement, as well as options to change locks or install additional security measures. In preparation for the changes, Communities delivered comprehensive information sessions to service delivery staff across the State.

The changes to the Act mean that WA's legal system can allow for quick removal of a perpetrator from a co-tenancy agreement, as well as options to change locks or install additional security measures. In preparation for the changes, Communities delivered comprehensive information sessions to service delivery staff across the State.

Kimberley Family Violence Service

The Kimberley Family Violence Service comprises men and women's family violence workers in the locations of Broome, Derby, Halls Creek and Kununurra who predominantly work with Aboriginal people experiencing or perpetrating family violence. The services provided range from practical support with court matters, sourcing accommodation for victims and a Men's Behaviour Change Program.

In 2018–19, Communities provided funding of \$1,197,500 for the service through the Royalties for Regions program. Between July and December 2018, an independent evaluation of the service was completed. Stakeholders in the community expressed a desire for the service to continue, and the evaluation found that the service is having a positive impact, despite operating in a challenging environment.

Nurture and strengthen

Communities is diversifying its current Aboriginal Community Controlled Organisation Strategy to incorporate all human services procured by the Department. The fundamental principles of the Strategy reflect the understanding that Aboriginal organisations are best placed to assist Aboriginal people to live their best life.

A project working group with representation from 15 Aboriginal community controlled organisations from across Western Australia has been established to co-design the new Strategy. The strengthened Aboriginal Community-Controlled Organisation Strategy will be a blueprint for Communities to increase the supply of culturally appropriate and culturally accessible services for Aboriginal people from Aboriginal organisations.

Next Assessment Support and Advice project

The National Quality Framework provides a national approach to regulation, assessment and quality improvement for early childhood education and care and outside school hours care services across Australia. Focusing on service quality improves the care and quality learning outcomes for the children in those services.

There are five possible ratings that services can achieve, ranging from Significant Improvement Required to Excellent. To help Western Australian service providers improve their understanding of the National Quality Standard and prepare for their next assessment and rating, Communities developed the Next Assessment Support and Advice project.

In 2018–19, a total of 212 services had participated in the Next Assessment Support and Advice Program.

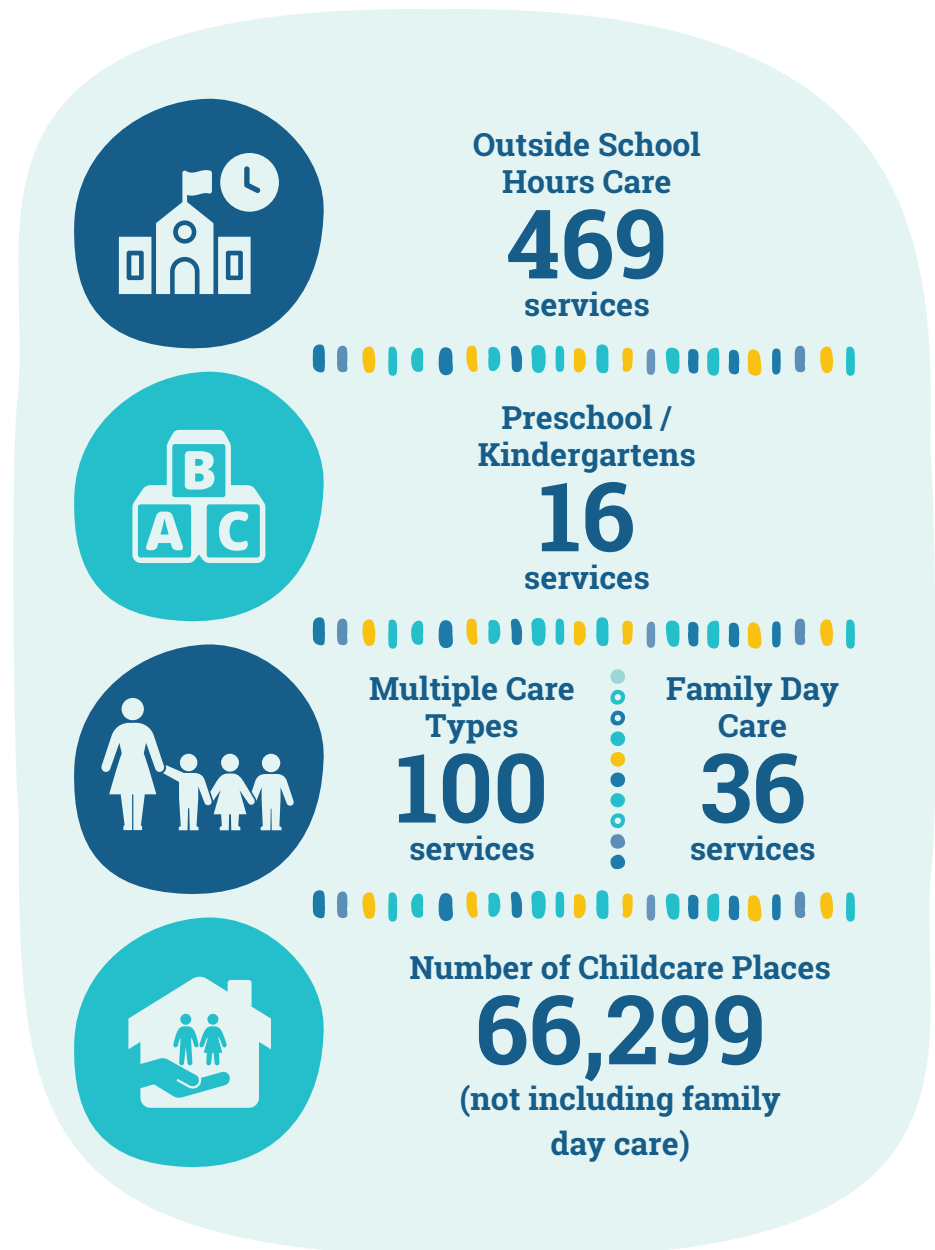
Education and Care Regulatory Unit

Communities ensures the monitoring and compliance of all approved education and care services in Western Australia to improve quality and ensure compliance with minimum standards according to the National Quality Framework.

At 30 June 2019, there were 1,209 services regulated by Communities:



- Long Day Care, 588
- Outside School Hours Care, 469
- Preschool or Kindergartens, 16
- Multiple Care Types, 100
- Family Day Care Services, 36
- Number of Childcare Places, 66,299 (not including family day care)
- during 2018–19, 1,883 inspections were conducted at 1,092 services.



When necessary, the agency investigates services according to the *Education and Care Services National Law (WA) Act 2012* and the *Education and Care Services National Regulations 2012*. In 2018–19:

- 778 investigations were completed
- 10 infringement notices were issued
- 14 compliance matters were referred to the State Administrative Tribunal and
- two to the Magistrates Courts.

The Regional Community Child Care Development Fund

The Regional Community Child Care Development Fund was developed in response to the unique issues faced by early childhood education and care services in regional Western Australia. Organisations were invited to apply for grants for projects that would improve the sustainability, quality and accessibility of community-managed early childhood education and care services in regional communities.

The Fund has been delivered in two stages and is nearing completion. Stage two provided strategic and operational grants for projects that addressed one or more of the strategies identified in the Education and Care Services Plan for regional WA.

The grants program initiated two new governance models that will deliver sustainable solutions for about 46 per cent of all early childhood education and care services in regional Western Australia. In addition, 11 other projects were supported through \$1,178,002 in funding directed towards professional development, cultural awareness, increased participation in early childhood services by Aboriginal families and development of community-specific sustainability plans.



778
investigations
completed



10
infringement
notices issued



14
compliance matters
referred to the State
Administrative Tribunal



2
to the
Magistrates Courts

Addressing Elder Abuse

The draft Western Australian Strategy to Respond to the Abuse of Older People (Elder Abuse) was launched for public comment on World Elder Abuse Awareness Day, 15 June 2019. When finalised, it will guide collective action to prevent and address elder abuse and enable a more integrated across-government approach to service delivery.

The draft strategy was informed by the National Plan and the Elder Abuse Awareness Summit hosted by the Minister for Seniors and Ageing in June 2018.

The final report of the Select Committee into Elder Abuse, 'I never thought it would happen to me: when trust is broken', was released in September 2018. Communities is responsible for 17 of the Committee's 35 recommendations, with the following actions completed:

- funding secured in 2019–20 for:
 - continuation of a peer education scheme
 - maintenance of the Elder Abuse Helpline for another five years, with an increase in funding
 - expansion of advocacy services for older people
- development of the draft strategy
- active contribution to the National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019–2023, launched in Perth on 19 March 2019
- collaboration with Elder Abuse Action Australia.

Focus on our regions

Supporting a person back to Country

Brian (name changed for confidentiality) is a Walmajarri man who lived in a remote Kimberley town with his parents and siblings. Brian was mostly cared for by his mum, and when she passed away life changed. Although he received formal daily support out of home, a range of factors made life very difficult for Brian. Out of concern for his safety and wellbeing, and the need to access medical care, he was transferred short-term to Perth with the consent of his publicly appointed guardian.

Unfortunately, due to poor health and the difficulty of sourcing suitable housing in the regions, that short-term placement stretched out to nearly three years.

Through strong collaborative approaches between Intervention Support Services, Local Coordination in the Kimberley, a committed service provider (Far North Community Services), and his guardian and family, Brian was able to develop a WA National Disability Insurance Scheme (NDIS) plan that allowed him to return to a secure and fully funded, round-the-clock accommodation option back in the Kimberley where he continues to contribute to the community and connect with family and country.

Significant issues impacting the agency



Communities has a unique set of challenges and our [Strategic Plan 2019–2023](#) sets out how we will work to meet these challenges and opportunities. Some of these challenges stem from the delivery of services to some of the most remote communities in Australia. Many of our services involve managing the risks of potential harm to people: to children in our care, or attending a childcare centre we regulate, to tenants in our properties, to people with disability whom we support, to people in abusive relationships and to our staff in the performance of their duties. But our biggest challenges arise from intergenerational problems of abuse, trauma, exclusion and poverty, highlighted by Royal Commissions, coronial inquests and Parliamentary inquiries.

The Government's Our Priorities: Sharing Prosperity makes it clear that we must work with others – government, communities, and the not-for-profit and private sectors – to develop collective responses that are culturally secure, socially inclusive and allow people to lead their best lives.

Transforming our operations

Communities is changing how it operates to provide strong, place-based leadership where local engagement and circumstances shape its actions to deliver supports that make sense for individual regions and locations. This is being done by establishing a Regional Executive Director in each region, with the first position operating in the Kimberley. The consolidation of our operations to achieve integrated services is likely to continue during 2020.

Integrating services to improve outcomes

At a system level, this integration has included work on aligning service delivery boundaries and the creation of regional executive structures to support place-based, locally-led decision-making.

This has led to significant change for some of Communities' most vulnerable communities. For example, the prevalence of sexual abuse in the West Pilbara has been addressed partly through a heightened regional executive focus on service improvement and integrated initiatives such as the West Pilbara Plan and 6718.

Building a safer community to keep children safe

A commitment to protecting children and to building a safer community underpins the Government's response to the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

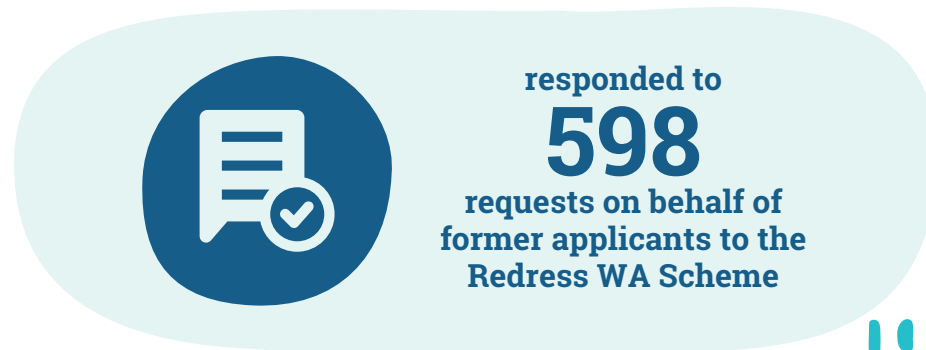
The National Redress Scheme is in response to the Royal Commission, and Western Australia first participated in the National Redress Scheme on 1 January 2019. Communities' role in the Redress Scheme includes providing information to the Redress Coordination Unit, primarily in relation to children who have been in the care of the Chief Executive Officer. The Western Australian Redress Coordination Unit has been established within the Commissioner for Victims of Crime Office, Department of Justice, and is responsible for liaising with state agencies and the Commonwealth Government to ensure that the best information is available to determine the application.

During 2018–19, Communities responded to 598 requests on behalf of former applicants to the Redress WA Scheme (2009–2012) for access to their historical records. These

requests were primarily for the purposes of pursuing civil litigation and/or applying to the National Redress Scheme.

Significant legislative reform and a range of initiatives are also being progressed to address 104 recommendations that Communities is responsible for leading. This work includes:

- contributing to a whole-of-government strategy for independent oversight of institutions providing child related services
- collaborating with other states and the Commonwealth in developing a National Framework for supporting child safe organisations
- addressing the complex issue of children with harmful sexual behaviours
- legislative provision to expand mandatory reporting requirements and improve information sharing
- helping develop a model for a Reportable Conduct Scheme
- modifying the interface between the Working with Children Check system with the National Reference system.



Reducing family and domestic violence through earlier intervention

Family and domestic violence is devastating families and communities across the State at alarming rates. Communities is coordinating the Government’s long-term commitment to holding perpetrators accountable, monitoring and managing perpetrator behaviour, keeping victims safe, and implementing a range of preventative measures through raising community awareness, training and education.

A long-term, whole-of-community strategy currently under development, will set out a coordinated statewide approach to earlier intervention and prevention, responding to people who use violence and providing a safe, accountable and collaborative service system that will meet the specific needs of diverse groups across the community. The strategy will build on Government policy to deliver long-term, whole-of-government and whole-of-community responses to reducing family and domestic violence.

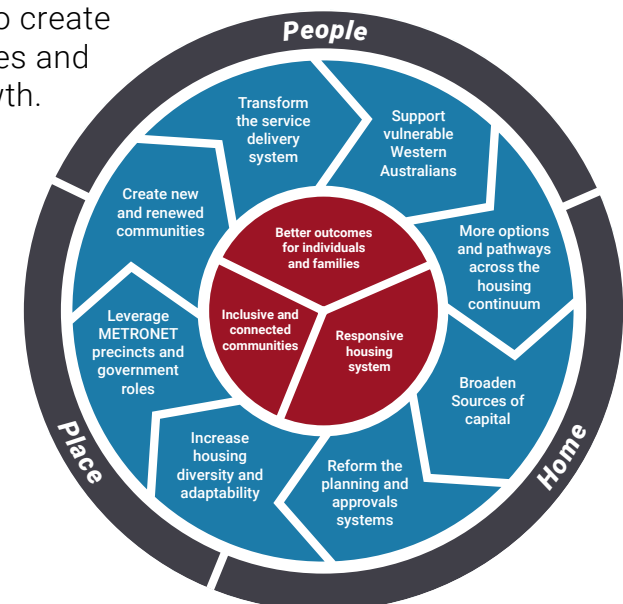
Communities also provides homelessness and family and domestic violence services and is leading the development of a 10-year Strategy on Homelessness.

Addressing the demand for affordable housing

A 10-year Strategy on Homelessness, currently under development, will provide a whole-of-community plan to help people who are homeless, or at risk of homelessness, to access accommodation and support.

There is a significant unmet demand for affordable housing across the community, particularly among families on low to moderate incomes, seniors, the homeless and people with disability and/or multiple needs.

Communities is working across government and in partnership with the private and community sectors to implement its Affordable Housing Action Plan. A centrepiece of the Plan is the METRONET Social and Affordable Housing and Jobs Package, designed to create inclusive communities and drive economic growth.



Responding to Elder abuse

It is estimated that between 2 and 10 per cent of older Western Australians – between 9,800 and 49,000 people – may experience some form of elder abuse. In response, the Government has endorsed the State joining the National Plan to Respond to the Abuse of Older Australians 2019–2023.

Communities is progressing the Government's commitment to deliver a safer community and commence a number of initiatives that support the National Plan and progress delivery of the Government's election commitments to respond to elder abuse. Communities is developing community education and awareness campaigns, funding advocacy and legal services and the statewide Elder Abuse Helpline, and initiating a range of inclusion, participation and education activities.

Partnering to achieve early childhood health and wellbeing

One in five children aged four years and under in Western Australia is considered developmentally vulnerable, as measured by the Australian Early Development Census. The Early Years Initiative is a commitment to working collaboratively and innovatively with our partners in the community to improve and create lasting change in the development, health and learning outcomes of children from conception to four years. The 10-year partnership empowers communities to support and assess the needs of their children and families. Communities is working with our partners to identify the remaining partner communities expected to be announced in 2019. The Initiative is a demonstration of how the State Government partners with others to achieve the early childhood health and wellbeing target under the Our Priorities: Sharing Prosperity Program.

Supporting existing housing in remote communities

In December 2018, the State Government agreed to receive a one-off payment of \$121 million from the Commonwealth Government to assist with delivering critical services and investment for remote communities during 2018 and 2020. This funding followed the previous 10-year, \$1.1 billion National Partnership Agreement on Remote Housing that expired on 30 June 2018.

The absence of Commonwealth Government funding beyond this period represents a substantial financial shortfall that severely reduces Communities' ability to commit to new builds and compromises the effective delivery of planned asset management. The State Government will continue to support existing housing in remote communities, recognising its importance for social, economic, health and education outcomes.

Stimulating housing demand in a subdued property market

The Perth property market continues to remain subdued, with very low demand and sales activity. New construction figures are also at historically low levels, showing slow demand for new land, which is a key source of revenue for Communities.

Communities continues to monitor market activity, proactively working with partners and rebalancing development projects to have a diversity of housing stock in various locations across the State. Further, Communities is providing levers of opportunity to Government to stimulate housing demand and economic activity through leveraging its \$14.1 billion asset portfolio.

Managing an ageing public housing portfolio

Communities' owns \$14.1 billion of assets across the State, \$13.9 billion of which is comprised of Housing Authority owned land and built form assets. The 42,000 public/social housing properties are ageing, with a large portion past 35 years of age. Older properties will require significant maintenance expenditure to provide adequate levels of service to our clients.

Significant work is being undertaken to improve maintenance, and Communities is continually working to improve asset management practices across the agency, with investment decision-making through better data capture, framework and standards, and a higher percentage of planned works to extend the useful life of assets.

Empowering people to transfer to the National Disability Insurance Scheme

Communities and the National Disability Insurance Agency have worked together through the year to support the transfer of people with disability who were connected with the State-administered WA National Disability Insurance Scheme (WA NDIS) to the Australia-wide NDIS.

An extension to the timeline was announced on 21 December 2018 as initial phasing targets set out in the Bilateral Agreement were not met for the transfer to the Australia-wide NDIS.

While a small number of people remain connected with the WA NDIS as at 30 June 2019, Communities is continuing to support the National Disability Insurance Agency to contact individuals and their families to progress their transfer to the national scheme.

Communities has a positive relationship with the NDIA, working collaboratively to continuously improve the rollout of the NDIS in Western Australia. The NDIS Interface Steering Committee was established in December 2018 to support State mainstream services such as health, mental health, justice and child protection to successfully interface with the NDIS. A NDIS governance model has been established to ensure timely and efficient information sharing between the State Government and the NDIA in partnership with the NDIA, Communities has also established two committees to oversee the transfer and transition: the WA Executive Steering Committee and the WA Operational Working Group. As of 30 June 2019, 7,335 WA NDIS participants had transferred to the Australia-wide NDIS, with 205 eligible individuals remaining.

People with disability who are accessing the WA NDIS continue to have access to Local Coordination support until they have received their approved NDIS plan. WA NDIS participants were not disadvantaged by the delay and continued to receive State-based supports in the interim.

Communities has also created a NDIS Transition Unit that works closely with the Department of the Premier and Cabinet, Treasury, State Solicitor's Office and Communities' senior executive members to manage major elements and impacts of the transfer and transition to the NDIS in WA.

Disclosures and legal compliance

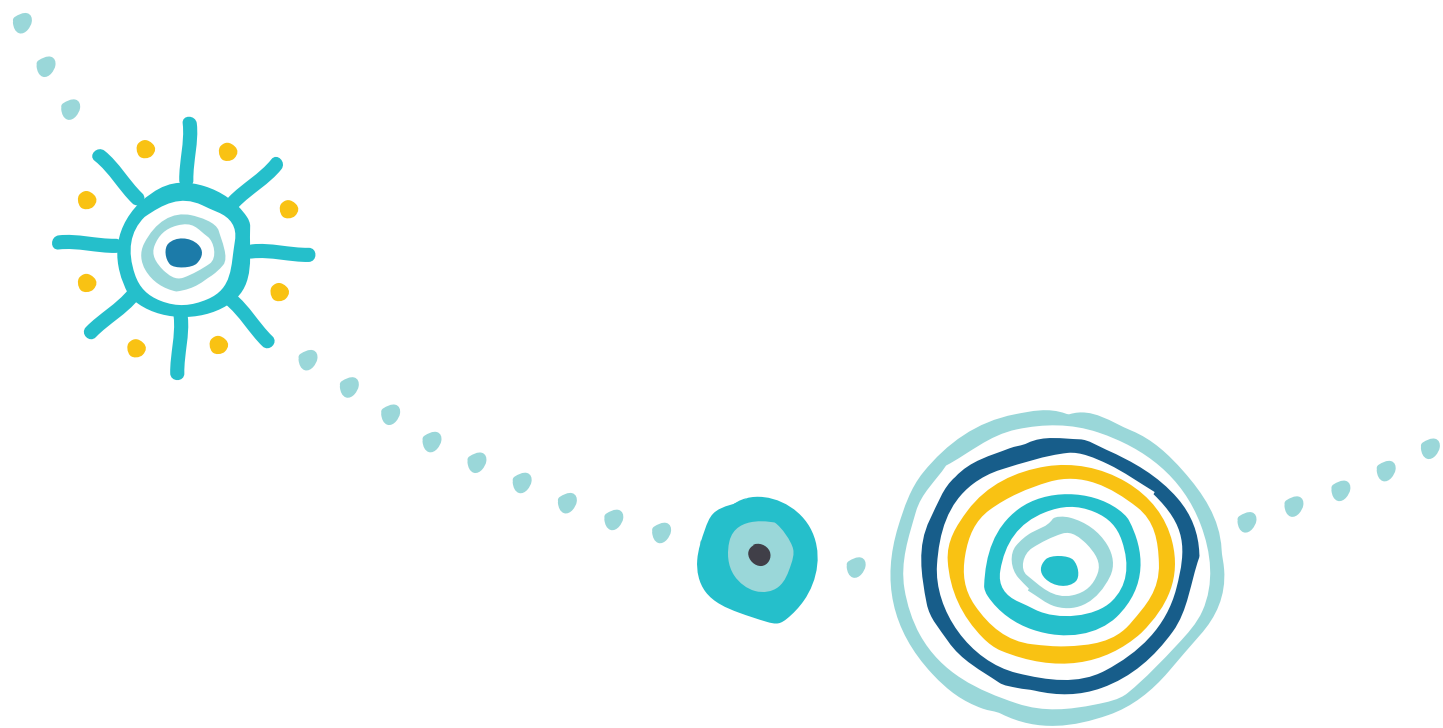


Performance management framework

Outcome-based management framework

The Department of Communities' (Communities) performance is measured against key performance indicators and deliverables that are set out in its outcome-based management framework. Communities provides services to a diverse range of Western Australians, including people with disability, children who are in the care of the CEO and those who need a place to call home. This is reflected in our role in supporting the whole-of-Government goal of Strong Communities: Safe Communities and Supported Families'.

The 2018–19 performance management framework is outlined on the following page (Figure 1).



Strong Communities

Safe Communities and Supported Families

	Safe Communities and Supported Families											
Goal	Desired outcomes											
	Families and individuals experiencing homelessness or other crises are assisted to overcome these crises ⁽¹⁾	People who have experienced or are at risk of experiencing family and domestic violence are and remain safe ⁽¹⁾	Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care ⁽¹⁾	Children and young people needing protection are safe from abuse and harm ⁽¹⁾	Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes ⁽¹⁾	The Early Education and Care sector meets required quality standards ⁽¹⁾	Seniors receive concessions and rebates administered by the Department ⁽¹⁾	Local community services and community building programs meet the identified needs of individuals and families ⁽¹⁾	People with disability have choice and control in determining services that meet individual needs ⁽²⁾	The quality of life of people with disability is enhanced ⁽²⁾	People with disability have the opportunity to participate in community life ⁽²⁾	Housing eligible Western Australians ⁽³⁾
Services	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
	1 Homelessness and other support services	2 Preventing and responding to family and domestic violence	3 Earlier Intervention and Family Support Services	4 Working with Children Checks 5 Child Protection Assessments and Investigations	6 Care arrangements for children in the CEO's care 7 Support services for children in the CEO's care	8 Regulation and support of the Early Education and Care Sector	9 Payments to individuals	10 Delivery of community services, grants and resources	11 Planning and coordination for people with disability	12 Residential services for people with disability 13 Community living support for people with disability 14 Independent living support for people with disability 15 Therapy and specialised care for people with disability	16 Community participation for people with disability 17 Advocacy, access and inclusion for people with disability	18 Rental housing 19 Home loans 20 Land and housing supply 21 Government Regional Officers' Housing

Figure 1: Department of Communities outcomes and services and relationship to Government goals

(1) Further details on the indicators are contained in the Disclosures and Legal Compliance section of this report.

(2) Further details on the indicators are contained in the Disclosures and Legal Compliance section of the Disability Services Commission Annual Report for 2017–18.

(3) Further details on the indicators are contained in the Disclosures and Legal Compliance section of the Housing Authority Annual Report for 2017–18.

Changes to outcome-based management framework

Communities' 2018–19 outcome-based management framework was approved by the Under Treasurer on 28 February 2018. Minor amendments were made that were aimed at enhancing the consistency of language across the Department's various outcomes and services.

Shared responsibilities with other agencies

Communities' 2018–19 cross-agency initiatives contained in the Resource Agreement is provided at Table 1.

Table 1: Cross agency initiatives^(a) for 2018–19

Initiative	Related outcome/s	Contributing agencies
Early Childhood Development	The Early Education and Care sector meets required quality standards.	<ul style="list-style-type: none"> • Department of Communities^{(b)(c)} • Department of the Premier and Cabinet • Department of Health • Department of Education
Community Aids and Equipment Program (CAEP) Service Level Agreements	The quality of life of people with disability is enhanced. People with disability have the opportunity to participate in community life.	<ul style="list-style-type: none"> • Department of Health^{(b)(d)} • Department of Communities
National Disability Insurance Scheme (NDIS) Worker Screening	The quality of life of people with disability is enhanced. Bilateral Agreement on the NDIS between the WA Government and Commonwealth. Intergovernmental Agreement.	<ul style="list-style-type: none"> • Western Australia Police Force • Department of Communities^{(b)(e)}
Ventilator Dependent Quadriplegic Program (VDQ)	The quality of life of people with disability is enhanced.	<ul style="list-style-type: none"> • Department of Health • Department of Communities

Initiative	Related outcome/s	Contributing agencies
Inclusive Communities	The quality of life of people with disability is enhanced. People with disability have the opportunity to participate in community life. Memorandum of Understanding from February 2016 to December 2020.	<ul style="list-style-type: none"> Metropolitan Redevelopment Authority^{(b)(f)} Department of Communities
Reconfiguration of Spinal Cord Injury Services in WA	The quality of life of people with disability is enhanced. People with disability have the opportunity to participate in community life. Transition of Quadriplegic Centre residents and eventual closure of Centre.	<ul style="list-style-type: none"> North Metropolitan Health Service Department of Communities^{(b)(e)}
Mandatory Reporting of Child Sexual Abuse	Children and young people needing protection are safe from abuse and harm.	<ul style="list-style-type: none"> Department of Communities^{(b)(c)} Department of Health Department of Education Western Australia Police Force
Target 120	Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care.	<ul style="list-style-type: none"> Department of Communities^{(b)(c)} Western Australia Police Force Department of the Premier and Cabinet Department of Justice Department of Health Mental Health Commission

Notes:

- (a) Sourced from the Department's 2018–19 Resource Agreement.
- (b) Indicates the lead agency responsible for coordinating the delivery and reporting on each of the preceding State Government cross-agency initiatives.
- (c) The responsible Minister is the Minister for Child Protection; Women's Interest; Prevention of Family and Domestic Violence; Community Services.
- (d) The responsible Minister is the Minister for Health.
- (e) The responsible Minister is the Minister for Disability Services.
- (f) The responsible Minister is the Minister for Transport; Planning; Lands.

Resource Agreement summary

The following summary of performance information (financial and non-financial performance) is the subject of a Resource Agreement signed by the Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services; the Minister for Housing; the Minister for Disability Services; the Minister for Seniors and Ageing; Volunteering; and the Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*. The 2018–19 Resource Agreement contains consolidated information for the Department of Communities.

Financial performance

Table 2: Summary of financial performance for 2018–19

Indicator	Target ⁽¹⁾⁽²⁾ \$'000	Actual ⁽³⁾⁽⁴⁾ \$'000	Variation \$'000	Variation (%)
Total cost of services	3,244,931	3,324,016	79,085	2.4%
Net cost of services	1,824,456	1,795,803	(28,653)	-1.6%
Total equity	13,421,057	12,661,099	(759,958)	-5.7%
Salary expense level	524,618	538,427	13,809	2.6%
Borrowing limit	4,898,608	4,772,143	(126,465)	-2.6%
Working cash limit ⁽⁵⁾	102,344	101,117	(1,227)	-1.2%

Notes:

- (1) The 2018–19 Financial Targets reflect the targets as per the 2018–19 Published Budget.
- (2) The Financial Targets were updated following the 2018–19 Mid-Year Review and 2019–20 Budget, with the Total Cost of Services being revised to \$3.433 billion.
- (3) The consolidated financial information contained in this table was not subject to audit by the Office of the Auditor General. The individual financial statements were subject to audit by the Office of the Auditor General.
- (4) The actuals are sourced from the Financial Statement from the Department of Communities, Housing Authority and Disability Services Commission (Note: financial eliminations have not occurred when the individual entity financials information was combined).
- (5) The Housing Authority component of the Department does not have a working cash limit and has been excluded from the calculations.

Key performance indicators

Table 3: Summary of outcomes and effectiveness key performance indicators for 2018-19⁽¹⁾⁽²⁾

Indicator	Target ⁽³⁾	Actual	Explanation of significant variance
Outcomes and effectiveness indicators			
Outcome⁽⁴⁾ – Families and individuals experiencing homelessness or other crises are assisted to overcome these crises.			
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period.	85%	85%	
Outcome⁽⁴⁾ – People who have experienced or are at risk of experiencing family and domestic violence are and remain safe.			
Percentage of FDV clients with some or all goals achieved at the completion of an accommodation or support service.	90%	89%	
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.	80%	74%	
Outcomes and effectiveness indicators			
Outcome⁽⁴⁾ – Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care.			
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.	90%	86%	
Outcome⁽⁴⁾ – Children and young people needing protection are safe from abuse and harm.			
Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.	95%	99%	

Indicator	Target ⁽³⁾	Actual	Explanation of significant variance
Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.	95%	97%	
Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm.	95%	90%	
Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated.	95%	94%	
Outcomes and effectiveness indicators			
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.(4)			
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle.	80%	65%	The 2018–19 actual result was consistent with that of other child protection jurisdictions nationally (65.2%), as reported in the Report on Government Services 2019.
Proportion of children in the CEO's care who felt safe in their care arrangement.	95%	96%	
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.	90%	84%	
Outcome⁽⁴⁾ – The Early Education and Care sector meets required quality standards.			
Percentage of assessed early childhood education and care services that met or exceeded national standards.	70%	62%	
Outcome⁽⁴⁾ – Seniors received concessions and rebates administered by the Department.			
The take-up rate of Seniors Card.	95%	95%	

Indicator	Target ⁽³⁾	Actual	Explanation of significant variance
Outcomes and effectiveness indicators			
Outcome⁽⁴⁾ – Local community services and community building programs meet the identified needs of individuals and families.			
Percentage of service users that had their identified needs met.	96%	96%	
Percentage of community building grants that were acquitted against identified outcomes.	85%	92%	Target exceeded due to the implementation of process improvements that resulted in a higher percentage of grants being acquitted in 2018–19.

Notes:

- (1) Disability Services performance indicators are contained in the Disability Services Commission Annual Report.
- (2) (Housing Authority performance indicators are contained in the of the Housing Authority Annual Report.
- (3) The targets are as per the 2018-19 Western Australian State Budget Paper No.2 (Volume 2, Part 8).
- (4) Further details on the indicators are contained in the Disclosures and Legal Compliance section of this report.

Table 4: Summary of services and efficiency key performance indicators for 2018 19⁽¹⁾⁽²⁾

Indicator	Target ⁽³⁾	Actual	Explanation of significant variance
Services and efficiency indicators			
Service 1⁽⁴⁾ – Homelessness and other support services.			
Average cost per homelessness client.	\$2,292	\$3,394	Average cost was higher than target. The target did not include funding provided by the Commonwealth Government under the National Housing and Homelessness Agreement as it was received after the State Budget was published.
Service 2⁽⁴⁾ – Preventing and responding to family and domestic violence.			
Average cost per family and domestic violence case.	\$2,996	\$3,043	
Service 3⁽⁴⁾ – Earlier intervention and family support services.			
Average cost per earlier intervention and family support case.	\$5,931	\$6,753	The 2018–19 average cost was higher than the target due to the establishment and implementation of new programs.
Service 4⁽⁴⁾ – Working with Children checks.			
Average cost per ‘Working with Children Checks’ application processed.	\$36	\$35	
Average cost per ‘Working with Children Checks’ screening outcome.	\$58	\$54	
Services and efficiency indicators			
Service 5⁽⁴⁾ – Child protection assessments and investigations.			
Average cost per child involved in child protection cases.	\$4,930	\$4,470	The 2018–19 average cost was lower than the target due to the increased number of children and young people that were subject to a child protection initial inquiry, safety and wellbeing assessment and/or protection application in 2018–19.
Service 6⁽⁴⁾ – Care arrangements for children in the CEO’s care.			
Average cost per day of a foster care arrangement.	\$135	\$131	
Average cost per day of a residential-based care arrangement.	\$1,676	\$1,568	

Indicator	Target ⁽³⁾	Actual	Explanation of significant variance
Average cost per day of an exceptionally complex needs care arrangement.	\$1,767	\$1,604	
Average cost per day of a secure care arrangement.	\$4,198	\$4,184	
Service 7⁽⁴⁾ – Support services for children in the CEO’s care.			
Average cost per day to plan for and support a child in the CEO’s care.	\$60	\$57	
Services and efficiency indicators			
Service 8⁽⁴⁾ – Regulation and support of the early education and care sector.			
Average cost per licenced service for regulation and support.	\$11,327	\$8,291	The 2018–19 average cost was lower than the target mainly due to delays in the recruitment of staff and the reduction in Royalties for Regions funding associated with the Regional Community Child Care Development Fund.
Service 9⁽⁴⁾ – Payments to individuals.			
Average management cost per Seniors Card.	\$7.80	\$6.16	The 2018–19
Service 10⁽⁴⁾ – Delivery of community services, grants and resources.			
Number of grants and service agreements per Full Time Equivalent (FTE).	35.5	31.1	The 2018–19 result was lower than the target, primarily due to the consolidation of departmental grants and service agreements across Communities.
Proportion of administrative and management expenditure to service delivery expenditure.	6.3%	5.1%	

Notes:

- (1) Disability Services performance indicators are contained in the Disability Services Commission Annual Report.
- (2) Housing Authority performance indicators are contained in the of the Housing Authority Annual Report.
- (3) The targets are as per the 2018–2019 Western Australian State Budget Paper No.2 (Volume 2, Part 8).
- (4) Further details on the indicators are contained in the Disclosures and Legal Compliance section of this report.

Auditor General's opinion



Auditor General

Independent auditor's report

To the Parliament of Western Australia

Department of Communities

Report on the Financial Statements

Opinion

I have audited the financial statements of the Department of Communities which comprise the Statement of Financial Position as at 30 June 2019, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information, including Administered transactions and balances.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department of Communities for the year ended 30 June 2019 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Department in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Director General for the Financial Statements

The Director General is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as the Director General 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 agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and 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 Responsibility 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.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Director General.
- Conclude on the appropriateness of the Director General's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Director General regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Controls

Opinion

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

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

In my opinion, in all material respects, the controls exercised by the Department of Communities are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2019.

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 the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the 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 the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance 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 Key Performance Indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department of Communities for the year ended 30 June 2019. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Department of Communities are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2019.

The Director General's Responsibility 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 control 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 904 *Key Performance Indicators*.

Auditor General's Responsibility

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 agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

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

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the Department of Communities for the year ended 30 June 2019 included 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 and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. 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 refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



Caroline Spencer
Auditor General
for Western Australia
Perth, Western Australia

20 September 2019

Financial statements

Certification of financial statements

For the reporting period ended 30 June 2019

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 2019 and the financial position as at 30 June 2019.

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.



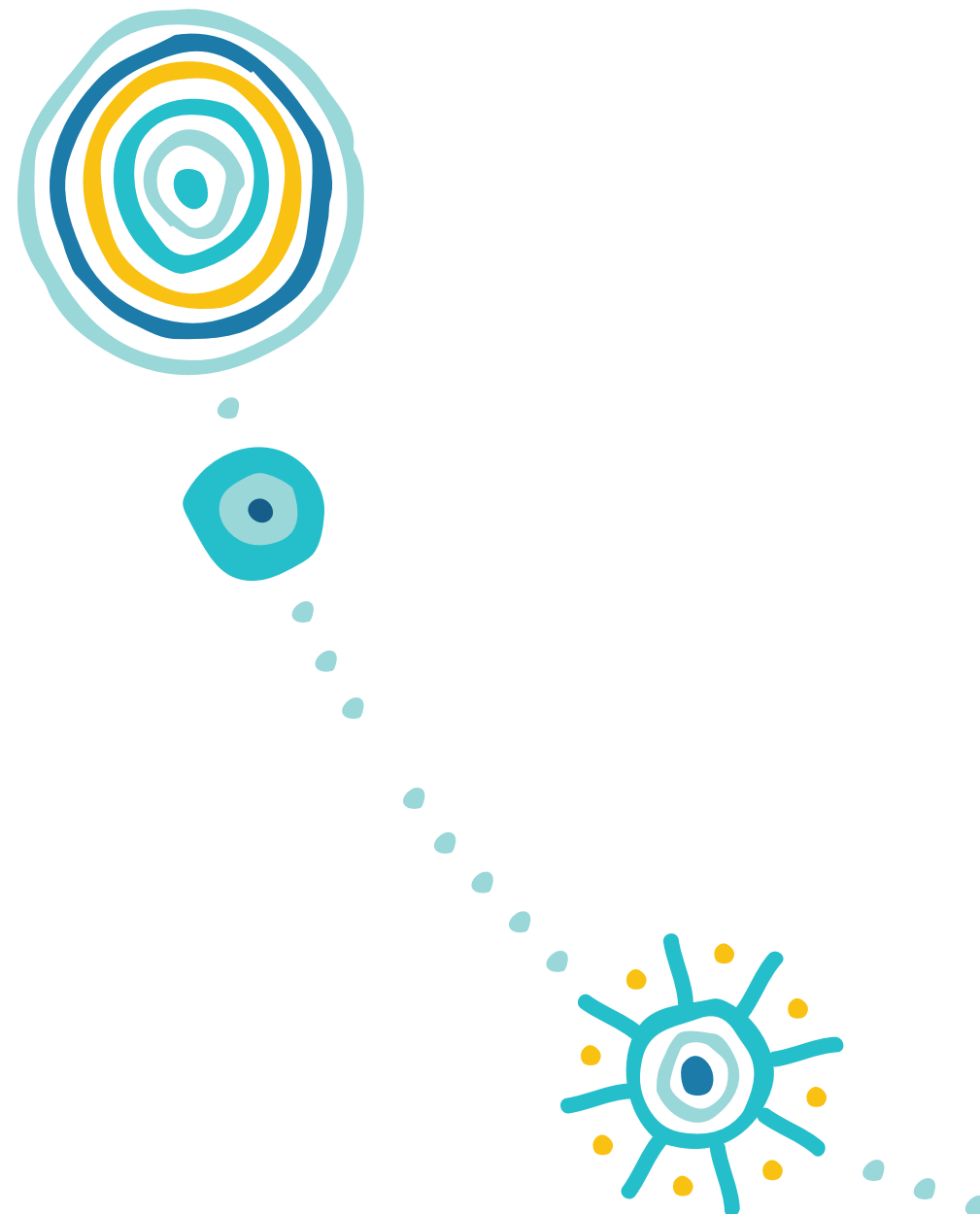
Liam Carren
Chief Finance Officer

17 September 2019



Michelle Andrews
Director General
Accountable Authority

17 September 2019



Statement of Comprehensive Income

For the year ended 30 June 2019

	Note	2019 (\$'000)	2018 (\$'000)
Cost of services			
Expenses			
Employee benefits expense	6	287,836	279,538
Supplies and services	7	76,995	62,124
Depreciation and amortisation expense	8	10,107	10,065
Accommodation expenses	9	33,751	33,384
Grants and subsidies	10	173,859	173,107
Funding for services	11	229,782	223,688
Loss on disposal of non-current assets	17	1	5
Other expenses	12	11,073	10,962
Total cost of services		823,404	792,873
Income			
Revenue			
User charges and fees	14	8,716	8,681
Commonwealth grants and contributions	15	48,689	43,132
Other revenue	16	390	2,851
Total revenue		57,795	54,664
Total income other than income from State Government		57,795	54,664
Net cost of services		765,609	738,208
Income from State Government	18		
Service appropriation		708,225	716,904
Services received free of charge		5,032	6,852
Royalties for Regions Fund		11,609	17,334
Other funds received from State Government		12,353	4,660
Total income from State Government		737,219	745,750
Surplus/(deficit) for the period		(28,390)	7,541
Other comprehensive income			
Items not reclassified subsequently to profit or loss		-	-
Total other comprehensive income		-	-
Total comprehensive income for the period		(28,390)	7,541

See also the Schedule of Income and Expenses by Service.

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

Statement of Financial Position

As at 30 June 2019

	Note	2019 (\$'000)	2018 (\$'000)
Assets			
Current assets			
Cash and cash equivalents	34	11,337	31,839
Restricted cash and cash equivalents	19, 34	9,074	5,998
Receivables	20	3,526	5,387
Amounts receivable for services	21	68	68
Other current assets	22	6,004	6,195
Non-current assets classified as held for sale	23	-	6,375
Total current assets		30,009	55,862
Non-current assets			
Restricted cash and cash equivalents	19, 34	2,681	1,841
Amounts receivable for services	21	116,502	106,828
Property, plant and equipment	24, 27	112,757	112,487
Leasehold improvements	25, 27	7,866	11,062
Work in progress	26, 27	616	385
Intangible assets	29, 27	18,037	17,848
Total non-current assets		258,459	250,451
Total assets		288,468	306,313
Liabilities			
Current liabilities			
Payables	31	18,824	13,234
Income received in advance		245	271
Provisions	32	120,643	108,250
Total current liabilities		139,712	121,755
Non-current liabilities			
Payables	31	2,517	2,586
Provisions	32	17,974	26,077
Total non-current liabilities		20,491	28,663
Total liabilities		160,203	150,418
Net assets		128,265	155,895
Equity			
Contributed equity	33	149,114	148,354
Accumulated surplus / (deficit)		(20,849)	7,541
Total equity		128,265	155,895

See also the Schedule of Assets and Liabilities by Service.

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 2019

	Contributed equity (\$'000)	Accumulated surplus/(deficit) (\$'000)	Total equity (\$'000)
Balance at 1 July 2017	-	-	-
Surplus for the period	-	7,541	7,541
Total comprehensive income for the period	-	7,541	7,541
Transactions with owners in their capacity as owners:			
Capital appropriations	5,007	-	5,007
Other contributions by owners			
Transfers in from abolished agencies	223,699	-	223,699
Transfer in of employee leave benefits provisions for Disabilities Services Commission at start of period	(19,535)	-	(19,535)
Transfer in of employee leave benefits provisions for Housing Authority at start of period	(60,816)	-	(60,816)
Total	148,354	-	148,355
Balance at 30 June 2018	148,354	7,541	155,895
Balance at 1 July 2018	148,354	7,541	155,895
Transfers in from abolished agencies	642	-	642
Deficit for the period	-	(28,390)	(28,390)
Total comprehensive income for the period	-	(28 390)	(28 390)
Transactions with owners in their capacity as owners:			
Capital appropriations	2,106	-	2,106
Other contributions by owners			
Transfers out of land and building asset to Department of Health	(1,988)	-	(1,988)
Total	118	-	118
Balance at 30 June 2019	149,114	(20,849)	128,265

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 2019

	Note	2019 (\$'000)	2018 (\$'000)
Cash flows from State Government			
Receipts			
Service appropriation	18	698,152	706,563
Capital appropriations	33	2,106	5,007
Holding account drawdowns		399	–
Cash transferred in from abolished agencies		–	28,520
Royalties for Regions fund		11,609	17,334
National Redress Records		507	–
Other funds received from State Government		11,846	4,660
Net cash provided by State Government		724,619	762,083
Utilised as follows:			
Cash flows from operating activities			
Payments			
Employee benefits		(283,221)	(278,195)
Supplies and services		(71,380)	(51,874)
Accommodation		(34,711)	(36,133)
Grants and subsidies		(174,259)	(173,936)
Funding for services		(229,782)	(230,533)
GST payments on purchases		(40,491)	(39,601)
Other payments		(2,144)	(5,189)
Receipts			
User charges and fees		8,716	8,680
Commonwealth grants and contributions		48,689	43,104
GST receipts on sales		501	510
GST receipts from taxation authority		38,305	41,703
Other receipts		3,908	3,295
Net cash used in operating activities	34	(735,869)	(718,168)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(5,336)	(4,237)
Net cash used in investing activities		(5,336)	(4,237)
Net (decrease) / increase in cash and cash equivalents		(16,586)	39,678
Cash and cash equivalents at the beginning of the period		39,678	–
Cash and cash equivalents at the end of the period	34	23,092	39,678

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

Schedule of Income and Expenses by Service

For the year ended 30 June 2019

	Homelessness and Other Support Services	Homelessness and Other Support Services	Preventing and Responding to Family and Domestic Violence	Preventing and Responding to Family and Domestic Violence	Earlier Intervention and Family Support Services	Earlier Intervention and Family Support Services	Working with Children Checks	Working with Children Checks	Child Protection Assessments and Investigations	Child Protection Assessments and Investigations
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
Cost of services										
Expenses										
Employee benefits expense	14,533	8,078	4,779	4,745	35,081	33,123	5,666	5,372	57,991	58,971
Supplies and services	14,067	2,624	1,226	1,557	7,429	6,728	7,668	6,131	14,785	12,404
Depreciation and amortisation expense	476	226	112	141	1,317	948	93	88	2,225	1,668
Accommodation expenses	1,407	1,048	266	409	4,511	4,159	137	131	7,491	6,963
Grants and subsidies	11,316	18,746	3,110	1,450	1,486	1,809	1	–	223	338
Funding for services	56,157	51,388	39,060	41,213	34,300	29,054	–	–	3,635	3,780
Loss on disposal of non-current assets	–	–	–	–	–	1	–	–	–	1
Other expenses	491	313	125	226	1,435	1,296	222	228	2,359	2,331
Total cost of services	98,447	82,423	48,678	49,741	85,559	77,118	13,787	11,950	88,709	86,456
Income										
User charges and fees	–	–	–	–	2	1	7,797	7,617	3	2
Commonwealth grants and contributions	27,215	30,404	21,368	11,101	–	–	–	–	–	–
Other revenue	28	89	5	78	45	348	–	–	76	591
Total income other than income from State Government	27,243	30,493	21,373	11,179	47	349	7,797	7,617	79	593
Net cost of services	71,204	51,930	27,305	38,562	85,512	76,769	5,990	4,333	88,630	85,863
Income from State Government										
Service appropriation	50,747	50,640	24,823	36,962	81,368	71,949	5,721	4,300	84,142	83,735
Services received free of charge	140	174	37	152	308	678	42	114	3,083	2,427
Royalties for Regions Fund	7,156	3,259	1,310	1,537	246	1,392	–	–	419	2,366
Other funds received from State Government	10,900	732	–	59	58	263	–	–	99	446
Total income from State Government	68,943	54,805	26,170	38,710	81,980	74,282	5,763	4,414	87,743	88,974
Surplus/ (deficit) for the period	(2,261)	2,875	(1,135)	148	(3,532)	(2,487)	(227)	81	(887)	3,111

The Schedule of Income and Expenses by Services should be read in conjunction with the accompanying notes.

Schedule of Income and Expenses by Service cont.

For the year ended 30 June 2019

	Care Arrangements for Children in the Chief Executive Officer's (CEO's) Care	Care Arrangements for Children in the Chief Executive Officer's (CEO's) Care	Support Services for Children in the CEO's Care	Support Services for Children in the CEO's Care	Regulation and Support of the Early Education and Care Sector	Regulation and Support of the Early Education and Care Sector	Payments to Individuals	Payments to Individuals	Delivery of Community Services, Grants and Resources	Delivery of Community Services, Grants and Resources	Total	Total
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
Cost of services												
Expenses												
Employee benefits expense	92,649	88,189	63,453	65,076	7,023	8,170	1,805	1,790	4,856	6,023	287,836	279,538
Supplies and services	16,229	15,660	13,078	13,175	1,045	1,728	425	484	1,043	1,632	76,995	62,124
Depreciation and amortisation expense	3,494	3,074	2,151	1,965	166	244	48	207	25	1,505	10,107	10,065
Accommodation expenses	10,091	10,391	8,124	8,338	732	875	99	129	893	941	33,751	33,384
Grants and subsidies	115,389	106,669	16,424	13,950	743	1,215	24,100	23,822	1,067	5,109	173,859	173,107
Funding for services	57,822	54,625	3,133	3,147	1	4	-	1	35,674	40,476	229,782	223,688
Loss on disposal of non-current assets	1	1	-	1	-	-	-	-	-	-	1	5
Other expenses	3,488	3,500	2,394	2,690	313	198	82	62	164	118	11,073	10,962
Total cost of services	299,163	282,109	108,757	108,342	10,023	12,434	26,559	26,495	43,722	55,804	823,404	792,873
Income												
User charges and fees	73	51	3	2	837	1,007	-	-	1	-	8,716	8,681
Commonwealth grants and contributions	-	-	-	-	80	1,599	26	28	-	-	48,689	43,132
Other revenue	91	850	80	723	29	89	27	27	9	56	390	2,851
Total income other than income from State Government	164	901	83	725	946	2,695	53	55	10	56	57,795	54,664
Net cost of services	298,999	281,208	108,674	107,617	9,077	9,739	26,506	26,440	43,712	55,748	765,609	738,208
Income from State Government												
Service appropriation	285,162	276,904	103,146	105,103	7,767	8,163	24,732	26,167	40,617	52,979	708,225	716,904
Services received free of charge	617	1,659	727	1,327	54	169	16	52	8	101	5,032	6,852
Royalties for Regions Fund	307	3,405	534	2,717	944	2,005	-	106	693	547	11,609	17,334
Other funds received from State Government	73	642	127	512	-	66	-	20	1,096	1,921	12,353	4,660
Total income from State Government	286,159	282,610	104,534	109,659	8,765	10,403	24,748	26,345	42,414	55,548	737,219	745,750
Surplus/ (deficit) for the period	(12,840)	1,402	(4,140)	2,042	(312)	664	(1,758)	(95)	(1,298)	(200)	(28,390)	7,541

The Schedule of Income and Expenses by Services should be read in conjunction with the accompanying notes.

Schedule of Assets and Liabilities by Service

As at 30 June 2019

	Homelessness and Other Support Services	Homelessness and Other Support Services	Preventing and Responding to Family and Domestic Violence	Preventing and Responding to Family and Domestic Violence	Earlier Intervention and Family Support Services	Earlier Intervention and Family Support Services	Working with Children Checks	Working with Children Checks	Child Protection Assessments and Investigations	Child Protection Assessments and Investigations
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
Assets										
Current assets	2,879	2,296	844	1,429	3,912	6,862	482	817	6,573	10,271
Non-current assets	9,255	4,647	2,237	3,356	23,726	19,053	1,680	1,830	40,037	33,082
Total assets	12,134	6,943	3,081	4,785	27,638	25,915	2,162	2,647	46,610	43,353
Liabilities										
Current liabilities	9,192	3,971	2,932	2,815	17,792	13,429	3,661	3,276	31,375	25,185
Non-current liabilities	1,281	789	236	541	3,010	3,731	442	590	5,571	6,535
Total liabilities	10,473	4,760	3,168	3,356	20,802	17,160	4,103	3,866	36,946	31,720
Net assets	1,661	2,183	(87)	1,429	6,836	8,755	(1,941)	(1,219)	9,664	11,633

The Schedule of Assets and Liabilities by Services should be read in conjunction with the accompanying notes.

Schedule of Assets and Liabilities by Service cont.

As at 30 June 2019

	Care Arrangements for Children in the Chief Executive Officer's (CEO's) Care	Care Arrangements for Children in the Chief Executive Officer's (CEO's) Care	Support Services for Children in the CEO's Care	Support Services for Children in the CEO's Care	Regulation and Support of the Early Education and Care Sector	Regulation and Support of the Early Education and Care Sector	Payments to Individuals	Payments to Individuals	Delivery of Community Services, Grants and Resources	Delivery of Community Services, Grants and Resources	Total	Total
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
Assets												
Current assets	7,922	15,307	5,613	11,901	1,251	1,899	297	4,001	236	1,079	30,009	55,862
Non-current assets	91,988	88,644	37,316	38,629	3,327	4,610	965	2,962	47,928	53,638	258,459	250,451
Total assets	99,910	103,951	42,929	50,530	4,578	6,509	1,262	6,963	48,164	54,717	288,468	306,313
Liabilities												
Current liabilities	40,533	35,091	28,399	27,786	3,653	3,872	1,103	1,069	1,072	5,262	139,712	121,755
Non-current liabilities	5,235	8,059	4,061	6,989	462	744	46	169	147	515	20,491	28,663
Total liabilities	45,768	43,150	32,460	34,775	4,115	4,616	1,149	1,238	1,219	5,777	160,203	150,418
Net assets	54,142	60,801	10,469	15,755	463	1,893	113	5,725	46,945	48,940	128,265	155,895

The Schedule of Assets and Liabilities by Services should be read in conjunction with the accompanying notes.

Summary of Consolidated Account Appropriations and Income Estimates

For the year ended 30 June 2019

	2019 Estimate (\$'000)	2019 Actual (\$'000)	2019 Variance (\$'000)	2019 Actual (\$'000)	2018 Actual (\$'000)	2018 Variance (\$'000)
Delivery of services						
Item 66 Net amount appropriated to deliver services	714,060	707,733	(6,327)	707,733	716,426	(8,693)
Amount authorised by other statutes						
– Salaries and Allowances Act 1975	492	492	–	492	478	14
Royalties for Regions Fund	13,644	11,609	(2,035)	11,609	17,333	(5,724)
Total appropriations provided to deliver services	728,196	719,834	(8,362)	719,834	734,237	(14,403)
Capital						
Item 116 Capital appropriations	2,106	2,106	–	2,106	5,007	(2,901)
Grand total	730,302	721,940	(8,362)	721,940	739,244	(17,304)
Details of expenses by service						
Homelessness and Other Support Services	63,353	98,447	35,094	98,447	82,423	16,024
Preventing and Responding to Family and Domestic Violence	47,333	48,678	1,345	48,678	49,741	(1,063)
Earlier Intervention and Family Support Services	83,028	85,559	2,531	85,559	77,118	8,441
Working with Children Checks	13,497	13,787	290	13,787	11,950	1,837
Child Protection Assessments and Investigations	88,733	88,709	(24)	88,709	86,456	2,253
Care arrangements for Children in the Chief Executive Officer's (CEO's) Care	294,960	299,163	4,203	299,163	282,109	17,054
Support Services for Children in the CEO's Care	105,719	108,757	3,038	108,757	108,342	415
Regulation and Support of the Early Education and Care Sector	14,937	10,023	(4,914)	10,023	12,434	(2,411)
Payments to Individuals	29,304	26,560	(2,744)	26,560	26,495	65
Delivery of Community Services, Grants and Resources	53,983	43,722	(10,261)	43,722	55,804	(12,082)
Total cost of services	794,847	823,404	28,558	823,404	792,873	30,533
Less total income	(63,595)	(57,795)	5,800	(57,795)	(54,664)	(3,131)
Net cost of services	731,252	765,609	34,358	765,609	738,208	27,402
Adjustments ^(a)	(3,056)	(45,775)	(42,719)	(45,775)	(3,971)	(41,804)
Total appropriations provided to deliver services	728,196	719,834	(8,361)	719,834	734,237	(14,402)
Capital expenditure						
Purchase of non-current physical assets	2,174	5,336	3,162	5,336	5,344	(8)
Adjustments for other funding sources	(68)	(3,230)	(3,162)	(3,230)	(337)	(2,893)
Capital appropriations	2,106	2,106	–	2,106	5,007	(2,901)

(a) Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.

[Note 39](#) 'Explanatory statement' provides details of any significant variations between estimates and actual results for 2019.

Notes to the Financial Statements

For the year ended 30 June 2019

1. Australian Accounting Standards

General

The Department's financial statements for the year ended 30 June 2019 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The Department has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

Early adoption of standards

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction 1101 Application of Australian Accounting Standards and Other Pronouncements. There has been no early adoption of any other Australian Accounting Standards that have been issued or amended (but not yet operative) by the Department for the annual reporting period ended 30 June 2019.

2. Summary of significant accounting policies

(a) General statement

The Department is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB 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 the Treasurer's instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

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.

(b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land and buildings, which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) or in certain cases to the nearest dollar.

[Note 3](#) 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Department's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

[Note 4](#) 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Department of Communities was established on 1 July 2017. The financial statements for the Department of Communities are comprised of the assets and liabilities of the former Department of Child Protection and Family Support along with the community service functions transferred from the former Department of Local Government and Communities, the community patrol program and regional-related services transferred from the former Department of Aboriginal Affairs, and the Regional Services Reform Unit transferred from the former Department of Regional Development.

(c) Reporting entity

The reporting entity is solely comprised of the Department of Communities.

Purpose

Collaborating to enable pathways that enable individual, family and community wellbeing.

The Department is primarily funded by Parliamentary appropriations. The financial statements encompass all funds through which the Department controls resources to carry on its functions.

Services

The Department provides the following services:

Service 1: Homelessness and Other Support Services

Families and individuals experiencing homelessness or other crises are assisted to overcome these crises.

Service 2: Preventing and Responding to Family Domestic Violence

People who have experienced or are at risk of experiencing family domestic violence are and remain safe.

Service 3: Earlier Intervention and Family Support Services

Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care.

Service 4: Working With Children Checks

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

Service 5: Child Protection Assessments and Investigations

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

Service 6: Care Arrangements for Children in the CEO's Care

Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes.

7: Support Services for Children in the CEO's Care

Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes.

Service 8: Regulation and Support of the Early Education and Care Sector

The Early Education and Care sector meets required quality standards.

Service 9: Payments to Individuals

Seniors receive concessions and rebates administered by the Department.

Service 10: Delivery of Community Services, Grants and Resources

Local community services and community building programs meets the identified needs of individuals and families.

(d) Contributed equity

AASB Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 Contributions by Owners made to Wholly-Owned Public Sector Entities and have been credited directly to contributed equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

(e) Income

Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Provision of services

Revenue is recognised by reference to the stage of completion of the transaction.

Service appropriations

Service appropriations are recognised as revenues at fair value 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 to the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Net appropriation determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Department.

In accordance with the most recent determination, as quantified in the 2018/19 Budget Statements, the Department retained \$57.795 million in 2019 (2018:\$54.664 million) from the following:

- proceeds from fees and charges
- Commonwealth specific purpose grants and contributions
- State Government grants and contributions
- other departmental revenue.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Department obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department's bank account.

Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Property, plant and equipment and leasehold improvements

Capitalisation/expensing of assets

Items of property, plant and equipment and leasehold improvement costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment and leasehold improvement 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).

Initial recognition and measurement

Property, plant and equipment and leasehold improvements are initially recognised at cost.

For items of property, plant and equipment and leasehold improvements acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and buildings and historical cost for all other property, plant and equipment. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

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.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost basis, the accumulated

depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount. Fair value for restricted use land 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).

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Leasehold improvements are carried at historical cost less accumulated depreciation and accumulated impairment losses.

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment any revaluation surplus relating to that asset is retained in the asset revaluation reserve.

Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets on a class of assets basis.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, using rates, which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Buildings	25 years
Office machines, furniture and equipment	5 years
Computer equipment	4 years

Leasehold improvements are depreciated on a straight line basis over the life of the lease or the life of the asset, whichever is less. The estimated useful life for leasehold improvements is between 1 to 25 years.

Land is not depreciated.

(g) Intangible assets

Capitalisation/expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful lives. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

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. The Department does not have any intangible assets with an indefinite useful life.

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

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight line basis. All intangible assets controlled by the Department have a finite useful life and zero residual value.

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

Computer software	3–15 years
Licences	2–5 years
Website costs	3–7 years

Computer software

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Licences

Licences have a finite useful life and are carried at cost less accumulated amortisation and accumulated impairment losses.

Website costs

Website costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a website, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a

website that can be reliably measured, are capitalised to the extent that they represent probable future economic benefits.

(h) Impairment of assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at the end of each reporting period. 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 recoverable amount, an impairment loss is recognised in the Statement of Comprehensive Income. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Department is a not-for-profit entity, unless a specialised asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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 falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment. The Department does not have any such intangible assets for the reporting period.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

(i) Non-current assets (or disposal groups) classified as held for sale or for distribution to owners

Non-current assets (or disposal groups) held for sale or for distribution to owners are recognised at the lower of carrying amount and fair value less costs to sell or distribute, and are disclosed separately from other assets in the Statement of Financial Position. Assets classified as held for sale or for distribution to owners are not depreciated or amortised.

All Crown land holdings are vested in the Department by the Government. The Department of Planning, Lands and Heritage (DPLH) is the only agency with the power to sell Crown land. The Department transfers the Crown land and any attached buildings to DPLH when the land becomes available for distribution.

(j) Leases

The Department holds operating leases for motor vehicles, residential care facilities, head office and a number of branch office buildings. Operating leases are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased properties.

The Department has no finance lease commitments at this time.

(k) Financial instruments

In addition to cash, the Department has two categories of financial instrument:

- Receivables
- Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

- Financial assets
 - Cash and cash equivalents
 - Restricted cash and cash equivalents
 - Receivables
 - Amounts receivable for services
- Financial liabilities
 - Payables

Initial recognition and measurement of financial instruments is at fair value, which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate

applicable and subsequent measurement is not required as the effect of discounting is not material.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(l) Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand, which are subject to insignificant risk of changes in value.

(m) Accrued salaries

Accrued salaries [see [Note 31](#) 'Payables'] represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight of the reporting period end. The Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account [See [Note 19](#) 'Restricted cash and cash equivalents'] consists of amounts paid annually into a suspense account over a period of 10 reporting periods to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26.

No interest is received on this account.

(n) Amounts receivable for services (holding account)

The Department receives funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable).

The holding account receivable balance, resulting from service appropriation funding, is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

(o) Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written off against the allowance account.

The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Department will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

For trade receivables, the Department applies a simplified approach in calculating expected credit loss expenses (ECL). Therefore, the Department does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and economic environment.

(p) Payables

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 is generally within 30 days.

(q) Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period.

Provisions – employee benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual leave

Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period and is, therefore, considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels, including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are 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.

The provision for annual leave is classified as a current liability 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.

Long service leave

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period and is, therefore, recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels, including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are 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.

Unconditional long service leave provisions are 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.

Sick leave

Liabilities for sick leave are recognised when it is probable that sick leave paid in the future will be greater than the entitlement that will accrue in the future.

Past history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees

and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised in the Statement of Comprehensive Income for this leave as it is taken.

Deferred leave

The provision for deferred leave 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. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

Purchased leave

The provision for purchased leave relates to public service employees who have entered into an agreement to self-fund up to an additional 10 weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the undiscounted amounts expected to be paid when the liabilities are settled.

Superannuation

The Government Employees Superannuation Board (GESB) and other funds administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees varies according to commencement and implementation dates.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees became able to choose their preferred superannuation fund. The Department makes concurrent contributions to GESB or other funds on behalf of employees in compliance with the *Commonwealth Government's Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Department's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The GSS is a defined benefit scheme for the purposes of employees and whole of government reporting. However, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Department to GESB extinguishes the agency's obligations to the related superannuation liability.

The Department has no liabilities under the Pension Scheme or the GSS. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Department to the GESB.

The GESB makes all benefit payments in respect of the Pension Scheme and GSS, and is recouped from the Treasurer for the employer's share.

See also [Note 2\(r\)](#) 'Superannuation expense'.

Provisions – other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Department's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

See also [Note 12](#) 'Other expenses' and [Note 32](#) 'Provisions'.

(r) Superannuation expense

Superannuation expense is recognised in the profit or loss of the Statement of Comprehensive Income and comprises of employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBS, or other superannuation fund. The employer contribution paid to the GESB in respect of the GSS is paid back into the Consolidated Account by the GESB.

(s) Assets and services received free of charge or for nominal cost

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

Receipts of assets are recognised in the Statement of Financial Position.

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

(t) Comparative figures

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

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Department evaluates these judgements regularly.

Operating lease commitments

The Department has entered into a number of leases for buildings for branch office accommodation. Some of these leases relate to buildings of a temporary nature and it has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases.

Intangible asset

The Department has capitalised development costs of a client management system (Assist). This is recognised as an internally generated intangible asset. The amortisation and estimated useful life reflects the pattern in which the asset's future economic benefits are expected to be consumed by the Department.

4. Key sources of estimation uncertainty

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 reporting period.

Long service leave

Several estimations and assumptions used in calculating the Department's long service leave provision 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.

5. Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 Application of Australian Accounting Standards and Other Pronouncements or by an exemption from TI 1101. Where applicable, the Department plans to apply the following Australian Accounting Standards from their application date:

Title	Operative for reporting dates beginning on/after	
AASB 15 Nature of change	Revenue from contracts with customers This Standard establishes the principles that the Department shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. The mandatory effective date of this Standard is currently 1 January 2019 after being amended by AASB 2016–17.	1 Jan 2019
Impact	The Department's income is primarily derived from appropriations, which will be measured under AASB 1058 and thus will not be materially affected by this change. Although the recognition of 'user charges and fees' and 'other' revenues will be deferred until the Department has discharged its performance obligations, these revenues are expected to be fully recognised at year-end and no contract liability will exist. The Department will adopt the modified retrospective approach to transition to AASB 15.	
Transition	No comparative information will be restated under this approach and the Department will recognise the cumulative effect of initially applying the standard as an adjustment to the opening balance of accumulated surplus/(deficit) at the date of initial application.	
AASB 16 Nature of change	Leases This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value.	1 Jan 2019

Impact

Leases cont.

The recognition of additional assets and liabilities, mainly from operating leases, will increase the Department's total assets by \$118.788 million and total liabilities by \$118.788 million. This will have an equity impact of \$0 million on 1 July 2019. In addition, interest and depreciation expenses will increase, offset by a decrease in rental expense for the year ending 30 June 2020 and beyond.

The above assessment is based on the following accounting policy positions:

- Option 1/Option 2 of the modified retrospective approach on transition
- The 'low value asset' threshold set at AUD\$5,000 (unless Government Regional Officer Housing (GROH), Government Office Accommodation (GOA) or State Fleet)
- For leases classified as 'short term' (12 months or less), these are not recognised under AASB 16 (unless Government Regional Officer Housing (GROH), Government Office Accommodation (GOA) or State Fleet)
- Land, buildings and investment property Right-of-use (ROU) assets are measured under the fair value model, subsequent to initial recognition
- Discount rates are sourced from WA Treasury Corporation (WATC).

Transition

The Department will adopt the modified retrospective approach on transition to AASB 16. No comparative information will be restated under this approach, and the Department will recognise the cumulative effect of initially applying the standard as an adjustment to the opening balance of accumulates surplus/(deficit) at the date of initial application.

**AASB 1058
Nature of
change****Income of not-for-profit entities**

This Standard clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability, a performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an agency.

1 Jan 2019

Title

Operative for reporting dates beginning on/after

Impact	<p>Income of not-for-profit entities cont.</p> <p>AASB 1058 will have no impact on appropriations and recurrent grants received by the Department – they will continue to be recognised as income when funds are deposited in the bank account or credited to the holding account. The Department has determined that a portion of revenue from capital grants will be deferred into future reporting periods.</p>	
Transition	<p>The Department will adopt the modified retrospective approach on transition to AASB 1058. No comparative information will be restated under this approach, and the Department will recognise the cumulative effect of initially applying the Standard as an adjustment to the opening balance of accumulated surplus / (deficit) at the date of initial application.</p>	
<p>AASB 1059 Nature of change</p>	<p>Service concession arrangements: grantors</p> <p>This Standard addresses the accounting for a service concession arrangement (a type of public private partnership) by a grantor that is a public sector agency by prescribing the accounting for the arrangement from the grantor's perspective. Timing and measurement for the recognition of a specific asset class occurs on commencement of the arrangement and the accounting for associated liabilities is determined by whether the grantee is paid by the grantor or users of the public service provided.</p>	1 Jan 2020
Impact	<p>The mandatory effective date of this Standard is currently 1 January 2020 after being amended by AASB 2018-5. The Department does not manage any public private partnership that is within the scope of the Standard.</p>	
<p>AASB 2016-8 Nature of change</p>	<p>Amendments to Australian Accounting Standards – Australian implementation guidance for not-for-profit entities</p> <p>This Standard inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact.</p>	1 Jan 2019
<p>AASB 2018-4 Nature of change</p>	<p>Amendments to Australian Accounting Standards – Australian implementation guidance for not-for-profit public sector licensors</p> <p>This Standard amends AASB 15 to add requirements and authoritative implementation guidance for application by not-for-profit public sector licensors to transactions involving the issue of licenses. There is no financial impact as the Department does not issue licenses.</p>	1 Jan 2019

Title	Operative for reporting dates beginning on/after
AASB 2018-5 Amendments to Australian Accounting Standards – deferral of AASB 1059 Nature of change This Standard amends the mandatory effective date of AASB 1059 so that AASB 1059 is required to be applied for annual reporting periods beginning on or after 1 January 2020 instead of 1 January 2019. There is no financial impact.	1 Jan 2019
AASB 2018-7 Amendments to Australian Accounting Standards – definition of material Nature of change This Standard clarifies the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. There is no financial impact.	1 Jan 2020
AASB 2018-8 Amendments to Australian Accounting Standards – right-of-use assets of not-for-profit entities Nature of change This Standard provides a temporary option for not-for-profit entities to not apply the fair value initial measurement requirements for right-of-use assets arising under leases with significantly below-market terms and conditions principally to enable the entity to further its objectives. Impact The Department will elect to apply the option to measure right-of-use assets under peppercorn leases at cost (which is generally about \$1). As a result, the financial impact of this Standard is not material.	1 Jan 2019

6. Employee benefits expense

	2019 (\$'000)	2018 (\$'000)
Wages and salaries ^(a)	263,066	255,488
Superannuation – defined contribution plans ^(b)	24,770	24,050
	287,836	279,538

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

(b) Defined contribution plans include West State, Gold State, GESB and other eligible funds.

Employment on-costs expenses, such as workers' compensation insurance, are included at [Note 12](#) 'Other expenses'.

Employment on-costs liability is included at [Note 32](#) 'Provisions'.

7. Supplies and services

	2019 (\$'000)	2018 (\$'000)
Communications	6,313	4,001
Consultants and contractors	34,659	26,687
Contracts, equipment and licenses	5,118	5,322
Consumables	5,036	4,246
Leased equipment	558	494
Motor vehicle costs	6,458	5,678
Staffing costs	8,704	8,874
Training	1,567	1,919
Travel	3,771	2,836
Other	4,811	2,067
	76,995	62,124

8. Depreciation and amortisation expense

	2019 (\$'000)	2018 (\$'000)
Depreciation		
Buildings	2,244	2,329
Office machines, furniture and equipment	564	551
Computer equipment	208	261
Leasehold improvements	3,675	3,714
Total depreciation	6,691	6,855
Amortisation		
Intangible assets	3,416	3,211
Total amortisation	3,416	3,211
Total depreciation and amortisation	10,107	10,065

9. Accommodation expenses

	2019 (\$'000)	2018 (\$'000)
Lease rentals	21,360	20,801
Repairs and maintenance – buildings	3,912	3,863
Insurance – general	2,971	3,040
Minor works	587	688
Cleaning, gardening, security, rates and taxes	2,493	2,601
Power, water and gas	2,428	2,391
	33,751	33,384

10. Grants and subsidies

	2019 (\$'000)	2018 (\$'000)
Bereavement assistance	1,054	927
Natural disaster assistance	25	109
Case support costs	27,874	28,539
Children's and leaving care subsidies	67,028	60,624
Seniors Cost of Living Rebate	23,429	23,188
Hardship Utility Grant Scheme	6,711	16,258
High needs placement programs	37,843	32,574
Grants and subsidies private bodies	7,834	7,912
Grants and subsidies to government agencies	952	789
Youth Cadet Grants	–	1,134
Other	1,109	1,053
	173,859	173,107

11. Funding for services

	2019 (\$'000)	2018 (\$'000)
Homelessness and other support services	56,157	51,388
Preventing and responding to family and domestic violence	39,060	41,213
Earlier intervention and family support services	34,300	29,054
Child protection assessments and investigations	3,635	3,780
Care arrangements for children in the CEO's care	57,822	54,625
Support services for children in the CEO's care	3,133	3,147
Regulation and support of the early education and care sector	1	4
Payments to individuals	–	1
Delivery of community services, grants and resources	35,674	40,476
	229,782	223,688

12. Other expenses

	2019 (\$'000)	2018 (\$'000)
Repairs and maintenance – equipment	13	28
Doubtful debts expense	–	110
Expected credit loss	92	–
Employment on-costs ^(a)	8,522	5,053
Audit fees	313	427
Net revaluation decrement for land assets during the year	1,147	4,780
Net revaluation decrement for building assets during the year	986	564
	11,073	10,962

- (a) Includes workers' compensation insurance. The on-costs liability associated with the recognition of annual and long service leave liability is included at [Note 32](#) 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

13. Related party transactions

The Department is a wholly-owned and controlled entity of the State of Western Australia. In conducting its activities, the Department is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to State.

Related parties of the department include:

- all 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 public sector entities, including related bodies included in the whole of government consolidated financial statements
- associates and joint ventures, that are included in the whole of government consolidated financial statements
- the Government Employees Superannuation Board (GESB).

The Department had no material related party transaction with Ministers/senior officers or their close family members or their controlled (or jointly controlled) entities for disclosure.

Significant transactions with government related entities

Significant transactions with government related entities, which are not considered material (please refer to disclosure of material transactions with Western Australian State Government entities below) include:

- recoupment of staffing and other expenses including employee leave transfer costs with Department of Planning, Lands and Heritage, Disability Services Commission, Western Australian Police Force, Department of Justice, Department of Health, Department of the Premier and Cabinet, Housing Authority, Department of Education and Lotterywest ([Note 6](#))
- payment of departmental vehicle registration to Department of Transport ([Note 7](#))
- payment of funding relating to trustee services for children in care paid to the Public Trustee ([Note 7](#))
- remuneration for services provided by the Auditor General ([Note 42](#))
- payment of electricity expenses for departmental properties and office accommodation paid to Horizon Power and

recoupment cost of plumbing compliance paid to the Department of Mines, Industry Regulation and Safety ([Note 9](#))

- payment of hardship utility grants to Horizon Power for the Hardship Utility Grants Scheme (HUGS) ([Note 10](#))
- payment to the CBA Grandcarers for the Grandcarers support scheme ([Note 10](#))
- accommodation for children in care paid to Department of Health and Human Services, prepayment for client costs and staff secondments / leave transfers to Disability Services Commission, pathology test for clients paid to Pathwest Laboratory Medicine WA and emergency relief payments paid to the Disaster Assistance Assessment System (DAAS) ([Note 10](#))
- provision of funding for the Mobile Clinical Outreach Team operated by the Mental Health Commission ([Note 11](#))
- refund of incorrect payments made by the Insurance Commission of WA ([Note 16](#))
- delivery of services paid to Housing Authority ([Note 18](#)).

Material transaction with Western Australian State Government entities

The Department is a wholly owned and controlled entity of the State of Western Australia. The Department transacts with a number of Western Australian State Government authorities, agencies and government trading enterprises.

Transactions with these entities include, but not limited to: borrowings and repayment of money, sales and purchase of goods, property and other assets, payment of rates, use of utilities, other government fees and charges.

Total annual transactions in excess of \$1m include:

	Transaction value at year ended 2019 (\$'000) Receipts (Payments)	Transaction value at year ended 2018 (\$'000) Receipts/ (Payments)
Government of Western Australia	458,242	393,223
Appropriation received from Government (Note 18)	458,242	393,223
Department of Finance	(19,361)	(22,013)
Payment of office accommodation leasing, repairs and maintenance (Note 9)	(19,361)	(22,013)
Synergy	(4,927)	(14,924)
Payment of Hardship Utility Grants to Synergy clients (Note 10)	(4,618)	(14,629)
Payment of electricity for office accommodation (Note 9)	(309)	(295)
Department of Local Government, Sport and Cultural Industries	(502)	(10,627)
Funding contribution to Financial Counselling Services Program	500	-
Transfer of appropriation from Government and BAS refund to DLGSCI bank account	-	(13,850)
Payment of cash balance post Machinery of Government movement – split of Communities and Department of Local Government, Sport and Cultural Industries (Note 33)	-	(9,557)
Recoup of expenses incurred on behalf of DLGSCI (Note 6)	(1,002)	(1,003)
Grants and subsidies for basketball program and refund of incorrect payments (Note 10)	-	(68)

	Transaction value at year ended 2019 (\$'000) Receipts (Payments)	Transaction value at year ended 2018 (\$'000) Receipts/ (Payments)
GROH Government Regional Officers Housing	(8,290)	(9,877)
Payment of GROH Housing costs (Note 7)	(8,290)	(9,877)
Department of Treasury	(1,669)	(4,020)
Internal Government funding transaction to set aside funds for additional pay occurring every eleven years (Note 19)	(1,669)	(2,292)
Repayment of unspent Royalties for Regions funding and project management costs for Target 120 (Note 18)	-	(1,728)
State Fleet Western Australia	2,581	(2,685)
Payment of departmental vehicle leasing costs (Note 7)	2,581	(2,685)
Government Employees Superannuation	(1,698)	(1,793)
Payment of superannuation (Note 6)	(1,698)	(1,793)
Water Corporation	(8,543)	(1,584)
Payment of Hardship Utility Grants to Water Corporation clients (Note 10)	(8,430)	(1,211)
Payment of water charges for departmental buildings (Note 9)	(113)	(373)

Material transactions with related parties other than State Government entities

All transactions (including general citizen type transactions) between the Department and Ministers / Senior Officers or their close family members or their controlled (or jointly controlled) entities are not material for disclosure.

14. User charges and fees

	2019 (\$'000)	2018 (\$'000)
Adoption fees	69	49
Fines and penalties	349	482
Child care licensing fees	487	525
Working with children screening fees	7,797	7,614
Other	14	11
	8,716	8,681

15. Commonwealth grants and contributions

	2019 (\$'000)	2018 (\$'000)
Recurrent		
National Housing and Homelessness Agreement	44,060	36,647
National Partnership Agreement on Pay Equity for Social and Community Services Sector	3,882	3,552
National Initiatives Program – Women's Safety Package	176	1,130
Early Childhood Education and Care	–	1,518
Indian Ocean Territories Service Delivery Program	149	268
Family Safety in the Kimberley	400	–
Unaccompanied Humanitarian Minors	22	17
	48,689	43,132

16. Other revenue

	2019 (\$'000)	2018 (\$'000)
Rebates and reimbursements	190	1,832
Miscellaneous	200	1,019
	390	2,851

17. Net gain/(loss) on disposal of non-current assets

	2019 (\$'000)	2018 (\$'000)
Net proceeds from disposal of non-current assets		
Office machines, furniture and equipment	–	–
Carrying amount of non-current assets disposed		
Office machines, furniture and equipment	1	5
Net loss	1	5

18. Income from State Government

	2019 (\$'000)	2018 (\$'000)
Appropriation received during the period:		
Service appropriation ^(a)	697,660	706,563
Salaries and Allowances Act	492	–
Amount receivable for services ^(a)	10,073	10,341
	708,225	716,904
Services received free of charge from other State government agencies during the financial period:		
Determined on the basis of the following estimates provided by agencies: ^(b)		
Department of Finance – Building Management and Works – leasing services	761	557
Department of Health – health assessments for children in care	342	–
Department of Education – provide training and maintenance of students	2	3
State Solicitor's Office – legal services	2,565	1,275
Landgate – Land Information and Valuation Services	8	10
Department of Local Government, Sport and Cultural Industries	–	39
Housing Authority – recognition of reduction in employee leave provisions for the financial period	1,354	4,968
	5,032	6,853
Royalties for Regions Fund:		
Regional Community Services Account ^(c)	11,609	17,334

	2019 (\$'000)	2018 (\$'000)
Other funds received from State Government:		
Natural Disaster Relief	–	494
Enhance Transition to School Project	–	500
Financial Counselling	500	700
Parenting NGALA Helpline	506	502
Support Sector	90	180
Essential Municipal Services Upgrade Program (EMSUP)	9,935	–
Capability building for Aboriginal Community	364	–
Youth Accommodation Drug and Alcohol Office Funds	451	448
National Redress Records FOI	507	–
Funding for local projects	–	1,619
Funding for Homeless Advisory Service	–	217
	12,353	4,660
	737,219	745,751

(a) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(b) Assets or services received free of charge or for nominal cost are recognised as revenue at fair value of the assets and/or services that can be reliably measured and which would have been purchased if they were not donated. Contributions of assets or services in the nature of contributions by owners are recognised direct to equity.

(c) This is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas.

19. Restricted cash and cash equivalents

	2019 (\$'000)	2018 (\$'000)
Current		
Royalties for Regions Fund ^(a)	541	2,262
Seniors Rebates ^(b)	5,291	3,451
Essential and Municipal Services Improvement in Remote Aboriginal Areas (EMSUP)	2,775	–
Indian Ocean Territories Service Delivery Program ^(c)	83	101
Redress unclaimed monies	93	105
National Redress Records	202	–
Commonwealth Paid Parental Leave Scheme ^(d)	89	79
	9,074	5,998
Non-current		
Accrued salaries suspense account ^(e)	2,681	1,841
	11,755	7,840

(a) These unspent funds are committed to projects and programs in WA regional areas.

(b) Amounts representing unclaimed Seniors rebates.

(c) Funds held for the provision of Child Protection Programs for the Indian Ocean Territories.

(d) Funds held in this account are to be used for purposes of meeting payments to eligible working parents with 18 weeks of Parental Leave Pay.

(e) 27th pay in a financial year that occurs every 11 years. This will become due in the 2026–2027 financial year.

See also [Note 34](#) 'Notes to the Statement of Cash Flow'.

20. Receivables

	2019 (\$'000)	2018 (\$'000)
Current		
Receivables	1,002	2,909
Allowance for impairment of receivables	(266)	(294)
Accrued revenue	98	2,010
GST receivable	2,692	762
Total current	3,526	5,387
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at start of period	294	–
Transfers in from abolished agencies	–	283
Doubtful debts expense	–	110
Expected credit loss	96	–
Amounts written off during the period	(124)	(99)
Balance at end of period	266	294

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

21. Amounts receivable for services

	2019 (\$'000)	2018 (\$'000)
Current	68	68
Non-current	116,502	106,828
	116,570	106,896

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

22. Other current assets

	2019 (\$'000)	2018 (\$'000)
Prepayments	5,897	6,091
Other ^(a)	107	104
	6,004	6,195

(a) Prepaid cards

23. Non-current assets classified as held for sale

	2019 (\$'000)	2018 (\$'000)
Crown land		
Transfer in from abolished agencies	–	4,872
Revaluation decrements recognised in Other Comprehensive Income	–	(620)
Closing balance	–	4,252
Crown buildings		
Transfers in from abolished agencies	–	2,190
Revaluation decrements recognised in Other Comprehensive Income	–	(67)
Closing balance	–	2,123
	–	6,375

Various properties previously identified as Crown land and buildings held for future sale or for distribution to owners do not meet the definition under AASB 5 and as such have been transferred back into the Land and Buildings asset categories in Property, plant and equipment ([Note 24](#)).

See also [Note 2\(i\)](#) 'Non-current assets (or disposal groups) classified as held for sale or for distribution to owners'.

24. Property, plant and equipment

	2019 (\$'000)	2018 (\$'000)
Land		
At fair value ^(a)	56,654	55,128
	56,654	55,128
Buildings		
At fair value ^(a)	54,747	56,118
Accumulated depreciation	(349)	(420)
	54,398	55,698
Office machines, furniture and equipment		
At cost	4,456	4,327
Accumulated depreciation	(3,003)	(2,988)
	1,453	1,339
Computer equipment		
At cost	3,341	3,379
Accumulated depreciation	(3,089)	(3,057)
	252	322
	112,757	112,487

(a) Land and buildings were revalued as at 1 July 2018 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2019 and recognised at 30 June 2019.

In undertaking the revaluation, fair value was determined by reference to market values for land: \$24,834,500 (2018: \$25,736,000); current use for land: \$31,819,450 (2018: \$29,392,000); market values for buildings: \$20,759,000 (2018: \$23,641,000) and current use for buildings: \$33,639,000 (2018: \$32,056,000).

Information on fair value measurements is provided in [Note 28](#).

25. Leasehold improvements

	2019 (\$'000)	2018 (\$'000)
At cost	40,095	42,816
Accumulated depreciation	(32,229)	(31,754)
	7,866	11,062

26. Work in progress

	2019 (\$'000)	2018 (\$'000)
At cost		
Office accommodation and upgrades	616	385
	616	385

27. Reconciliation of property, plant and equipment, leasehold improvements, work in progress and intangible assets

Reconciliations of the carrying amounts of property, plant, equipment, leasehold improvements, work in progress and intangible assets at the beginning and end of the current financial.

2019	Land (\$'000)	Buildings (\$'000)	Office machines, furniture and equipment (\$'000)	Computer equipment (\$'000)	Leasehold improvements (\$'000)	Intangible assets (\$'000)	Work in progress ^(b) (\$'000)	Total (\$'000)
Balance at start of period	55,129	55,698	1,339	322	11,062	17,848	385	141,783
Additions	–	145	679	138	14	2,342	2,028	5,346
Transfers ^(a)	(1,580)	(408)	–	–	–	–	–	(1,988)
Transfers to / (from) work in progress	–	69	–	–	465	1,263	(1,797)	–
Disposals	–	–	(1)	–	–	–	–	(1)
Reclassified from assets classified as held for sale	4,198	2,072	–	–	–	–	–	6,270
Revaluation increments/(decrements)	(1,093)	(934)	–	–	–	–	–	(2,027)
Depreciation	–	(2,244)	(564)	(208)	(3,675)	(3,416)	–	(10,107)
Carrying amount at end of period	56,654	54,398	1,453	252	7,866	18,037	616	139,276

2018	Land (\$'000)	Buildings (\$'000)	Office machines, furniture and equipment (\$'000)	Computer equipment (\$'000)	Leasehold improvements (\$'000)	Intangible assets (\$'000)	Work in progress ^(b) (\$'000)	Total (\$'000)
Balance at start of period	–	–	–	–	–	–	–	–
Additions	–	287	256	42	–	8	3,632	4,225
Transfers in from abolished agencies	59,289	57,961	1,639	540	12,623	19,984	249	152,285
Transfers to / (from) work in progress	–	277	–	–	2,153	1,067	(3,496)	(1)
Disposals	–	–	(5)	–	–	–	–	(5)
Revaluation increments/(decrements)	(4,160)	(497)	–	–	–	–	–	(4,657)
Depreciation	–	(2,329)	(551)	(261)	(3,714)	(3,211)	–	(10,065)
Carrying amount at end of period	55,129	55,698	1,339	322	11,062	17,848	385	141,783

(a) The Department of Planning, Lands and Heritage is the only agency with the power to sell Crown land. The land is transferred to the Department of Lands for sale and the Department accounts for the transfer as a distribution to owner. The work in progress includes transfers due to capitalisation of assets.

(b) The work in progress includes transfers due to capitalisation of assets.

Information on fair value measurements is provided in [Note 28](#).

28. Fair value measurements

Assets measured at fair value:	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair value at end of period (\$'000)
2019				
Non-current assets classified as held for sale (Note 23)	-	-	-	-
Land (Note 24)	-	24,835	31,819	56,654
Buildings (Note 24)	-	20,759	33,639	54,398
	-	45,594	65,458	111,052

Assets measured at fair value:	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair value at end of period (\$'000)
2018				
Non-current assets classified as held for sale (Note 23)	-	-	6,375	6,375
Land (Note 24)	-	25,736	29,392	55,128
Buildings (Note 24)	-	23,642	32,056	55,698
	-	49,378	67,824	117,201

Valuation techniques to derive Level 2 fair values

Level 2 fair values of non-current assets held for sale or for distribution to owners, land and buildings (office accommodation) are derived using the market approach.

Market evidence of sales prices of comparable land and buildings (office accommodation) in close proximity is used to determine price per square metre.

Non-current assets held for sale or for distribution to owners have been written down to fair value less costs to sell.

Fair value has been determined by reference to market evidence of sales prices of comparable assets.

Fair value measurements using significant unobservable inputs (Level 3)

	NCAHFS* (\$'000)	Land (\$'000)	Buildings (\$'000)	Total (\$'000)
2019				
Fair value at start of period	6,375	29,392	32,056	67,823
Additions	-	-	196	196
Transfers in	(6,270)	3,288	3,090	108
Revaluation decrements	(105)	(861)	(375)	(1,341)
Transfers from/(to) Level 2	-	-	-	-
Disposals	-	-	-	-
Depreciation expense	-	-	(1,328)	(1,328)
Fair Value at end of period	(-)	31,819	33,639	65,458
Total gains or losses for the period included in the Statement of Comprehensive Income, under 'Other gains'	-	-	-	-

2018	NCAHFS* (\$'000)	Land (\$'000)	Buildings (\$'000)	Total (\$'000)
Fair value at start of period	–	–	–	–
Additions	–	–	–	–
Transfers in from abolished agencies	7,062	31,233	34,390	72,685
Revaluation decrements	(687)	(1,841)	(1,328)	(3,856)
Transfers from/(to) Level 2	–	–	–	–
Disposals	–	–	–	–
Depreciation expense	–	–	(1,005)	(1,005)
Fair value at end of period	6,375	29,392	32,056	67,823
Total gains or losses for the period included in the Statement of Comprehensive Income, under 'Other gains'	–	–	–	–

*Non-current assets classified as held for sale or for distribution to owners (See [Note 23](#)).

Valuation processes

There were no changes in valuation techniques during the period.

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 or for distribution to owners as Treasurer's instructions require valuations of land and buildings to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Fair value for existing use specialised buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of 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.

Fair value for restricted use land is based on market value, by either using market evidence of sales of comparable land that is unrestricted less restoration costs to return the site to a vacant and marketable condition (low restricted use land), or, comparison with market evidence for land with low level utility (high restricted use land).

Significant Level 3 inputs used by the Department are derived and evaluated as follows:

Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Valuation Services).

Selection of land with restricted utility

Fair value for restricted use land is determined by comparison with market evidence for land with low level utility.

Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Valuation Services).

Information about significant unobservable inputs (Level 3) in fair value measurements

Description	Fair value 2019 (\$'000)	Fair value 2018 (\$'000)	Valuation technique	Unobservable inputs
Land	31,819	29,392	Market Approach	Selection of land with similar approximate utility
Buildings	33,639	32,056	Depreciated Replacement Cost	Consumed economic benefit/obsolescence of asset

Reconciliations of the opening and closing balances are provided in [Notes 24](#) and [27](#).

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.

29. Intangible assets

	2019 (\$'000)	2018 (\$'000)
Computer software		
At cost	34,916	33,402
Accumulated amortisation	(19,337)	(16,404)
	15,579	16,998
Licenses		
At cost	3,773	1,682
Accumulated amortisation	(1,377)	(1,014)
	2,396	668
Website costs		
At cost	520	520
Accumulated amortisation	(458)	(337)
	62	183
	18,037	17,848

30. Impairment of assets

There were no indications of impairment to property, plant and equipment or intangible assets at 30 June 2019.

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.

31. Payables

	2019 (\$'000)	2018 (\$'000)
Current		
Accounts payable	12,269	8,201
Accrued expenses	5,418	4,087
Accrued salaries ^(a)	1,137	945
	18,824	13,234
Non-current		
Lease incentive liability	2,517	2,586
	2,517	2,586

(a) Amounts owing for one working day.

32. Provisions

	2019 (\$'000)	2018 (\$'000)
Current		
Employee benefits provision		
Annual and other leave ^(a)	39,416	35,833
Long service leave ^(b)	54,475	50,096
Superannuation ^(f)	15,576	15,993
Purchased leave	284	259
	109,751	102,181
Other provisions		
Employment on-costs ^(e)	10,892	6,069
	10,892	6,069
	120,643	108,250
Non-current		
Employee benefits provision		
Long service leave ^(b)	14,665	24,108
Deferred leave ^(c)	59	119
	14,724	24,227
Other provisions		
Employment on-costs ^(e)	3,250	1,851
	3,250	1,851
	17,974	26,077

(a) Annual leave liabilities have been 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:

	2019 (\$'000)	2018 (\$'000)
Within 12 months of the end of the reporting period	32,389	24,355
More than 12 months after the end of the reporting period	11,303	9,940
	43,692	34,295

(b) Long service leave liabilities have been classified as current where 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:

	2019 (\$'000)	2018 (\$'000)
Within 12 months of the end of the reporting period	18,101	16,779
More than 12 months after the end of the reporting period	61,500	54,149
	79,601	70,928

(c) Deferred salary scheme liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. Actual settlement of the liabilities is expected to occur as follows:

	2019 (\$'000)	2018 (\$'000)
More than 12 months after the end of the reporting period	59	119
	59	119

(d) The carrying amount of employee benefits provision balances at the end of the period include the transfer in of employee benefits provision balances relating to all employees of the Housing Authority and all PSGA employees of the Disability Services Commission as outlined in [Note 33](#).

(e) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in [Note 12](#) 'Other Expenses'.

(f) Defined benefit Superannuation plans. The superannuation liability has been established from data supplied by the Government Employees Superannuation Board.

Movements in the present value of the defined benefit obligations in the reporting period were as follows:

	Pension Scheme	Pre-transfer benefit Gold State Scheme	Pension Scheme	Pre-transfer benefit Gold State Scheme
	2019 (\$'000)	2019 (\$'000)	2018 (\$'000)	2018 (\$'000)
Liability at start of period	13,710	2,283	15,386	3,225
Included in surplus / (deficit):				
Current service cost	–	–	–	–
Past service cost	–	–	–	–
Interest cost	338	52	330	66
Included in other comprehensive income:				
Remeasurement loss / (gain) recognised:				
– Actuarial (gains) / loss arising from:				
Demographic assumptions	–	–	–	–
Financial assumptions	–	–	–	(29)
Experience adjustments	982	44	(541)	(72)
Benefits paid	(1,450)	(420)	(1,466)	(907)
Total liability	13,580	1,959	13,709	2,283
Liability transferred to Department of Communities	(13,580)	(1,959)	(13,709)	(2,283)
Liability at end of period	–	–	–	–

Fair value of scheme assets

The Housing Authority holds no assets in Gold State Super for current employees to support the transferred benefits. Hence there are no fair value, no asset allocation of scheme assets, no financial instruments issued by the employer, no assets used by the employer and no asset-liability matching strategies.

	2019	2018
Significant actuarial assumptions at the reporting date:		
Assumptions to determine start of the year defined benefit obligation and defined benefit cost for the current year:		
Discount rate	2.60%	2.26%
Future salary increases	1.50%	1.10%
Future pension increases	2.50%	2.50%
Assumptions to determine defined benefit obligation at the valuation date:		
Discount rate	1.40%	2.60%
Future salary increases	1.50%	1.50%
Future pension increases	2.50%	2.50%

At 30 June 2019, the weighted-average duration of the defined benefit obligation was 8.9 years for the Pension Scheme and 3.5 years for the Gold State Scheme.

The Pension Scheme and the pre-transfer benefit for the GSS expose the Department to actuarial risks, such as salary risk and interest rate risk. The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, holding all other assumptions constant.

	Defined benefit obligation		
	Base case (\$'000)	-0.5% (\$'000)	+0.5% (\$'000)
Sensitivity analysis			
Gold State Scheme			
Discount rate (0.5% movement)	1,959	1,994	1,927
Future salary growth (0.5% movement)	1,959	1,927	1,993
Pension Scheme			
Discount rate (0.5% movement)	13,580	14,198	13,010
Future salary growth (0.5% movement)	13,580	13,042	14,157

Employer funding arrangements for the defined benefit plans

- (i) The Pension Scheme and the pre-transfer benefit for the GSS in respect of individual plan participants are settled by the Housing Authority on their retirement. Funding requirements are based on invoices provided to the Housing Authority by GESB that represent the cost of benefits paid to members during the reporting period.
- (ii) Employer contributions of \$1,355,000 are expected to be paid to the Pension Scheme in the subsequent annual reporting period.
- (iii) Employer contributions of \$490,000 are expected to be paid to the Gold State Superannuation Scheme in the subsequent reporting period.

	2019 (\$'000)	2018 (\$'000)
Movements in other provisions		
Movements in each class of provisions during the reporting period, other than employee benefits, are set out below.		
Employee on-cost provision		
Carrying amount at start of period	7,919	883
Carrying amount transferred in from former Department for Child Protection and Family Support	–	7,789
Additional / (reversal of) provisions recognised	6,223	(753)
Carrying amount at end of period	14,142	7,919

33. Equity

The Government holds the equity interest in the Department on behalf of the community. Equity represents the residual interest in the net assets of the Department. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets

	2019 (\$'000)	2018 (\$'000)
Contributed equity		
Balance at start of period	148,354	–
Contributions by owners		
Capital appropriation	2,106	5,007
Transfer of land and building asset to Department of Health	(1,988)	–
Transfers in from abolished agencies ^(a)	642	223,698
Transfer in of employee leave benefits provisions for Disabilities Services Commission at start of period	–	(19,535)
Transfer in of employee leave benefits provisions for Housing Authority at start of period	–	(60,816)
Total contributions by owners	760	148,354
Balance at end of period	149,114	148,354
Accumulated surplus/(deficit)		
Balance at start of period	7,541	–
Result for the period	(28,390)	7,541
Balance at end of period	(20,849)	7,541
Total equity at end of period	128,265	155,895

(a) On 30th June 2017, the Department for Child Protection and Family Support and the Department of Local Government and Communities were abolished. All of the assets and liabilities of the former Department for Child Protection and Family Support along with the assets and liabilities related to the community service functions of the former Department of Local Government and Communities were transferred to the Department of Communities. The assets and liabilities transferred in are outlined as follows:

	Former Department for Child Protection and Family Support	Former Department of Local Government and Communities	Total
Cash and cash equivalents	21,573	6,948	28,521
Receivables	4,312	5,260	9,572
Other current assets	5,777	–	5,777
Non-current assets held for sale	7,062	–	7,062
Amounts receivable for services	77,441	21,603	99,044
Property, plant and equipment	81,424	38,004	119,428
Leasehold improvements	10,400	2,223	12,623
Work in progress	249	–	249
Intangible assets	19,615	369	19,984
Payables	(16,225)	(1,353)	(17,578)
Provisions	(56,665)	(4,319)	(60,984)
Net assets transferred in from abolished agencies	154,963	68,735	223,698

34. Notes to the Statement of Cash Flow

Reconciliation of cash

Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2019 (\$'000)	2018 (\$'000)
Current		
Cash and cash equivalents (see Note 2(l))	11,337	31,839
Restricted cash and cash equivalents (see Note 2(l) and 19)	9,074	5,998
	20,411	37,837
Non-current		
Restricted cash and cash equivalents (see Note 2(l) and 19)	2,681	1,841
	2,681	1,841
Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities		
Net cost of services	(765,609)	(738,208)
Non-cash items		
Depreciation and amortisation expense (Note 8)	10,107	10,065
Doubtful debts expense (Note 12)	–	110
Expected credit loss (Note 12)	92	–
Resources received free of charge (Note 18)	5,032	6,852
Net loss on sale of property, plant and equipment (Note 17)	1	5
Revaluation decrement (Note 12)	2,132	5,344
(Increase)/decrease in assets		
Current receivables ^(a)	4,330	(182)

	2019 (\$'000)	2018 (\$'000)
Other current assets	191	228
Change in GST in receivables/payables ^(b)	(1,930)	2,613
Increase/(decrease) in liabilities		
Current payables ^(a)	5,590	(6,592)
Current provisions	12,393	(3,740)
Current income received in advance	(26)	–
Non-current payables	(69)	–
Non-current provisions	(8,103)	5,338
Net cash used in operating activities	(735,869)	(718,168)

(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.

35. Services provided free of charge

During the period the following services were provided to other agencies free of charge for functions outside the normal operations of the Department:

	2019 (\$'000)	2018 (\$'000)
Department of Education – maintenance support for leased property	14	38
Equal Opportunity Commission – business support services	24	–
Public Transport Authority – maintenance support for leased property	20	31
	58	69

36. Commitments

	2019 (\$'000)	2018 (\$'000)
--	------------------	------------------

Capital expenditure commitments

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

– Within 1 year	881	1,015
– Later than 1 year and not later than 5 years	1,800	2,430
	2,681	3,445

The capital commitments include amounts for:

Development of the ASSIST system	2,681	3,208
Leasehold improvements to office accommodation	–	237
	2,681	3,445

Non-cancellable operating lease commitments

Commitments for minimum lease payments are payable as follows:

– Within 1 year	13,255	15,062
– Later than 1 year and not later than 5 years	33,812	42,618
– Later than 5 years	17,954	40,421
	65,021	98,101

The Department leases its motor vehicle fleet and certain office premises. The lease expenditure is expensed as it is incurred. Motor vehicle leasing arrangements are under the terms of the State Fleet Funding Facility Contract administered by State Fleet – State Supply Commission.

	2019 (\$'000)	2018 (\$'000)
Other expenditure commitments		
Other expenditure commitments relating to consumables contracted for at the end of the reporting period but not recognised as liabilities, are payable as follows:		
- Within 1 year	3,111	2,631
- Later than 1 year and not later than 5 years	4,199	-
	<u>7,310</u>	<u>2,631</u>
Total commitments	<u>75,012</u>	<u>104,178</u>

37. Contingent liabilities and contingent assets

Contingent liabilities

	2019 (\$'000)	2018 (\$'000)
The Department's policy is to disclose as a contingency any obligations that may arise due to special circumstances or events. At the date of this report, the Department is not aware of any material future obligations except for the following:		
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 \$6.370 million (2018: \$3.698 million) may be payable as compensation to claimants at some future point in time. While 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.	6,370	3,698
	<u>6,370</u>	<u>3,698</u>

Contaminated Sites Act 2003

Under the *Contaminated Sites Act 2003*, the Department is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated – remediation required or possibly contaminated – investigation required, the Department may have a liability in respect of investigation or remediation expenses.

The Department has no sites that are classified as contaminated sites as at reporting date.

38. Events occurring after the end of the reporting period

The Department is not aware of any events occurring after the reporting date that have significant financial effect of the financial statements.

39. Explanatory statement

All variances between estimates (original budget) and actual results for 2018 are shown below.

Narratives are provided for key variations selected from observed major variances, which are generally greater than:

- 5 per cent and \$15,900,000 for the Statements of Comprehensive Income and Cash Flows
- 5 per cent and \$ 6,200,000 for the Statement of Financial Position.

Statement of Comprehensive Income

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Cost of services						
Expenses						
Employee benefits expense	(a)	259,481	287,836	279,538	28,355	8,298
Supplies and services		91,539	76,995	62,124	(14,544)	14,871
Depreciation and amortisation expense		10,073	10,107	10,065	34	42
Accommodation expenses		31,899	33,751	33,384	1,852	367
Grants and subsidies		171,653	173,859	173,107	2,206	752
Funding for services		215,047	229,782	223,688	14,735	6,094
Loss on disposal of non-current assets		–	1	5	1	(4)
Other expenses		15,155	11,073	10,962	(4,082)	111
Total cost of services		794,847	823,404	792,873	28,556	30,531
Income						
Revenue						
User charges and fees		8,110	8,716	8,681	606	35
Commonwealth grants and contributions		54,754	48,689	43,132	(6,065)	5,557
Other revenue		731	390	2,851	(341)	(2,461)
Total income other than income from State Government		63,595	57,795	54,664	(5,800)	3,131
Net cost of services		731,252	765,609	738,208	34,356	27,400
Income from State Government						
Service appropriation		714,552	708,225	716,904	(6,327)	(8,679)
Services received free of charge		2,526	5,032	6,852	2,506	(1,820)
Royalties for Regions Fund		13,644	11,609	17,334	(2,035)	(5,725)
Other funds received from State Government		–	12,353	4,660	12,353	7,693
Total income from State Government		730,722	737,219	745,750	6,496	(8,532)

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Surplus/(deficit) for the period		(530)	(28,390)	7,541	(27,860)	(35,931)
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		-	-	-	-	-
Total other comprehensive income		-	-	-	-	-
Total comprehensive income for the period		(530)	(28,390)	7,541	(27,860)	(35,931)

(1) The budget estimates have been reclassified to align with the financial statement classification.

Major Estimate and Actual (2019) Variance narratives

(a) Employee benefits expenses are \$28,355,000 (10.93 per cent) higher than the original estimate due to increased demand for front line child protection services coupled with pressure in delivering upon salary savings measures and the payment of unbudgeted long service leave.

Major Actual (2019) and Comparative (2018) Variance narratives

There were no major variances between actual (2019) and actual (2018) results.

Statement of Financial Position

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Assets						
Current assets						
Cash and cash equivalents		29,110	11,337	31,839	(17,773)	(20,502)
Restricted cash and cash equivalents		1,959	9,074	5,998	7,115	3,076
Receivables		5,205	3,526	5,387	(1,679)	(1,861)
Amounts receivable for services		68	68	68	–	–
Other current assets		6,131	6,004	6,195	(127)	(191)
Non-current assets classified as held for sale	(a) (c)	7,063	–	6,375	(7,063)	(6,375)
Total current assets		49,536	30,009	55,862	(19,527)	(25,853)
Non-current assets						
Restricted cash and cash equivalents		1,519	2,681	1,841	1,162	840
Amounts receivable for services	(d)	117,965	116,502	106,828	(1,463)	9,674
Property, plant and equipment		114,112	112,757	112,487	(1,355)	270
Leasehold improvements		8,672	7,866	11,062	(806)	(3,196)
Work in progress		431	616	385	185	231
Intangible assets		17,253	18,037	17,848	784	189
Other current assets		290	–	–	(290)	–
Total non-current assets		260,242	258,459	250,451	(1,781)	8,010
Total assets		309,778	288,468	306,313	(21,309)	(17,844)
Liabilities						
Current liabilities						
Payables		16,380	18,824	13,234	2,444	5,590
Income received in advance		300	245	271	(55)	(26)
Provisions	(e)	116,412	120,643	108,250	4,231	12,393
Total current liabilities		133,092	139,712	121,755	6,620	17,957

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Non-current liabilities						
Payables		–	2,517	2,586	2,517	(69)
Provisions	(b) (f)	28,199	17,974	26,077	(10,225)	(8,103)
Total non-current liabilities		28,199	20,491	28,663	(7,708)	(8,172)
Total liabilities		161,291	160,203	150,418	(1,088)	9,785
Net assets		148,487	128,265	155,895	(20,221)	(27,629)
Equity						
Contributed equity		154,740	149,114	148,354	(5,626)	760
Accumulated surplus/(deficit)		(6,253)	(20,849)	7,541	(14,596)	(28,390)
Total equity		148,487	128,265	155,895	(20,222)	(27,630)

(1) The budget estimates have been reclassified to align with the financial statement classification.

Major Estimate and Actual (2019) Variance narratives

- (a) Non-current assets classified as held for sale or distribution to owners is \$7,063,000 (100 per cent) lower than original budget due to properties being reclassified as non-current property, plant and equipment.
- (b) Non-current provisions are \$10,225,000 (36.3 per cent) lower than the original budget due to leave liability payouts as a result of the 2017–18 Voluntary Targeted Separation Scheme (VTSS) along with a decrease in the leave liability balances arising from the 2019 actuarial valuation.

Major Actual (2019) and Comparative (2018) Variance narratives

- (c) Non-current assets classified as held for sale or distribution to owners reduced by \$6,375,000 (100 per cent) due to properties being reclassified as non-current property, plant and equipment.
- (d) Amounts receivable for services increased by \$9,674,000 (9.06 per cent) due to the accrual appropriation provided to fund the depreciation charges and increase in leave entitlements for 2018–19.
- (e) Current provisions increased by \$12,393,000 (11.5 per cent) mainly due to an increase in the leave liability balances arising from the actuarial valuation, an increase in headcount since last year and an increase in the average length of service resulting in leave reclassified from non-current to current as entitlements become due.
- (f) Non-current provisions reduced by \$8,103,000 (31.1 per cent) mainly due to leave liability payouts as a result of the 2017–18 Voluntary Targeted Separation Scheme (VTSS) along with a decrease in the leave liability balances arising from the actuarial valuation.

Statement of Cash Flows

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Cash flows from State Government						
Receipts						
Service appropriation		703,979	698,152	706,563	(5,827)	(8,411)
Capital appropriations		2,106	2,106	5,007	–	(2,901)
Holding account drawdowns		–	399	–	399	399
Cash transferred from abolished agencies	(d)	–	–	28,520	–	(28,520)
Royalties for Regions Fund		13,644	11,609	17,334	(2,035)	(5,725)
National Redress Records		–	507	–	507	507
Other funds received from State Government		68	–	4,659	(68)	(4,659)
Net cash provided by State Government		719,797	712,773	762,083	(7,024)	(49,310)
Utilised as follows:						
Cash flows from operating activities						
Payments						
Employee benefits	(a)	(258,884)	(283,221)	(278,195)	(24,337)	(5,026)
Supplies and services	(b) (e)	(91,800)	(71,380)	(51,874)	20,420	(19,506)
Accommodation		(31,458)	(34,711)	(36,133)	(3,253)	1,422
Grants and subsidies		(171,653)	(174,259)	(173,936)	(2,606)	(323)
Funding for services	(c)	(213,159)	(229,782)	(230,533)	(16,623)	751
GST payments on purchases		(35,475)	(40,491)	(39,601)	(5,016)	(890)
Other payments		(14,832)	(2,144)	(5,189)	12,688	3,045
Receipts						
User charges and fees		8,110	8,716	8,680	606	36
Commonwealth grants and contributions		54,754	48,689	43,104	(6,065)	5,585
GST receipts on sales		73	501	510	428	(9)
GST receipts from taxation authority		35,402	38,305	41,703	2,903	(3,398)
Other receipts		731	3,908	3,295	3,177	613
Net cash (used in) operating activities		(718,191)	(735,869)	(718,168)	(17,678)	(17,700)

	Variance Note	Estimate ⁽¹⁾ 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Cash flows from investing activities						
Payments						
Purchase of non-current assets		(2,174)	(5,336)	(4,237)	(3,162)	(1,099)
Net cash (used in) investing activities		(2,174)	(5,336)	(4,237)	(3,162)	(1,099)
Net increase/(decrease) in cash and cash equivalents		(568)	(28,432)	39,678	(27,864)	(68,110)
Cash and cash equivalents at the beginning of the period		33,156	39,678	–	6,522	39,678
Cash and cash equivalents at the end of the period		32,588	11,246	39,678	(21,342)	(28,432)

(1) The budget estimates have been reclassified to align with the financial statement classification.

Major Estimate and Actual (2018) Variance narratives

- (a) Employee benefits are \$24,337,000 (9.4 per cent) higher than the original budget mainly due to increased demand for front line child protection services coupled with pressure in delivering upon salary savings measures and the payment of unbudgeted long service leave.
- (b) Supplies and Services are \$20,420,00 (22.2 per cent) lower than the original budget mainly due to recashflowing budget relating to the Essential and Municipal Services Upgrade Program (EMSUP) in remote Aboriginal communities to align with project timeframes.
- (c) Funding for Services are \$16,623,000 (7.8 per cent) higher than the original budget mainly due to the Commonwealth National Housing and Homelessness Agreement signed in September 2018 which provided additional funding of \$16,062,000 for State Homelessness services in 2018–19.

Major Actual (2019) and Comparative (2018) Variance narratives

- (d) Cash transferred in from abolished agencies reduced by \$28,520,000 (100 per cent) as the cash transfers related to machinery of government changes whereby agencies transferred into Department of Communities in 2017–18.
- (e) Supplies and Services increased by \$19,506,000 (37.6 per cent) mainly due to expenditure relating to the commencement of the Essential and Municipal Services Upgrade Program (EMSUP) in remote Aboriginal communities, higher than anticipated contribution towards information technology and integration projects following the machinery of government changes, assessment costs relating to an increase in demand for working with children cards and legal costs relating to historical abuse in care claims lodged against the Department.

40. Financial instruments

(a) Financial risk management objectives and policies

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

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). In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. 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 drawdowns 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.

The Department is not exposed to interest rate risk because all other cash and cash equivalents and restricted cash are non-interest bearing, and have no borrowings.

(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:

	2019 (\$'000)	2018 (\$'000)
Financial assets		
Cash and cash equivalents	11,337	31,839
Restricted cash and cash equivalents	11,755	7,840
Receivables ^(a)	834	4,919
Amounts receivable for services	116,570	106,896
	140,496	151,494
Financial liabilities		
Financial liabilities measured at amortised cost	18,824	13,021
	18,824	13,021

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

(c) Financial instrument disclosures

Credit risk

The following table details the credit risk exposure on the Department's trade receivables using a provision matrix.

	Total (\$'000)	Current (\$'000)	31-90 days (\$'000)	Days past due		
				91-180 days (\$'000)	181-365 days (\$'000)	>365 days (\$'000)
30 June 2019						
Expected credit loss rate		6.14%	20.99%	19.78%	25.84%	35.69%
Expected total gross carrying amount at default	1,100	267	126	96	141	470
Expected credit losses	(266)	(16)	(27)	(19)	(36)	(168)
01 July 2018 (Remeasurement)						
Expected credit loss rate		0.32%	8.19%	16.67%	15.06%	39.63%
Expected total gross carrying amount at default	4,919	3,822	207	226	148	516
Expected credit losses	(293)	(12)	(17)	(38)	(22)	(204)

(d) Liquidity risk and interest rate exposure

The following table details the Department's contractual maturity analysis of financial assets and financial liabilities.

Interest rate exposure and maturity analysis of financial assets and financial liabilities

Maturity analysis of financial assets and financial liabilities	Carrying amount (\$'000)	Interest Rate Exposure			Nominal amount (\$'000)	Up to 1 month (\$'000)	Maturity Dates		
		Fixed interest rate (\$'000)	Variable interest rate (\$'000)	Non-interest bearing (\$'000)			1-3 months (\$'000)	3 months to 1 year (\$'000)	1-5 years (\$'000)
2019									
Financial assets									
Cash and cash equivalents	11,337	-	-	11,337	11,337	11,337	-	-	-
Restricted cash and cash equivalents	11,755	-	-	11,755	11,755	11,755	-	-	-
Receivables ^(a)	834	-	-	834	834	834	-	-	-
Amounts receivable for services	116,570	-	-	116,570	116,570	-	-	-	116,570
	140,496	-	-	140,496	140,496	23,926	-	-	116,570
Financial liabilities									
Payables	18,824	-	-	18,824	18,824	18,824	-	-	-
	18,824	-	-	18,824	18,824	18,824	-	-	-
2018									
Financial assets									
Cash and cash equivalents	31,839	-	-	31,839	31,839	31,839	-	-	-
Restricted cash and cash equivalents	7,840	-	-	7,840	7,840	7,840	-	-	-
Receivables ^(a)	4,919	-	-	4,919	4,919	4,919	-	-	-
Amounts receivable for services	106,896	-	-	106,896	106,896	-	-	-	106,896
	151,494	-	-	151,494	151,494	44,598	-	-	106,896
Financial liabilities									
Payables	13,021	-	-	13,021	13,021	13,021	-	-	-
	13,021	-	-	13,021	13,021	13,021	-	-	-

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

Interest rate sensitivity analysis

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

Fair values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

(e) Initial application of Australian Accounting Standards

AASB 9 Financial Instruments

AASB 9 Financial Instruments replaces AASB 139 Financial Instruments: Recognition and Measurements for annual reporting periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments, classification and measurement; impairment; and hedge accounting.

The Department applied AASB 9 prospectively, with an initial application date of 1 July 2018. The adoption of AASB 9 has resulted in changes in accounting policies but no adjustment to the amounts recognised in the financial statements. In accordance with AASB 9.7.2.15, the Department has not restated the comparative information which continues to be reported under AASB 139.

The effect of adopting AASB 9 as at 1 July 2018 was assessed as not material and therefore no adjustment was required to be recognised directly in accumulated surplus.

The nature of these adjustments are described below:

(a) Classification and measurement

Under AASB 9, financial assets are subsequently measured at amortised cost, fair value through other comprehensive income (fair value through OCI) or fair value through profit or loss (fair value through P/L).

The classification is based on two criteria: the agency's business model for managing the assets; and whether the assets' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

The assessment of the Department's business model was made as of the date of initial application, 1 July 2019. The assessment of whether contractual cash flows on financial assets are solely comprised of principal and interest was made based on the facts and circumstances at the time of initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact on the Department. The following are the changes in the classification of the Department's financial assets:

- Receivables (i.e. other debtors) classified as receivables as at 30 June 2018 are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as financial assets at amortised cost beginning 1 July 2018.
- the Department did not designate any financial assets as at fair value through P/L.

In summary, on adoption of AASB 9, the Department has the following reclassifications as at 1 July 2018:

AASB 139 category	Amortised cost through OCI (\$'000)	Fair value through OCI (\$'000)	Fair value through P/L (\$'000)
Receivables*	4,919	–	–
	4,919	–	–

* The change in carrying amount is a result of additional impairment allowance. See the discussion on impairment below.

(b) Impairment

The adoption of AASB 9 has fundamentally changed the Department's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach.

Upon adoption of AASB 9, the effect was not considered to be material therefore no adjustment was required.

41. Compensation of key management personnel

The Department has determined that key management personnel include responsible Ministers, members of the accountable authority and other senior officers of the Department. However, the Department is not obligated to compensate the responsible Ministers and therefore disclosures in relation to Ministers' compensation may be found in the *Annual Report on State Finances*.

Total compensation of key management personnel

Total compensation for key management personnel, comprising the accountable authority and other senior officers of the Department for the reporting period are presented within the following bands:

Compensation of senior officers Compensation band ^(b) (\$)	2019	2018
680,001 – 690,000	1	–
500,001 – 510,000	–	1
470,001 – 480,000	–	1
370,001 – 380,000	–	1
290,001 – 300,000	2	–
270,001 – 280,000	–	1
260,001 – 270,000	–	1
250,001 – 260,000	1	–
240,001 – 250,000	2	–
230,001 – 240,000	1	2
220,001 – 230,000	1	–
210,001 – 220,000	2	1
200,001 – 210,000	–	1
190,001 – 200,000	1	–
180,001 – 190,000	–	2
170,001 – 180,000	–	1
90,001 – 100,000	1	–
30,001 – 40,000	–	1
	12	13

	2019 (\$'000)	2018 (\$'000)
Short-term employee benefits	2,612	2,265
Post-employment benefits	242	198
Other long-term benefits	261	208
Termination benefits	89	692
Total compensation of key management personnel^{(a)(b)(c)}	3,204	3,363

- (a) Total compensation of key management personnel includes the superannuation expense incurred by the Department in respect of senior officers. There are no senior officers presently employed who are currently members of the Pension Scheme.
- (b) Compensation band allocations and total key management personell's compensation disclosed reflect the key management personnel's total compensation. Where the key management person performs services across the Department of Communities, Disability Services Commission and/or Housing Authority, the person's compensation is included in the entity where the individual spends the majority of their time, irrespective of which entity employs or remunerates that individual.
- (c) Total compensation of key management personnel includes compensation of senior officers.

No senior officers are members of the Pension Scheme.

42. Remuneration of auditor

	2019 (\$'000)	2018 (\$'000)
Remuneration payable to the Auditor General for the reporting period is as follows:		
Auditing the accounts, controls, financial statements and key performance indicators	303	289
	303	289

43. 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 such other monies as are received from any other person or organisation for the provision of amenities in Departmental facilities which house and for such other children specific purposes as directed by the donors.

	2019 (\$'000)	2018 (\$'000)
Balance at the start of period	117	156
Receipts	164	225
Payments	(192)	(264)
Balance at the end of period	89	117

Trust Statement No 27

Children and Young People in Chief Executive Officer's Care Private Cash Account

The purpose of the account is to hold private funds on behalf of individual children under the guardianship of the Director General, Department for Child Protection and Family Support.

	2019 (\$'000)	2018 (\$'000)
Balance at the start of period	274	136
Receipts	54	138
Payments	(2)	–
Balance at the end of period	326	274

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.

	2019 (\$'000)	2018 (\$'000)
Balance at the start of period	101	77
Receipts	149	268
Payments	(167)	(244)
Balance at the end of period	83	101

44. Related bodies

The Department did not have any related bodies during the financial period.

45. Affiliated bodies

The Department provides grants to the following non-government affiliated bodies:

	2019 (\$'000)	2018 (\$'000)
Bremer Bay Community Resource Centre Inc.	29	28
Bridgetown Family and Community Centre Incorporated	99	–
Brockman House Inc.	207	206
Carnarvon Family Support Service Inc.	994	–
Forest Lakes / Thornlie Family Centre Inc.	65	–
Forgotten Australians Coming Together (FACT) Inc.	330	363
Frank Konecny Community Centre	164	–
Gowrie Community Services (WA) Inc.	271	269
Greenfields Family and Community Care Inc.	65	–
Karingal Neighbourhood Centre Inc.	139	138
Kununurra Neighbourhood House Incorporated	139	–
Manjimup Family Centre Inc.	207	205
Milligan Community Learning and Resource Centre Inc.	207	–
Narrogin Community Support Association Inc.	97	96
Newman Neighbourhood Centre Inc.	155	–
Ngala Family Services	1,860	–
Pilbara Community Legal Service	1,664	–

	2019 (\$'000)	2018 (\$'000)
Roberta Jull Community Care Association Inc.	301	299
Rostrata Family Centre Inc.	65	64
Sandalwood Family Centre Inc.	65	–
South Lake Ottey Family and Neighbourhood Centre Inc.	204	–
Stopping Family Violence Inc.	455	521
Uniting Church in Australia Property Trust (WA)	173	172
Waroona Community Resource Centre Inc.	160	–
Westerly Family Centre Inc.	65	–
West Stirling Neighbourhood House Inc.	99	98
	8,279	2,459

The organisations listed above are not subject to operational control by the Department.

46. Supplementary financial information

(a) Write-offs

During the reporting period, \$124,000 was written off the Department's registers under the authority of:

	2019 (\$'000)	2018 (\$'000)
The Accountable Authority		
Subsidy overpayments (foster carers)	113	85
Portable and attractive items	–	2
Other	11	12
	124	99

(b) Gifts of public property

	2019 (\$'000)	2018 (\$'000)
Gifts of public property provided by the Department	–	1

(c) Act of Grace payments

During the reporting period there were no Act of Grace payments made under the authority of the Minister.

47. Administered transaction

	2019 (\$'000)	2018 (\$'000)
Administered Appropriation received on behalf of the ANZAC Day Trust	300	300
Administered Appropriation paid to the ANZAC Day Trust	(300)	(300)
	-	-

The Department of Communities receives the annual appropriation of the ANZAC Day Trust provided by the State Government each year. This amount is paid across in full to the ANZAC Day Trust during the financial year.

Key performance indicators

Certification of key performance indicators

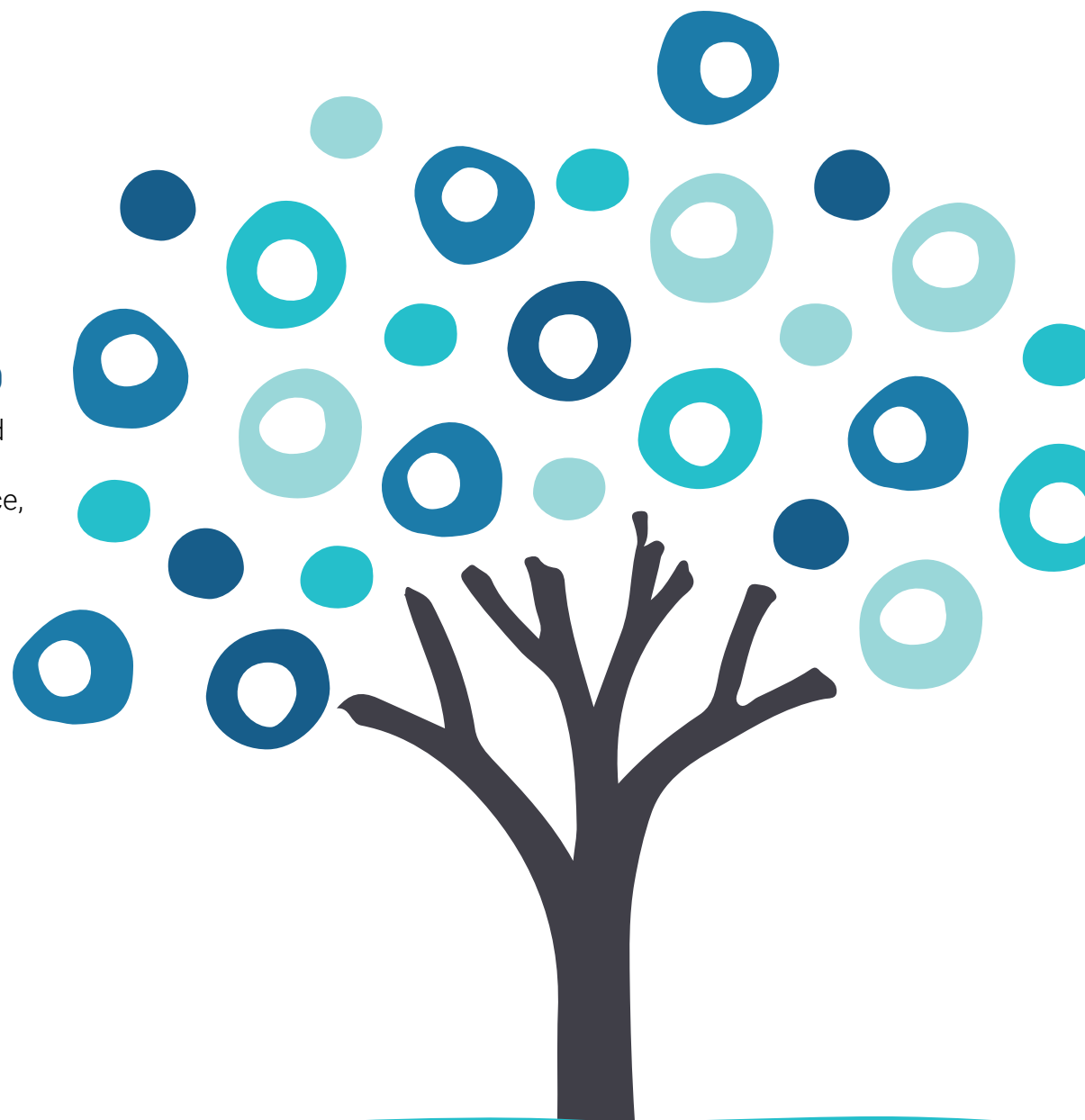
For the reporting period ended 30 June 2019

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 2019.



Michelle Andrews
Director General
Accountable Authority

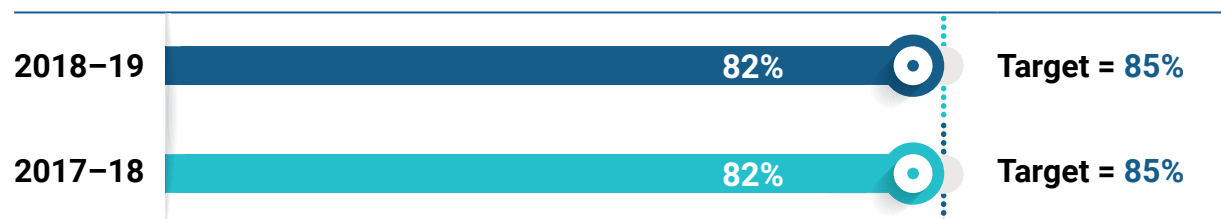
17 September 2019



Outcome: Families and individuals experiencing homelessness or other crises are assisted to overcome these crises

Effectiveness indicator

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 who have received a homelessness service (excluding family and domestic violence services) and have achieved some or all case management plan goals at the end of their support. The result for this KPI is based on data from the previous financial year. This is due to the timeframe of data supplied by specialist homelessness services to the Australian Institute of Health and Welfare.

Efficiency indicator

Average cost per homelessness client

	Total cost		Number of clients		Average cost per homelessness client	
	Target	Result	Target	Result	Target	Result
2018-19	\$38,050,000	\$53,611,592	16,600	15,795	\$2,292	\$3,394
2017-18	\$55,784,000	\$54,777,276	15,200	16,184	\$3,670	\$3,385

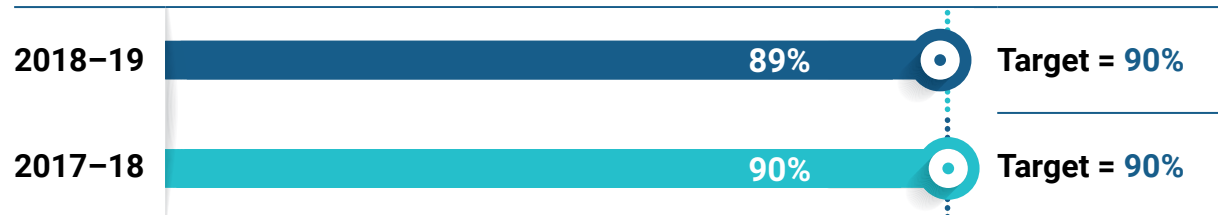
This indicator reports the average cost per homelessness client, excluding family and domestic violence (FDV) services, who was supported by a community sector organisation funded by Communities. The result for this KPI is based on data from the previous financial year. This is due to the timeframe of data supplied by specialist homelessness services to the Australian Institute of Health and Welfare.

The target for 2018-19 did not include funding provided by the Commonwealth Government under the National Housing and Homelessness Agreement as it was received after the State Budget was published.

Outcome: People who have experienced or are at risk of experiencing family and domestic violence are and remain safe

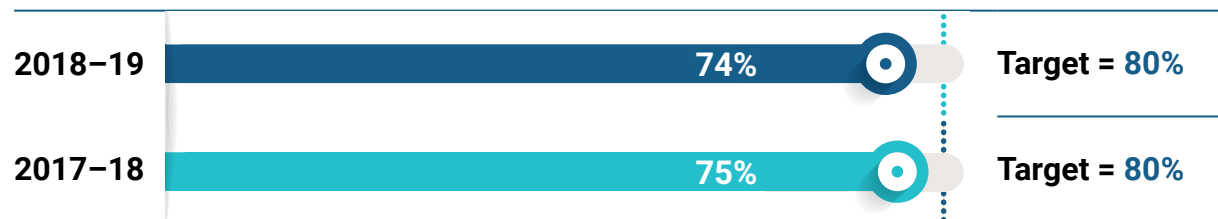
Effectiveness indicators

Percentage of FDV clients with some or all goals achieved at the completion of an accommodation or support service



This indicator reports on the proportion of clients who have received an FDV accommodation or support service and have achieved some or all case management goals or safety plan goals at the completion of their service.

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



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.

Efficiency indicator

Average cost per family and domestic violence case

	Total cost		Number of cases receiving FDV services		Average cost per FDV case	
	Target	Result	Target	Result	Target	Result
2018-19	\$47,333,000	\$48,677,660	15,800	15,996	\$2,996	\$3,043
2017-18	\$45,920,000	\$49,740,947	16,000	16,813	\$2,870	\$2,958

This indicator reports the average cost per FDV case which was supported by a community sector organisation funded by Communities.

The result for this KPI is based on the:

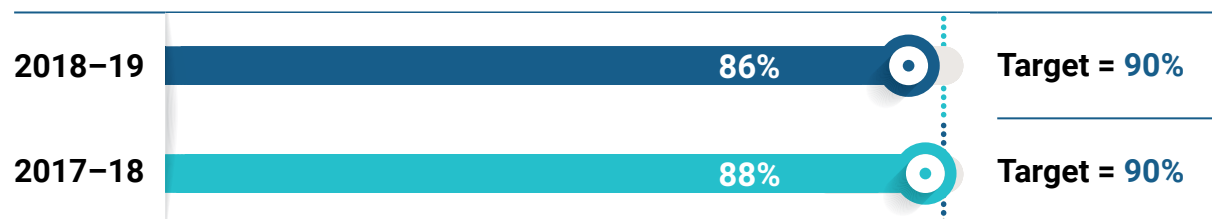
- 2018 calendar year cases for the State Government funded FDV services.
- Previous financial year cases for the FDV specialist homelessness services. This is due to the timeframe of data supplied by specialist homelessness services to the Australian Institute of Health and Welfare.



Outcome: Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care

Effectiveness indicator

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



This indicator shows the extent to which an Intensive Family Support service is successful in preventing the 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.

Efficiency indicator

Average cost per earlier intervention and family support case

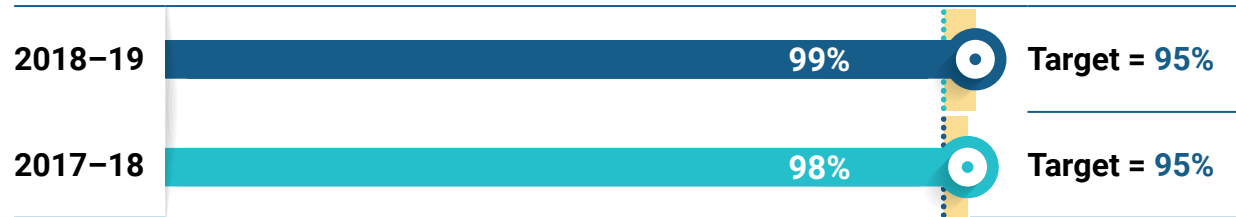
	Total cost		Number of earlier intervention and family support cases		Average cost per earlier intervention and family support case	
	Target	Result	Target	Result	Target	Result
2018-19	\$83,028,000	\$85,558,965	14,000	12,670	\$5,931	\$6,753
2017-18	\$80,415,000	\$77,118,591	14,200	12,515	\$5,663	\$6,162

This indicator reports the average cost per earlier intervention and family support case which was either supported by Communities or a community sector organisation funded by Communities. The 2018-19 average cost per earlier intervention and family support case was higher than the target and the previous year's result due to the establishment and implementation of new programs.

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

Effectiveness indicators

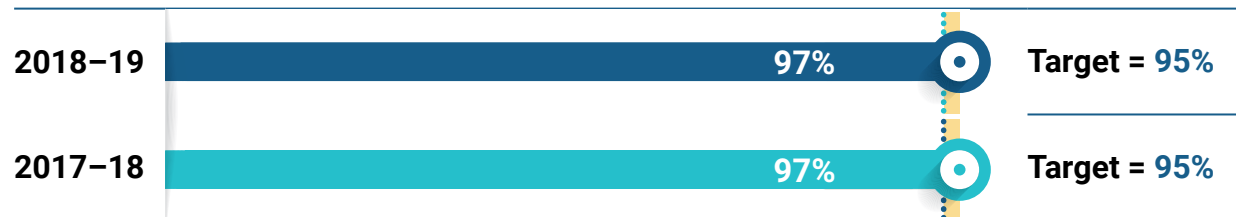
Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record



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.

The 2018-19 result was higher than the target of 95 per cent and represented an improvement from the previous year's result.

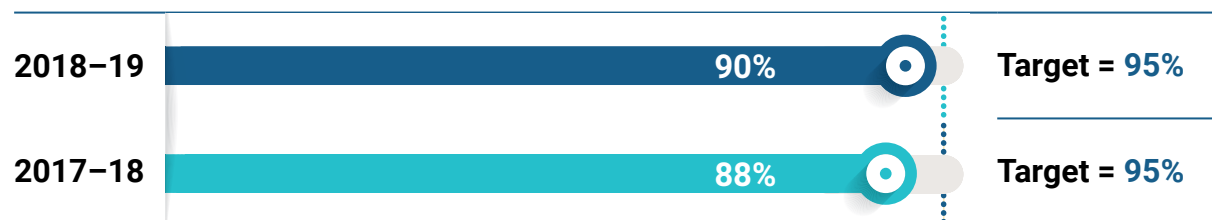
Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record



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.

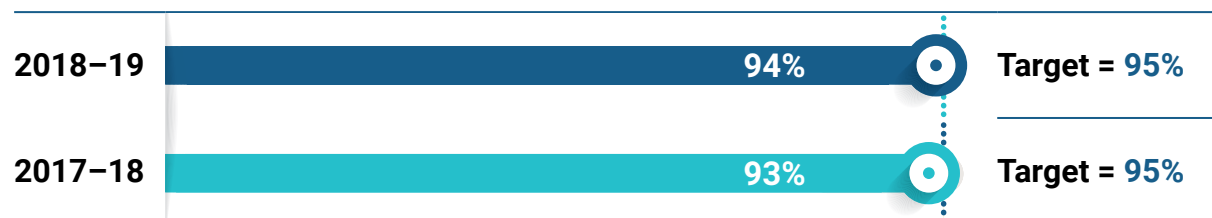
The 2018-19 result was higher than the target of 95 per cent and was consistent with the previous year's result.

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.

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 safety and wellbeing assessments in identifying risks to children and the adequacy of the intervention undertaken to 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.

The 2018-19 result was slightly lower than the target of 95 per cent; however, it reflected a slight improvement from the previous year's result.

Efficiency indicators

Average cost per application processed

	Total cost		Number of applications		Average cost per application processed	
	Target	Result	Target	Result	Target	Result
2018–19	\$4,455,000	\$4,782,214	125,000	136,772	\$36	\$35
2017–18	\$4,200,000	\$3,948,553	120,000	131,029	\$35	\$30

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 Checks' application processed.

The 2018–19 average cost was higher than the previous year due to increased expenditure required to manage the higher number of applications received by Communities. This was attributed to greater community awareness as to the requirement to obtain a Working with Children card, resulting from the recent Royal Commission into Institutional Responses to Child Sexual Abuse and its recommendations.

Average cost per screening outcome

	Total cost		Number of screenings		Average cost per screening outcome	
	Target	Result	Target	Result	Target	Result
2018–19	\$7,252,000	\$7,308,203	125,000	134,778	\$58	\$54
2017–18	\$6,600,000	\$6,431,849	120,000	129,068	\$55	\$50

The Working with Children Check screening activities occur at the application stage, with subsequent screenings undertaken to assess the ongoing validity of a person's Working with Children card. The indicator reflects the average cost per 'Working with Children Checks' screening completed.

The 2018–19 average cost was higher than the previous year due to increased expenditure required to manage the higher number of screening processes conducted during the year. This was attributed to greater community awareness as to the requirement to obtain a Working with Children card, resulting from the recent Royal Commission into Institutional Responses to Child Sexual Abuse and its recommendations.

Average cost per child involved in child protection cases

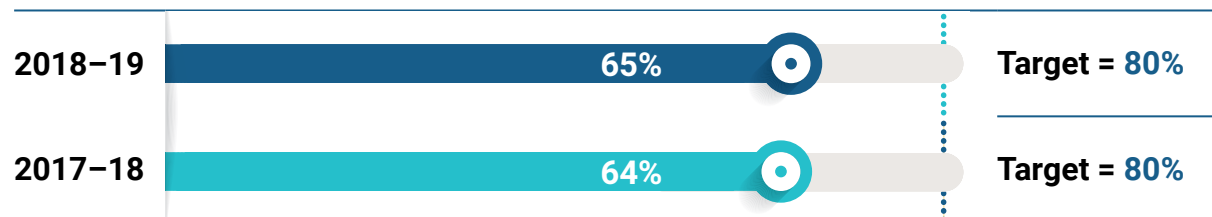
	Total cost		Number of children in child protection cases		Average cost per child involved in child protection cases	
	Target	Result	Target	Result	Target	Result
2018–19	\$83,733,000	\$88,709,173	18,000	19,846	\$4,930	\$4,470
2017–18	\$82,422,000	\$86,455,070	19,000	17,510	\$4,338	\$4,937

This indicator reports the average cost per child involved in a child protection initial inquiry, safety and wellbeing assessment and/or protection application that commenced during the year or that commenced in a prior year and was ongoing during 2018–19. The 2018–19 average cost was lower than both the target and previous year's result, which was mainly attributed to the increased number of children and young people that were subject to a child protection initial inquiry, safety and wellbeing assessment and/or protection application in 2018–19.

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 chances

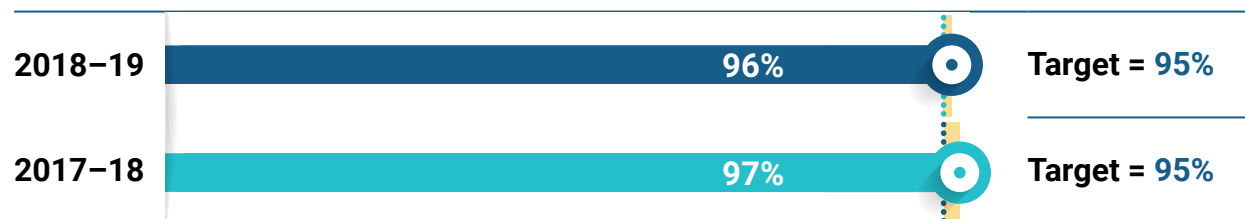
Effectiveness indicators

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



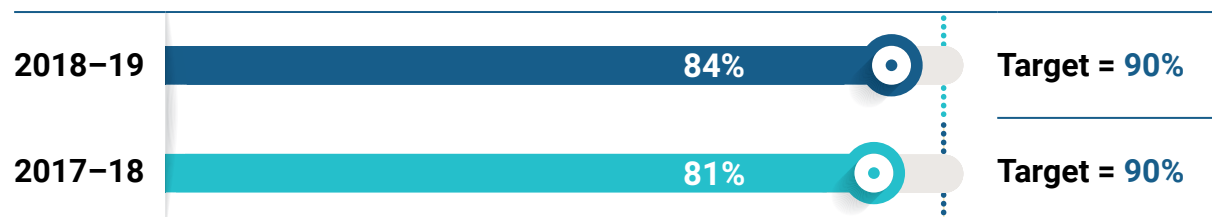
This indicator shows the proportion of Aboriginal children in placements that met the first three of the four placement options under the Aboriginal and Torres Strait Islander Child Placement Principle contained in the *Children and Community Services Act 2004*. These include placements with the child's 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 indicator is based on the nationally reported 'Placement in accordance with the Aboriginal and Torres Strait Islander child placement principle'. The 2018-19 result was consistent with the previous year's result and that of other child protection jurisdictions nationally (65.2 per cent), as reported in the Report on Government Services 2019.

Proportion of children in the CEO's care who felt safe in their care arrangement



Viewpoint is an interactive software program for children and young people in the care of the CEO aged between five and 17 to provide input into their care planning process. This indicator measures the proportion of survey responses where children indicated they felt safe in their care arrangement. The 2018-19 result was higher than the target and slightly lower than the previous year's result.

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



This indicator, which shows an improvement for 2018-19, represents the proportion of children in care with care planning completed within set timeframes. The care plan identifies the child's educational, health and cultural needs and the steps required to address those needs. The 2018-19 result was lower than the target and higher than the 2017-18 result, indicating a slight improvement in the timeliness of care planning completed this year.

Efficiency indicators

Average cost per day of a foster care arrangement

	Total cost		Total number of days in foster care arrangements		Average cost per day of a foster care arrangement	
	Target	Result	Target	Result	Target	Result
2018-19	\$211,700,000	\$213,552,455	1,563,000	1,630,409	\$135	\$131
2017-18	\$195,048,000	\$199,649,050	1,512,000	1,519,744	\$129	\$131

This indicator shows the average cost per child per day in foster care. 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 level of complexity of needs. The 2018-19 average cost per day of foster care was slightly lower than the target and the same as the previous year's result.

Average cost per day of a residential-based care arrangement

	Total cost		Total number of days in residential-based care arrangements		Average cost per day of a residential-based care arrangement	
	Target	Result	Target	Result	Target	Result
2018–19	\$53,638,000	\$54,477,204	32,000	34,740	\$1,676	\$1,568
2017–18	\$53,690,000	\$53,091,642	35,000	31,740	\$1,534	\$1,673

This indicator shows the average cost per child per day in residential care. Residential care services provide temporary therapeutic residential care, which focuses on creating and sustaining care environments capable of healing the traumatic impact of abuse and neglect and the disrupted attachment that ensues. It is an environment intended to be healing for the child, and safe for the child and staff. The 2018–19 average cost per day of residential-based care was lower than both the target and the previous year’s result.

Average cost per day of an exceptionally complex needs care arrangement

	Total cost		Total number of days in exceptionally complex needs care arrangements		Average cost per day of an exceptionally complex needs care arrangement	
	Target	Result	Target	Result	Target	Result
2018–19	\$13,250,000	\$15,117,730	7,500	9,426	\$1,767	\$1,604
2017–18	\$11,918,000	\$13,390,512	7,500	8,314	\$1,589	\$1,611

This indicator shows the average cost per child per day in exceptionally complex needs care. The Transitional High Needs 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 placements provide individualised and specialised care.

The 2018–19 average cost per day of an exceptionally complex needs care arrangement was lower than the target and the previous year’s result. This was due to an increased number of young people who could not be placed safely in other types of care arrangements. Actual expenditure was also higher to meet this increased demand.

Average cost per day of a secure care arrangement

	Total cost		Total number of days in secure care arrangements		Average cost per day of a secure care arrangement	
	Target	Result	Target	Result	Target	Result
2018–19	\$5,877,000	\$5,752,758	1,400	1,375	\$4,198	\$4,184
2017–18	\$5,725,000	\$5,924,159	1,600	1,172	\$3,578	\$5,055

This indicator shows the average cost per child per day in secure care. Secure care is a therapeutic care service, providing planned, short-term intensive intervention 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 2018–19 average cost per day of a secure care arrangement was significantly lower than the previous year’s result. This was primarily due to a higher number of care arrangement days provided in 2018–19.

Average cost per day to plan for and support a child in the CEO’s care

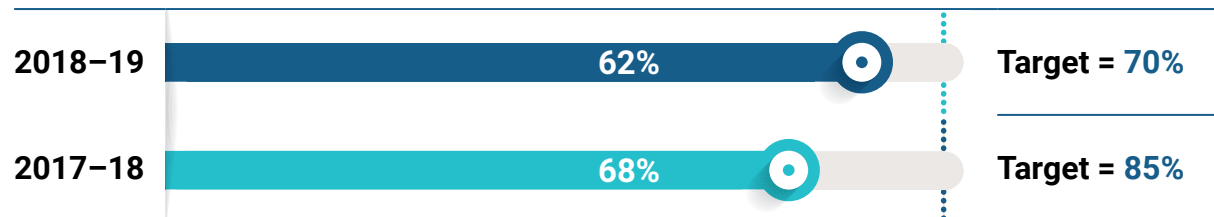
	Total cost		Total number of care arrangement days		Average cost per day to plan for and support a child in the CEO’s care	
	Target	Result	Target	Result	Target	Result
2018–19	\$105,718,000	\$108,756,834	1,750,000	1,898,858	\$60	\$57
2017–18	\$98,504,000	\$108,342,013	1,769,000	1,769,716	\$55	\$61

This indicator shows the average cost per child per day in the CEO’s care. Expenditure includes case support costs, contract costs for community service organisations funded to provide reunification and leaving care services, and Viewpoint survey management costs. 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, including maintaining a child’s connection with their family through ongoing contact arrangements. The 2018–19 average cost per day was lower than the target and the previous year’s result.

Outcome: The Early Education and Care sector meets required quality standards

Effectiveness indicator

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



This indicator reports on the proportion of early childhood education and carer services assessed in 2018-19 that met or exceeded national standards. The 2018-19 result was lower than the target and the previous year's result.

Efficiency indicator

Average cost per licensed service for regulation and support

	Total cost		Number of licensed services		Average cost per licensed service for regulation and support	
	Target	Result	Target	Result	Target	Result
2018-19	\$13,694,000	\$10,023,366	1,209	1,209	\$11,327	\$8,291
2017-18	\$15,201,030	\$11,219,433	1,200	1,183	\$12,668	\$9,484

This indicator reports on the regulation and quality assurance of early education and care services against required service standards. This includes development of planning, capacity building and support for early education and care services.

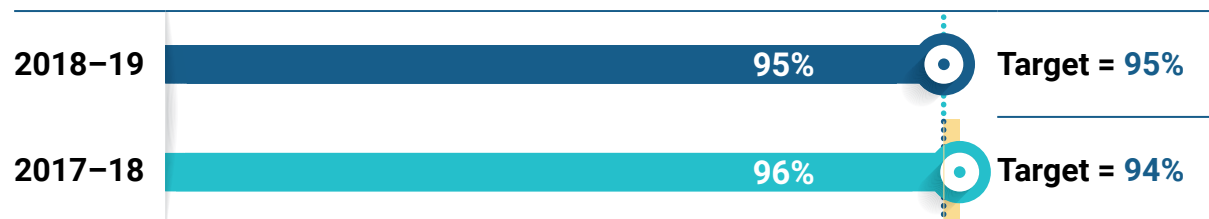
As at 30 June 2019, there were 1,209 licensed child care services in Western Australia, consisting of 1,174 child care centres and 35 family day care schemes. Combined, these services offered 63,045 child care places throughout the State.

The 2018-19 average cost was lower than the target and the previous year's result. This was due to a decrease in expenditure that was mainly attributed to delays in the recruitment of staff and the reduction in Royalties for Regions funding associated with the Regional Community Child Care Development Fund.

Outcome: Seniors receive concessions and rebates administered by the Department

Effectiveness indicator

The take-up rate of Seniors Card



This indicator reports on the take-up rate of the Seniors Card based on the estimated residential population of eligible seniors in the financial year. The 2018-19 result achieved the target of 95 per cent; however, it was slightly lower than the previous year's result.

Efficiency indicator

Average management cost per Seniors Card

	Total cost		Number of seniors cards		Average management cost per seniors card	
	Target	Result	Target	Result	Target	Result
2018-19	\$2,985,000	\$2,437,120	382,566	395,488	\$7.80	\$6.16
2017-18	\$2,574,114	\$2,650,803	387,765	385,866	\$6.64	\$6.87

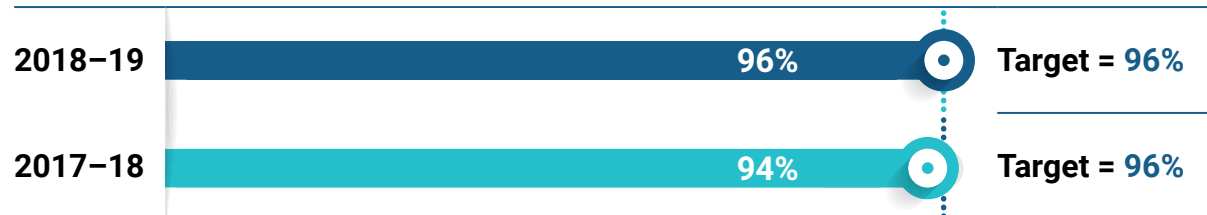
This indicator reports on the cost to deliver benefits and concessions, including the Seniors Card, administered by Communities. The Seniors Card offers a range of benefits to seniors, including the Cost of Living Rebate payment and the Seniors Card Centre.

The 2018-19 average cost was lower than the target and the previous year's result due to the increased number of WA seniors who applied for a Seniors Card in 2018-19.

Outcome: Local community services and community building programs meet the identified needs of individuals and families

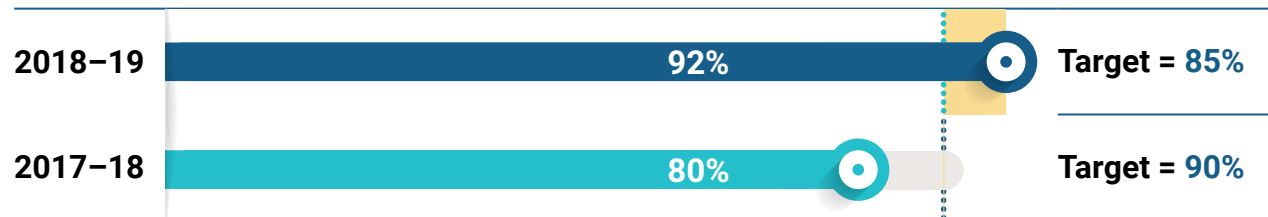
Effectiveness indicators

Percentage of service users that had their identified needs met



This indicator reports on the extent that the local community services and community building programs are meeting the service users' needs and achieving expected outcomes. The 2018-19 result achieved the target of 96 per cent and represented an improvement in performance from the previous year's result.

Percentage of community building grants that were acquitted against identified outcomes



This indicator reports on the extent that the local community services and community building programs are meeting the service users' needs and achieving expected outcomes. The 2018-19 result exceeded the target of 85 per cent and the previous year's result, mainly due to process improvements implemented during the year, which resulted in a higher percentage of grants being acquitted in 2018-19.

Efficiency indicators

Number of grants and service agreements per Full Time Equivalent (FTE)

	Number of grants and service agreements		Number of FTE		Number of grants and service agreements per FTE	
	Target	Result	Target	Result	Target	Result
2018-19	604	497	17	16	35.5	31.1
2017-18	629	631	16	15	39.2	42.1

Communities leads and funds a range of community services relating to children and families, youth, seniors, women, carers and volunteering. A team of contract managers oversee the service agreements and grants that these community services are based upon.

The 2018-19 result was lower than the target and the previous year's result, primarily due to the consolidation of departmental grants and service agreements across Communities.

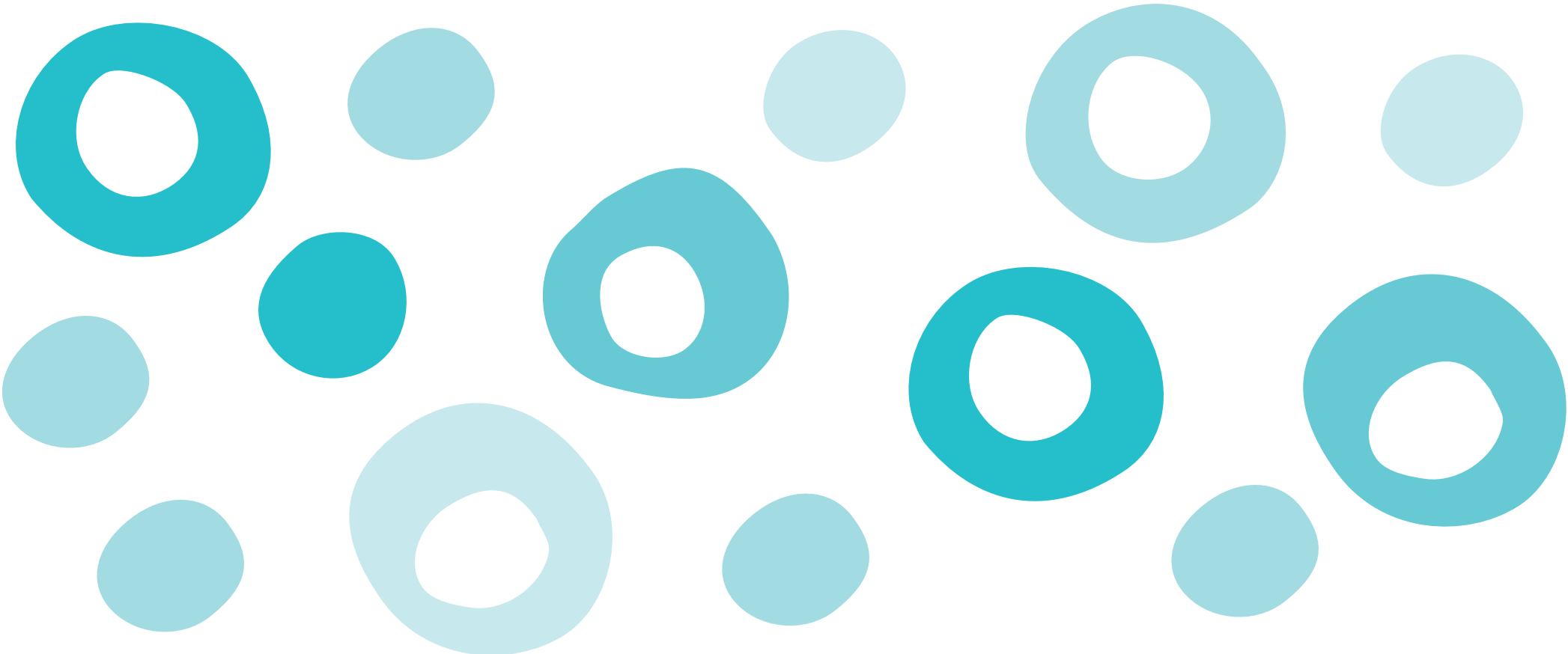
Proportion of administrative and management expenditure to service delivery expenditure

	Administrative and management expenditure		Service delivery expenditure		Proportion of administrative and management expenditure to service delivery expenditure	
	Target	Result	Target	Result	Target	Result
2018-19	\$2,606,000	\$1,870,344	\$41,306,000	\$36,717,227	6.3%	5.1%
2017-18	\$2,921,781	\$2,541,762	\$43,094,368	\$45,585,125	6.8%	5.6%

This indicator reports on the cost of management and administrative staff relative to service funding. The 2018-19 result was lower than the target and the previous year's result.

Ministerial directives

No ministerial directives were received during 2018–19.



Other financial disclosures

Pricing policies

Communities charges for goods and services rendered on a partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by the Department of Treasury, unless prescribed by legislation.

Fees set out in the *Education and Care Services National Law (WA) Act 2012* are indexed annually in accordance with the Education and Care Services National Regulations 2012. Fee changes are set at a national rather than State level.

Act of grace payments

As at 30 June 2019, there were no act of grace payments recorded.

Capital works projects

In accordance with Treasurer's Instruction 903(13)(ii), Communities identifies the major capital works projects that remain ongoing at the end of the financial year (Table 5) and the major capital works projects completed during the year (Table 6). Explanations have been provided for variations in actual expenditure that differ by more than \$2 million and 10 per cent of the estimated total cost.

Table 5: Summary of major capital works projects in progress in 2018–19

Program	Expected year of completion	Balance to be spent (\$'000)	Original estimated total cost	Revised estimated total cost of project (\$'000)	Variance in estimated total cost (\$'000)	Explanation
Mirrabooka new office	2020	448	2,235	2,495	260	

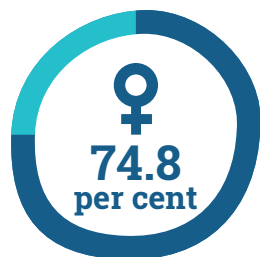
Table 6: Summary of capital works projects completed in 2018–19

Program	Total cost of project (\$'000)	Variance from previous financial year (\$'000)	Explanation
Nil	–	–	–

Employment and industrial relations



Staff



Women



Culturally diverse



Aboriginal Australians



Youth (< 24 yrs)



People with disability

Employee profile

At the close of the financial year, 6,012 people were employed by the Department of Communities, including 420 staff directly employed by the Disability Services Commission (Table 7).

Table 7: Employment profile as at 30 June 2019

	2018-19		
	Department of Communities	Disability Services Commission (direct employees) ⁽¹⁾	Total
Number of people	5,592	420	6,012
Total	5,592	420	6,012

Notes:

(1) Staff directly employed under the *Disability Services Act 1993* and represent occupational groups, including registered nurses, support workers and social trainers.

Diversity and inclusion

Communities is committed to sustaining an inclusive workforce in which all employees feel valued and respected embodying a broad range of skills, experiences and perspectives representative of our community. A diverse workforce provides greater insight into the needs of our community and how we can better serve them, improve productivity, generate innovation and encourage creativity.

Table 8: Department of Communities' equity and diversity profile for 2018–19⁽¹⁾

Diversity group	WA Public Sector 2019 ⁽²⁾	Department of Communities ⁽³⁾	Disability Services Commission (direct employees) ⁽⁴⁾
Women	72.5%	74.8%	54.9%
Aboriginal Australians	2.7%	5.9%	0.5%
People from culturally diverse backgrounds	13.2%	16.9%	23.6%
People with disability	1.6%	1.9%	2.6%
Youth (age 24 and under)	4.0%	4.3%	0.6%

Notes:

- (1) Equity and diversity information in the above table has been derived from information provided by staff on a voluntary basis.
- (2) Western Australian Public Sector Statistical bulletin data as at March 2019.
- (3) Inclusive of Disability Services Commission staff.
- (4) Staff directly employed under the *Disability Services Act 1993* and represent occupational groups including registered nurses, support workers and social trainers.

Attracting employees with disability is a key priority for Communities in accordance with our Disability Access and Inclusion Plan 2018–2020, which promotes inclusion of people with disability. As a member of the Australian Network on Disability, we are undertaking an assessment process to be recognised as a Disability Confident Recruiter. Our aim is to ensure our recruitment processes are inclusive and barrier free so that skilled jobseekers with disability can compete for positions on a level playing field.

We recognise that to provide contemporary and culturally appropriate and responsive services we need to continue to attract and retain Aboriginal people in our workforce. Aboriginal people represent 5.9 per cent of our workforce, which is higher than the public sector representation of 2.7 per cent. In the six months ending 30 June 2019, we achieved the recruitment targets set in our Aboriginal Employment Policy across four of our eight regions. Our Reconciliation Action Plan provides practical strategies to create a workplace that values, respects and provides employment opportunities for Aboriginal people and focuses on building strong relationships with Aboriginal communities.

Communities is committed to improving the diversity of our leadership cohort because we recognise that gender-balanced leadership will improve executive decision-making and strengthen our capability and capacity. Women currently comprise 74.8 per cent of our workforce and hold 39 per cent of our senior executive roles, which is above the public sector average of 34.8 per cent.

The youth employment programs aim to rejuvenate our workplaces and build workforce diversity, capacity and capability, assisting us to meet our strategic objectives.

Those of our staff in the graduate program benefit from an intensive professional and personal development program that fosters the skills, competencies and networks they will rely on throughout their public sector career. Regional rotations assist in building an understanding of the unique challenges of meeting community needs in remote and regional Western Australia. This year our graduate program attracted 19 high calibre graduates, four of whom are Aboriginal.

We also hosted six Aboriginal cadets, providing financial support and employment while they complete their University degrees. In early 2019, one of our cadets went on to permanent employment as a child protection worker.

Communities' school-based traineeship program offers students the opportunity to gain a qualification and work part-time while completing their schooling. As at 30 June 2019, we had eight trainees from diverse backgrounds working in both metropolitan and regional offices.

Aboriginal Cadetship Program

Communities' Aboriginal Cadetship Program offers young Aboriginal people who are studying Social Work or Psychology full time at university the chance to work with experienced child protection workers in one of our district offices during semester breaks.



Jack, who has cultural connections are to the Walmatjarri and Gooniyandi groups, with links to the others of the Fitzroy Valley and Kimberley regions, undertook a Cadetship with Communities while studying a Bachelor of Psychology (Double Major in Psychology) from the University of Western Australia (UWA).

In March 2019 he finished his Cadetship and started his career as a child protection worker with the Joondalup District Office, who trained and supported him throughout his cadetship.

"I was an 18-year-old university student with a vague idea of what I wanted to do when I visited UWA's School of Indigenous Studies," said Jack. "They told me about Communities' Aboriginal Cadetship Program. I hadn't considered a career in child protection until my placement, where I quickly developed a passion for the work that led me to where I am today."

Industrial relations

Nine applications were lodged with the Western Australian Industrial Relations Commission under the provisions of the *Industrial Relations Act 1979*. One application was dismissed by the Commission, one was resolved prior to hearing and seven are pending resolution, including three Award variation applications being heard concurrently.

One claim for breach of the industrial instrument lodged with the Industrial Magistrates Court under the *Industrial Relations Act 1979* is still pending.

One application for unfair dismissal was lodged with the Public Service Appeal Board under the *Industrial Relations Act 1979*. The application was dismissed by the Board.

Four applications were lodged with the Equal Opportunity Commission under the provisions of the *Equal Opportunity Act 1984*. One application was withdrawn by the complainant prior to conciliation and two claims were dismissed by the Equal Opportunity Commissioner on the basis that the claims were found to be lacking in substance. One of these was then referred by the Commissioner to the State Administrative Tribunal on the complainant's request, and it was determined that part of the claim had substance. One of the applications lodged with the Equal Opportunity Commission was received by Communities just prior to the end of the reporting period.

One application was lodged with the Australian Human Rights Commission under the provisions of the *Disability Discrimination Act 1992*. The application was terminated by the Commission as there was no reasonable prospect of the complaint being resolved by conciliation.

One claim at the Magistrates Court was resolved prior to hearing.

Personal expenditure on Government 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 the Department of Communities to disclose information relating to personal use. Table 9 details the personal expenditure using Government issued credit cards in 2018–19.

Table 9: Personal expenditure using Government issued credit cards in 2018–19

	2018–19
Number of instances the Western Australian Government Purchasing Card has been used for a personal purpose	102
Aggregate amount of personal use expenditure for the reporting period	\$5,006
Aggregate amount of personal use expenditure settled by the due date	\$2,921
Aggregate amount of personal use expenditure settled after the period required by the due date	\$2,002
Aggregate amount of personal use expenditure outstanding at the end of the reporting period	\$84
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	–

Governance disclosures

Board and committee remuneration

Individual and aggregated costs of remunerating positions on all boards and committees, as defined in the Premier's Circular 2010/02 – State Government Boards and Committees, have been outlined in the tables below.

Remuneration for the Disability Services Commission Board and Ministerial Advisory Council on Disability is reported in the Disability Services Commission Annual Report for 2018–19.

Carers Advisory Council

The Carers Advisory Council advises the Minister for Community Services about issues affecting carers. It provides an annual report to the Minister on compliance with the *Carers Recognition Act 2004* by the Department of Health, Disability Services Commission, public hospitals and the Mental Health Commission. The Council builds working relationships with these organisations and encourages compliance with the Act and the Carers Charter.

Position	Name	Period of membership in 2018–19	Allowance	Work	Gross/actual remuneration ⁽¹⁾⁽²⁾⁽³⁾
Chairperson	Esme Bowen	12 months		\$16,044.67	\$16,044.67
Deputy Chairperson	Glennys Marsdon		–	\$5,457.00	\$5,457.00
	10 months	–	5,457.00	\$1,035.00	\$1,035.00
Members	Roslyn Thomas	11 months	–	\$1,614.00	\$1,614.00
	Luke Garswood	11 months	–	\$3,123.00	\$3,123.00
	Kay Lunt	8 months	–	\$1,732.00	\$1,732.00
	Gloria-Marie Moyle	11 months	–	\$456.00	\$456.00
	Emily Hardbottle	11 months	–	\$1,263.00	\$1,263.00
	Adam Desira	11 months	–	1,263.00	1,263.00
	Mandy Corkhill	Resigned 12 May 2019			
	Total		\$16,044.67	\$14,680.00	\$30,724.67

- (1) Remuneration paid in the 2018–19 financial year includes components of remuneration earned between 1 April 2018 – 30 June 2018.
- (2) The Chair is eligible for \$13,500 per annum. The Deputy Chair and members are eligible for sitting fees of \$228 per half day and \$351 per full day.
- (3) The Chair, Deputy Chair and members are eligible for respite at \$20 to \$45 per hour as applicable and travel allowance.

Adoption Applications Committee

The functions of the Adoption Applications Committee are outlined in section 13 of the *Adoptions Act 1994* and include considering the suitability of prospective adoptive parents.

Position	Name	Period of membership in 2018–19	Type of Remuneration	Gross/actual remuneration 2018–19
Adoption Applications Committee				
Chairperson	Joanne Eggleston	12 months	\$150 per hour	\$4,012.50
Deputy Chairperson	Margaret van Keppel	12 months	\$120 per hour	\$3,498.00
Independent Member	Annette Bilic	12 months	\$120 per hour	\$2,640.00
Independent Member	Deborah Foster-Gaitskell	12 months	\$120 per hour	\$2,940.00
Independent Member	Kerry Sommerville-Brown	12 months	\$120 per hour	\$2,460.00
Member	Eduardo Farate	12 months	N/A	–
Member	Jane Simmons	12 months	N/A	–
Member	Sooyin Wiegele	12 months	N/A	–
Total				\$15,550.50

Care Plan Review Panel

The Care Plan Review Panel is an independent panel established to review care planning decisions made by the Communities for children in the care of the CEO of the Department. The best interests of the child who is the subject of the care planning decisions is the paramount consideration in panel deliberations. During 2018–19, 16 applications for a review of a decision were received. Eight applications lodged were in relation to an Aboriginal child in care. Ten applications were lodged by a biological parent, three by a foster carer/s, three by a grandparent (two by a paternal grandmother, one by a paternal grandfather). During 2018–19, a total of seven hearings were held. Two hearings were in relation to applications received in the 2017–18 reporting period. Of the 16 applications received, six hearings were granted. Five hearings were held and one hearing remained pending. The care planning decisions made by the Department were upheld in three hearings. The primary reason for seeking review by the panel was in relation to care planning

decisions about contact arrangements. Ten applications received did not meet the criteria for a review or were withdrawn during the 2018–19 reporting period.

Each panel hearing comprises, at a minimum, three members who are independent from the Department of Communities, including a Chairperson with a legal qualification.

In 2018–19, two Aboriginal representatives were appointed to the panel.

Position ⁽¹⁾	Period of membership in 2018–19	Type of remuneration	Gross/actual remuneration in 2018–19
Care Review Panel			
Chairperson	01.01.19 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$4,200.00
Chairperson	01.10.18 – 31.12.18	\$1400/Full day hearing / \$ 920/Half day hearing	\$3,720.00
Deputy Chairperson 1	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$2,800.00
Deputy Chairperson 2	01.10.18 – 26.06.19	\$1400/Full day hearing / \$ 920/Half day hearing	\$2,800.00
Member 1	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$1,840.00
Member 2	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$4,280.00
Member 3	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$1,840.00
Member 4	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$2,760.00
Member 5	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	Nil
Member 6	01.10.18 – current	\$1400/Full day hearing / \$ 920/Half day hearing	Nil
Member 7	01.01.19 – current	\$1400/Full day hearing / \$ 920/Half day hearing	\$1,840.00
Member 8	01.10.18 – 31.12.18	\$1400/Full day hearing / \$ 920/Half day hearing	\$1,520.00
Total			\$27,600.00

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

Western Australian Council on Homelessness

The Western Australian Council on Homelessness was established by the Minister for Child Protection as an external advisory body to Government on homelessness matters. The new term of the council commenced on 1 January 2017 and it has met on three occasions.

The terms of reference for the council are to:

- contribute to the development and ongoing review of State and regional homelessness action plans, ensuring integrated responses with non-government, Government and mainstream services to ensure a more connected and responsive service system
- undertake sector consultation and examine pertinent current and emerging issues related to homelessness in WA.

Position	Name	Period of membership in 2018–19	Type of remuneration	Gross/actual remuneration 2018–19
Western Australian Council on Homelessness				
Chairperson	Kathleen Gregory	12 Months	Annual (pro rata)	\$3,350.01
Member	Louise Giolitto	12 Months	Full day \$300 / Half day \$200	\$600.00
Member	Anne Moore	12 Months	Full day \$300 / Half day \$200	\$200.00
Member	Ross Wortham	8 Months	Full day \$300 / Half day \$200	\$200.00
Member	Michelle Mackenzie	8 Months	Full day \$300 / Half day \$200	\$600.00
Member	Professor Colleen Hayward (resigned)	6 Months	Full day \$300 / Half day \$200	\$200.00
Member	Joanne Burges	12 Months	N/A	N/A
Member	Amanda Stafford	8 Months	N/A	N/A
Member	Helen Nys	8 Months	N/A	N/A
Member	Tanya George	12 Months	N/A	N/A
Member	Julia Knapton (resigned)	5 Months	N/A	N/A
Member	Yvette Carolin (resigned)	1 Month	Full day \$300 / Half day \$200	\$0
Total				\$5,150.01

Other legal requirements

Advertising

In accordance with section 175ZE of the *Electoral Act 1907*, the Department incurred expenditure in advertising and media advertising. Total expenditure for 2018–19 was \$151,416 (Table 10).

Table 10: Advertising expenditure for 2018–19

Category	2018–19
Advertising agencies	\$136,011
Adcorp Australia Limited	\$3,269
Equilibrium Interactive Pty Limited	\$11,000
Initiative Media Australia Pty Limited	\$3,236
Optimum Media Decisions (WA) Pty Limited	\$118,506
Market research organisations	Nil
Polling organisations	Nil
Direct mail organisations	Nil
Media advertising organisations	\$15,405
Facebook Australia Pty Limited	\$5,426
MKM Studios Pty Limited	\$7,144
On Set Solutions Pty Limited	\$409
Quadriga Media Berlin GmbH	\$759
State Law Publisher	\$729
The Islander	\$324
West Australian Newspapers Limited	\$614

Disability Access and Inclusion Plan

On 1 July 2018, Communities launched its first Disability Access and Inclusion Plan, which is our commitment to ensuring services, facilities and information are accessible and inclusive for people with disability, their families and carers.

The plan is a demonstration of Communities' values and addresses the seven access and inclusion outcomes in accordance with the *Disability Services Act 1993*.

In 2018–19, the following initiatives delivered access and inclusion outcomes for people with disability:

Outcome 1: People with disability have the same opportunities as other people to access services and organised events.

Communities selects venues for internal and external workshops and events based on the suitability of accessibility of the venues. Each venue is assessed for accessibility requirements.

Examples include:

- Our staff provide inclusive workshops by providing options for staff to select requirements for disability access and assistance. All venues where Communities' workshops were delivered were accessible with interpreting service provided where identified.

- Collaboration and active participation in the development of individual plans for education, employment and recreation.
- Communities' Sorry Day and NAIDOC week events were held in accessible venues to assist with maximum attendance and participation.
- West Pilbara Plan Working Group and Executive Committee engagement sessions.
- Early Years Initiative engagement workshops were held in the Great Southern.
- In the Aboriginal Community Connectors/Patrol Program, a number of buses (e.g. in Kalgoorlie) have been modified to ensure that people using wheelchairs can access the service. In other locations where buses have not been modified, sufficient patrollers have been engaged to assist clients with their accessibility needs (e.g. two patrollers assist people in wheelchairs).
- All Communities Values Workshops delivered were accessible.
- Provision of Hearing Loop in the reception and interview rooms of the Mirrabooka Office for people with hearing impairment to connect.
- Communities engaged two Aboriginal organisations in the Kimberley region to provide individual advocacy services that are culturally sensitive for Aboriginal people with a disability.

Outcome 2: People with disability have the same opportunities as other people to access buildings and other facilities.

Communities ensures that its new office buildings and facilities are accessible to people with disability. Compliance with the *Building Act 2011* and relevant building codes has been

incorporated as standard business practice, and programs of works continue to improve accessibility.

Where possible, Communities' buildings and facilities are physically accessible to people with disability, including reception and client contact areas. Compliance with the *Building Act 2011* and relevant building codes has been incorporated as standard business practice, and our program of works continue to improve accessibility to our offices. All future premises, either built or leased, must comply with disability access requirements in accordance with the Building Codes of Australia 2010, Australian Standard 1428 and the *Disability Discrimination Act 1992* (Cth).

- Access improvement works were undertaken at Communities' residential homes for people with disability, including the installation of hand-rails, ramps and modifications to bathrooms. The Ullswater residential homes were newly added to Communities' portfolio and minor works were required to improve access for residents and visitors.
- An access report was commissioned on Communities' housing office in Kwinana to ensure refurbishment work to the office's reception area complied with access standards.
- Detailed, consultative planning was undertaken in 2018–19 to inform implementation of co-location of Communities' offices in the Kimberley, Pilbara, Goldfields, Gascoyne, South West and South Metropolitan regions during the coming financial year. All future planned co-location and refurbishment include best practice access standards, such as ramps, automated doors, braille in the lifts, ACROD parking bays, and access lifts in multistorey buildings.
- Communities worked with its access and inclusion working group and the contracted design team to ensure the fit-out of the new Fremantle head office meets best practice access

standards. Communities' Workplace Strategy for Fremantle 2020 was developed by the design team in consultation with the Department of Finance and internal stakeholders. The strategy will ensure the fit-out outperforms minimum standards set by the National Construction Code and Premises Standards, which are underpinned by the *Disability Discrimination Act 1992*.

- Osprey Key Worker Village, is a 296-unit accommodation facility in South Hedland which provides affordable accommodation for service workers. 15 of these are mobility units specifically designed and built to accommodate eligible service workers with a disability.
- The Government Regional Officer Housing policy reinforces that Communities will consider circumstances, which make a particular type of dwelling necessary and any requests for improvements, modification or fixtures.

Outcome 3: People with disability receive information in a format that will enable them to access the information as readily as other people are able to access it.

Communities ensures its communications and key publications are provided in accessible formats and made available in alternative formats on request, including materials available in Easy English and Easy Read formats for example the Support Clusters and Pricing Framework.

Key publications

- Strategic Plan 2019–2023
- 2019–20 Annual Plan

Webpages

- District Leadership Group attachments are available in alternative formats upon request. Content can be requested in accessible format here: www.communities.wa.gov.au/projects/district-leadership-groups/
- Out-of-Home Care Reform webpage and documents have been re-redesigned to comply with accessibility guidelines: www.communities.wa.gov.au/projects/out-of-home-care-reform/

Events and information

- Essential and Municipal Service Upgrade Program provides notices to assist individuals with colour blindness.
- Our communication and information for events are made available in accessible formats.

Learning resources

- The Accessibility and Inclusivity Standard is applied to the visual design and functionality of eLearning, and to learning resources used for facilitated programs.

Outcome 4: People with disability receive the same level and quality of service from employees as other people receive.

Communities continues to provide online disability awareness training modules to all staff. Our staff are also trained to be aware of and offer a range of housing options to help people with disability access appropriate and affordable housing, including:

- public rental housing with modifications to make housing more accessible
- purpose-built accommodation

- community housing
- home loans to purchase, build or modify private homes
- bond assistance loans to access suitable private rental housing.

The construction of new homes by Communities will be supported by the continued implementation of the Silver Liveable Design standards on all social housing builds, where practicable, and on 20 per cent of all housing, where practicable. The Urban Design team is in training to become Liveable Housing Design Guideline Assessors to ensure all grouped and multiple dwellings comply with the Silver Liveable Housing standards, where practical.

- A 13-unit development at Muscari Drive, Seville Grove recently won a Master Builders Association award for construction excellence due to its use of Liveable Home standards, with four of the units designed for seniors.

Communities also provides appropriate and accessible services through its various housing services and programs. The Community Disability Housing Program provides long-term rental housing (2,017 properties) for people with disability and/or mental illness who require ongoing support services.

Outcome 5: People with disability have the same opportunity as other people to make a complaint.

Communities offers a complaints and feedback service via telephone, email, our websites, in person, or via the Commonwealth National Relay Service that assists clients, tenants and members of the public to have their matter resolved. Information and referral to appropriate advocacy services are provided to assist people with disability in preparing and lodging complaints and feedback where needed.

Any person who accesses services via Disability Services, their family members, carers or other representative can raise a concern or complaint about the services or supports they've received, by contacting the Consumer Liaison Team via telephone or email, or by completing an electronic form from our website, including completion of the form and submission via post. Requests to meet a Consumer Liaison Officer in person can also be arranged. Complainants are encouraged in the first instance to raise their concerns at the local level. Unresolved concerns can be escalated and handled under the complaints management process.

The Consumer Liaison Service is an impartial and confidential means of raising and addressing concerns and complaints about disability services delivered by the Communities. People with disability, their family members, carers or other representatives can access this service, which is guided by the principles of impartiality, timeliness, confidentiality and transparency. The Consumer Liaison service operates in accordance with the *Disability Services Act 1993* and the National Standards, particularly rights, feedback and complaints, service access and service management.

Communities conducts a Consumer and Carer Satisfaction Survey, where people with disability, their family members, carers or other representatives were accessing a service. Complete results of the survey are reported in the 2018–19 Disability Services Commission Annual Report.

Communities utilises specialist services and advisers to support people with a disability to make a complaint or lodge a grievance in the workplace. The support services include provision of an allied health professional, specially trained investigators who employ methods and techniques to support a person with

disability, as well as a dedicated support person and access to professional counselling services as needed. The additional support and services are tailored to the individual needs of the person with a disability, with the aim of ensuring opportunities to make a complaint or lodge a grievance are the same for all people working for us.

Communities receives complaints via the *Public Interest Disclosure Act 2003* and ensures that all disclosures made by a person with a disability meet accessibility standards, including the use of specialist trained investigators, modified techniques and interview methods, and support services during the investigation process. The aim of these measures is to ensure that a person with a disability has the same access to make disclosure as other members of the public.

Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation.

Communities' staff are available to cater for people with intellectual and physical disability and seniors at community engagement workshops. This ensures that a staff member is available to provide a one-on-one consultation experience.

- Communities held community engagement workshops at Ryan's Court, Redcliffe and Growing Spencer Park, Albany that were accessible and catered to the needs of people with disability.
- At Spencer Park, Communities staff made themselves available to physically guide people helping them through the exhibition, as well as reading and completing the feedback form. This ensured all people could contribute and participate in the engagement workshop.

Communities consulted with people with disability both internally and externally on the development of our Equity and Diversity Plan 2019–23. The consultation process provided an open forum for shared experiences and opportunities to contribute to identifying strategies to enhance the development, recruitment and retention outcomes for a person with disability within Communities.

Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment.

Communities is committed to sustaining an inclusive workforce with a range of skills, experiences and perspectives reflective of the community we engage with and a workplace culture in which all employees are valued and respected. A diverse workforce not only reflects the community we serve, providing greater insight into their needs and how we can better serve them; it can also improve productivity, generate innovation and encourage creativity.

Attracting people with disability to Communities' workforce is a key priority in Communities' Disability Access and Inclusion Plan 2018–2020. As a member of the Australian Network on Disability, Communities commenced an assessment process to be recognised as a Disability Confident Recruiter, to ensure Communities' recruitment processes are inclusive and barrier free so that skilled jobseekers with disability can compete for positions on a level playing field.

An online disability awareness training program was evaluated by the Disability Confident Recruiter Working Group during 2018–19 and will be rolled out in the first half of 2019–20. The program will form part of a wider cultural awareness program that will include targeted training supported by appropriate recruitment practices and procedures that are welcoming of people with disability. It is

intended that the training will be mandatory for all new starters and anyone involved in a recruitment process. Our Learning and Development branch has produced five videos featuring people with disability sharing their life experiences and ambitions. The videos are used in multiple learning programs (such as CREATE Values in Action). These videos educate our staff about service provision and providing opportunities for people with disability.

Pathways to enable increased employment of people with disability were established as part of Communities' graduate program, with four of the 20 graduate positions available for 2020 being reserved for people with disability. The same approach will be used for the trainee and cadet programs. Recruitment practices have been redesigned to be more inclusive and will include video interviewing and a dedicated contact person to support people with disability during the recruitment process.

Communities, through the Work Health and Safety team, provides extensive and ongoing support to people with disability in the workplace. Throughout 2018–19 the team undertook the following initiatives and programs:

- the Irlen Syndrome Foundation was engaged to implement procedures to assist staff with dyslexia to complete learning and development training
- office accessibility consultation to examine wheelchair access, ramps, lighting, toilets, office thoroughfares, electronic doors, ensuring Australian Disability Standards are met within the workplace
- non-compensable return to work planning to assist employees to safely transition back into the workplace with disability or after injury or illness

- Care Plans were developed to assist employees with temporary or permanent disability, injury or illness, including those with mental health issues
- Personal Emergency Evacuation Plans were developed for individuals with mobility, visual and hearing impairments
- future work planning, where practicable, for employees with degenerative conditions to ensure a safe and meaningful work life, regardless of disability.

Worksite and ergonomic assessments were also completed to assist employees with:

- hearing impairments (hearing aids, interpretation services, computer software, phone hardware, consultation on compatible Bluetooth hearing aid office technology, assistive equipment)
- visual impairments (guide dogs in the workplace, office lighting, computer software/hardware, assistive equipment)
- home-based work assessments (to assist people with temporary or permanent disability, injury or illness who may require home based work options)
- job task analysis assessments to assist employees with disability, injury or illness to safely carry out job roles and to recommend assistive equipment where appropriate
- vehicle assessment and modification (e.g. installation of hand controls).

Agents and contractors

Communities' procurement processes require that contracted organisations are aware of their Disability Access and Inclusion Plan responsibilities and reporting requirements.

Substantive equality

Communities is committed to ensuring our policies, procedures and practices are consistent with the State Government's Policy Framework for Substantive Equality. The policy framework aims to address and eliminate systemic discrimination in the provision of public sector services and to promote sensitivity to the different needs of client groups.

Substantive equality principles – such as prioritising equitable outcomes and equal opportunity, and recognising that rights, entitlements, opportunities and access are not equally distributed throughout society – are reflected in our core commitment to building inclusive and accessible communities that enable individual, family and community wellbeing through services that meet the needs of some of the most vulnerable members of our society.

Communities' services are the result of a systematic consultation and co-design process involving extensive engagement with other agencies, community service providers, peak advocacy and support networks, clients with complex needs, and people with lived experience.

Cultural awareness is a key competency for all of Communities and programs are conducted for staff, including a Sharing Culture induction for new staff, targeted cultural awareness training for supervisory and management staff and a Valuing Diversity program for Local Coordinators and Area Managers.

The Aboriginal Services and Practices Framework reflects Communities' commitment to delivering improved outcomes for Aboriginal children, families and communities who come into contact with the child protection system. Similarly, a Culturally

and Linguistically Diverse Services Framework guides the work of staff in child protection district offices when working with Culturally and Linguistically Diverse (CaLD) families.

Public housing rental policies include a Cultural Diversity and Language Services Policy to accommodate the diverse needs of tenants with cultural, religious or extended family requirements, including Aboriginal and Torres Strait Islander people and people from CaLD backgrounds. Communities has also worked with the Multicultural Services Centre of WA to develop Assisted Rental Pathways for CaLD families to move into private rental accommodation and become self-sufficient in the housing market.

Communities has worked closely with the Commonwealth Government to ensure services that are provided for people with disability from Aboriginal and CaLD communities are appropriate and consistent through the transfer and transition to the National Disability Insurance Scheme.

The Disability Access and Inclusion Plan includes a range of training initiatives to prepare Local Coordinators to support and effectively interact with people living with psycho-social disability. Content is delivered by local Aboriginal and multicultural organisations, with input from people with disability.

Communities also delivers parenting services programs through the community services sector, ensuring they are accessible to a diverse range of parents who may require different methods of engagement and assistance. Each parenting service is required to adapt its approach to best meet the identified local need, with a focus on the following areas:

- Aboriginal families
- CaLD families

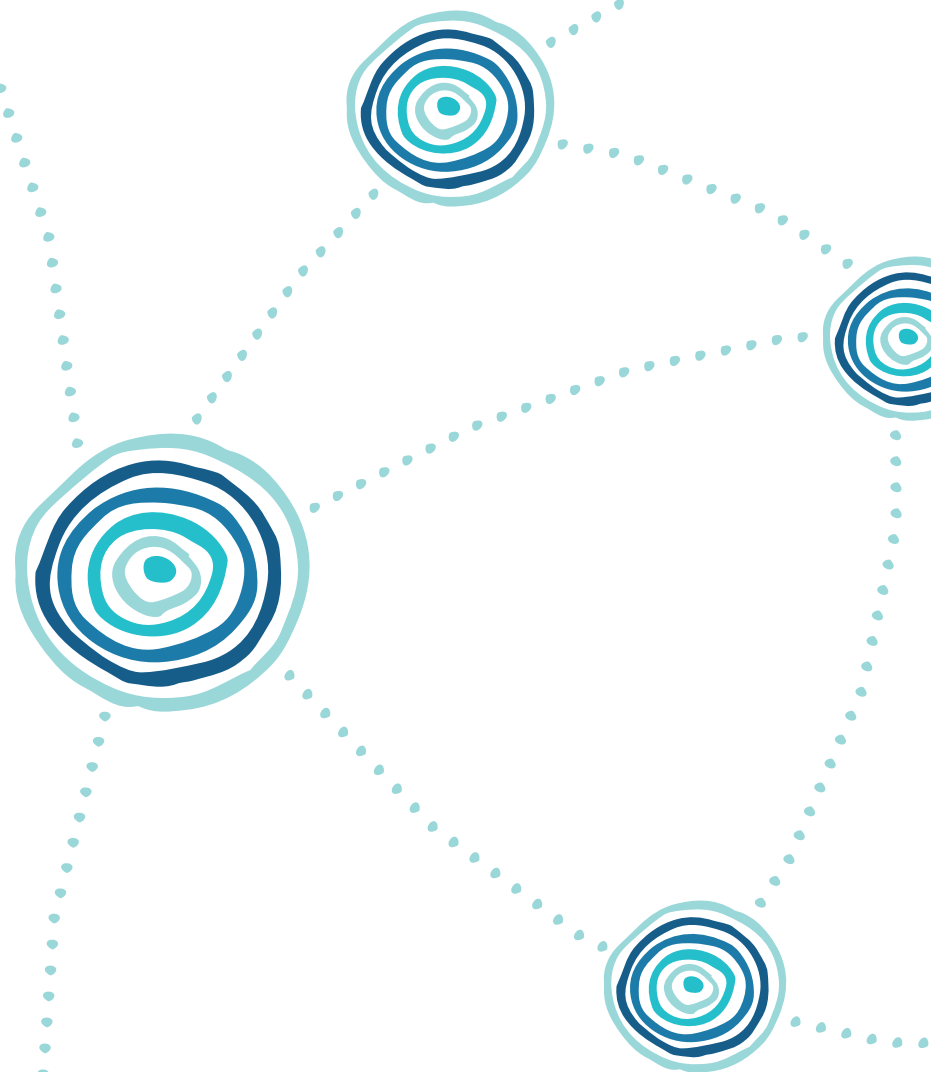
- fathers and male caregivers
- young parents.

Recordkeeping plan

In accordance with section 19 of the *State Records Act 2000* Communities follows the principles and standards governing recordkeeping by State organisations in its approved Recordkeeping Plan 2018.

Communities evaluates the efficiency and effectiveness of its recordkeeping system through ongoing reviews to confirm that staff are following correct recordkeeping practices within client and administrative files. Communities operates an online recordkeeping awareness training program that covers staff obligations, rights and responsibilities under the *State Records Act 2000*. Ongoing training is provided to enhance the search skills of staff and improve their management of client and administrative records.

Communities regularly reviews its recordkeeping training initiatives and materials to ensure compliance with relevant legislation and standards, as well as keeping content and staff up-to-date with changes in recordkeeping systems. Recordkeeping awareness training is a mandatory component of staff induction training. The effectiveness of the induction program in addressing employee roles and responsibilities is regularly reviewed to ensure compliance with the *State Records Act 2000*.



Government policy requirements

Compliance with Public Sector Standards and ethical codes

In accordance with section 31(1) of the *Public Sector Management Act 1994*, Communities complies with the Public Sector Standards and the Western Australian Public Sector Code of Ethics. Policies and procedures designed to ensure such compliance (including the Code of Conduct) have been implemented and appropriate internal assessments were conducted throughout the year.

Activities undertaken by Communities relating to ensuring compliance with Public Sector Standards, the Western Australian Public Sector Code of Ethics and the Code of Conduct in 2018–19 included:

- providing information and training on the Code of Conduct and the Western Australian Public Sector Code of Ethics to new employees as part of the induction program
- providing information and training on public sector standards in human resource management, performance management and grievance resolution
- affirming employees' understanding of the Code of Conduct and related legislation and policies, in line with Commissioner's Instruction No.8 – Codes of Conduct and integrity training, through high participation in the online accountable and ethical decision-making training.

Work health and safety

Our commitment

Our Corporate Executive is committed to their work health and safety responsibilities and obligations. Communities' Work Health and Safety Policy and Injury Management Policy endorsed by Communities' Workforce Development Committee. The development of these policies, as well as the Director General Work Health and Safety Statement of Commitment, reflect adherence to the *Occupational Safety and Health Act 1984*, *Occupational Safety and Health Regulations 1996*, *Workers' Compensation and Injury Management Act 1981*, the Workers' Compensation Code of Practice (Injury Management) 2005, Code of Practice – Occupational Safety and Health in the Western Australian Public Sector 2007 and other associated legislation.

Strong leadership is demonstrated by our senior management undertaking safety governance and due diligence training, reviewing quarterly reports on safety and health trends and fostering key safety projects complemented by regular meetings on injury management and prevention matters. Our Corporate Executive has further demonstrated its commitment by implementing appropriate supports and initiatives such as a Worksafe Plan Assessment, and developing resources to sustain a safe and healthy workforce, including championing the Healthy Challenge, vaccination programs and skin checks, strength and relaxation lunchtime sessions and other training programs.

Formal consultative mechanisms

Safety and Health Representative Operational Committee

Communities' first whole-of-agency Safety and Health Representative elections engaged all parts of our workforce and integrated our consultative mechanisms. 120 representatives from across Communities, both metropolitan and regional, meet quarterly to exchange ideas about Communities' health and safety culture, explore different approaches and share lessons. A new customised training program is underway for all representatives.

The Safety and Health Representative Operational Committee plays a key role in raising awareness and in reviewing critical incidents, including workplace hazards and proposing changes and improvements to work practices, systems and policy. The Operational Committee reviewed and investigated 1,400 incidents reported via the incident management system this year. The review process provides a forum for staff to share experiences, build corporate safety knowledge and provide additional assurance that the right controls are in place to prevent recurrences. Safety and Health Representatives play a visible role amongst their peers by representing their workplaces, reviewing workplace incidents and addressing safety issues as they arise.

Information on the role and function of the Operational Committee and a business partnering model is communicated across Communities to ensure all staff are aware of who they can talk to for help with safety matters. The business partnering model allows staff to approach the work health and safety team to seek advice on safety matters. A register of safety and health representatives is available to all staff on our intranet and noticeboards. Consequently, our staff are taking the initiative to report more hazards to the work health and safety team

directly, and corrective actions are being implemented across metropolitan and regional areas.

Operational risk management consultation

Communities undertook the following risk management initiatives and critical projects in 2018–19:

- risk management review of the following key areas:
 - management of violence and aggression in the workplace
 - staff safety and security
 - office safety and security
- developed an integrated work health and safety framework, training plan and safety risk register, to engage our staff and reinforce best practice approaches to safety
- commenced a WorkSafe Plan Assessment to achieve Gold accreditation by 2021–22
- emergency communication – personal mobile duress alarm pilot project for staff in the field, including front office security and safety
- remote travel and journey management risk assessment
- audits undertaken with internal and external key stakeholder groups – the external PricewaterhouseCoopers Safety Audit found three improvement actions required, with no major areas for improvement.

Workers' compensation and injury management

Communities' Injury Management Policy was developed in accordance with the *Workers' Compensation and Injury Management Act 1981*. The Director General's Work Health and Safety Commitment Statement reinforces our commitment to injury prevention and management, including early intervention

and the development of meaningful return to work programs for injured workers.

A comprehensive injury management procedure, including key performance indicators, has been developed in alignment with best practice injury management. This outlines our process for managing injured workers, return to work programs and rehabilitation goals in accordance with the Act.

Comprehensive injury management and workers' compensation training for line managers was developed in 2018–19, focusing on early intervention strategies and facilitating successful return to work for injured workers. This training will continue to be rolled out in metropolitan and regional areas throughout 2019–20.

Due to the implementation of successful hazard management strategies, there was a:

- 13 per cent reduction in the total number of incidents
- 29 per cent reduction in occupational assaults
- 17 per cent reduction in body stressing incidents
- 31 per cent reduction in slips, trips and falls
- 11 per cent reduction in psychological/stress related incidents.

A total of 190 workers' compensation claims were accepted in 2018–19, a reduction of 34 per cent from last year. There was a 14 per cent reduction in workers' compensation lost days due to the implementation of sound early return to work strategies and initiatives.


Communities engaged JLT Marsh Consulting to review our injury management processes and procedures. Recommendations focusing on early invention, management of psychological injuries and strategic claims management were established.

Assessment of the occupational safety and health management systems

The last assessment of our Work Health and Safety Management systems against the quality management standard AS/NZS4801:2001 was undertaken within the Disability Services Commission in 2017.

Year of assessment

June 2017



Management commitment	89%
Planning	82%
Consultation and reporting	81%
Hazard management	87%
Training and supervision	93%

Work is currently underway to verify and consolidate our former agencies' occupational safety and health management systems. A three-phased approach has been adopted and Phase 1 – safety systems gap analysis has been finalised. As at 30 June 2019, Communities is in Phase 2 in which the findings and recommendations from Phase 1 are being implemented, taking us toward silver accreditation.

Table 11: Work Health and Safety Key Performance Indicators and Trends

Measures	Former agencies	Results, targets and commentary for the Department of Communities				
		Results for former agencies Results 2016–17	Results 2017–18	Results 2018–19	Targets	Comments towards targets
Number of fatalities	Housing Authority	–	–	–	–	
	Disability Services Commission	–				
	Child Protection and Family Support	1				
Lost time injury and disease incidence rate	Housing Authority	0.48	2.7	2.6	0 or 10% reduction in incidence rate	Strategies are in place to address: <ul style="list-style-type: none"> • complex claims within the agency • incidents and hazards in the workplace • staff training in areas of safety, injury prevention, risk and hazard management to ensure staff do not place themselves at risk • a safety business partnering model developed and established to address and target safety concerns.
	Disability Services Commission	3				
	Child Protection and Family Support	2.54				
Lost time injury and severity rate	Housing Authority	12	21	25	0 or 10% reduction in severity rate	Strategies are in place to address: <ul style="list-style-type: none"> • recommendations from a review undertaken of agency risks and hazards • complex mental health issues through a bespoke program currently being developed • an injury prevention and wellbeing framework is in place.
	Disability Services Commission	24				
	Child Protection and Family Support	18.64				

Measures	Former agencies	Results, targets and commentary for the Department of Communities				
		Results for former agencies Results 2016–17	Results 2017–18	Results 2018–19	Targets	Comments towards targets
Percentage of injured workers returned to work within 13 weeks	Housing Authority	95%	66%	58%	Greater than or equal to 80% return to work within 26 weeks	Strategies are in place to address: <ul style="list-style-type: none"> • complex claims that have a psychological component (which often have poor early return to work rates) • an independent review undertaken in relation to workers' compensation and injury management practices to facilitate early return to work of the injured worker.
	Disability Services Commission	76%				
	Child Protection and Family Support	55.9%				
Percentage of injured workers returned to work within 26 weeks	Housing Authority	100%	70%	64%	Greater than or equal to 80%	
	Disability Services Commission	86%				
	Child Protection and Family Support	62.7%				
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	Housing Authority	88%	80.2%	87%	Greater than or equal to 80%	Target met
	Disability Services Commission	98.5%				
	Child Protection and Family Support	61.18%				

Advancing employee health and wellbeing

Communities recognises that the wellbeing of our staff is critical, especially during periods of change. During 2018–19, the following initiatives were implemented to improve staff wellbeing:

- development of an Injury Prevention and Wellbeing Strategic Plan and calendar of events
- increased focus on the Health and Wellbeing Hub on our intranet as a key source for important health and wellbeing resources and services
- consolidated Employee Assistance Program tender to streamline our support services for staff
- roll-out of customised training programs, including feeling of grief and loss, vicarious trauma, situational awareness, Safety and security, dementia and intellectual disability, manual handling, de-escalation techniques and understanding intellectual disability and psychosis.
- dedicated plans and services to support staff mental health
- lunchtime sessions covering topics such as dealing with change, mindfulness, nutrition, managing stress and building resilience for managers and staff, work-life balance, personal safety and family domestic violence
- mental health first aid training for leaders and staff
- career development programs
- flu and other vaccinations, such as whooping cough and tetanus
- ergonomic, worksite and home-based assessments
- Healthy Challenge pedometer competition
- skin checks

- Healthy Mind Expo
- stretch and relaxation lunchtime sessions
- online compliance training in health and safety and injury management
- employee wellbeing survey.

Future initiatives

At the close of the reporting period Communities is working on the following initiatives, which will be rolled out in 2019–20:

- consolidated incident management system
- women and men's health expos
- regional safety, health and wellbeing roadshows
- Work Health and Safety training needs analysis audit
- implementation and roll-out of the Work Health and Safety Framework.

Government building training policy

Communities does not have any maintenance contracts over the value of \$2 million and any construction contracts are managed by the Department of Finance's Building Management and Works. Accordingly, disclosure requirements of this policy will be met by the Department of Finance.

The Housing Authority enters into construction maintenance and construction contracts and these are reported in the Housing Authority Annual Report 2018–19.

