



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

# Department of Communities Annual Report

# 2019-20





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# 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; Fisheries; Veterans Issues; Asian Engagement.

## Hon Dave Kelly MLA

Minister for Water; Forestry; Innovation and ICT; Science; Youth.

## For the year ended 30 June 2020

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 2020.

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



**Michelle Andrews**  
**Accountable Authority**

9 October 2020



# Accessibility statement

The Department of Communities strives to achieve online accessibility when delivering information to be inclusive of a wide range of people, including people with disability. This annual report has been designed in both a PDF and accessible Word format. Some parts of the report may not achieve accessibility standards; for example the text size in some financial tables has been reduced to fit an A4 page. If you require an alternative format, please email: [enquiries@communities.wa.gov.au](mailto:enquiries@communities.wa.gov.au)

# Acknowledgement of country and peoples

The Department of Communities proudly acknowledges Traditional Custodians throughout Western Australia and recognises their continuing connection to their lands, families and communities. We pay our respects to Aboriginal and Torres Strait Islander people and cultures, and to Elders past, present and emerging.

# Contact details

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If you are deaf or have a hearing or speech impairment, contact us through the [National Relay Service](#).



# Overview



## Director General foreword



I am pleased to present the 2019–20 annual report for the Department of Communities (Communities).

This report marks the conclusion of a challenging period for Communities. Thankfully, the strength and quality of our workforce has enabled us to rise and meet the challenges while ensuring that we continued our core work of providing vital services for Western Australia's most vulnerable people.

The COVID-19 pandemic saw the need for Communities to respond to rapidly assist large numbers of people across the State. I was appointed State Welfare Coordinator through the activation of the State Emergency Welfare Plan. The State Welfare Incident Coordination Centre was established within Communities to work alongside other agencies such as the Department of Health and the Western Australia Police Force to coordinate the provision of emergency welfare services at this critical time.

It was pleasing to see how our staff adapted quickly to take on a new role providing welfare services such as emergency accommodation, personal support services, registration and reunification and, in some cases, financial assistance. The commitment and dedication of Communities' staff was evident when I travelled to our regional office in Kununurra and saw first-hand the work being done to deliver emergency relief to people stranded due to COVID-19 travel restrictions. I am extremely proud of their efforts, as I am of the efforts of all our staff who faced added hurdles to meet new health directions.

The people who use our services range from those with exceptionally complex needs, to people who need support to live in an inclusive community. Our services range from intensive, to supportive and enabling activities that foster vibrant, inclusive places and communities. Throughout our response to COVID-19, we did not lose focus on our core services of keeping children safe, empowering families, providing affordable homes, delivering essential community services and supporting people with disability as we transition to the National Disability Insurance Scheme (NDIS).

Since being appointed Director General of Communities just over 18 months ago I have sought to ensure that integrity is at the centre of everything that we do. I ordered a wide-reaching overhaul of our systems and processes to support our leaders and teams to restore the trust and confidence of the Western Australian community in this agency following criminal charges being laid against one of our former senior executives.

Under the auspices of our Agency Capability Program we have implemented a new senior leadership structure with integrity and reform roles at the heart of our mission. We have appointed an independent chairperson, Rob McDonald and an independent member of the

Audit and Risk Committee. We have also established a new Finance and Investment Committee with an independent chairperson, John Langoulant AO.

As part of our commitment to improve outcomes for Aboriginal people and to enhance the cultural understanding of staff, I established an Aboriginal Cultural Council in October last year. Communities staff now engage regularly with the Council to seek perspective and advice. Consistent with our focus on improving organisational capability and governance, Communities is planning for a review of the terms of reference for the Council, with a view to finalising this work in the first quarter of 2021.

Finally, this year also saw Communities move to our new, purpose-built head office in Walyalup (Fremantle). In addition to providing some much-welcomed economic stimulus for the many small businesses operating in the port city, this move has enabled us to work better with all staff across the State and strengthen our identity as one department. This has been supported by the significant progress we have made in bringing our corporate, information technology and human resources systems together.

While our achievements in 2019–20 have been many, we acknowledge that there is still more work to be done to improve our organisational capability and embed new ways of working.

We look forward to continuing to work openly and collaboratively with our partners across the State to continue to deliver services that make a real and meaningful impact on the lives of people in Western Australia.



**Michelle Andrews**  
**Director General**



# Executive Summary

The Department of Communities is Western Australia's major human services department delivering disability services, child protection and family support, housing, and community and regional initiatives. We work collaboratively with our partners across government and the community services sector to deliver vital services to support individual, family and community wellbeing.

Our work in 2019–20 has been impacted by two events of unprecedented scale: the financial corruption identified in 2019 and the COVID-19 pandemic. The Department has adapted to the challenges presented by these events by adopting flexible work practices and adapting our services where necessary. We have continued to work hard with the aim of creating a collaborative department focused on delivering services in a more efficient way.

Right across the State, Communities staff mobilised to provide emergency welfare support for travellers in the regions as well as support COVID-19 affected people in self-isolation who had no support network. As at 30 June 2020, 5,546 calls to Communities' Disaster Relief Hotline (13COVID) had been registered resulting in 7,148 actions being progressed. The Department was also instrumental in assisting Aboriginal people in remote communities to remain safe during the pandemic.

Acting on our genuine commitment to working collaboratively, Communities established a dedicated Community Sector Engagement Unit as part of our COVID-19 response. Representatives from the Western Australian Council of Social Service (WACOSS) and Parkerville Children and Youth Care were brought into the team during the initial stages, to help ensure a whole-of-community approach to tackling the unique challenges encountered throughout the pandemic. We mobilised nine vulnerable cohort taskforces with our government and community sector partners to target service delivery where it is needed most. To leverage on the successes of the taskforce partnership approach, Communities is working to carry lessons forward through building and sustaining strategic partnerships.

Throughout the pandemic, Communities maintained focus on our critical role ensuring the safety and wellbeing of families and children. In 2019–20 we commenced implementation of the Early Years Initiative, in partnership with the Minderoo Foundation and the Telethon Kids Institute, to improve outcomes from conception to age four in communities across Western Australia. We also continued our work to implement the 104 recommendations that we are responsible for leading as part of the State Government's response to the Royal Commission into Institutional Responses to Child Sexual Abuse. Through initiatives such as Target 120 and the West Pilbara Plan, which focus on integrated, place-based and person-centred service delivery, we helped more vulnerable young people to make positive changes in their lives.

Looking forward, strengthening support for our child protection workforce will be a priority and will be supported by the creation of a specialist Child Protection Unit. We will also build on the successes that we achieved this year, including the lowest growth of Aboriginal children in care since 2004 and the first reduction of non-Aboriginal children in care since 1998.

In 2019–20 we continued to advance the best interests of Western Australians with disability, their families and their carers, and strengthen the capacity and capability of the disability services sector. We released the third phase of the Sector Transition Fund, continued to work in partnership with the Commonwealth Government to maximise the benefits of the National Disability Insurance Scheme (NDIS) in Western Australia, coordinated Western Australia's contribution to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, enabled early diagnosis of children with neurodevelopmental disorders, led the implementation of the Strategy to Respond to the Abuse of Older People (Elder Abuse) and delivered supports for carers.

Creating strong families and safe communities is at the centre of what we do, and in 2019–20 Communities made significant progress on a comprehensive package of reforms under the State Government's Stopping Family and Domestic Violence Policy. Construction commenced on two new women's refuges, including the Peel refuge, which will be the first of its kind in Western Australia with a therapeutic service model designed to support women with mental health and other co-occurring needs.

Beyond COVID-19 we have leveraged our partnerships to strengthen the State's focus on homelessness and improve outcomes for vulnerable Western Australians. On 4 December 2019 the Premier and the Minister for Community Services launched All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030. The Supporting Communities Forum was fundamental in guiding the strategy's development.

Communities has continued to help more Western Australians on low to moderate incomes around the State find a quality, affordable home to live in. In 2019–20, we exceeded our target of delivering 35,000 affordable housing opportunities between 2010 and 2020. We have delivered 8,764 affordable homes since the launch of the Affordable Housing Action Plan in 2018, including 3,030 in 2019–20, representing 114 per cent of the Action Plan's target of 7,700 homes.

In 2019–20 we increased our efforts to make Communities a more inclusive workplace that better reflects the diverse people and communities we serve. In November 2019, Communities participated in the Perth Pride March for the first time. We worked to increase representation of people with disability in the public sector, and have five graduates with disability in the 2020 Graduate Program cohort.

Through our Agency Capability Program we are working hard to improve organisational capability, strengthen agency integrity, governance and financial management systems, and improve our culture and capacity to operate more effectively. During the year we established a new Governance, Integrity and Reform Division to lead the Agency Capability Program and embed best practice governance, risk and integrity practices in our agency. We have also commenced work to implement a new Data and Analytics Office to improve Communities' data collection, analysis and evidence-based decision making.

These changes will strengthen the capacity and capability of our agency and ensure that we are well placed to provide better services for the people of Western Australia.

## 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.

Along with our governance and financial frameworks and accountabilities, our values guide how we achieve outcomes for the people we serve. The outcomes we seek to achieve for our public customers form the strategic pillars from which our work flows:

- **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.

- **Inclusive and accessible communities** provide opportunities for all members to fully participate in the social, cultural and economic life of their community.
- **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 and it should provide a sense of security both physically and emotionally.
- **Strong families and kin** come from the trusting and enduring relationships that people build with their family, extended family and friends.



# Operational structure

## Responsible Ministers

At 30 June 2020, 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; Fisheries; Veterans Issues; Asian Engagement.
- Hon Dave Kelly MLA, Minister for Water; Forestry; Innovation and ICT; Science; Youth.

## Enabling legislation

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

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

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

The 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

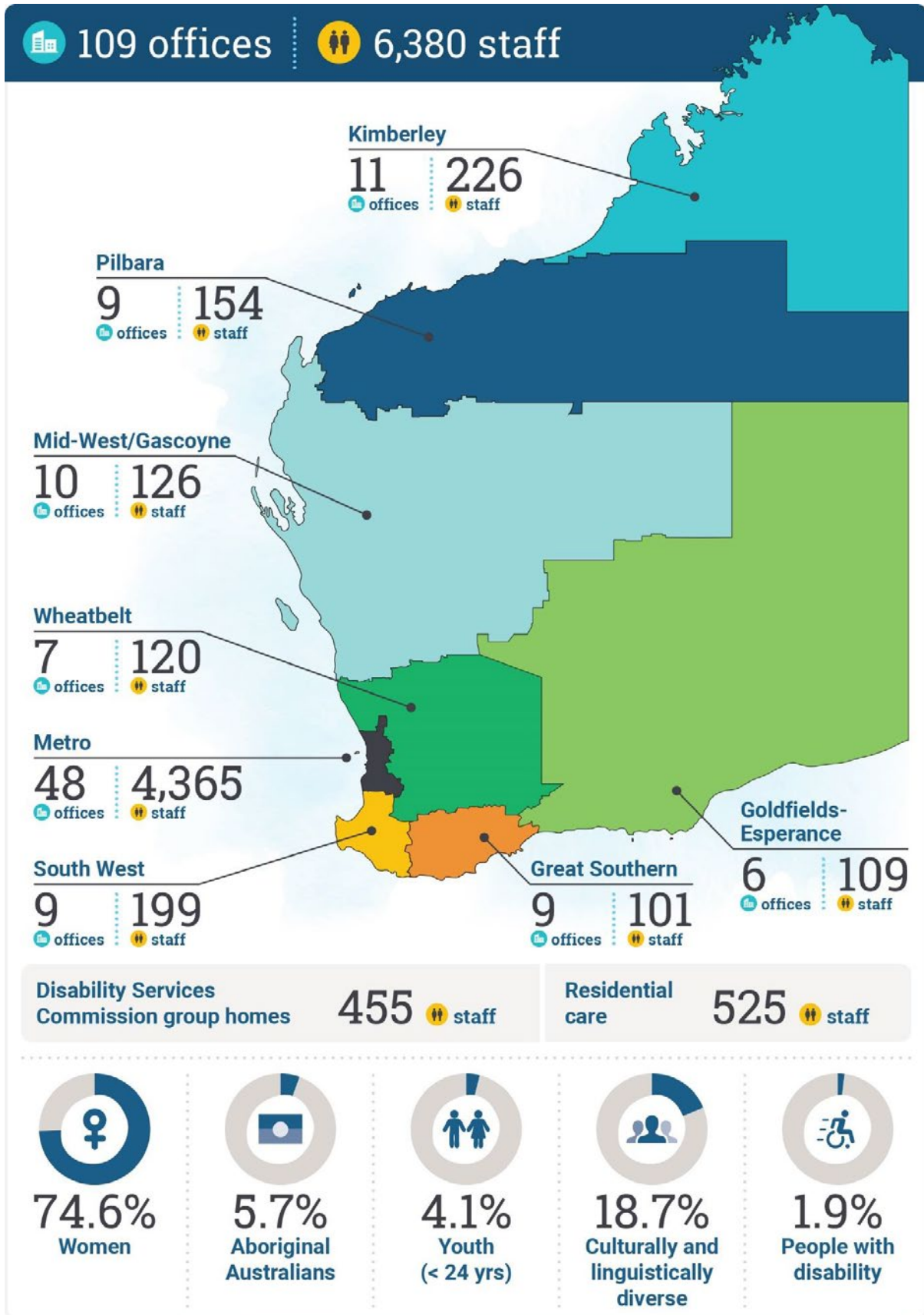
Communities administers the following legislation:

- *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.*

## Communities at a glance



## Organisational structure

During our response to the COVID-19 pandemic, Communities embraced new ways of working and changed our organisational structure with the aim of creating a collaborative department focused on delivering services in a more efficient way.

Communities has been reorganised into seven divisions that will work to enable the delivery of frontline services to Western Australians. We established a new leadership structure to support our divisions, and have improved lines of accountability while also demonstrating a clear commitment to improving Aboriginal outcomes and ensuring that integrity and service delivery remain the foundation of everything we do.

As part of the Agency Capability Program, we appointed a Chief Risk Officer in September 2019, an Assistant Director General Integrity and Professional Standards in November 2019 and recruited a Chief People Officer in April 2020. The Chief People Officer is directly accountable to the Director General to lead the development of our workforce and organisational capabilities and transform our organisational culture, including embedding a performance culture across our agency and strengthening our leadership and management capabilities.

In October 2019, we established an Aboriginal Cultural Council comprising leaders from across the State. The Aboriginal Cultural Council provides cultural advice to the Communities Leadership Team and broader department on strategic matters that impact Aboriginal and Torres Strait Islander people, families and communities.

## Communities corporate structure

Communities' Director General, Michelle Andrews, has oversight of the following agency divisions:

- Governance, Integrity and Reform, led by Acting Deputy Director General, Samantha Palmer.
- Aboriginal Outcomes, led by Acting Assistant Director General, Jacqueline Littlejohn.
- Strategy and Partnerships, led by Acting Assistant Director General, Caron Irwin.
- Community Services, led by Acting Deputy Director General, Rachael Green.
- Assets, led by Acting Assistant Director General, Nigel Hindmarsh.
- Finance, led by Interim Chief Finance Officer, Nilushka Wijayadasa.
- People, led by Chief People Officer, Kevin Hollingsworth.

Figure 1: Department of Communities corporate structure flowchart and leadership team



## Communities Leadership Team



### 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, where 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. Michelle 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.



### Rachael Green, Acting Deputy Director General, Community Services

Rachael has extensive experience working with vulnerable people in our community. This has included experience in corrections in both community and custodial settings across the United Kingdom and Australia. Rachael began her career in Corrective Services as the Head of Learning and Skills in Britain's largest facility for young people. Prior to joining the Department of Communities, Rachael was the Deputy Commissioner, Youth Justice Services in Western Australia.

Rachael is passionate about empowering others to achieve and reach their potential and has significant experience working across life course, understanding the impacts of intergenerational trauma and its relationship with poor social outcomes. Rachael also has extensive experience in operational service delivery, as well as expertise in service design and implementing large-scale reform.





## Samantha Palmer, Acting Deputy Director General, Governance, Integrity and Reform

Samantha Palmer has more than 20 years' experience in senior corporate, program and policy roles in the Australian and Queensland governments, along with private, university and community sector experience. Samantha is a Commonwealth Division Head on placement with Communities from the Australian Bureau of Statistics.

Samantha was the inaugural Australian Human Resource Institute Diversity Champion of the Year (HR) in 2013, one of the 100 AFR/Westpac Women of Influence in 2013, and serves on the Board of the Australian (Employers) Network on Disability, National Executive Board of the Institute of Public Administration Australia, and IPAA ACT Council. Samantha was awarded National Fellowship of IPAA in 2016 and has a Master of Public Administration and Bachelor of Business.



## Jacqueline Littlejohn, Acting Assistant Director General, Aboriginal Outcomes

Jacqueline is a Yamatji Malgana woman from Shark Bay in Western Australia. As a proud Aboriginal woman, Jacqueline has worked within, led and advocated for the Western Australian Aboriginal community all her life.

Prior to joining Communities, Jacqueline implemented Laing O'Rourke's Indigenous Development Strategy by establishing the company's Executive Diversity Council, holding the global role of Head of Diversity, Inclusion and Indigenous Affairs. Jacqueline established Aboriginal affairs consultancy Opportunities Without Boundaries, advising and supporting organisations on Aboriginal business and economic development, cultural planning and land management. Jacqueline has held numerous leadership positions in Aboriginal communities, including having been a member of the Aboriginal Lands Trust and the Western Australian Aboriginal Advisory Council.



## Nigel Hindmarsh, Acting Assistant Director General, Assets

A civil engineer who specialised in explosives engineering, Nigel transferred those skills into a 20-year career in the British Army as an officer in the Corps of Royal Engineers. During this time, Nigel worked around the world as a senior public servant and was a strategic planner in central government for the London 2012 Olympic Games. Nigel emigrated to Australia with his family and joined the Housing Authority in October 2013. He has since held several senior leadership positions in the Housing Authority's Commercial Operations (now Assets) division and in Communities.



## Caron Irwin, Acting Assistant Director General, Strategy and Partnerships

Caron has over 30 years' experience in the Western Australian public service, including 10 years as a senior executive. She was previously Minister McGurk's chief of staff from April 2017. Before that, Caron was the Assistant Commissioner, Youth Justice Services at the Department of Corrective Services. Caron has extensive experience in policy development and management of critical projects, and throughout her career has worked to promote children and young people's wellbeing.



### Nilushka Wijayadasa, Interim Chief Financial Officer

Prior to his appointment at Communities, Nilushka was Horizon Power's Finance Manager. Nilushka has extensive experience in the finance, investment and commercial sectors. These include Ernst and Young, Cal Investment Banking, InterFinancial Mergers and Acquisitions and Ergon Energy. Nilushka is a CPA Australia member, and holds a Bachelor of Law and Master in Applied Finance.



### Kevin Hollingsworth, Chief People Officer

Kevin is an experienced human resources leader and organisational psychologist with over 35 years' experience, predominantly gained in the Western Australian resource sector. Kevin has complemented this with external consulting services, involving a broad cross-section of industries and sectors as well as not-for-profit Board experience in the community sector. Kevin has extensive experience in human resource management, organisational development and change management, capability and leadership development, talent management and leading HR and related services up to and including executive level. Kevin is a Fellow of the Australian Human Resources Institute and the Australian Institute of Management (WA).

## Organisational reform

### Fremantle 2020

In 2020 we moved 1,600 staff to our new Walyalup (Fremantle) campus as part of the State Government's redevelopment and revitalisation of the City of Fremantle. The relocation has enabled our head office to co-locate for the first time in purpose-built premises that enable us to work better together. In preparation for the move, staff participated in face-to-face Aboriginal Inclusion and Engagement Strategy Cultural Awareness workshops delivered by Aboriginal Elder Dr Richard Walley OAM, to grow their awareness of the Wadjuk community in Walyalup.

Over the year, some of our people developed and implemented a network of Change Champions to support their colleagues in the Fremantle relocation. Champions have collaborated to improve the change experience and inspire their colleagues to embrace the positive impacts of the Fremantle move.

### Functional review of Disability Services

The decision for Western Australia to join the centrally-administered NDIS, coupled with the machinery of government reforms that brought together the State's social services delivery functions under a single Department of Communities that assumed the operations of the Disability Services Commission, has meant changes to the way that services and supports for people with disability will be delivered in the State.

On 20 March 2018, the State Government approved the establishment of a functional review of Communities' disability services to determine future State disability service responsibilities. An options paper to inform government decision-making regarding the future of disability services has been finalised. The Government is currently considering its response.

### Transfer of commercial operations functions to DevelopmentWA

On 25 November 2019, the Premier of Western Australia, the Hon Mark McGowan MLA, announced the transfer of land development and related commercial functions from Communities to DevelopmentWA.

Work has commenced to enable the transfer of functions from Communities to DevelopmentWA, including work to identify functions for transfer, stakeholder engagement and communications, and financial, governance and risk matters. A steering committee comprising heads of central agencies is providing strategic advice and guidance to support the implementation of the reform.

# Agency performance





# COVID-19

## Emergency response

**5,546**

calls to the Disaster Relief Hotline



**7,148**

Emergency Support Unit referrals



**80**

business continuity plans developed



## Remote communities

**95**

pandemic plans developed for 189 remote Aboriginal communities



**1,113**

people returned to Country



## Community services

Extended

**190** community service contracts for 12 months



Distributed

**\$3.1** million to 45 specialist family and domestic violence organisations



Established

**9** key cohort taskforces



## Support for youth

**120**

iPads repurposed to support distance learning for children in care during school closures



**\$250,000**

to address the digital divide affecting young people



## Emergency Welfare Response to COVID-19

Responding to the COVID-19 pandemic has been one of the most significant challenges faced by Communities in 2019-20. It has required the Department and our staff to navigate how we maintain critical business activities and continue to deliver essential frontline services to vulnerable clients within a complex and ever-changing environment. At the same time, we have had to design and deliver new services to people who have not previously needed our support.

On 15 March 2020, a State of Emergency was declared in Western Australia in response to the COVID-19 pandemic. Under the State Hazard Plan, Communities is the lead agency for the provision of emergency welfare support in the event of a human biosecurity event.

Business continuity planning undertaken during the year supported Communities to respond quickly. On 22 March 2020 we restructured our COVID-19 Incident Management Team to better support our workforce and strengthen our partnerships.

On 5 April 2020, the State Emergency Welfare Plan was activated as part of the State's ongoing response to the COVID-19 pandemic. The Plan is a blueprint for coordinated emergency management in Western Australia, under which Communities has responsibility to provide emergency welfare services across six functional areas: accommodation, food provision, clothing and personal requisites, personal support services, registration and reunification, and financial assistance.

Communities' Director General was appointed as the State Welfare Coordinator, with primary responsibility for ensuring coordinated delivery of emergency welfare services across the State. To assist the State Welfare Coordinator, a State Welfare Emergency Committee, State Welfare Incident Coordination Centre and Disaster Information Support and Care Centre were established.

The Disaster Information Support and Care Centre was also activated to support the international and domestic arrivals in isolation in Western Australia. It has enabled families and friends to seek information about those affected by the emergency and was set up to ensure a seamless multi-agency approach to provide support without duplication of effort.

### Emergency welfare support for travellers in the Perth metropolitan area

Communities implemented an arrangement with VenuesWest to support travellers returning to Perth during their 14-day quarantine period by placing them in city hotels and on Rottnest Island. During the arrivals process, Communities provided information and links to resources for travellers, including the Disaster Relief Hotline (13COVID). The hotline was set up to provide access to emergency clothing, personal items and personal support services. It operates between 7am and 10pm, seven days a week, and as at 30 June 2020 had registered 5,546 calls, resulting in 7,148 actions being progressed.

We have continued to support individuals experiencing hardship in isolation, including the cost of flights and accommodation, and have conducted welfare checks on hotel occupants to understand their needs.

Additionally, in partnership with VenuesWest, Communities provided supports to COVID-19 affected people in self-isolation who have no support network, cannot access food and essentials or are experiencing financial hardship.

## Emergency welfare support for travellers in the regions

The Kimberley human biosecurity declaration was announced on 18 March 2020. Communities established a Local Welfare Response Team with staff from across the region to accommodate and provide emergency welfare support to people entering the Biosecurity Area. The emergency welfare response included the provision of food and supplies, support for people experiencing drug and alcohol withdrawal, those requiring psychological support, and practical support to reduce the need for security and policing to enforce isolation.

The Local Welfare Response Team continues to respond to referrals from the COVID-19 hotline and regularly liaises with the Kimberley Operations Area Support Group, comprised of regional leaders from the WA Country Health Service, Kimberley Aboriginal Medical Service, Western Australia Police Force, Communities, Kimberley Land Council and other key agencies, to receive strategic advice in relation to the COVID-19 response and recovery.

### Cross agency collaboration

Communities worked collaboratively with the Western Australia Police Force and other agencies to ensure effective communication and real-time information sharing at a local level during the COVID-19 response in the Kimberley. This meant that people entering the State via the border at Kununurra the Kimberley Biosecurity Area received information and were swiftly supported in accordance with State and Commonwealth directions. The Western Australian Police Force received over 3,000 applications for entry exemptions into the Kimberley and when approval was provided, a number of these people required support from Communities to complete their isolation period.

As part of the welfare response, Communities has also been providing emergency welfare support to people who require assistance to self-isolate while awaiting the outcome of a COVID-19 test. We worked closely with the WA Country Health Service and Kimberley Aboriginal Medical Service to ensure that people who required assistance were identified, and that their social, emotional and medical needs were met while they were in isolation.

Communities also prepared Outridge Terrace in the Goldfields region to provide culturally appropriate and safe accommodation for residents who were required to self-isolate before they returned to their communities in a biosecurity area.

### Woodman Point Recreation Camp

On 10 April 2020, Communities commenced providing emergency accommodation and critical supports for 47 homeless people at risk of COVID-19 at Woodman Point Recreation Camp. When Woodman Point closed on 15 May 2020, 11 residents moved into social housing. In the lead up to their move, staff from Communities, Ruah and Noongar Mia Mia supported residents to arrange bond loans, sign tenancy agreements and complete paperwork required for their transition into housing.

### Collaboration and partnerships

#### Vulnerable Cohort Taskforces

Communities established nine vulnerable cohort taskforces to leverage the collective capabilities of government and the community services sector and support the delivery of essential services during the pandemic, with a specific focus on addressing the following priorities identified by the taskforces:

- access to appropriate accommodation options
- linkages with education, health and legal support
- access to personal protective equipment and critical products
- emergency relief
- food security.

Key achievements by the taskforces include:

- launching a social media campaign to support victims and survivors of family and domestic violence, including messages of support from the Premier, Minister for Prevention of Family and Domestic Violence and the Police Commissioner, which was translated into six languages and has been viewed 70,274 times
- identifying long-term accommodation options for homeless clients exiting temporary accommodation provided by Communities, including providing social housing for 11 residents who were residing at the Woodman Point Recreation Camp
- launching a website to assist job seekers to connect with employers in the disability sector and ensure ongoing availability of a skilled workforce to support people with disability during COVID-19, with over 30 providers and 150 job seekers registered
- launching an 'At Home Guide' for seniors – providing resources and information on accessing aged care services, cybercrime and safety, social and physical engagement, elder abuse, Aboriginal services and diversity and inclusion services, in partnership with the Council of the Ageing Western Australia

- gaining approval for housing acquisition for children in care as part of the State Health Emergency Response Plan
- establishing an essential shopping delivery service, in partnership with Cahoots Connects, to support delivery of essential shopping and pharmaceutical items to vulnerable people who were in isolation and quarantine in the Perth metropolitan area.

## Partnering across State Government

During our response to COVID-19, Communities received great support from agencies that loaned us additional staff, facilities and resources to help coordinate and deliver the emergency welfare response across the state. We were provided with 19 expert staff from seven agencies, including the Departments of Planning, Lands and Heritage; Local Government, Sports and Cultural Industries; Fire and Emergency Services; Mines, Industry Regulation and Safety; and Primary Industries and Regional Development, as well as the Australian Defence Force; and the Office of the Auditor General. They have helped us to mobilise support for key vulnerable cohorts throughout the pandemic. We also provided 15 expert staff to five agencies to support a whole-of-public sector response to COVID-19.

## Community services sector

In 2019–20, Communities provided \$268,783,918 to the community services sector for organisations that provide important services to vulnerable people. Amid the COVID-19 pandemic, we acted to strengthen our partnerships with the sector. Our response included partnering across government to extend contracts that were due for renewal in 2020. We extended 190 contracts for 12 months, with continuity of funding ensuring that community service organisations remain financially viable and deliver much-needed services to Western Australians.

In April 2020, the State Government continued its support for the community services sector and women in the workforce by approving \$58 million in supplementation funding for eligible community services, health and mental health-funded organisations that had sustainability concerns resulting from the 2012 Fair Work Commission Equal Remuneration Order.

Communities worked closely key government and sector partners to provide regular communication with the community services sector during the COVID-19 pandemic. Communication has been via communiqués distributed through the Community Sector Partnerships Team, the vulnerable cohort taskforces, a dedicated COVID-19 webpage on the Communities' website and a weekly webinar, Tuesdays at 12. There were five weekly webinars between April and May 2020, viewed by 961 people. Communication with the sector has been particularly important for sharing guidance on the modifications we made to service delivery practice to minimise health risks.



## People and safety

### Remote communities

Working alongside our Aboriginal partners was a priority during our response to the COVID-19 pandemic.

Communities worked with 14 self-identified remote community groups and 81 individual remote communities to develop 95 unique and place-based pandemic plans covering 189 remote Aboriginal communities across the State. The plans are informed by place-based concerns relating to travel restrictions, funerals, food and product supplies and support for young people in remote areas.

We worked to ensure that residents of remote communities had access to essential items during the COVID-19 pandemic by:

- working with Telstra and the Department of Primary Industries and Regional Development to deploy 169 pay phones free of charge in remote communities for residents' use during the pandemic
- addressing and problem-solving food-related concerns such as food security, distribution and financial restrictions for bulk food orders by providing expert advice to the cross-agency group
- developing supply chains, and arranging transport and storage to regional and remote communities, to ensure they could access critical consumable items such as cleaning products, sanitiser and toilet paper
- producing informational posters in two Aboriginal languages, Martu and Kriol, to inform remote communities about precautions required to stop the spread of COVID-19.

We also updated our websites and social media platforms with information relevant to changes in remote service delivery, and developed guidelines to keep staff and clients safe amid ongoing essential service delivery in Aboriginal communities.

In March 2020, Communities commenced a Return to Country initiative to assist Aboriginal people to return to their remote home communities. We provided transport and relocation support to 1,113 people who returned to their communities.

### National Partnership Agreement on COVID-19 Domestic and Family Violence Responses

Movement restrictions, quarantine and self-isolation measures related to COVID-19 increase the risk for women and children in their homes living with a violent perpetrator.

The number of family violence incident reports to the Western Australia Police Force between March and June 2020 was between 4.7 per cent and 6.4 per cent higher than the same months last year. Additionally, the Women's Domestic Violence Helpline received a 47 per cent increase in calls in March 2020 compared to March 2019.

Communities is closely monitoring helplines and data from refuges to ensure appropriate levels of support are available.

Under the National Partnership Agreement on COVID-19 Domestic and Family Violence Responses, Western Australia received \$3.1 million in Commonwealth funding in a first phase allocation to focus on the immediate safety needs of victims of family and domestic violence. Funding was distributed to 45 specialist family and domestic violence organisations that deliver a range of services to victims and perpetrators in line with four priority areas endorsed by the Council of Australian Government's Women's Safety Council:

1. increase Safe at Home capacity, including a Safe at Home program specifically designed for Aboriginal women and children in the metropolitan area
2. perpetrator case management and coordination
3. brokerage and accommodation
4. child advocacy and support.

### **Family and domestic violence central triage model**

In the context of COVID-19, Communities partnered with the Western Australia Police Force, the Department of Justice and peak body Stopping Family Violence to establish a Centralised Family Violence Assessment Team at our Royal Street office. This team supported the Kimberley region between 30 April and 30 June 2020, publishing 837 family violence incident reports with in-depth histories of perpetrator patterns of behaviour and risk factors. To improve collaboration on highly complex cases, Stopping Family Violence facilitated five joint-agency perpetrator behaviour mappings. Feedback from local response teams indicated that the central team improved consistency of information, allowing for better informed assessments, and has significantly reduced the administrative burden on Police and Communities, allowing for more family engagement.

### **Supporting young people to navigate the 'digital divide'**

The COVID-19 pandemic had a significant impact on young people and through the Youth Taskforce, Communities has been working with other State Government agencies, the Youth Affairs Council of Western Australia and community service organisations to address the challenges posed during this time.

While many services switched to online or phone delivery during the pandemic, many young people were unable to engage these services, supports and information as they had no digital access. To counter this 'digital divide', Communities provided the Youth Affairs Council a grant of \$250,000 on 25 June 2020 to implement four initiatives to tackle this issue:

- the Youth Digital Inclusion Initiative, which will provide up to 300 refurbished IT devices containing a maximum of six months' data, to vulnerable people between 16 to 24 years, through youth service providers

- a live dashboard update facility that uses the Youth Affairs Council's youth services directory, that will provide current information on service delivery and service impacts from the COVID-19 pandemic
- using social media platforms to give accurate information to help young people manage the impact of the pandemic on their lives
- engaging young people via the Taskforce and other relevant forums to gain insight into how best to meet the needs of young people.

## Adapting our practice

Reducing the risk of exposure and ensuring the safety and wellbeing of staff and clients has been our priority during our response to the COVID-19 pandemic. This involved revising our procedures and working arrangements, in line with Government and expert advice.

### Changes to Communities' procedures

During the pandemic, Communities' expert practice team reviewed practices and provided daily advice to frontline teams, clients and carers to support their safety. Guided by the expert practice team, we transitioned to alternative arrangements to face-to-face contact for children in care, while ensuring that children, especially Aboriginal children, remained connected to family, community and culture. We also postponed all non-critical air travel for children in care.

For the safety of staff and vulnerable clients during the COVID-19 pandemic, Communities temporarily suspended all scheduled annual, bi-annual and ad-hoc inspections of public housing, Aboriginal Housing and Government Regional Officers Housing (GROH) from 19 March to 18 May 2020. During the suspension, our contact with clients was over the phone, via email or SMS, and we continued to provide all essential and scheduled maintenance in public and GROH properties. Due to special biosecurity restrictions to protect remote Aboriginal communities from the spread of COVID-19, our non-essential services to town-based and remote Aboriginal communities remain suspended.

To prevent tenants having to move out or risk becoming homeless, a six-month moratorium on residential tenancy evictions became law in April 2020. To minimise the financial impacts of the pandemic for public housing tenants, we also introduced a freeze on rent increases for the duration of the emergency period (between 30 March 2020 and 29 September 2020).

We repurposed our technology to support children in care who were learning from home during COVID-19 school closures, including 120 iPads to support distance learning for children who could not access personally-owned or school-loaned information and communications technology equipment during the pandemic.

## Positive experience for Westview House

Prior to COVID-19, 14-year old Harry (name changed for confidentiality) and nine other children were living at Westview House in Geraldton, a residential care facility for children from 0 to 17 years. As part of Communities' COVID-19 response plan, we adjusted the number of residents in the care facility and offered Westview a second house for use. The new house, known as Mt Tarcoola, is just a few kilometres up the road. With the extra room that a second house has afforded staff and children, the atmosphere in each house has improved.

Harry, in particular, has flourished. Since being moved to Mt Tarcoola, he has returned to school, can now manage his conflict triggers and is planning a career in the mining industry. At his own request, Harry cooks dinner for the house a couple of times a week and cleans and does his laundry. As a recognition of his improved behaviour, Youth Engagement Police officers have organised weekly rewards and recognitions of Harry's achievements.

## Flexible working arrangements

The COVID-19 pandemic was an opportunity for Communities to trial flexible and innovative work arrangements and learn ways to better use technology to support staff, while still providing essential services to the community.

To reduce risk of exposure to the virus, Communities activated the Home-based Work COVID-19 Workforce Action Plan in March 2020, to support staff to work from home or at the office. Around 80 per cent of staff who could carry out their duties from home accessed this opportunity.

This action plan was in line with Public Sector Commission and Department of Health requirements and guidelines. We also deployed 454 mobile phones and 732 laptops to support staff doing vital frontline service delivery roles so they could work in a more mobile or remote fashion. In the Kimberley, staff had options to either work in their office, co-locate in another office or work from home.

We created pandemic-specific business continuity plans across Communities, designed to ensure the continued operation of critical business activities to support community needs. We developed plans for all essential services, including children in residential care, people with disability living in group homes, secure care, essential regional services, the Disability Justice Centre, and critical services delivered by non-government organisations. In total, 80 business continuity plans were developed across the entire agency.

The majority of staff returned to normal working arrangements by 18 May, in line with the announcement on 10 May that the State Government was easing restrictions and encouraging all Western Australians to return to their usual places of work.

Since restrictions have eased, and making use of our new Flexible Working Policy, we have continued to support ongoing flexible work arrangements for staff 'at higher risk' and new flexible working arrangements for employees where both business outcomes and needs and individual needs can be accommodated.

## Planning for recovery

In collaboration with the Department of Treasury, Communities is working on a suite of measures to stimulate and stabilise the Western Australian economy as we transition to recovery. These activities focus on leveraging our existing assets base and partnership opportunities to support jobs and stimulate the economy, while at the same time providing housing to the most vulnerable in our community.

### Housing and Homelessness Investment Package

On 3 and 4 December 2019, the Premier announced a Housing and Homelessness Investment Package totalling \$222 million, designed to provide more social and affordable housing and tackle homelessness in Western Australia. The targeted housing investment will generate immediate stimulus in the building and construction sector, create jobs and deliver housing and support for people on low incomes as well as vulnerable groups.

As a result of the economic and social impacts of the COVID-19 pandemic, we reviewed our commitments under the investment package and identified four months of time savings across the program. Major maintenance and refurbishment works were originally on track to commence by January 2021; however, to support the economic response to the COVID-19 pandemic we expedited the process. As of 30 June 2020, we had contracted \$2 million worth of work orders for properties across Western Australia. This includes works in the Goldfields, Midwest Gascoyne, Great Southern, South West, Pilbara, Wheatbelt and metropolitan Perth, and will support contractors such as carpenters, electricians, plumbers and painters.

### Social Housing Economic Recovery Package

On 7 June 2020, the Premier and Minister for Housing unveiled a housing stimulus package with an estimated value of \$444 million to aid the State's recovery from the COVID-19 pandemic.

Communities is responsible for delivering three streams through the Social Housing Economic Recovery Package totalling \$319 million, comprising:

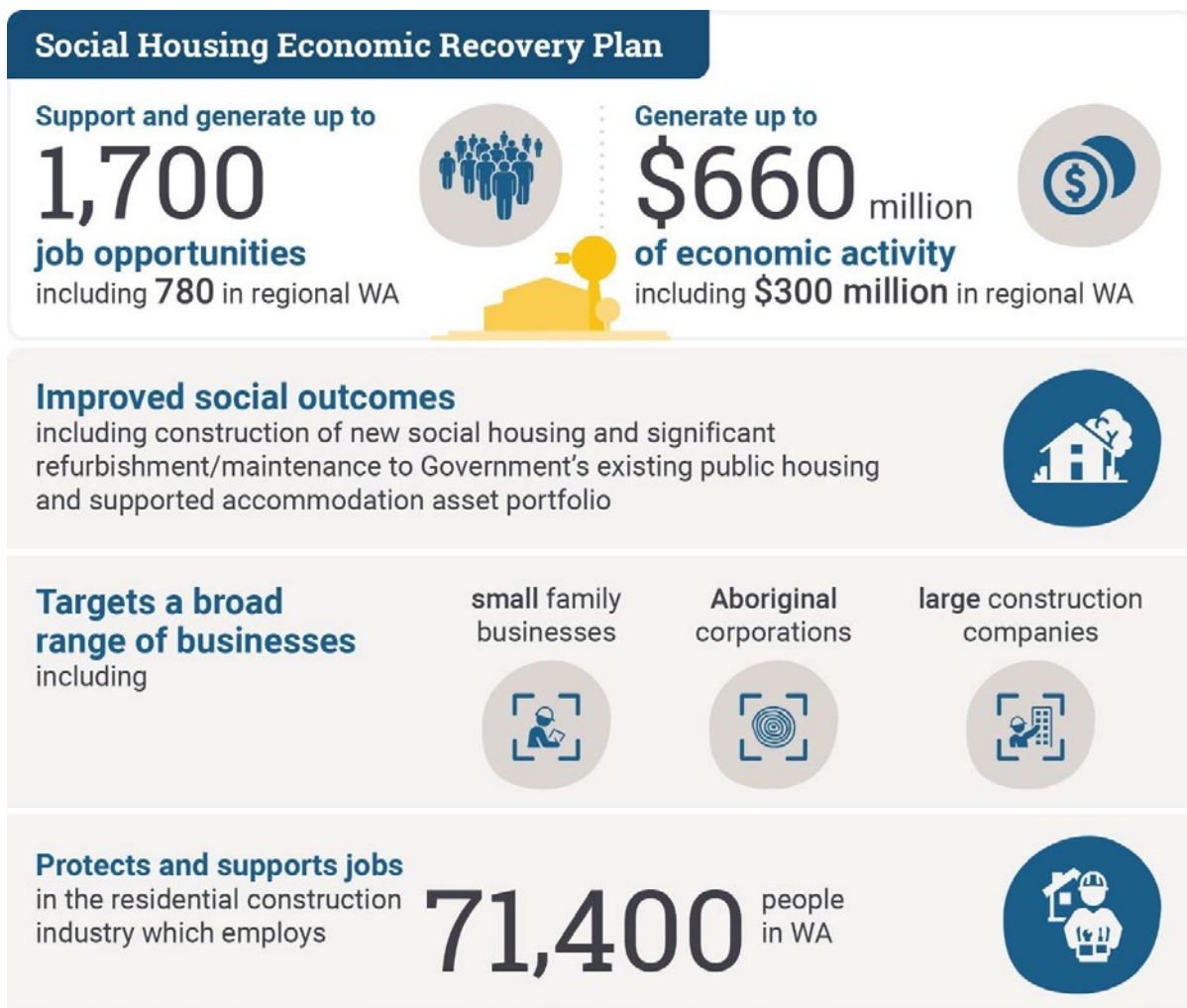
- \$97 million for the construction and purchase of about 250 dwellings, to be used for either social or affordable housing
- \$142 million to deliver refurbishments to 1,500 existing social housing properties
- \$80 million for a targeted maintenance program for 3,800 regional social housing properties.



Delivering the package will support an estimated 1,700 jobs over two years, including 780 jobs in regional areas. The increased pipeline of work will help ensure continued employment for builders, suppliers and tradespeople. In particular, workers in regional Western Australia will benefit from the ongoing maintenance program, stimulating economic activity in regional towns.

Combined with Communities' core social housing build program, the METRONET Housing Package and the Housing Investment Package, the recovery package will construct 831 new social housing dwellings over the period 2020-21 to 2023-24, 75 per cent of which will be allocated to people on the priority waiting list. New social housing stock will aim to be built to a minimum Silver Livable Homes Standard, to provide greater accessibility for seniors and people with disability. The refurbishment stream will also seek opportunities to target supported accommodation in need of repair, such as family and domestic violence refuges and group homes that provide shelter for vulnerable people.

We are establishing an independent oversight committee to ensure strong governance of the recovery package and delivery of improved social and economic outcomes for Western Australians.



## Social recovery planning

On 27 May 2020, the Premier announced the establishment of a State Recovery Advisory Group to help lead Western Australia's recovery from the impact of the pandemic, and appointment of the Public Sector Commissioner as the State Recovery Controller.

Communities was the lead agency supporting the State Recovery Controller in assessing the social impacts of the COVID-19 pandemic and response and coordinating and developing social recovery initiatives. This work involved intensive analysis of data from a wide range of sources, reviewing public input through the iThink WA website, collaboration with eight other agencies and 12 ministers, and attending and supporting nine ministerial roundtables on recovery.

Communities is now responsible for leading the State's social recovery initiatives, which have a strong focus on the needs of specific cohorts, including Aboriginal people, children in care, women experiencing family and domestic violence, people with disability, seniors and young people. Communities will lead the social domain of the WA Recovery Plan, which will help drive Western Australia's economic and social recovery from the pandemic, and be accountable for the delivery of initiatives including:

- stimulus focussed on capital expenditure
- recovery-focussed community services
- existing initiatives that are critical to recovery.

# Safe children

**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.

## Children in care

**4,479**  
children in foster or family care

**3,264**  
foster care households, including **68** new households in 2019-20

**375**  
children in residential care



**3,082**

Aboriginal children in care (56.06%)



**2,416**

non-Aboriginal children in care (43.94%)



**262**

in care with complex needs

**795**

children left care including **463** who left care because they were reunified with parents



**2,234**

viewpoint surveys completed by children in care

**\$36.6** million investment in earlier intervention and family support services

## Investigations and reporting

**14,192**  
child safety investigations conducted



**18,022**  
notifications relating to **18,328** children at risk of abuse and harm



**1,079** protection orders granted

**3,677** mandatory reports

## Working with children checks

**130,225**  
cards issued



**294** negative notices issued



**174** interim negative notices issued



## Key achievements

1. 71 per cent of all Target 120 participants (57 active and six exited clients) have had no contact with the Western Australia Police Force since joining the program.
2. The Children and Community Services Amendment Bill 2019 was introduced into Parliament in November 2019.
3. The rise in number of Aboriginal children in care has been at its lowest since 2004.
4. The number of non-Aboriginal children in care has dropped for the first time since 1998 (-0.9 per cent), and this is an 8.3 per cent reduction since the previous financial year.
5. The number of children in care rose by 2.2 per cent, the lowest single year growth since 1998.

## Building safe and strong families

### West Pilbara Plan

The State Government, through the West Pilbara Plan, is working with Aboriginal Elders, community members and service providers in and around Roebourne to directly respond to the needs of the community and address intergenerational disadvantage and child sexual abuse. Ten government agencies are responsible for delivering 32 projects within the plan, including Communities as the coordinating agency with responsibility for 12 projects.

Progress on the plan continues, despite being impacted by travel restrictions during the COVID-19 pandemic. As a result of collaborative efforts in Roebourne, there is a well-developed process in place between Communities' Pilbara Joint Response Team, Child and Adolescent Mental Health Service, school psychologists and Yaandina Family Centre to coordinate counselling services and support for children in the community. Communities has also partnered with the Western Australia Police Force, local community centre and Yaandina to trial the 'Safe Manggurlarra' (Children at Risk) initiative, to support children at risk after hours with appropriate safe places, referrals and community support.

Recently, a significant milestone for the community has been a successful funding application for the Commonwealth Government's Connected Beginnings program, which will have a significant impact on the capacity to deliver local collective impact projects in Roebourne. Local service providers and community members have also been upskilled on trauma informed practice, which will improve their capacity to provide safe and inclusive spaces for children in Roebourne.

### Target 120

Western Australia's rate of detention for young people is one of the highest in the country, and a significant number of young people who offend come from, and return to, a small

number of communities or postcodes. The community impact of this offending can be significant and disproportionately concentrated in locations of disadvantage. Target 120 is an across-government strategy that supports identified young people and families presenting with complex needs to reduce contact with the justice system and improve whole-of-life outcomes.

As at 30 June 2020, there were 57 active Target 120 participants and six clients who exited the program, taking total clients supported to 63. 71 per cent of all Target 120 participants have had no contact with the Western Australia Police Force since joining Target 120. Of the 57 active cases, 63.5 per cent of clients have had no contact with the Western Australia Police Force since joining the program. All clients are being supported to decrease offending behaviours and improve their capacity for positive change. Target 120 also extends support to the clients' siblings. A total 139 siblings of active and exited clients have received support through the program.

### Jemma's story

Jemma (name changed for confidentiality), 14, had been totally disengaged from school since Semester 1 2018, in part due to complex trauma and mental health issues that resulted in self-harm behaviour. She refused to take her medication and had started committing crimes. By the time Jemma agreed to participate in Target 120, she had contact with the police three times for serious offences, including aggravated home burglary.

Since joining Target 120, Jemma has made some significant and positive changes in her life. With help from a community youth officer, Jemma has successfully engaged with Headspace, commenced specialised trauma counselling and reduced her self-harming and substance abuse behaviours. She returned to school and regularly attends classes on an integrated part-time timetable. Due to intensive supports from the Target 120 program, Jemma avoided a custodial sentence in October 2019 and is being mentored to meet her Youth Justice requirements.

Jemma has returned home to live with her family, and a support worker is assisting her parents to develop their parenting strategies and her family to improve their relationships.



## Early Years Initiative

To improve the development, health and learning outcomes for children from conception to age four in communities across Western Australia, the State Government has partnered with the Minderoo Foundation and Telethon Kids Institute to deliver the Early Years Initiative. The initiative will work with four local communities to co-design a more family-friendly early years system and transform the developmental, health and learning outcomes of young children. The Great Southern has been selected as the first site for the rollout of the initiative.

## Early Years Networks

The support role for Early Years Networks transitioned from WACOSS to Communities on 30 June 2019. These networks focus on cross-sector communication, collaboration and coordination to enable early years services to be delivered more effectively. Their roles are to:

- build capacity to support children and families at a local level
- build partnerships and collaborations that support improved service delivery
- share information, ideas, research and resources and signpost place-based services
- provide access to learning and development opportunities.

The networks played a key role in communicating timely information to support parent and family resilience in the face of the challenges and stressors of the COVID-19 pandemic.

## Preventing children entering out-of-home care

The over-representation of Aboriginal children in the child protection system is a highly complex national issue, caused by an array of factors that must be considered in the context of ongoing social disadvantage and intergenerational poverty, trauma and abuse.

At 30 June 2020, 56.1 per cent of children in care (3,082) were Aboriginal. Although this number rose by 4.8 per cent for 2019–20, the total increase represents a 1.8 per cent drop from the previous year. It marks a long-term downward trend in the overall increase in numbers of Aboriginal children in care. Communities is driving this downward trend by focusing on earlier intervention through the Earlier Intervention and Family Support Strategy, designed to deliver targeted and intensive support for at-risk families.

Since Earlier Intervention and Family Support Services commenced, Communities has seen the largest fall in the number of children entering care for the last two decades. In 2019-20, we recorded:

- the lowest growth in numbers of Aboriginal children in care since 2004
- the first reduction in numbers of non-Aboriginal children in care since 1998 (-0.9 per cent), and an 8.3 per cent fall since the previous financial year
- the lowest single year growth of total children in care (2.2 per cent) since 1998.

## Earlier Intervention and Family Support Strategy

There are three intensive support programs delivered through the Earlier Intervention and Family Support Strategy:

- The **Aboriginal In-Home Support Service** provides trauma-informed intensive support to Aboriginal families. The Wungening Moort Aboriginal Corporation, as the lead agency in a consortium with Coolabaroo Community Services, Ebenezer Home and Moorditi Koort, delivers the service to support cultural competence and holistic wellbeing. The service has two streams: keeping children safe at home, and reunification. They collectively focus on practical parenting support and education, skills development, child mental health, safety and protection. Ninety per cent of children referred to the keeping children safe at home stream remained at home with their parents after 12 months. Forty two per cent of children in care referred to the reunification stream, remained reunified with their parents after 12 months.
- The **Intensive Family Support Service** is targeted towards families who are most at risk of entering care or whose children are in out-of-home care and require in-home support to assist reunification. Community service organisations, in partnership with Aboriginal community-controlled organisations, provide culturally-competent in-home practical support for the whole family to enhance safety and wellbeing. The services support families to improve parenting skills, address issues impacting negatively on their children, improve and develop culturally-safe support networks and get children to school. In 2019–20, 1,862 families were supported through the Intensive Family Support Service.
- **Family Support Networks** are a partnership between Communities and the community services sector that support at-risk families in the home. They provide targeted support to families with significant protection concerns and who require the support of more than one service. Families are supported in two ways: through assessment and coordination, and intensive case management. Family Support Networks helped 6,888 children through assessment and coordination, and 1,467 families through intensive case management in 2019–20.

The Aboriginal In-Home Support and Intensive Family Support services are both designed to divert families from the child protection system, while Family Support Networks provide targeted support to prevent children entering out-of-home care.

## Reunification for Georgia and her children

Georgia (name changed for confidentiality) was referred by Communities to the Aboriginal In-Home Support Service to be part of the reunification and keeping children safely at home streams. Prior to her referral, three of her children were in out-of-home care due to ongoing exposure to significant family and domestic violence perpetrated by Georgia's former partner and her own history of drug misuse that impacted on her ability to safely care for her children. Georgia was also pregnant at that time.

Following her referral, Wungening Moort worked with Georgia to build her support networks, help her to have a voice, gain confidence and build a strong cultural identity. She was also supported through the pre-birth planning process. As a result, she began taking proactive steps to address her personal issues and make changes that enabled her to meet her safety goals.

With the support of early intervention services, Georgia was able to obtain safe housing and support. She engaged in counselling, developed insight into the cycle of violence and built a safe support network. This was all part of Georgia's cultural healing journey.

After Georgia's baby was born, they left the hospital together and had a safety plan in place. After six months, Georgia commenced the reunification process for her three older children. Wungening Moort provided the in-home reunification support and helped Georgia to develop routines for her children, including around school attendance. All three children were safely reunified with Georgia by Christmas 2019.

## Keeping children safe

There is a significant cohort of young people across the State who are experiencing complex social issues that increase their risk of harm and the likelihood of poorer life outcomes. In 2019–20, Communities responded to 18,022 notifications relating to 18,328 children at risk of abuse and harm. There were 14,192 child safety investigations conducted, 3,677 mandatory reports completed, and 1,079 protection orders granted.

### Children and Community Services Amendment Bill 2019

On 18 November 2019, the Children and Community Services Amendment Bill 2019 was introduced into State Parliament. The Bill implements recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and the 2017 statutory review of the *Children and Community Services Act 2004*. The amendments in the Bill

strengthen the Act to better protect Western Australia's children from harm and improve outcomes for children in out-of-home care. The Bill was referred to the Standing Committee on Legislation on 25 June 2020. Its key themes include:

- the shared responsibility of government agencies for addressing the needs of children who are or were in state care – prescribed public authorities will need to prioritise requests for assistance to children in care and young people who qualify for leaving care assistance until they turn 25
- building a stronger connection to family, culture and country for Aboriginal people in care
- increased accountability in applying the Aboriginal child placement principle, including requirement to consult with an approved Aboriginal representative organisation before making a placement for an Aboriginal child
- mandating cultural support plans for Aboriginal children in care to support children's connection to family, culture and Country
- changes aimed at achieving continuity and stability in living arrangements, enhancing the child's relationships with family (subject to protecting the child from harm and meeting the child's needs)
- a new principle of the use of interpreter or other appropriate person to be made available to improve a person's participation in decision-making
- introducing ministers of religion as mandated reporters of child sexual abuse.

## Working with Children Check

The number of people with a Working with Children Check card in Western Australia continues to grow, with 385,028 at 30 June 2020 compared to 377,199 in June 2019.

Communities administers the Working with Children Check through its Working with Children Screening Unit. In 2019–20, the unit:

- screened and assessed 130,794 applications
- issued 130,225 cards
- issued 294 negative notices
- received 45,108 calls and 7,304 email enquiries.

The unit is also responsible for investigating alleged non-compliance, compliance assessments and prosecution action of organisations across the State. In 2019–20, the unit:

- finalised 317 investigations
- issued 24 formal written warnings
- finalised 194 compliance assessments of organisations
- commenced three prosecutions.

On 23 October 2019, the Office of the Auditor General tabled its follow-up audit report on Working with Children Checks in Parliament, making six recommendations for Communities to improve the Working with Children Check system. We took immediate action in responding to the report and implemented enhancements to address all six recommendations. This has included:

- strengthening criteria for use of interim negative notices and issuing these notices for the Acts, Schedule 2 - Class 2 offences, which resulted in 175 interim negative notices issued in 2019–20 compared with 78 issued in the 2018–19 financial year
- developing a risk-based schedule of regulatory activities, including proactive compliance
- establishing a targeted process for ensuring compliance of employers, employees, self-employed and volunteers in child-related work with the *Working with Children Act*
- ensuring there are no Communities employees currently undertaking child-related work without a Working with Children card or application in process
- regularly monitoring and reporting level of compliance with *the Working with Children Act* to management
- identifying opportunities to improve data sharing with the Western Australia Police to improve the effectiveness of the Working with Children Check scheme.

In September 2019, Western Australia was the first state to join the National Reference System database, which supports the sharing of adverse Working with Children Check card results across Australia.

To ensure compliance of businesses conducting child-related work with child-safety standards, Communities has developed a risk assessment tool to identify risks for child-related activity based on access and vulnerability.

We have also continued to educate organisations and the wider community about the Working with Children Check within the broader context of child safety and more recently as one part of the National Principles for Child Safe Organisation.

## Royal Commission into Institutional Responses to Child Sexual Abuse

Communities is responsible for leading 104 recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse, and in 2019–20 we continued our work to implement these recommendations.

We collaborated across government to progress strategic actions in Western Australia's Work Plan to guide the implementation of the National Principles for Child Safe Organisations. The National Principles are designed to help organisations create safer environments when working with or providing services to children and young people.

Communities co-chairs a Child Safety Working Group with the National Office for Child Safety to progress consistent implementation of the National Principles, information-



sharing recommendations, reporting obligations, and the development of a National Strategy to Prevent Child Sexual Abuse. We hold a dual role to direct and guide whole-of-government implementation of the National Principles, alongside implementing the principles throughout our own agency. To inform implementation and oversight initiatives, we completed a risk and gap mapping against the National Principles and have led work to develop a whole-of-government risk plan. We also worked closely with WACOSS to consult with the community services sector to better understand their progress and capacity to implement the National Principles.

We are also developing a whole-of-government child safety portal on the wa.gov.au website to streamline access to information regarding child safety and present it in a clear and accessible manner. The website will be launched in late 2020.

## National Redress Scheme

The National Redress Scheme helps people who have experienced institutional child sexual abuse to access counselling and psychological services. Western Australia's participation in the scheme is coordinated through a Redress Coordination Unit at the Department of Justice. Communities received 904 requests for information from Justice over the year, 622 of which were priority applications from the elderly and those with serious illnesses.

Historical child sexual abuse victims also have the option to seek redress via common law compensation entitlements directly through the courts. The removal of the limitation period from 1 July 2018 for child sexual abuse has increased the frequency of claims and litigation, with a shift seen since the last quarter of 2019 in the claims base from former child migrants in institutional care to more contemporary claims from adults who were formerly in foster care situations. We received 398 claims from 1 July 2018 to 30 June 2020. Our Historical Institutional Abuse of Children in Care Team have been working to manage claims in a timely, fair and sensitive manner. To date, Communities has paid and contributed around \$6.8 million in agreed settlements to claimants.

## Safe environments for children in care

### Specialist Child Protection Unit

Communities is establishing a Specialist Child Protection Unit that will address systemic issues impacting on child protection practice. The establishment of the unit is an opportunity to elevate the profile of child protection, strengthen the voice of children, families and communities, and cultivate a more consistent, supported and culturally-appropriate child protection function. We have taken a collaborative approach, focusing on our partnerships with stakeholders and relationships with staff to inform the functions of the unit. As at 30 June 2020, 65 internal and 23 external engagement sessions have been undertaken with staff from across the organisation, and external stakeholders from the

human services sector, partnering agencies and organisations, Aboriginal Community Controlled Organisations and academia. We also received a total of 58 written submissions in response to a recent consultation paper released.

## Out-of-home care reform

For children and young people who remain in care, Communities is developing a new out-of-home care service model that will ensure better outcomes for children. The new model will be place-based, trauma-informed and aligned to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse, changes to the *Children and Community Services Act 2004*, and focused on cultural connections and Aboriginal-led decision-making in relation to Aboriginal children. Ongoing collaboration between Communities, the out-of-home care Independent Reference Group and the out-of-home care reform Program Board is driving the reform program.

## Revised Stability and Connection Planning policy

In 2019–20, we reviewed our Stability and Connection Planning policy which outlines how Communities works with children in care, their parents and families.

The intent of the revised policy is to further support the practice of thorough cultural supporting planning for all children in care, to encourage relational and cultural connections to support a positive sense of identity and belonging. The revised policy integrates other related aspects of practice, including the Family Finding model, adherence to the Aboriginal and Torres Strait Islander child placement principle and the Care Team Approach Practice Framework. Emphasis on the principles of child participation, self-determination and community participation are consistent with the recommendations of the Statutory Review of the *Children and Community Services Act 2004*. The Professional Practice Unit has commenced the rollout of a staff training package on the new policy.

## Ensuring safe and quality care

The Standards Monitoring Unit continued to assess the safety and quality of care given by Communities as well as community sector organisations funded to provide care on our behalf. The unit finalised 13 assessment reports in 2019–20, completed seven district office assessments, six placement services assessments and received 26 self-assessments from organisations. The unit followed up with seven districts and services to ensure compliance with required actions over the year.

## Cultural training program for Armadale carers

Non-Indigenous carer, Angela (name changed for confidentiality), has been caring for children in the Armadale area for the past nine years and currently has a seven-year-old Aboriginal girl in her care who has been with her since birth, Chantelle (name changed for confidentiality). Like many other non-Indigenous carers, Angela didn't have a connection to Aboriginal culture and wanted a cultural education to benefit Chantelle and Angela. Communities started a cultural training program in Armadale to provide Aboriginal and non-Aboriginal carers with essential skills to help develop the cultural identity of the Aboriginal children in their care.

Aboriginal staff at the Armadale District lead the Cultural Space Initiative program, which includes pairing carers with Aboriginal Elders. The Cultural Space was developed to connect carers with the local Aboriginal community, establish the ongoing support needs of carers of Aboriginal children, and to increase carers' understanding of the cultural support needs of children. Activities run in the program include cooking, crafts, Aboriginal mental health first aid and cultural planning for carers' children.

For Angela, being involved in the program has helped Chantelle learn and connect with her culture. She has seen improvements in Chantelle, who has developed a sense of pride in her heritage: "Chantelle is starting to recognise that she's an Aboriginal girl. At first, she went through a stage where she didn't really have that interaction and that connection to culture, she was seeing that as a negative thing, so because of the things I have been able to learn and connect her with, she's now proud to be Aboriginal."

## Foster care refresh

In 2019–20, there were 4,479 children in foster or family care.

Communities values family and foster carers and the fundamental role they play in the care of children in foster care arrangements. In 2019-20, we partnered with the Foster Care Association of Western Australia to explore processes around recruitment, suitability and support mechanisms for foster carers as well as gain an understanding of their lived experiences of caring for children and working with Communities.

The consultation process provided us with strong insight into the underlying issues for carers and will inform a detailed program of work that we are driving to strengthen foster care across the State.

## Enhanced foster carer recruitment and approval processes

To address the increased demand for general foster care placements during the COVID-19 pandemic, Communities established a priority project to increase the pool of available foster carers and develop an interim, fast-track process for new and incomplete foster carer applications. Strategies that were implemented to expedite the recruitment, assessment and panel endorsement of prospective foster carers included:

- accelerating a recruitment campaign for foster carers via social media and other platforms, including print and radio media, which was viewed 1.3 million times across our Facebook pages
- expediting the assessment process by replacing the requirement for potential carers to attend face-to-face information sessions with participation in online sessions
- prioritising the Working with Children Check screening of foster carer applicants.

## Volunteer Mentor program

Communities runs a Volunteer Mentor Program in the metropolitan area for children in care who are between nine and 17 years from its Child and Carer Connection Hub. The Hub connects young people in care with an adult volunteer mentor who acts as a role model for them. Mentors and children engage in recreational activities, goal setting, emotional support and development of life skills. The program has a capacity of 25 active mentor matches at any time, and in the past 12 months, 31 young people participated in the program. As at 30 June 2020, there are 51 referrals on the waiting list. Although opportunities for mentoring were significantly reduced by the COVID-19 pandemic, there were 277 sessions for a total of 738 hours.

## Secure care for children at risk

Communities provides secure care for children who are at immediate and substantial risk of causing harm to themselves or others through the Kath French Secure Care Centre.

In November 2017, the Statutory Review of the *Children and Community Services Act 2004* recommended an evaluation of the centre's role and effectiveness. The evaluation was finalised in February 2019 and made 22 recommendations for actions to improve the service. Communities has developed an implementation action plan and working group to oversee progress on the recommendations.

## Regional foster carer Jess

Jess and her husband Nicholas have been fostering children on their pastoral property for 12 years. They have three biological and two Aboriginal foster children. It was a desire to give back to her community that encouraged Jess to become a foster carer, with the vast property an ideal place to raise kids.

When Jess and Nicholas started fostering it was a great learning curve for their family but the rewards of seeing her foster children “become confident, beautiful, young human beings” were tremendous. In addition to the reward of seeing the children grow up, Jess said she has learnt a lot. “I’ve learnt a lot about patience and tolerance but probably one of the biggest things I’ve learnt is about people less fortunate than myself, and living in the poverty cycle, and inter-generational sorrow and trauma and how that affects people.”

To Jess, being a foster carer “is a really wonderful way to contribute to the local community and help to contribute to stopping some of those social problems that we see, just by setting a good example”.

## Support for children with disability

### Neurodevelopmental Disability Assessment Service

Communities’ Neurodevelopmental Disability Assessment Service undertakes an important role in the provision of comprehensive multidisciplinary neurodevelopmental assessments, determining if children meet criteria for diagnoses such as Autism Spectrum Disorder and Intellectual Disability. The service promotes informed decision making about, and linkages to, the most appropriate supports and services for the individual.

In 2019-20, approximately 700 assessments for neurodevelopmental disability were completed.

### Early Years Programs

The Early Years Country program works in partnership with children diagnosed with Autism Spectrum Disorder and their families, their networks and other community service providers to develop strategies that assist to promote development and learning in children with autism. In 2019-20, the program provided services to 25 children. It was closed down in February 2020 as children transitioned across to local NDIS providers.



The Early Years Metro Program works in partnership with children diagnosed with global developmental delay and their families, teachers and other caregivers to optimise the child's learning and development. In 2019-20, the program provided services to 121 children. Referral numbers have been declining as children transition into the NDIS with the future plan being for the program to end service provision by the end of 2020.

## Leaving care

### Home Stretch

Communities has partnered with Anglicare WA to trial Home Stretch, an intensive support program for people between 18 and 21 years leaving care who may be at risk of homelessness or unemployment, and require help to transition into adulthood. The program is helping young people to become independent by providing them with stable accommodation and a clear pathway to education and employment. In October 2019, Lotterywest approved additional funding to expand the Home Stretch trial and over the 2019–20 year, the Home Stretch program supported 18 young people, including five Aboriginal young people<sup>2</sup>.

During COVID-19, Anglicare WA continued to provide the Home Stretch Service to the young people in the trial, with a focus on non-face-to-face communication mechanisms.

### Young people leaving care audit

In August 2018, the Auditor General completed an audit of Communities' support service for young people leaving care. As part of Communities' response to the audit, we are piloting new models of service delivery for young people leaving care in Fremantle and Midland. Dedicated leaving care teams focus on early engagement, planning and ongoing support for young people transitioning from care.

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<sup>2</sup>The Home Stretch trial is an opt-in/opt-out model. The trial operates with a maximum number of 15 places available for young people, and the number of young people supported during the period reflects where some young people have opted out of the trial and have been replaced by other young people.

# Empowered people

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

## Volunteering

**\$1.5** million to the volunteering sector



An estimated **80** per cent of Western Australians over 15 years contribute more than **315** million hours in volunteering annually



## Youth support

**\$1.5** million for youth development services



**\$478,103** for youth support services



More than **9,600** young people in 194 cadet units



## Support for carers

**\$1.1** million provided for the delivery of the Carers Service



**1,057** grandcarers supported through the grandcarer support program



## Financial support

**\$8.5** million funding for financial counselling services



**8,936** Hardship Utility Grants Scheme applications approved to a total value of **\$4.9** million



## Support for seniors

**\$24.22** million provided to **310,228** seniors through the Seniors Card cost of living rebate



**\$370,000** investment in elder abuse prevention initiatives



## Key achievements

1. Cost of living rebate provided to 310,228 of the Seniors Card Program, amounting to \$24.2 million.
2. Helped families access essential utilities by approving 8,936 hardship utility grant scheme applications
3. \$8.5 million for the delivery of 45 financial counselling services state-wide.

## District leadership groups

District leadership groups are responsible for developing and leading on-the-ground responses to improve local outcomes in 17 metropolitan and regional locations across the State. In 2019-20, Communities delivered a program of assistance to each region to drive District Leadership Group development. Assistance included support to identify and prioritise local issues, deliver collaborative solutions that optimise resources, support leadership development and establish protocols to improve their governance. During the COVID-19 pandemic, the groups met regularly to discuss the impact of the pandemic on communities, regional priorities and to share expertise. Biosecurity was identified as a focus issue for the Goldfields, Pilbara and the Kimberley.

Nine district leadership groups identified youth issues as a priority area in 2019–20, which has driven greater regional collaboration and coordination of service delivery in those locations. In the East and West Kimberley, priority working groups on children and young people have been established to address regional challenges related to youth at risk, juvenile crime, prolific priority offenders, young people living on the streets at night and improving the connectivity of existing Early Years services. Communities developed an online interactive portal 'district leadership group space' to assist members with administration and access to information. This portal also supports inter-region communication among the groups.

## Supporting our community's carers

In Western Australia, there are an estimated 320,000 carers who provide unpaid personal care, support and advocacy to family and friends, reducing the demand for, and dependence on, paid care and the health and community services sectors. In 2019–20, Communities supported those carers through various programs, funding and support.

## Grandcare, Grandcarers Assistance Program and the Support Service for the Grandcarers Support Scheme

Communities funds Wanslea Limited to deliver services to grandparents who are raising their grandchildren where the child's parents are unable or unwilling to provide them with a safe and stable home. In 2019–20, Communities provided Wanslea with \$664,471 to deliver the Grandcare Service, Grandcarers Assistance Program and the Support Services for the Grandcarers Support Scheme.

The Grandcare Service and the Grandcarers Assistance Program provide one-on-one consultations and assist grandcarers to source other supports including legal advice, respite, home help and tutoring, counselling and support groups.

The Support Services for the Grandcarers Support Scheme provides financial assistance to grandcarers caring for their grandchildren. In 2019–20, \$861,850 was provided to support 1,057 grandcarers as part of the Grandcarers Support Scheme. Grandcarers also received additional one-off \$100 payments per grandchild as part of the COVID-19 response.

## Carers Strategy

Communities relies on a valuable partnership with Carers WA to deliver better outcomes for carers in Western Australia and implement the Carers Strategy. In 2019–20, this partnership included \$1,129,326 for Carers WA to deliver the Carers Service, which provides counselling, training, community education, social support services to unpaid carers, and targeted young carer activities.

The Carers Strategy recognises that carers in regional Western Australia experience significant and unique challenges accessing information, advice and support. In July 2019, the Carers Advisory Council, in partnership with Communities, held a regional engagement session in Kalgoorlie, during which carers were encouraged to share their perspectives and experiences on being a carer in the region. Over 35 people, including carers and universal and Aboriginal-specific service providers, participated to discuss the life impacts of being a carer, access and support, and recognition and respect.

During COVID-19, the Carers Advisory Council also provided information and advice to the Minister for Child Protection and Communities to ensure carers' needs and concerns were appropriately considered in the pandemic response and recovery.

## Affordable rent cap for co-resident carers

In March 2020, the State Government announced a cap on rent for tenants with disability who receive informal care from a co-resident carer living in the tenant's social housing property. The new rent setting policy will cap the assessable income of a co-resident carer for rent purposes at the full rate of the carer payment, reducing the financial impact for tenants seeking co-residency arrangements where the carer has a higher income. It will

assist people with disability to remain in their social housing property by removing a previous barrier where people were financially disincentivised to become or remain co-resident carers for people with disability. Implementation of the policy has been delayed due to the COVID-19 pandemic and other operational issues, with the date of activation likely to be towards the end of 2020.

## Empowering people with disability

One in five Western Australians live with disability and the extent to which they are included in social, economic and civic life is an important driver of the State's future prosperity. Communities works to ensure that people with disability are not excluded from participation and they can access the services they need without being subjected to violence, abuse or neglect

### Disability advocacy

Communities funds three organisations in Western Australia to provide individual advocacy supports for people with disability: Ethnic Disability Advocacy Centre, Explorability, and People With Disabilities Western Australia. Supports are provided across a broad range of issues including employment, accommodation, education, financial assistance, justice and community inclusion.

In 2019–20, Communities provided \$2 million to support individual advocacy. In December 2019, the Minister for Disability Services committed an additional \$2.5 million to fund additional advocacy organisations to address hard-to-reach populations including Aboriginal people, people from culturally and linguistically diverse backgrounds and people in rural and remote areas.

Systemic advocacy influences long-term change to ensure the rights of people with disability are attained and upheld, resulting in an enhanced quality of life. In 2019-20, six disability advocacy organisations delivered over \$1.3 million of services supporting a number of particularly vulnerable groups within the community. Focus areas include accessing mainstream mental health services, barriers to housing for people with disability and the over representation of people with disability in the justice system.

## Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

Communities is leading Western Australia's response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The Royal Commission is an important opportunity for people with disability to share their experiences and to set a clear national direction on how to build a safer and more inclusive State. Communities established the Disability Royal Commission Western Australian Agency Steering Group to support cross-agency collaboration and closely



monitor the Royal Commission's progress. In collaboration with steering group members, we developed a protocol and several processes to guide agencies in their response to the inquiry, including responding to requests for written information and issues papers.

## Pathways to employment

The Public Sector Commission, in collaboration with Communities, developed the People with Disability Action Plan 2020–2025 which was launched by the Deputy Premier on behalf of the Minister for Disability Services on 3 December 2019, the International Day of People with Disability. The action plan aims to improve public sector employment outcomes and increase representation of people with disability to five per cent by the end of 2025.

Communities is continuing to support the Public Sector Commission to implement the action plan. In 2019-20, Communities partnered with the Public Sector Commission to drive staff diversity by developing a new public sector Workforce Diversification Strategy.

In 2019-20, Communities provided \$185,000 funding to National Disability Services Western Australia to increase meaningful workplace participation for people with disability in the public sector. The Building the Talent Pool project supported public sector agencies to establish best practice policies and processes and build the knowledge and skills to create sustainable changes and promote a change culture.

## State Disability Strategy

Communities is developing a State Disability Strategy to set the foundations to build a more inclusive Western Australia for people with disability. We engaged with key targeted stakeholders and consulted broadly with Western Australians to inform the development of the strategy. In December 2019, a consultation outcomes paper was released, which has been important in identifying pillars for change for the strategy that will drive community inclusivity. Members of the Disability Services Commission Board and the Ministerial Advisory Council on Disability were integral contributors to creating the roadmap that set out the path to developing the strategy and translating the aspirational elements of the strategy into deliverable outcomes.

## Office of disability

Communities is developing a focused office of disability that will promote a more inclusive Western Australia where people with disability are empowered to exercise their rights as members of the community. The new office will build on the State's record of delivering best practice disability services and encourage better outcomes for people with disability.

## Empowering seniors and elders

### WA Seniors Card program and Cost of Living Rebate

The Western Australian Seniors Card program provides approximately 310,228 registered seniors in the State with access to a number of concessions and rebates. Over the year, Communities issued 13,827 new memberships for the program. Members have access to over 900 business discounts that offer great savings and assist seniors with the cost of living. Card holders are also given a Cost of Living Rebate annual payment, and the amount totalled \$24.22 million in 2019–20.



Image: WA Seniors Card Centre volunteers Glenda Jolly and Marion Robb; recognised for 25 years combined service.

### Responding to elder abuse

On 23 October 2019, Communities co-hosted a Financial Elder Abuse Roundtable with Bankwest. The event brought together over 60 people from Western Australia's financial services, corporate, government and community sectors to raise awareness of the scale and impact of financial elder abuse and best practice. Communities has since provided \$71,500 in funding to Advocare Inc to develop and conduct training for professionals in the financial services sector, to identify and respond to the financial abuse of older people.

On 18 November 2019, the Minister for Seniors and Ageing launched Western Australia's Strategy to Respond to the Abuse of Older People (Elder Abuse) 2019–29. This is a blueprint for the actions required by the State Government to drive its commitment to address elder abuse in Western Australia. Communities is developing the first two-year action plan to implement the strategy, which will guide whole-of-community awareness and understanding of the causes, signs and consequences of elder abuse, and collective action to prevent and address it.

Amid the COVID-19 pandemic, Communities purchased critical services from the sector to drive awareness of elder abuse. This included \$141,900 to launch a public awareness campaign on the prevention of elder abuse and provision of COVID-19 information.

## Funding for elder abuse initiatives

On 18 June 2020, the Minister for Seniors and Ageing announced a \$370,000 package to provide support and protection for those dealing with elder abuse. The package will implement a series of key initiatives under the Elder Abuse Strategy to keep seniors safe. Key features include:

- \$240,000 for a seniors peak body to help protect seniors across Western Australia, particularly Aboriginal people and people from culturally and linguistically diverse backgrounds
- \$130,000 for an elder abuse peer education program to connect specially-trained older volunteers with seniors, with the program focusing on positive ageing, combatting ageism and reducing elder abuse.

## Empowering community members to help others

### Volunteering

Volunteering delivers important and measurable benefits to the State by enhancing social cohesion, growing community strength and inclusiveness, and driving economic growth. Communities is strengthening volunteers and the volunteering sector in Western Australia by leading the State's Volunteering Strategy and developing a two-year action plan to support its implementation.

To enable Western Australians from all backgrounds to engage in meaningful volunteering, Communities provided \$1.5 million to the volunteering sector in 2019–20 to deliver sector support and development.

As part of the State Government's commitment to reducing financial barriers to volunteering, we continued our partnership with the Western Australia Police Force to deliver the Volunteer National Police Certificate Program in 2019–20. The program provides eligible organisations that use volunteers with access to subsidised Volunteer National Police Certificates, reducing the cost of applications from \$55.10 to \$16.40.

## Supporting multiple emergencies across WA

When bushfires stranded hundreds of travellers and truck drivers on the Eyre Highway, Communities staff were deployed to help keep people housed, fed and safe. The emergency started when authorities were forced to close the Eyre Highway – the only sealed road on the Nullarbor linking Western Australia to South Australia – in late December 2019 due to extreme weather conditions and bushfires.

Our staff dealt with 113 calls to the disaster response hotline, including from pensioners and people with low incomes. People were assisted on a case-by-case basis and provided accommodation, fuel and other supplies. Staff also travelled to roadhouses in the affected areas to provide information about the supports available. The information was directed at people stranded nearby due to the road closures, including 200 people at Caiguna, 100 people at Cocklebidy and 100 people at Madura. Communities' Director for Emergency Services Kim Dean described the emergency as an “unprecedented event for the State”. Some of the challenges faced in coordinating supports across one of the most remote areas in Australia included limited accommodation, limited space to prepare meals and the logistics of flying in supplies each day.

While the Eyre Highway event was unfolding, Communities staff were also providing support to other emergencies across the State. As Tropical Cyclone Blake approached in the north, West Kimberley staff activated an action centre for people from all over the region. Overnight welfare provisions including clean and dry bedding, clothing, toiletries, food and hot beverages, were given to approximately 130 people who came to the centre. As many of the evacuees were from remote Aboriginal communities around the Kimberley, Aboriginal staff were able to assist with the registration process, ensuring they were comfortable and supported.

## Engaging and supporting young people

Young people make up almost one fifth of Western Australia's population and the figure is expected to increase 44 per cent by 2030. The State Government recognises the importance of engaging with young people on matters that affect them and providing opportunities for young leaders to develop their skills, while also supporting young people to navigate important life transitions. In 2019-20:

- Communities provided secretariat support for the Ministerial Youth Advisory Council, which currently comprises 10 young people between 16 and 25 years and is an important first point of engagement for the Minister for Youth on youth-focused matters across a range of portfolios
- Communities provided 20 grants totalling \$150,213 under the Youth Engagement Program. The program funds projects that encourage young people to be actively involved in their communities and develop the knowledge, confidence and skills required to achieve their goals
- Communities coordinated KickstART Virtual, an online festival tailored to young creative people in Western Australia. Propel Youth developed the event in place of Youth Week WA, which was cancelled due to COVID-19 restrictions. Between 22 and 29 May 2020, young people had opportunities to get creative, come together, learn and connect during COVID-19 isolation through free creative workshops, talks, performances and an online market
- Communities funded Cadets WA to support young people to develop important life skills and lead productive lifestyles. The program received \$4,174,271 to deliver youth development through structured training opportunities for more than 9,600 young people participating in 194 cadet units across the State, including over 1,000 young Aboriginal people and over 1,600 young people with disability
- Nine youth development services received a collective total of \$1,539,839 and were accessed by over 15,000 young people. This included support for the Youth Parliament Leadership Program.
- Communities provided youth support services totalling \$478,103, to assist young people to cope with challenges in their transition to adulthood. 4,593 young people accessed the Yourtown Kids Helpline service over the year. The service received an additional 3,000 calls a week and a 45 per cent rise in demand for online engagement nationally during the COVID-19 pandemic. During the same period, 239 young people accessed the Youth and Family Support Counselling Program. This service also set up a critical response team for face-to-face emergency counselling during the COVID-19 pandemic.





Image: Emergency Services Cadet, Jordan McIntosh teaches a cadet to use a fire hose. Image courtesy of Grace Christian School.

## Financial support for families

### Financial counselling services

To support people in financial hardship, Communities provided \$8.5 million for the delivery of 45 services state-wide, to empower individuals and families in Western Australia to be more financially capable. This includes funding for the Metropolitan Financial Counselling Network and Jacaranda Community Centre. Jacaranda provides culturally appropriate financial counselling and outreach services to Aboriginal people in metropolitan Perth. 410 people accessed services provided by Jacaranda in 2019-20.

### Hardship Utility Grant Scheme

Through the Hardship Utility Grant Scheme, Communities provides financial assistance to people in financial hardship so they can pay their water, gas and electricity bills. Under the scheme, eligible householders are entitled to grants of up to \$960 a year to maintain the supply of essential services. In 2019–20, we approved 8,936 applications, with a total value of \$4,968,270.

To help prevent people from being in hardship in the first place, we are proactively supporting customers by assessing their needs and making referrals to relevant support services. Over the year, we referred 5,907 applicants to support services, including financial counselling and energy literacy services.

# Inclusive and accessible communities

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

## Housing and jobs

Investing **\$394** million over four years in a METRONET-aligned 'housing and jobs' package



## Aboriginal inclusion

Aboriginal Community Connectors Program linking people to services in **14** locations across the state



Awarded **\$73.5** million to registered Aboriginal businesses through contracts



## Disability initiatives

Grants provided to **84** organisations to host events for International Day of People with Disability



Supported more than **130** State and local agencies to develop and implement Disability Access and Inclusion Plans



**\$8.45** million allocated to the disability sector through the Sector Transition Fund



**45** sector representatives commenced Behaviour Support Practitioner training



Changing Place facility installed in Fremantle



**7,537** participants transferred to the Australia-wide NDIS



## Key achievements

1. Established a Cultural Council of 14 Aboriginal Elders and leaders from across the State.
2. Exceeded Aboriginal procurement targets by awarding 16 per cent (\$73.5 million) of our contracts to registered Aboriginal businesses.
3. Completed construction on two multi-dwelling apartments as part of the METRONET Social Housing and Jobs Package, which supported 37 jobs and \$14.7 million in economic activity during construction.
4. Launched Stronger Together: Western Australia's Plan for Gender Equality.

## Investing in Aboriginal people

Aboriginal people comprise only four per cent<sup>3</sup> of Western Australia's population, yet they are increasingly over-represented as a cohort who require services that Communities provide. They represent approximately 44 per cent<sup>4</sup> of clients accessing specialist homelessness services in Western Australia and 56.1 per cent of children in care. Communities is looking at how we engage Aboriginal communities and deliver programs to support improved outcomes for Aboriginal people across Western Australia.

In October 2019, we established an Aboriginal Cultural Council comprising leaders from many different areas across the State who provide their own unique insights and advice to the department. Together, Communities and the council are collaborating on a number of strategic priorities to build better outcomes for Aboriginal people.

Communities also provides secretariat support to the Ministerial Aboriginal Advisory Panel, established in 2019 to provide advice to the Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services. The Council comprises 15 knowledgeable and respected Aboriginal people who provide informed and expert advice to the Minister on issues affecting Aboriginal people related to child and family safety within each of their geographical locations. In 2019–20, members advised the Minister on the Children and Community Services Amendment Bill 2019, the Aboriginal Family Safety Strategy, investment in Aboriginal community-controlled organisations and reform of the child protection system.

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<sup>3</sup> Australian Bureau of Statistics 2016 Census of Population and Housing

<sup>4</sup> Of those Specialist Homelessness Services funded by the Department of Communities in 2018-19.

Source: Australian Institute of Health and Welfare, unpublished Specialist Homelessness Services Collection 2018-19

## Aboriginal Cultural Council

The knowledge of the Aboriginal Cultural Council spans across the State, with 14 members from 14 communities and 20 language groups bringing unique perspectives to discussions. Lawford Benning and Craig Somerville currently co-chair the council.

Lawford is a Miriwoong man, born and raised in Kununurra. He has held senior positions with several Aboriginal organisations and is currently Executive Chair of the Yawoorroong Miriwoong Gajerrong Yirrggeb Noong Dawang Aboriginal Corporation.

Craig is a Martu man from the Western Desert around Newman. He is the Deputy Chairperson of the Prisoner's Review Board and has worked in government, private and community sectors, including at Curtin University, the Aboriginal Legal Service and the Aboriginal Health Council of Western Australia.

Both are highly regarded members of the community who, along with their Aboriginal Cultural Council colleagues, provide valuable insight and advice to Communities Leadership Team on matters concerning Aboriginal people.

## Increasing Aboriginal workforce representation

An important part of building our cultural capabilities is becoming an employer of choice for Aboriginal people. This will ensure our workplace can improve the services we deliver for Aboriginal families, who comprise a substantial component of our client base.

As at 30 June 2020, 364 people who identified as Aboriginal represented 5.7 per cent of Communities' workforce. While this is higher than the 2019 public sector average representation of 2.7 per cent, we have continued our efforts to increase our number of Aboriginal staff. This includes Aboriginal cadetships as a pathway to a career in child protection, and full-time and school-based traineeships for Aboriginal people. In 2020, we hosted four Aboriginal cadets and eight school-based trainees.

## Aboriginal Community Controlled Organisation Strategy

In 2019, Communities commenced developing a renewed Aboriginal Community Controlled Organisation Strategy and accompanying implementation plan, designed to support the development of these organisations and increase their capability to deliver more culturally appropriate child protection and family support services to Aboriginal people. A project working group with representation from 13 organisations and other government agencies is co-designing the revised strategy that will transform the way Communities designs, funds and procures services for Aboriginal people.



## Purchasing goods and services from Aboriginal entities

Communities is enhancing Aboriginal economic participation outcomes through its procurements, guided by the State Government's Aboriginal Procurement Policy. We have exceeded Aboriginal Procurement targets by awarding 14 per cent, equating to around \$73,520,207 of all our contracts to registered Aboriginal businesses in 2019–20.

## Helping regional and remote communities to build capacity

Creating conditions for communities to build their social and economic capacity is important for long-term sustainability and improved outcomes for Western Australians. In remote communities, poor environment health conditions and limited opportunities for economic independence contribute to increasing poverty rates. Communities is committed to working in genuine partnership with Aboriginal people on a program of long-term, sustainable reform to deliver services in remote areas.

Communities is changing how we deliver regional services and developing culturally-informed, place-based regional plans that are shaped by local circumstances and meet the needs of local communities. They incorporate Communities' Strategic Plan and draft outcomes framework to align the region's programs, services and activities to contribute to positive outcomes for Western Australians. Plans have been rolled out in the Kimberley, Pilbara, Goldfields, Midwest, South West, Great Southern and the Wheatbelt, where Communities has also engaged district leadership groups to support their delivery and improve outcomes for residents.

To address the complexity of delivering services to regional communities, Communities relaunched the Aboriginal Community Patrols Program as the Aboriginal Community Connectors Program in 2020. The Connectors Program provides immediate street-level assistance to Aboriginal people by linking clients to culturally-responsive crisis support, including mediation, referral to health services and provision of safe transport, in 14 service locations across the State. Services are community-led and providers are local Aboriginal organisations that employ local people. In 2020, we have developed a new service delivery framework for the program which places a greater focus on prevention, collaboration and partnership to deliver Connector services. As part of this, we engaged with the Mental Health Commission to better link the Connectors to sobering up centres and cohesively support Aboriginal people in regional towns.

Communities is also working with the Departments of the Premier and Cabinet, Treasury and Planning, Lands and Heritage to develop a Remote Community Investment Framework. The framework will address the uncertainty created by the Australian Government's withdrawal of funding for housing in remote communities, by enabling place-based investment and strong partnerships that drive equitable access to infrastructure and services. Communities is developing a spatial database of remote communities that will



enable government to consider the distinct differences of each remote community and be aware of their infrastructure when making decisions about investment.

In December 2019, the State Government finalised negotiations with four claimant traditional owner groups to resolve native title over 48,000 square kilometres of land and water in the Geraldton region. As part of Geraldton Alternative Settlement Agreement negotiations, Communities identified land and housing and economic development opportunities to form part of the State's \$15 million settlement offer. The transfer of land is intended to support greater commercial tourism and other economic opportunities, to enable longer-term economic development and economic independence for the Yamatji people in the Geraldton region.

## Planning for inclusive and accessible communities

### METRONET

The State Government's \$394 million METRONET Social and Affordable Housing and Jobs Package continues to address the State's need to create community centres that are accessible, inclusive and connected.

In February and April 2020, Communities completed construction on two multi-dwelling apartments: Foyle Road in Bayswater and Guildford Road in Maylands. Together, the two projects have delivered 29 full market and four social housing properties for tenancy, bringing housing diversity and affordability to the Perth metropolitan area. Seven of the 17 Foyle Road apartments have been built to Silver Livable Homes Standards. The projects supported 37 jobs and \$14.7 million in economic activity during construction.

Accessible, universally designed transport and infrastructure benefits the whole community, particularly people with disability, seniors and parents. Communities' co-chairs the METRONET Access and Inclusion Reference Group, which provides advice on the planning, design and development of precincts to improve access and inclusion outcomes delivered through the State planning system. In 2019-20, the Group informed the Public Transport Authority on a number of topics, including how to update its standards, feedback on the draft Design WA Precincts Guideline and options to improve carer wayfaring at the East Perth train station.

Action on METRONET will complement the suite of measures we are taking to stimulate and stabilise the economy in light of the COVID-19 pandemic. By June 2022, we seek to deliver approximately 970 new homes, including 220 high density transit-oriented developments and 750 new dwellings, support approximately 1,500 jobs and generate \$583 million in associated economic activity.



Image: A 16-apartment development in Maylands.

## National Disability Insurance Scheme

Implementing the NDIS is a significant reform with the potential to improve the lives of Western Australians by providing more choice and control for people with disability, their families and carers. Over the past twelve months, Communities worked closely with the National Disability Insurance Agency (NDIA) to transition eligible State-funded individuals to the Australia-wide NDIS. The transfer of people previously connected to the WA NDIS was finalised in January 2020, when a total of 7,537 participants had transferred. As at 30 June 2020, 13,781 individuals known to Communities have transitioned to the Australia Wide NDIS, bringing the total number of NDIS participants in Western Australia – including 11,680 new participants receiving support for the first time – to a total of 32,998. It is expected at least 39,000 people will benefit at full scheme.

Communities chairs the NDIS Interface Steering Committee with representatives from the Departments of Health, Education, Justice, Premier and Cabinet and Treasury, the Mental Health Commission and the Health and Disability Services Complaints Office.

## Providing services to people ineligible for the NDIS

There is a cohort of people with disability who are ineligible for the NDIS, due for example to their residency status, and who will require continued government support. The State Government committed more than \$9.9 million for State-administered Continuity of Support arrangements in 2019–20, to ensure people under 65 years who had previously been accessing disability supports provided by Communities continue to receive services.

Communities has also been working closely with the Australian Government to transition clients 65 years and older to the Commonwealth's Continuity of Support Program, which commenced in Western Australia on 1 November 2019. Planning for future service delivery arrangements for new people with disability presenting to Communities and people in the Continuity of Support cohort is under government consideration and being considered as part of the Functional Review of Disability Services.

## Safeguarding the sustainability of the disability sector

The Western Australia Sector Transition Fund is designed to safeguard the future sustainability of the disability sector in the State, during and beyond transition to the Australia-wide NDIS. Communities provided \$8.45 million to the sector through the fund in 2019–20, with \$4.5 million directly allocated in October 2019 to eligible providers most significantly impacted by the realignment of service models to the NDIS. The remaining \$4 million was allocated to assist providers to prepare for the requirements of the NDIS Quality and Safeguards Commission. In May 2020, the State Government announced it would defer Western Australia's transition to the NDIS Quality and Safeguards Commission until 1 December 2020, to assist disability service providers to focus on critical support issues for people with disability during the COVID-19 recovery period.

Communities is represented on a number of Commonwealth/State working groups to facilitate the transition of the service providers registered under Western Australia's Quality and Safeguarding system to the NDIS Commission system. These include the Communities and NDIA Quality and Safeguards interface working group and the NDIS Commission's Quality and Safeguarding transition group.

Communities is supporting the disability sector to grow the number of Positive Behaviour Support practitioners in Western Australia, who support people with disability exhibiting challenging behaviours, and provide professional development for existing practitioners to meet the requirements of the NDIS Quality and Safeguards Commission. In partnership with the broader sector, Communities has commenced providing the first of two Behaviour Support Practitioner training programs for 45 sector representatives. It is anticipated this initiative will triple the number of practitioners available to develop behaviour support plans for people with complex and challenging needs, adding a total of 90 new practitioners.

## Promoting veterans' wellbeing

Communities developed Western Australia's Veterans and Families Strategy, which was released by the Minister for Veterans Issues in September 2019. Informed by consultations with the Veterans Advisory Council, the Department of Jobs, Tourism, Science and Innovation, the Department of Treasury and the Defence Workforce Development Office, the strategy focuses on five themes to promote veterans' wellbeing: recognition, understanding, support, participation and commemoration.

On 1 July 2020, responsibility for the Veterans Issues portfolio transferred to the Department of Jobs, Tourism, Science and Innovation. Communities has provided advisory support to assist with a smooth transition.

## Providing more opportunities for women

### Stronger Together: Western Australia's Plan for Gender Equality

Communities led the development and implementation of Stronger Together: Western Australia's Plan for Gender Equality (Stronger Together), which was launched by the Minister for Women's Interests on 4 March 2020. We consulted with the community and targeted stakeholders online and in person to shape Stronger Together, which is designed to ensure a long-term, coordinated approach to addressing gender inequality in Western Australia.

The Implementation and Action plan developed to accompany Stronger Together identifies commitments and actions by nine State Government agencies to drive change and empower women to fully participate in society. Communities is leading a number of signature actions in the plan, including directing national efforts to pilot a project to test voluntary reporting of public sector gender equality data to the Workplace Gender Equality Agency and exploring the development of whole-of-public sector gender equality disclosure in procurement.



## Proud communities

In 2019, Communities introduced Proud Communities, a LGBTI+ staff and ally network designed to provide ongoing support for LGBTI+ staff, educate staff agency-wide about LGBTI+ issues, and an overall message that Communities values diversity and inclusion. Communities also joined the Pride in Diversity program (a social inclusion initiative of not-for-profit health organisation ACON) to build our capabilities in this area.

Proud Communities began with a conversation in August 2019 between staff looking to build a collection of LGBTI+ resources. Since then, we have moved quickly to increase LGBTI+ awareness and inclusion work, including introducing LGBTI+ awareness and ally training, launching an LGBTI+ online hub as a space for staff to learn more about LGBTI+ culture and access resources that may help them in their roles at Communities, and marching in Perth's Pride Parade for the first time.

Image: Communities staff were proud to take part in the PrideFEST celebrations, marking 30 years of Pride in WA.





## Increasing community accessibility for people with disability

One of the major barriers to community access and inclusion for people with disability is a lack of accessible toilet facilities. This prevents participation and contribution in the community in many ways, including as a consumer of goods and services, having the freedom to travel and opportunities for social and economic participation.

### Changing Places

The State Government's Changing Places program is an important opportunity for ensuring that people with disability who cannot use universal access toilets have facilities available to meet their needs. A total of 32 facilities have been funded by Communities for construction.

As part of Communities' relocation to Walyalup and the re-development of the Kings Square precinct, we negotiated with the City of Fremantle for a Changing Place facility to be included in the public realm of Kings Square. This installation was completed in April 2020.

### ACROD Parking Permits

Western Australians with significant mobility restrictions are supported to access the community through permits for accessible Australian Council for Rehabilitation of Disabled (ACROD) parking bays. National Disability Services Western Australia currently issues free parking permits to almost 90,000 Western Australians, with around 10,000 new permits each year. The permits are currently restricted to people who have significant difficulty walking.

Communities is leading the review of the eligibility for parking permits to ensure that all people with disability are fully supported to access their community. The review will consider the current needs of people with disability, including the potential to expand the program's eligibility criteria and develop ways of working with private property owners to ensure accessible bays are appropriately used by permit holders. To address the misuse of ACROD bays, Communities will work with the Department of Local Government, Sport and Cultural Industries, which is considering legislative change to increase penalties for non-compliance.

## Community Aids and Equipment Program

Communities funds and administers the Community Aids and Equipment Program which provides basic and essential assistive technology and home modifications for eligible people with long-term disability living at home in the community. Communities will maintain its existing contract partnerships with Health Service Providers and selected disability sector organisations to deliver the program in 2020-21 following release of \$10 million funding to continue the program.

Communities is working with the Department of Health to develop a proposal for a future Assistive Technology scheme in Western Australia designed to address the equipment needs of people who are ineligible for support through other service systems, including chronic health and age-related needs. The proposed scheme will consider a broader eligibility scope and equipment list.

## International Day of People with Disability

International Day of People with Disability, held on 3 December every year, is designed to increase public awareness about the importance of access and inclusion and celebrate the achievements and contributions of people with disability.

In 2019, Communities offered grants of up to \$1,000 to local government authorities, community groups and non-government organisations to develop inclusive and accessible activities to celebrate International Day of People with Disability. A total of \$84,000 was distributed to 84 organisations to host International Day of People with Disability events, in 13 metropolitan and regional locations across the State.

# A place to call home

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.

## Affordable housing

**3,030**

**affordable homes** delivered under the Affordable Housing Action Plan 2017-18 - 2019-20 in 2019-20, taking total homes delivered across the plan to **8,764**



**9,751**  
bond assistance  
loans issued



Directly managed around  
**34,000**  
properties as public housing



## Management and maintenance

Managed  
**4,911**  
properties  
for GROH



Issued more than  
**19,000** job orders  
per month  
and spent **\$208 million**  
on maintenance services



Housing management services for  
**2,699**  
homes in 112 remote  
communities



Remote Essential and Municipal  
Services program provided  
**\$61.2 million**  
in funding to  
maintain services



Approx. **50** per cent **Aboriginal employment**  
on contracts awarded by Communities' North West Urban  
Construction and Development Builders Panel



## Key achievements

1. Launched All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness
2. Delivered 8,764 affordable homes since the launch of the Affordable Housing Action Plan, including 3,030 in 2019-20, representing 114 per cent of the Action Plan's target of 7,700 homes
3. Commenced construction on 40 transitional houses in the East Kimberley through the North West Aboriginal Housing Fund, creating job opportunities for 22 Aboriginal apprentices
4. Launched Ageing with Choice: Future Directions in Seniors' Housing
5. Finalised consultation on the WA Housing Strategy 2020-2030, with over 200 organisations and 600 individuals including people with lived experience.

## Housing vulnerable people

### All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness 2020-2030

Communities is working with state and local government agencies and the community services sector to implement All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness 2020-2030. We have developed the Strategy's first action plan which will focus on tackling rough sleeping and improving the accessibility and responsiveness of the homelessness service system through a No Wrong Door approach to service delivery.

In response to COVID-19, we have brought forward implementation of the Housing First Homeless Initiative which is part of the Strategy. When the pandemic hit in March 2020, leaders across the South West region asked Communities to lead a response to support vulnerable homeless people during the pandemic. A multi-agency project group was established and undertook a census to identify approximately 118 individuals sleeping rough and couch surfing in the South West. Communities has led outreach work in Bunbury and Busselton to develop intervention plans for persons identified as homeless in the census.

On 4 June 2020, the Minister for Community Services announced that the Housing First Homeless initiative would include funding for 20 private tenancies and casework support for those sleeping rough in Bunbury. The South West Homelessness Response, together with the Housing First Homeless Initiative, places the South West region in a strong position to address homelessness across the region.

## 20 Lives 20 Homes

20 Lives 20 Homes is a place-based program that aims to sustainably house people experiencing homelessness through access to private rental subsidies and wraparound supports. It is funded in partnership with the City of Fremantle and the private sector, which raised almost \$1 million from a small number of individuals with Walyalup connections.

In November 2019, Communities provided Foundation Housing with a grant of \$395,000 to deliver the program. Foundation Housing is using various methods to locate suitable private rentals for clients. There are currently 20 participants in the program and four private rental properties have been secured for occupancy.

In December 2019, the Government announced \$35 million for the construction of two Common Ground facilities to provide permanent, supported accommodation for people experiencing chronic homelessness and rough sleeping.

## Collie Crisis Transitional Accommodation Service

The Collie Crisis Transitional Accommodation Service commenced operation in July 2019 and is addressing demand for short term and transitional accommodation in Collie. The service targets people experiencing or at risk of homelessness, with a specific focus on women and their children. Since commencing operation, both units that have been secured for the service have been consistently tenanted, with clients accommodated for approximately one month.

## Delivering diverse, affordable housing

Communities provides affordable housing opportunities through social housing, affordable rentals, Aboriginal Housing in regional and remote areas, bond assistance loans, shared equity home loans and Keystart home loans, to create affordable housing opportunities for people who would otherwise have difficulty accessing appropriate housing.

As the biggest landlord in Western Australia, we directly manage around 34,000 properties as public housing and own or have an interest in just under 10,000 additional properties that are managed by community housing organisations. Together, public and community housing provide almost 44,000 dwellings which are applied across the social housing safety net to assist Western Australians on low incomes as crisis and transitional accommodation, community disability housing, and public and community housing tenancies. We also manage 4,911 properties for GROH and provide Aboriginal Housing for 122 Aboriginal communities in regional and remote locations, involving 2,699 properties.



Maintenance services are performed on more than 51,000 social and affordable residential properties across the State. In 2019-20, we issued an average of more than 19,000 job orders per month and spent \$208 million on refurbishments and improvements maintenance.

## Affordable Housing Action Plan 2017-18 to 2019-20

In 2018, the Minister for Housing released the Affordable Housing Action Plan which sets the direction for better integration of housing and human services delivery across the housing continuum. Over the three years of the plan, 8,764 affordable homes have been delivered for people on low to moderate incomes around the State, including 3,030 in 2019-20. This represents 114 per cent of the action plan's target of 7,700 homes.

Key achievements in 2019-20 include:

- Delivered 3,030 affordable housing opportunities, including:
  - 65 new social homes
  - 10 new homes in remote Aboriginal communities
  - 139 new affordable rentals
  - 2,816 Keystart loans, including shared equity home loans.
- 643 land settlements in major communities delivered in partnership with the private sector
- Sold 262 new affordable homes, with 98% below the median house price and 82% in the lowest quartile
- Contracted 425 homes to builders in METRONET locations, including 110 social housing homes and 315 for sale to market.

## WA Housing Strategy 2020-2030

In 2019, Communities finalised the WA Housing Strategy 2020-2030, which is due for release in 2020-21. The strategy was informed by extensive consultation process. With our partners, Shelter WA and the Youth Affairs Council of Western Australia, Communities consulted with over 600 individuals and 200 organisations across the State, including stakeholders from the private and community sector, government and people with lived experience. The strategy builds on the previous affordable housing strategy, which positioned Western Australia as a leader in affordable housing, and in 2020 exceeded its target of delivering 35,000 social and affordable homes with 36,662 homes delivered over 10 years. The strategy will be supported by three implementation plans, which will be delivered in 2021.

## Ageing with Choice: Future Directions for Seniors Housing 2019-2024

Launched in October 2019, Ageing with Choice: Future Directions for Seniors Housing 2019-2024 will support older Western Australians to access affordable, manageable and stable homes in their community of choice. Since its release, we have been working across government and the community services sector to give older people better housing options. This includes increasing the availability of homes that support ageing in place through construction of 118 social and affordable homes to National Livable Homes Silver or Gold Standard.

Communities also introduced a co-ownership scheme in Manjimup for eligible seniors enabling them to purchase a 65 per cent equity share of a home, significantly reducing upfront costs and reducing financial stress for older people on low incomes. The homes were purpose-built to allow seniors to remain in their community as they age.

We are also working to improve housing information services for older people. Communities has provided Connect Victoria Park with a grant under Communities' Age-friendly and Dementia-friendly Grants to co-design a Guide to Age-Friendly Rental Housing in the Inner South East Metropolitan Region and assist up to 15 older women in insecure housing situations to access appropriate housing.

### Private Rental Assistance

Communities assists eligible Western Australians to enter private rental accommodation by supplying an interest free loan to help pay the rental bond and two weeks' rent in advance. A private rental assistance loan is also offered as an early intervention mechanism for Aboriginal clients to sustain their private rental tenancy when rent arrears caused by extraordinary circumstances places them at risk of eviction. In 2019-20, 9,751 bond assistance loans and 92 private rental Aboriginal assistance loans were issued to the value of \$12,058,855.

The Assisted Rental Pathways Pilot provides participants with a tiered rental subsidy and individualised assistance to build their personal capacity and financial independence so they can become self-sufficient in the private housing market. In 2019-20, Communities assisted 28 participants to transition into the private rental market through the Pilot.

### Residential Land Supply

In 2019-20, Communities managed the supply of affordable vacant residential land with a focus on the provision of new land in the lower price quartile of the market. A total of 847 lots were developed in 2019-2020. Revenue from land sales was used to subsidise the operating costs of social housing and broader housing programs. A total of 747 lots were sold in 2019-20.

## Land Development

Communities maintains continuity of affordable land supply through land development in partnership with the private sector. We have land development projects in all metropolitan corridors. These projects are located in Ellenbrook, Brabham, Banksia Grove, Butler, Wellard, Golden Bay, Forestdale, Hilbert, Haynes, Byford, Harrisdale, Ferndale, Treeby, Girrawheen, Jindowie, Kwinana, and Casuarina. Communities also has a number of projects in major regional centres including Bunbury, Albany and Geraldton.

## National Rental Affordability Scheme

The National Rental Affordability Scheme was introduced in 2008 by the State and the Commonwealth to stimulate the supply of new affordable rental dwellings. The scheme offers eligible tenants a 20 per cent discount on market rent. At June 2020, there were 4,445 active rental dwellings in the scheme. There are up to 800 provisionally approved dwellings that may be delivered in the future.

## Rental Sales Scheme

The Rental Sales Scheme assists eligible public housing tenants to purchase their rental property outright. In 2019-20, eleven properties were sold to public tenants.

## Thrive Program

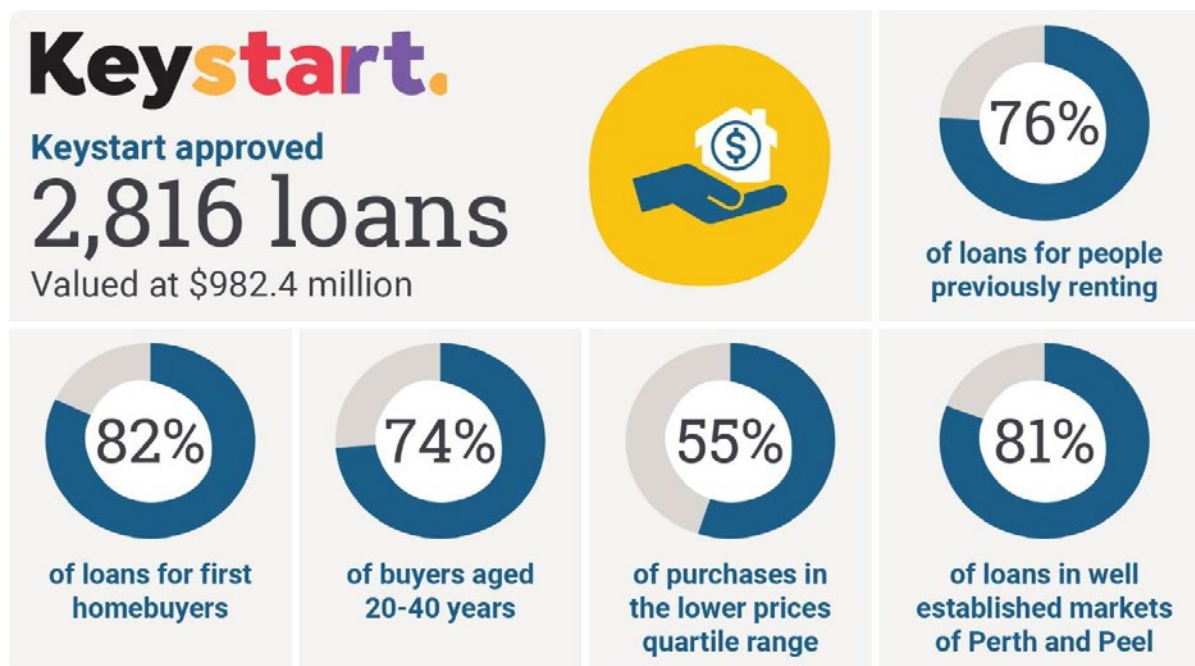
Public housing and Aboriginal Housing tenants often face barriers that prevent them from reaching their social and economic goals. In October 2019, we launched the Thrive Program, a new tenancy support program for public housing and Aboriginal Housing clients and those of the waiting list.

As at 30 June 2020, 1,091 cases (983 public housing clients, 94 Aboriginal Housing clients and 14 unidentified clients) were receiving support under the Thrive Program. By focusing on earlier intervention and providing access to culturally safe assistance, this support has helped clients with safe and stable housing to improve their household and family stability and address underlying health and associated issues.

## Specialist Disability Accommodation

There are an estimated six per cent of NDIS participants who require specialist housing, known as Specialist Disability Accommodation, to meet their significant needs. In December 2019, Communities approved a policy for enrolling State-owned group homes that are managed by community housing organisations as Specialist Disability Accommodation. Communities has formed a team to lead the transition of Specialist Disability Accommodation as a priority.

## Keystart



Keystart's experience in low deposit lending is unique in Australia. It is an important enabler for affordable housing and provides critical support to Western Australian first home buyers and low-to-moderate income households aiming for their own home.

On 3 December 2019, the State Government announced the extension of temporary changes to Keystart's lending criteria until June 2020. A further extension to the timeline to 30 June 2021 was announced on 12 June 2020, as part of the Government's drive for economic recovery from COVID-19. These changes have stimulated activity in the housing construction industry and State economy and supported Western Australians to purchase their own homes. Since income limit changes were announced, Keystart has recorded a 15.5 per cent increase in applications, attributable to higher income limits.

As a result of the extension, Keystart approved an additional 464 loans in 2019-20, taking total new loans approved over the year to 2,816 valued at \$982.4 million. Of the total approved loans, 68.7 per cent were for construction of a new dwelling or purchase of a newly built dwelling, 57.4 per cent were eligible for the first homeowner's grant and 24.3 per cent were eligible for stamp duty relief as first homeowners.

## Servicing regional and remote communities

### Remote Essential and Municipal Services

Remote Essential and Municipal Services support basic essential services including power, powerhouse fuel, water, wastewater, community roads, airstrip maintenance, fire management, rubbish collection and landfills. In 2019-20, Communities provided \$61.2 million to maintain essential and municipal infrastructure and services for more than 10,800 people in approximately 138 remote Aboriginal communities through the Remote Essential and Municipal Services program.

### Essential and Municipal Services Upgrade Program

The Essential and Municipal Services Upgrade Program is a \$52 million commitment to improving essential and municipal services infrastructure in a number of large remote Aboriginal communities in the Kimberley and Pilbara. Communities upgrades services in remote communities to bring them to the same standard as those provided to other Western Australians and introduce the same charges for these services. Contamination remediation work continued in 2019-20 and further planning was undertaken to determine the upgrades require for water and wastewater services in other communities, including detailed investigations on the Dampier Peninsula. Communities continues to work collaboratively with our partners in the Water Corporation, the Department of Planning Lands and Heritage and local government authorities.

### North West Aboriginal Housing Fund

The North West Aboriginal Housing Fund was established to provide a \$200 million investment in affordable and stable housing options and person-centred supports for Aboriginal people in the Kimberley and Pilbara.

The first projects being delivered through the fund are for the expansion of the transitional housing model across the East Kimberley and Pilbara. The transitional housing programs will offer opportunities for increased wellbeing and independence for housing clients and include ongoing wraparound support, aimed at assisting Aboriginal participants to achieve home ownership. Construction has commenced on 40 out of a planned 50 transitional houses in the East Kimberley.

Communities is increasing economic opportunities for Aboriginal businesses and Aboriginal employment through the fund, having contracted three panel builders under the program, on the condition that they support at least 18 Aboriginal apprentices through to completion of a trade by the end of June 2021. As at 30 June 2020, 55 per cent of hours worked have been by local Aboriginal employees, with 22 local Aboriginal people being supported to complete apprenticeships.

An expression of interest process was launched to seek new project ideas to be delivered through the fund in April 2019 and we have been working with 8 successful applicants in



the Kimberley and the Pilbara. The projects that are being co-designed with Aboriginal partners all demonstrate how the innovative use of housing can build opportunity, capacity, prosperity and wellbeing. They include:

- transitional housing and age appropriate accommodation in Tom Price
- rent-to-buy dwellings that will be owned and later renovated by local Aboriginal people in Wyndham
- apprentice and employee accommodation in Roebourne
- wrap around services to support people into private housing in the Pilbara
- Aboriginal health worker accommodation in Halls Creek
- affordable dwellings in Fitzroy Crossing
- Pilbara youth engagement and employment strategy
- youth accommodation facility in Broome.

## Town-based reserves

Up to 3,000 Aboriginal residents live in 37 town-based reserves across 20 towns in Western Australia. Communities has partnered with the Department of Planning, Lands and Heritage and the Aboriginal Lands Trust to explore mainstream housing options for residents of town-based reserves that will deliver better social and economic outcomes.

The Cullacabardee Reserve in the Perth metropolitan area is home to between 20 and 30 residents. Over the year, Communities has supported 11 Cullacabardee residents to relocate to public housing or other arrangements. 10 houses have been demolished and a further three are marked for demolition. In the Pilbara, we are partnering with the Pilbara Development Commission to source suitable housing to transition residents out of town based reserves, including spot purchasing new stock and refurbishing existing properties.

## Government Regional Officers Housing

To help support the delivery of essential public services to regional Western Australia, Communities provides GROH to 4,911 government officers, including police officers, teachers and child protection officers. At as 30 June 2020, we managed 4,911 dwellings, 2,558 of which were owned by Communities and 2,353 which were leased from the private market.

## New home for Hank

For Hank, gaining stable employment in a carpentry apprenticeship through the North West Aboriginal Housing Fund should have been an exciting opportunity for his family, but after travelling 180 kilometres for work every day to maintain his apprenticeship he had less time to spend with his partner and young daughter. The job was beginning to take its toll on a young family.

Hank decided to seek housing options closer to work to however he did not meet the criteria for Transitional Housing and the Move to Town programs in Broome. Understanding Hank's situation, Communities' staff member Liz, a Project Officer for the Aboriginal Economic Development team, took on Hank's case. Liz works closely with builders and apprentices, like Hank, to support their progress and personal welfare needs, and discussed the matter with members of the Transitional Housing Program team in Broome. The Transitional Housing Program supports Aboriginal people who are employed or in paid training to access affordable accommodation and learn important life skills.

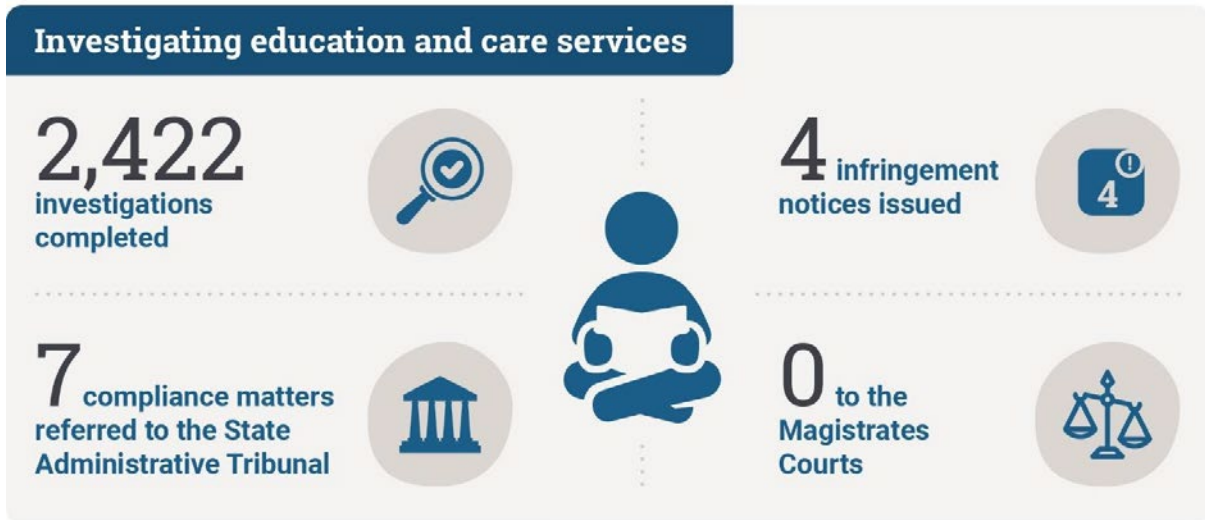
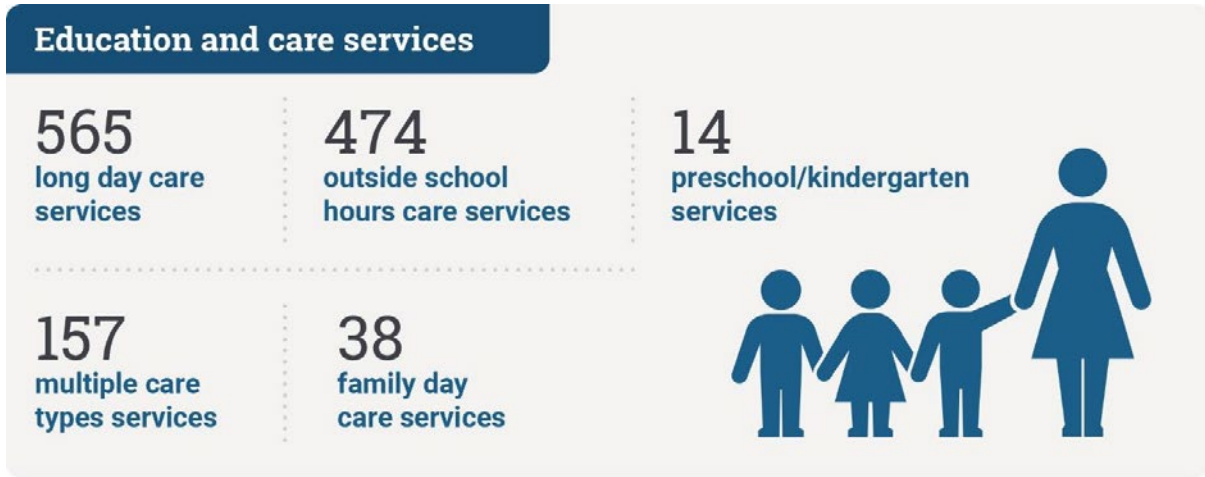
The Transitional Housing team worked closely with Centacare Kimberley and local service providers in Broome to ensure Hank's needs were considered, helping them to understand the earning potential for Hank by moving to town, as well as being able to assist Hank's partner Lauren in finding employment. Hank and his young family are now enjoying their new home in Broome, their independence and improved wellbeing.

Image: Lauren and Hank with their young daughter at home in Broome.



# Strong families and kin

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



## Key achievements

1. Commenced referrals to the Breathing Space Maylands facility
2. Removed barriers for women accessing culturally appropriate support for family and domestic violence through grants to the Ishar Multicultural Women's Health Centre and the Langford Aboriginal Association
3. Family Violence Legislation Reform Bill 2019 passed in Parliament.

## Coordinating the Stopping Family and Domestic Violence Policy

Since 2017, the State Government has invested \$53 million to establish additional services, new programs and improved justice processes through the Stopping Family and Domestic Violence Policy. Communities is coordinating the policy through a comprehensive package of reforms designed to support victims, hold perpetrators to account and stop violence before it happens.

### Support for Aboriginal and Culturally and Linguistically Diverse women

In 2019-20, Communities improved service pathways and removed barriers for Aboriginal and Culturally and Linguistically Diverse women accessing support through grants to the Ishar Multicultural Women's Health Centre and the Langford Aboriginal Association.

The Ishar Multicultural Women's Health Centre is delivering a state-wide Free from Family and Domestic Violence program to provide cultural competence training for family and domestic violence service providers. Multicultural communities and organisations are also being supported through the four-year project to build capability to recognise and respond to family and domestic violence.

The Langford Aboriginal Association has received a grant to deliver the Family Safety Project over four years. This project aims to build cross-cultural awareness of family and domestic violence and improve the safety and wellbeing of Aboriginal women experiencing violence.

## Establishment of one stop hubs

Communities is establishing two one stop hubs in Mirrabooka and Kalgoorlie to simplify access to specialist support services for victims of family and domestic violence. We conducted comprehensive stakeholder engagement and co-design between July and November 2019 to determine how the model for each hub would support local communities. Feedback indicated that the hubs needed to be based on Community and Family Centre and Community Healing Centre models, as a soft-entry point to attract women who otherwise would not visit the hubs if they were known or visible as family and domestic violence services. The hubs are on track to open in November 2020.

## New Women's Refuges in Peel and Kwinana

Communities has continued to progress work on two new women's refuges in Peel and Kwinana. The Peel refuge will be the first of its kind in Western Australia, with a therapeutic service model designed to support women with co-occurring needs such as mental health concerns and alcohol and other drug issues, while they stay in refuge. The Kwinana refuge will focus on supporting women with disability, older women, women from Aboriginal or culturally and linguistically diverse communities, and women with larger families, including older boys. Construction of both refuges started in January 2020 with a plan to open the new facilities in November 2020.

## Family Violence Legislation Reform Bill 2019

On 25 June 2020, State Parliament passed the Family Violence Legislation Reform Bill 2019, putting Western Australia at the forefront of the fight against family and domestic violence. Led by the Department of Justice, the reform process involved extensive consultation across the sector including family and domestic violence services and experts. The changes being introduced include two new criminal offences, suffocation and strangulation and persistent family violence, both in recognition of the dynamics and significant risks associated with specific acts of family and domestic violence.

## Holding perpetrators of violence to account

In July 2019, we commenced referrals to Breathing Space Maylands, a residential domestic violence program for male perpetrators. At its core, Breathing Space focuses on improving the safety of women and children by removing perpetrators from the family home to undertake concentrated behaviour change work, through counselling and intensive case management.



## Pets in Crisis

Animals are vulnerable in domestic violence situations, with pets often used by perpetrators as a tool to control, threaten, intimidate and frighten their victim by harming or threatening to harm their animals.

Pets in Crisis is a collaborative effort between the RSPCA, refuges, local government authorities and animal havens caring for pets to help victims of family and domestic violence to temporarily house their pets while they focus on their own safety planning, which often includes securing safe accommodation.

Communities continued its support of this program by providing RSPCA with \$100,000 in 2019-20. The program works on a referral basis with the RSPCA liaising directly with women's refuges.

## Reducing family and domestic violence

Communities is developing the State's long term strategy to reduce family and domestic violence as a clear and shared commitment from across government, the community services sector, private business and communities to keep women and children safe and hold perpetrators accountable for their behaviour. We have consulted with government agencies, services, researchers and the community in developing the strategy and ensure that people with lived experience of family and domestic violence had an opportunity to contribute.

## 16 Days in WA to Stop Violence Against Women

On 25 November 2019, the Minister for Prevention of Family and Domestic Violence launched the third 16 Days in WA to Stop Violence Against Women campaign, the Government's annual campaign to increase awareness and promote action to end gender-based violence in Western Australia. The campaign theme was 'speak out to stop violence' to galvanise action in the community.

The theme was promoted by agents of change, a diverse group of Western Australians, lending their support to a future that is respectful and violence free, who provided the following quotes for the campaign.

**Damian Martin, Perth Wildcats** – “When I think about the world that I want for my daughters, I want it to be a respectful and limitless place. A place that they can live without fear of being ignored, discriminated against or hurt by someone they love. I speak out for a safe future for my daughters.”

**Chihiro Nomura and Matthew Lehmann, WA Ballet** – “Trust and respect are fundamental in dance and in life. No matter what the performance, there is never an imbalance of power or strength in the relationship between genders. We speak out to encourage gender equality.”

**Stella Donnelly, Musician** - “I want to be able to perform and know that people in the crowd are safe and feel like if something happens, that they'll be heard and that they'll be listened to. When you've got the venue, the artist and the audience all kind of having that accountability, it creates just an amazing environment.”

**Bellamore Ndayikeze, Edmund Rice Centre** – “I am proud to be a woman. A woman who is strong and passionate about my beliefs and a significant contributor within the community. Equality, advocacy and awareness all have a place in fostering respect and a positive environment. I speak out for all to recognise the value and integrity of women.”

## Building strong families in the regions

### Dalyellup Family Centre

To create valuable social, recreational and educational opportunities for individuals and families in the South West, Communities is establishing a community hub in Dalyellup that will provide family and child-oriented services. Following extensive community engagement – including 11 consultation meetings with the local community – in 2020 Communities awarded funding to Milligan Community Learning and Resource Centre and Investing in Our Youth to deliver the Hub.

## Fitzroy Crossing Service Hub

The Fitzroy Crossing Service Hub and shopfront is Communities' first integrated, place-based service centre, co-designed with 17 local organisations to improve service delivery and better respond to local needs in Fitzroy Crossing. Throughout 2019 we consulted with local agencies on the hub concept, which has since been designed to offer service navigation, administrative support and referrals for the Fitzroy Crossing community. Alongside the Department of Finance, we are completing upgrades to the shopfront and preparing to develop and coordinate activities to open the facility to the public in the second half of 2020.

## Early childhood education and care

### Education and Care Regulatory Unit

Communities regulates and supports the Early Childhood and Education and Care sector through its Education and Care Regulatory Unit, to ensure compliance with minimum standards according to the National Quality Framework. Over the year, there were 1,219 inspections across 887 services and 225 assessments conducted.

During COVID-19, the Education and Care Regulatory Unit redistributed work priorities to be more responsive and agile to support the education and care sector. This response included ongoing support and advice directly to services, revising staff practices to reduce exposure and support isolation and social distancing requirements, frequent intergovernmental discussions on policy and practice level initiatives for State roll out.

### Regional Community Child Care Development Fund Stage Two

The Regional Community Child Care Development Fund was developed to improve the sustainability, quality and accessibility of community-managed early childhood education and care services in regional Western Australia. The Fund has been delivered in two stages, supporting access to early childhood development opportunities and building sustainable communities. Fourteen grants were awarded during stage two, including \$811,000 for a new model of governance for childcare services in the Wheatbelt and \$280,000 for a children's resource and support centre in the South West.

An evaluation of the fund was completed in March 2020 and found that Stage 2 has made progress toward achieving the objectives of the Education and Care Services Plans for regional Western Australia.

# Performance management framework



# Performance management framework

## Outcome-based management framework

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 2019–20 performance management framework is outlined below.

**Table 1: Department of Communities outcomes and services**

Desired Outcome	Service
Access to quality services that enables active participation in the Western Australian community by individuals and families (1)	1. Community Services
Families and individuals experiencing family and domestic violence, homelessness, or other crises are assisted to build their capabilities and be safe (1)	2. Homelessness support services
Families and individuals experiencing family and domestic violence, homelessness, or other crises are assisted to build their capabilities and be safe (1)	3. Earlier intervention and family support services
Families and individuals experiencing family and domestic violence homelessness, or other crises are assisted to build their capabilities and be safe (1)	4. Preventing and responding to family and domestic violence



**Desired Outcome**

**Service**

Children and young people needing protection are safe from abuse and harm (1)	5. Child protection assessments and investigations
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 (1)	6. Care arrangements and support services for children in the CEO's care
Affordable housing options are available to eligible West Australians (2)	7. Rental housing
Affordable housing options are available to eligible West Australians (2)	8. Home loans
Affordable housing options are available to eligible West Australians (2)	9. Land and housing supply
Life is enhanced for people with disability in the Western Australian community (3)	10. Supporting people with disability to access services and participate in their community
Life is enhanced for people with disability in the Western Australian community (3)	11. Living supports and care for people with disability
(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 Housing Authority Annual Report for 2019–20.	
(3) Further details on the indicators are contained in the Disclosures and Legal Compliance section of the Disability Services Commission Annual Report for 2019–20.	

## Changes to outcome–based management framework

Communities' outcome based management reporting framework was streamlined and consolidated in the 2019-20 State Budget process as a result of the ongoing implementation of the Machinery of Government changes in 2017. Changes were also made to reflect the ongoing transfer and transition from State-based services to the Australia-wide NDIS for the majority of Western Australians with disability.

The following changes were made in consultation with the Department of Treasury and the Office of the Auditor General:

- amalgamation of three disability related outcomes to one and seven disability services to two
- removal of three disability services related effectiveness key performance indicators which had been based on customer surveys. These surveys were no longer being conducted
- removal of one efficiency performance indicator relating to access, inclusion and advocacy projects, and six disability related efficiency key performance indicators which were based on average cost by service intensity. The average cost per service activity efficiency indicators were retained
- rewording and consolidation of various outcomes and services. A number of existing outcomes, services and key performance indicators were also realigned under broader outcomes and services, and surplus key performance indicators were ceased. Rewording and consolidation of various outcomes and services. Surplus key performance indicators were those not considered sufficiently material in the context of Communities' broader operations and larger operating expenditure, compared to the smaller agencies which had previously reported these key performance indicators.

Consequently, Communities' outcomes were consolidated from 12 to six. The number of services was streamlined from 21 to 11, and the total number of key performance indicators were reduced from 59 to 37.

Communities' key performance indicators are presented in this annual report, with the Disability Services Commission and Housing Authority key performance indicators presented in their respective annual reports.

## Reporting exemption

Six of the 2019-20 key performance indicators are based on client and service data that is collected from external disability services organisations between February and June each year.

These organisations were significantly affected by the COVID-19 pandemic from March 2020. They provided significant feedback to Communities as to the challenges they were facing in maintaining service delivery, particularly given major staff shortages which had occurred in the pandemic.

To support these organisations to focus on delivering services to their clients, the decision was made to discontinue the 2019-20 service data collection. This decision was consistent with the Western Australian State Government direction to support community service organisations in any way possible to maintain the delivery of services to the Western Australian community during the pandemic<sup>5</sup>.

Consequently, Communities sought a reporting exemption from the Under Treasurer in relation to the following key performance indicators given this performance data was no longer available:

- Proportion of the population in need who received disability services
- Average cost per service activity for community participation for people with disability
- Average cost per service activity for community living support for people with disability
- Average cost per service activity for independent living support for people with disability
- Average cost per service activity for therapy and specialised care for people with disability
- Average cost per service activity for residential services for people with disability.

The reporting exemption was granted by the Under Treasurer in May 2020. Accordingly, 2019-20 results for these indicators have not been presented in the Disability Services Commission annual report.

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<sup>5</sup> Funding and Contracting Services Special Edition Bulletin (Issue 81), Department of Finance, 23 March 2020

## Shared responsibilities with other agencies

Communities' 2019–20 cross–agency initiatives contained in the Resource Agreement is provided at Table 2.

**Table 2: Cross agency initiatives (a) for 2019–20**

Initiative	Related outcome/s	Contributing agencies
National Disability Insurance Scheme (NDIS) Worker Screening	Life is enhanced for people with disability in the West Australian community.	<ul style="list-style-type: none"> <li>Department of Communities (b)(d)</li> <li>Western Australian Police Force</li> </ul>
Reconfiguration of Spinal Cord Injury Services in WA, including the Quadriplegic Centre	Life is enhanced for people with disability in the West Australian community.	<ul style="list-style-type: none"> <li>Department of Communities (b)(d)</li> <li>North Metropolitan Health Service</li> </ul>
Enhancement to Mandatory Reporting of Child Sexual Abuse to include ministers of religion	Children and young people needing protection are safe from abuse and hard	<ul style="list-style-type: none"> <li>Department of Communities (b)(c)</li> <li>Department of Health</li> <li>Department of Education</li> <li>Western Australian Police Force</li> </ul>
Response to the Royal Commission into Institutional Responses to Child Sexual Abuse	Children and young people needing protection are safe from abuse and harm	<ul style="list-style-type: none"> <li>Department of Communities (b)(c)</li> <li>Department of the Premier and Cabinet</li> <li>Department of Health</li> <li>Department of Education</li> <li>Department of Local Government, Sport and Cultural Industries</li> <li>Western Australian Police Force</li> <li>Department of Justice</li> <li>Department of Finance</li> <li>Department of Treasury</li> <li>Mental Health Commission</li> <li>Office of the Commissioner for Children and Young People</li> <li>Ombudsman of WA</li> <li>State Solicitor's Office</li> <li>State Records Office</li> </ul>

Initiative	Related outcome/s	Contributing agencies
Target 120	Children and young people needing protection are safe from abuse and hard	<ul style="list-style-type: none"> <li>• Department of Communities (b)(c)</li> <li>• Western Australian Police Force</li> <li>• Department of the Premier and Cabinet</li> <li>• Department of Justice</li> <li>• Department of Health</li> <li>• Mental Health Commission</li> </ul>
Early Years Initiative	Access to quality services that enables active participation in the West Australian community by individuals and families	<ul style="list-style-type: none"> <li>• Department of Communities (b)(c)</li> <li>• Department of the Premier and Cabinet</li> <li>• Department of Health</li> <li>• Department of Education</li> </ul>
West Pilbara Plan	Families and individuals experiencing family and domestic violence, homelessness or other crises are assisted to build their capabilities and be safe.	<ul style="list-style-type: none"> <li>• Department of Communities (b)(c)</li> <li>• Western Australian Police Force</li> <li>• Department of the Premier and Cabinet</li> <li>• Department of Justice</li> <li>• Department of Treasury</li> <li>• Mental Health Commission</li> <li>• Department of Health</li> <li>• Department of Education</li> <li>• Department of Local Government, Sport and Cultural Industries</li> </ul>
Essential and Municipal Services Upgrade Program	Access to quality services that enable active participation in the West Australian community by individual and families	<ul style="list-style-type: none"> <li>• Department of Communities (b)(d)</li> <li>• Water Corporation</li> <li>• Department of Planning, Lands and Heritage</li> </ul>
Aboriginal Community Connectors Program	Families and individuals experiencing family and domestic violence, homelessness or other crises are assisted to build their capabilities and be safe	<ul style="list-style-type: none"> <li>• Department of Communities (b)(c)</li> <li>• Western Australian Police Force</li> <li>• Department of Health</li> <li>• Mental Health Commission</li> <li>• Department of Transport</li> </ul>



Initiative	Related outcome/s	Contributing agencies
		<ul style="list-style-type: none"> <li>Department of Education</li> </ul>

Notes:

- (a) Sourced from the Department’s 2019–20 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 Housing; Fisheries; Veterans Issues; Asian Engagement.

## 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 2019–20 Resource Agreement contains consolidated information for the Department of Communities.

# Financial performance

**Table 3: Summary of financial performance for 2019–20**

Indicator	Target (1)(2) \$'000	Actual (3)(4) \$'000	Variation \$'000	Variation %	Explanation of Significant Variance
Total Cost of Services	3,443,951	3,312,729	(131,222)	(3.8%)	–
Net Cost of Services	2,006,218	2,144,360	138,142	6.9%	–
Total Equity	12,856,988	12,117,286	(739,702)	(5.8%)	–
Salary Expense Level	521,460	585,546	64,086	12.3%	The variance is primarily due to increased demand for front line child protection services; additional resources required to manage Communities' welfare incident response to the COVID-19 pandemic; additional resources required to manage the additional workload associated with the surge in Historical Institutional Abuse of Children claims; and a change to the accounting treatment for the recovery of salaries for the Aboriginal Housing and GROH programs resulting in a re-allocation between salaries and other expense lines.
Borrowing Limit	5,334,836	5,317,725	(17,111)	(0.3%)	–
Working Cash Limit <sup>(5)</sup>	114,351	98,988	(15,3)	(13.4%)	The decrease is primarily due to the timing of payments for NDIS-related services, as well as a reduction in employee benefits expenses as a result of the transition to the NDIS.

**Notes:**

- (1) The 2019–20 Financial Targets reflect the financial targets in the 2019-20 Resource Agreement signed by the Treasurer on 24 February 2020.
- (2) The Financial Targets were updated following the 2019-20 Mid–Year Review, with the Total Cost of Services being revised to \$3,351 million and the Salary Expense Level being revised to \$545 million.
- (3) The actuals are sourced from the Financial Statements 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).
- (4) The consolidated financial information contained in this table was not subject to audit by the Office of the Auditor General. The individual Financial Statements are subject to audit by the Office of the Auditor General.
- (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 summary

Communities' performance in the achievement of its outcomes and delivery of its services, is demonstrated in the key effectiveness and efficiency indicators, which are outlined in Tables 4 and 13. Further details on the indicators are contained in the Disclosures and Legal Compliance section of this report.

The targets are published in the 2019-20 Western Australian State Budget Paper No 2 (Volume 2, Division 33, Part 8).



## Summary of outcome and effectiveness key performance indicators for 2019-20

**Table 4: Access to quality services that enables active participation in the Western Australian community by individuals and families**

Key effectiveness performance indicator	2018-19 Actual	2019-20 Target	2019-20 Actual	Explanation of significant variance
Percentage of assessed early childhood education and care services that met or exceeded national standards	62%	70%	78%	In response to the COVID-19 pandemic, the assessment and rating process was suspended from March 2020 which resulted in a reduced level of assessments performed compared to the planned number of assessments. A change in the national ratings process in 2019 also had a positive impact on performance.
The take-up rate of Seniors Card	95%	95%	93%	-
Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record	99%	95%	98%	-
Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record	97%	95%	96%	-

**Table 5: Families and individuals experiencing family and domestic violence, homelessness, or other crises are assisted to build their capabilities and be safe**

Key effectiveness performance indicator	2018-19 Actual	2019-20 Target	2019-20 Actual	Explanation of significant variance
Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period	82%	85%	85%	-
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion	86%	90%	82%	Community-based earlier intervention and family support services became more established in 2019-20. Increased service capacity enabled the redirection of some families to these services. This shift resulted in more departmental cases at the extreme end of the risk threshold, and a lower proportion of children that did not subsequently enter care.
Percentage of departmental clients who were assessed and received a response as a result of a FDV incident and did not require another FDV-related response within 12 months	74%	80%	77%	-

**Table 6: Children and young people needing protection are safe from abuse and harm**

Key effectiveness performance indicator	2018-19		2019-20		Explanation of significant variance
	Actual	Target	Actual	Target	
Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm	90%	95%	91%	-	
Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated	94%	95%	93%	-	

**Table 7: Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life outcomes**

Key effectiveness performance indicator	2018-19		2019-20		Explanation of significant variance
	Actual	Target	Actual	Target	
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle	65%	80%	66%	66%	The number of Aboriginal children in care continued to increase at a higher rate than the number of available placement options with Aboriginal carers or relatives. A child's best interests must be the paramount consideration under the <i>Children and Community Services Act 2004</i> . This includes the application of this principle in care arrangement decisions.
Proportion of children in the CEO's care with comprehensive care	84%	90%	84%	84%	-

planning undertaken within set timeframes

## Summary of services and efficiency key performance indicators for 2019-20

**Table 8: Community services**

Key efficiency performance indicator	2018-19 Actual	2019-20 Target	2019-20 Actual	Explanation of significant variance
Average cost per licensed service for regulation and support	\$8,291	\$9,540	\$7,382	Savings were mainly attributed to lower staffing levels and a reduced value of grants made under the Regional Child Care Centre Development Fund.
Average management cost per Seniors Card	\$6.16	\$6.95	\$6.63	-
Average cost per 'Working with Children Checks' application processed	\$35	\$35	\$36	-

**Table 9: Homelessness support services**

Key efficiency performance indicator	2018-19 Actual	2019-20 Target	2019-20 Actual	Explanation of significant variance
Average cost per homelessness client	\$3,394	\$3,313	\$3,271	-

**Table 10: Earlier intervention and family support services**

Key efficiency performance indicator	2018-19		2019-20		Explanation of significant variance
	Actual	Target	Actual	Target	
Average cost per earlier intervention and family support case	\$6,753	\$6,572	\$7,051	-	

**Table 11: Preventing and responding to family and domestic violence**

Key efficiency performance indicator	2018-19		2019-20		Explanation of significant variance
	Actual	Target	Actual	Target	
Average cost per family and domestic violence case	\$3,043	\$3,116	\$3,387		Additional funding was received in 2019-20 for family and domestic violence services funded under the National Housing and Homelessness Agreement. Additional Commonwealth Government funding was also received for the Women's Safety Program and the Keeping Women Safe in their Homes Service.

**Table 12: Child protection assessments and investigations**

Key efficiency performance indicator	2018-19		2019-20		Explanation of significant variance
	Actual	Target	Actual	Target	
Average cost per child involved in child protection cases	\$4,470	\$4,320	\$4,846		Additional staffing and legal costs were required to meet demand for child protection services, reflected in an updated model to more accurately allocate costs to child protection services. Expenditure was also affected by a change in an accounting standard relating to leased assets and increased expenditure on the Child Sexual Abuse Therapeutic Service.



**Table 13: Care arrangements and support services for children in the CEO’s care**

Key efficiency performance indicator	2018-19 Actual	2019-20 Target	2019-20 Actual	Explanation of significant variance
Average cost per day of a foster care arrangement	\$131	\$127	\$138	-
Average cost per day of a residential-based care arrangement	\$1,568	\$1,715	\$1,807	Higher staffing costs were required to care for young people who were living in residential-based care, which included the impact of the COVID-19 pandemic on the provision of staffing in these care arrangements.
Average cost per day of an exceptionally complex needs care arrangement	\$1,604	\$1,496	\$1,947	There was an increased number of young people with complex needs who were not able to be placed safely in existing care arrangements, which increased costs for interim arrangements while longer-term options were developed.
Average cost per day of a secure care arrangement	\$4,184	\$5,006	\$5,682	Secure care operated at a reduced capacity in 2019-20 due to the implementation of safety precautions in response to the COVID-19 pandemic, which led to a higher average cost.
Average cost per day to plan for and support a child in the CEO’s care	\$57	\$55	\$67	Additional staffing costs were required for child support teams who work closely with children in care, their families and carers, and there were increased special support payments for children in care to cater for their specific needs. A higher level of overhead costs was also allocated to this service which, together with \$5 million in payments for historical abuse in care claims, resulted in a higher average cost.

# Disclosures and legal compliance



# 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 2020, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, and Summary of Consolidated Account Appropriations 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 2020 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 Responsibility 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 Department determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director General is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern 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.

Page 1 of 4



A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of my auditor's report.

## Report on controls

### ***Basis for Qualified Opinion***

We identified significant weaknesses in the payroll controls implemented by the Department. These weaknesses could result in salary errors such as overpayments or payments to individuals who are not entitled to receive payment. Consequently, controls to prevent invalid and inaccurate payroll payments were inadequate.

We also identified significant weaknesses in the procurement controls implemented by the Department. Our testing showed controls were inadequate to demonstrate that the ordering of goods or services was approved prior to ordering. This increases the risk of erroneous or fraudulent payments and ordering of inappropriate or unnecessary goods or services.

For procurements without a purchase order, the Department does not evidence that goods/services were received by someone independent of the incurring officer. Rather the incurring officer fulfils the receiving function at the time of incurring. This is inadequate segregation of duties and contrary to the requirements of Treasurer's Instruction 304 *Authorisation of Payments*. It also increases the risk of erroneous and fraudulent payments.

### ***Qualified Opinion***

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department of Communities. The controls exercised by the Department of Communities are those policies and procedures established 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, except for the possible effects of the matters described in the Basis for Qualified Opinion paragraphs, 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 2020.

### ***The Director General's responsibilities***

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

### ***Auditor General's responsibilities***

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



An assurance engagement 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 non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

#### **Report on the 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 2020. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Department of Communities are relevant and appropriate to assist users to assess the agency's performance and fairly represent indicated performance for the year ended 30 June 2020.

##### **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 entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 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 2020 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 contact the entity to confirm the information contained in the website version of the financial statements and key performance indicators.



CAROLINE SPENCER  
AUDITOR GENERAL  
FOR WESTERN AUSTRALIA  
Perth, Western Australia  
12 October 2020



# Financial statements

## Certification of financial statements

For the reporting period ended 30 June 2020

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 2020 and the financial position as at 30 June 2020.

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.



**Nilushka Wijayadasa**  
**Chief Finance Officer**

7 October 2020



**Michelle Andrews**  
**Accountable Authority**

7 October 2020

# Statement of Comprehensive Income

For the year ended 30 June 2020

**Table 14: Statement of Comprehensive Income**

Income and Expenses	Notes	2020 \$000	2019 \$000
<b>Cost of services</b>	–	–	–
<b>Expenses</b>	–	–	–
Employee benefits expense	3.1.1	326,822	287,836
Supplies and services	3.4	73,981	76,995
Depreciation and amortisation expense	5.1.1, 5.2, 5.3.1	14,657	10,107
Finance costs	7.2	239	–
Accommodation expenses	3.4	31,545	33,751
Grants and subsidies	3.2	198,962	173,859
Funding for services	3.3	239,395	229,782
Loss on disposal of non-current assets	4.5	36	1
Other expenses	3.4	13,134	11,073
<b>Total cost of services</b>	–	<b>898,771</b>	<b>823,404</b>
<b>Revenue and Income</b>	–	–	–
User charges and fees	4.2	8,759	8,716
Other revenue	4.3	6,068	390
Commonwealth grants and contributions	4.4	49,827	48,689
<b>Total revenue</b>	–	<b>64,654</b>	<b>57,795</b>
<b>Total income other than income from State Government</b>	–	<b>64,654</b>	<b>57,795</b>
<b>Net cost of services</b>	–	<b>834,117</b>	<b>765,609</b>

Income and Expenses	Notes	2020 \$000	2019 \$000
<b>Income from State Government</b>	–	–	–
Service appropriation	4.1	786,927	708,225
Services received free of charge	4.1	4,850	5,032
Royalties for Regions Fund	4.1	7,715	11,609
Other funds received from State Government	4.1	9,650	12,353
<b>Total income from State Government</b>	<b>–</b>	<b>809,142</b>	<b>737,219</b>
<b>Deficit for the period</b>	<b>–</b>	<b>(24,975)</b>	<b>(28,390)</b>
<b>Other comprehensive income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Items not reclassified subsequently to profit or loss</b>	<b>–</b>	<b>–</b>	<b>–</b>
Changes in asset revaluation surplus	9.10	–	–
<b>Total other comprehensive income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total comprehensive income for the period</b>	<b>–</b>	<b>(24,975)</b>	<b>(28,390)</b>

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 2020

**Table 15: Statement of Financial Position**

Assets and Liabilities	Notes	2020 \$000	2019 \$000
<b>Assets - Current</b>	–	–	–
Cash and cash equivalents	7.3	21,095	11,337
Restricted cash and cash equivalents	7.3	14,950	9,074
Receivables	6.1	6,131	3,526
Amounts receivable for services	6.2	68	68
Other current assets	6.3	5,377	6,004
<b>Total current assets</b>	<b>–</b>	<b>47,621</b>	<b>30,009</b>
<b>Assets - Non-current</b>	–	–	–
Restricted cash and cash equivalents	7.3	3,827	2,681
Amounts receivable for services	6.2	131,191	116,502
Property, plant and equipment	5.1	110,728	112,757
Leasehold improvements	5.1	6,989	7,866
Work in progress	5.1	43	616
Right-of-use assets	5.2	8,090	–
Intangible assets	5.3	14,986	18,037
<b>Total non-current assets</b>	<b>–</b>	<b>275,854</b>	<b>258,459</b>
<b>Total assets</b>	<b>–</b>	<b>323,475</b>	<b>288,468</b>
<b>Liabilities - Current</b>	–	–	–
Payables	6.4	35,850	18,824
Lease liabilities	7.1	4,261	–
Income received in advance	6.5	665	245
Employee related provisions	3.1.2	122,951	120,643

<b>Assets and Liabilities</b>	<b>Notes</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
<b>Total current liabilities</b>	–	<b>163,727</b>	<b>139,712</b>
<b>Liabilities - Non-current</b>	–	–	–
Payables	6.4	2,414	2,517
Lease liabilities	7.1	4,163	–
Employee related provisions	3.1.2	27,990	17,974
<b>Total non-current liabilities</b>	–	<b>34,567</b>	<b>20,491</b>
<b>Total liabilities</b>	–	<b>198,294</b>	<b>160,203</b>
<b>Net assets</b>	–	<b>125,181</b>	<b>128,265</b>
<b>Equity</b>	–	–	–
Contributed equity	9.10	171,005	149,114
Accumulated deficit	9.10	(45,824)	(20,849)
<b>Total equity</b>	–	<b>125,181</b>	<b>128,265</b>

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 2020

**Table 16: Statement of Changes in Equity**

Statement of Changes in Equity	Notes	Contributed equity	Accumulated surplus/ (deficit)	Total equity
		\$000	\$000	\$000
<b>Balance at 1 July 2018</b>	–	<b>148,354</b>	<b>7,541</b>	<b>155,895</b>
Transfers in from abolished agencies	–	642	–	642
Deficit	–	–	(28,390)	(28,390)
<b>Total comprehensive income for the year</b>	–	<b>642</b>	<b>(28,390)</b>	<b>(27,748)</b>
<b>Transactions with owners in their capacity as owners:</b>	<b>9.10</b>	–	–	–
Capital appropriations	–	2,106	–	2,106
<b>Other contributions by owners</b>	–	–	–	–
Transfer out of land and building asset to Department of Health	–	(1,988)	–	(1,988)
<b>Total</b>	–	<b>118</b>	–	<b>118</b>
<b>Balance as at 30 June 2019</b>	–	<b>149,114</b>	<b>(20,849)</b>	<b>128,265</b>
<b>Balance at 1 July 2019</b>	–	<b>149,114</b>	<b>(20,849)</b>	<b>128,265</b>
Initial application of accounting policy	–	–	–	–
Restated balance at 1 July 2019	–	149,114	(20,849)	128,265
Deficit	–	–	(24,975)	(24,975)
Other comprehensive income	–	–	–	–
<b>Total comprehensive income for the year</b>	–	–	<b>(24,975)</b>	<b>(24,975)</b>

Statement of Changes in Equity	Notes	Contributed equity	Accumulated surplus/ (deficit)	Total equity
		\$000	\$000	\$000
<b>Transactions with owners in their capacity as owners:</b>	<b>9.10</b>	–	–	–
Capital appropriations	–	21,402	–	21,402
Other contributions by owners	–	491	–	491
Transfer out of land and building asset to Department of Planning, Lands and Heritage	–	(2)	–	(2)
<b>Total</b>	<b>–</b>	<b>21,891</b>	<b>–</b>	<b>21,891</b>
<b>Balance as at 30 June 2020</b>	<b>–</b>	<b>171,005</b>	<b>(45,824)</b>	<b>125,181</b>

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 2020

**Table 17: Statement of Cash Flows**

Statement of Cash Flows	Notes	2020 \$000	2019 \$000
<b>Cash flows from State Government</b>	–	–	–
Service appropriation	–	771,678	698,152
Capital appropriations	–	21,402	2,106
Holding account drawdown	–	559	399
Royalties for Regions Fund	–	7,715	11,609
National Redress Records	–	4,594	507
Other funds received from State Government	–	5,548	11,846
<b>Net cash provided by State Government</b>	–	<b>811,496</b>	<b>724,619</b>
<b>Utilised as follows:</b>	–	–	–
<b>Cash Flows from Operating Activities - Payments</b>	–	–	–
Employee benefits	–	(313,322)	(283,221)
Supplies and services	–	(65,832)	(71,380)
Finance costs	–	(239)	–
Accommodation	–	(31,545)	(34,711)
Grants and subsidies	–	(199,094)	(174,259)
Funding for services	–	(236,723)	(229,782)
GST payments on purchases	–	(43,368)	(40,491)
Other payments	–	(3,126)	(2,144)

Statement of Cash Flows	Notes	2020 \$000	2019 \$000
<b>Cash Flows from Operating Activities - Receipts</b>	–	–	–
User charges and fees	–	8,759	8,716
Commonwealth grants and contributions	–	49,827	48,689
GST receipts on sales	–	788	501
GST receipts from taxation authority	–	42,946	38,305
Other receipts	–	3,517	3,908
<b>Net cash used in operating activities</b>	<b>7.3.2</b>	<b>(787,412)</b>	<b>(735,869)</b>
<b>Cash flows from Investing Activities - Receipts</b>	–	–	–
Proceeds from sale of non-current assets	–	141	–
<b>Cash flows from Investing Activities - Payments</b>	–	–	–
Purchase of non-current assets	–	(1,312)	(5,336)
<b>Net cash used in investing activities</b>	–	<b>(1,171)</b>	<b>(5,336)</b>
<b>Cash flows from Financing Activities - Payments</b>	–	–	–
Principal elements of lease	–	(6,133)	–
<b>Net cash used in investing activities</b>	–	<b>(6,133)</b>	–
Net increase/(decrease) in cash and cash equivalents	–	16,780	(16,586)
Cash and cash equivalents at the beginning of the year	–	23,092	39,678
<b>Cash and cash equivalents at the end of the period</b>	<b>7.3.1</b>	<b>39,872</b>	<b>23,092</b>

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

# Summary of Consolidated Account Appropriations

For the year ended 30 June 2020

**Table 18: Summary of Consolidated Account Appropriations**

Consolidated Account Appropriations	Budget Estimate 2020 \$000	Supplementary Funding 2020 \$000	Revised Budget 2020 \$000	Actual 2020 \$000	Variance 2020 \$000
<b>Delivery of Services</b>	-	-	-	-	-
Item 69 Net amount appropriated to deliver services	739,878	46,557	786,435	786,435	-
Section 25 Transfer of service appropriation	-	-	-	-	-
Amount Authorised by Other Statutes	-	-	-	-	-
- Salaries and Allowances Act 1975	492	-	492	492	-
<b>Total appropriations provided to deliver services</b>	<b>740,370</b>	<b>46,557</b>	<b>786,927</b>	<b>786,927</b>	<b>-</b>
<b>Capital</b>	-	-	-	-	-
Item 136 Capital appropriations	24,456	(3,054)	21,402	21,402	-
<b>Administered Transactions</b>	-	-	-	-	-
Item 70 Administered grants, subsidies and other transfer payments	300	-	300	300	-
<b>Total administered transactions</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>-</b>
<b>Total</b>	<b>765,126</b>	<b>43,503</b>	<b>808,629</b>	<b>808,629</b>	<b>-</b>



# Notes to the Financial Statements

## 1. Basis of preparation

The Department is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Department is a not-for-profit entity (as profit is not its principal objective).

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

These annual financial statements were authorised for issue by the Accountable Authority of the Department on 7 October 2020.

### Statement of compliance

These general purpose financial statements are prepared in accordance with:

- 1) the *Financial Management Act 2006* (FMA)
- 2) the Treasurer's Instructions (the Instructions or TI)
- 3) Australian Accounting Standards (AAS) including applicable interpretations
- 4) where appropriate, those AAS paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions (the Instructions) take precedence over AAS. Several AAS are modified by the Instructions to vary application, disclosure format and wording. 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.

### Basis of preparation

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

### Judgements and estimates

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

Significant judgements and estimates have been made to meet the requirements of the new standards AASB 15, AASB 1058, AASB 16 and the calculation of expected credit loss (ECL).

### **AASB 15**

Key judgements include determining the timing of revenue from contracts with customers in terms of timing of satisfaction of performance obligations and determining the transaction price and the amounts allocated to performance obligations.

Estimation uncertainty including determining the transaction prices (estimating variable consideration, adjusting the consideration for the time value of money and measuring non-cash considerations), allocating the transaction price, including estimating stand-alone selling prices and allocating discounts and variable consideration.

### **AASB 1058**

Key judgements include the determination of the applicable standard, through an assessment of the specificity of the performance obligations in any enforceable agreement.

### **AASB 16**

In applying AASB 16 for the first time, the Department has evaluated all right-of-use assets in line with government guidelines for government vehicles, government owned accommodation and private accommodation leases.

### **Expected credit loss (ECL):**

ECL is a probability-weighted estimate of the cash shortfalls expected to result from defaults over the relevant timeframe that debtors are not settled. These have been determined based on historical trends on debt recovery levels.

## 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.

## 2. Department outputs

### How the Department operates

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

#### Notes:

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

### 2.1 Department objectives

#### Purpose

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

The Department is predominantly funded by Parliamentary appropriations.

#### Services

The Department provides the following services:

##### Service 1: Community services

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

##### Service 2: Homelessness support services

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

**Service 3: Early intervention and family support services**

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

**Service 4: Preventing and responding to family and domestic violence**

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

**Service 5: Child protection and investigations**

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

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

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

## 2.2 Schedule of income and expenses by service

For the year ended 30 June 2020

**Table 19: Schedule of income and expenses by service**

Income and Expenses	Community Services		Homelessness Support Services		Homelessness Support Services		Early Intervention and Family Support Services		Early Intervention and Family Support Services		Preventing and Responding to Family Domestic Violence	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
<b>Cost of Services - Expenses</b>	-	-	-	-	-	-	-	-	-	-	-	-
Employee benefits expense	33,076	31,725	1,699	2,158	38,891	35,081	5,586	4,779				
Supplies and services	15,607	23,398	683	852	7,562	7,429	1,228	1,226				
Depreciation and amortisation expense	1,131	754	41	54	1,888	1,317	141	112				
Finance costs	17	-	-	-	35	-	1	-				
Accommodation expenses	2,889	3,139	87	128	4,084	4,511	232	266				
Grants and subsidies	37,892	36,224	1,197	1,004	2,190	1,486	4,632	3,110				
Funding for services	45,420	42,507	52,654	49,326	33,443	34,300	41,220	39,060				



Income and Expenses	Community Services		Homeless-ness Support Services		Homeless-ness Support Services		Early Intervention and Family Support Services		Early Intervention and Family Support Services		Preventing and Responding to Family Domestic Violence		Preventing and Responding to Family Domestic Violence	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	
Loss on disposal of non-current assets	5	-	-	-	4	-	-	-	-	-	-	-	-	
Other expenses	1,318	1,180	101	90	1,648	1,435	138	125						
<b>Total cost of services</b>	<b>137,355</b>	<b>138,927</b>	<b>56,462</b>	<b>53,612</b>	<b>89,745</b>	<b>85,559</b>	<b>53,178</b>	<b>48,678</b>						
<b>Cost of Services - Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
User charges and fees	8,648	8,636	-	-	1	2	-	-						
Other revenue	915	90	23	3	805	45	73	5						
Commonwealth grants and contributions	508	172	25,287	27,149	-	-	23,736	21,368						
<b>Total income other than income from State Government</b>	<b>10,071</b>	<b>8,898</b>	<b>25,310</b>	<b>27,152</b>	<b>806</b>	<b>47</b>	<b>23,809</b>	<b>21,373</b>						
<b>Net cost of services</b>	<b>127,284</b>	<b>130,029</b>	<b>31,152</b>	<b>26,460</b>	<b>88,939</b>	<b>85,512</b>	<b>29,369</b>	<b>27,305</b>						
<b>Income from State Government</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

Income and Expenses	Community Services		Homeless-ness Support Services		Homeless-ness Support Services		Early Intervention and Family Support Services		Early Intervention and Family Support Services		Preventing and Responding to Family Domestic Violence		Preventing and Responding to Family Domestic Violence	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Service appropriation	118,972	107,268	28,879	22,318	84,234	81,368	27,329	24,823						
Services received free of charge	61	243	3	18	78	308	9	37						
Royalties for Regions Fund	972	6,156	4,050	2,637	228	246	810	1,310						
Other funds received	5,129	11,544	458	452	7	58	1	–						
<b>Total income from State Government</b>	<b>125,134</b>	<b>125,211</b>	<b>33,390</b>	<b>25,425</b>	<b>84,547</b>	<b>81,980</b>	<b>28,149</b>	<b>26,170</b>						
<b>Surplus/(deficit) for the period</b>	<b>(2,150)</b>	<b>(4,818)</b>	<b>2,238</b>	<b>(1,035)</b>	<b>(4,392)</b>	<b>(3,532)</b>	<b>(1,220)</b>	<b>(1,135)</b>						

**Table 20: Schedule of income and expenses by service**

Income and Expenses	Child Protection and Investigations	Child Protection and Investigations	Care Arrangements and Support Services for Children in the CEO's Care	Care Arrangements and Support Services for Children in the CEO's Care	Total	Total
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
<b>Cost of Services - Expenses</b>	-	-	-	-	-	-
Employee benefits expense	61,738	57,991	185,832	156,102	326,822	287,836
Supplies and services	15,271	14,785	33,630	29,305	73,981	76,995
Depreciation and amortisation expense	2,845	2,225	8,611	5,645	14,657	10,107
Finance costs	53	-	133	-	239	-
Accommodation expenses	6,364	7,491	17,889	18,216	31,545	33,751
Grants and subsidies	290	223	152,761	131,812	198,962	173,859
Funding for services	3,875	3,635	62,783	60,954	239,395	229,782
Loss on disposal of non-current assets	7	-	20	1	36	1
Other expenses	2,609	2,359	7,320	5,884	13,134	11,073
<b>Total cost of services</b>	<b>93,052</b>	<b>88,709</b>	<b>468,979</b>	<b>407,919</b>	<b>898,771</b>	<b>823,404</b>

Income and Expenses	Child Protection and Investigations	Child Protection and Investigations	Care Arrangements and Support Services for Children in the CEO's Care	Care Arrangements and Support Services for Children in the CEO's Care	Total	Total
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
<b>Cost of Services - Income</b>	-	-	-	-	-	-
User charges and fees	2	3	108	75	8,759	8,716
Other revenue	1,149	76	3,103	171	6,068	390
Commonwealth grants and contributions	296	-	-	-	49,827	48,689
<b>Total income other than income from State Government</b>	<b>1,447</b>	<b>79</b>	<b>3,211</b>	<b>246</b>	<b>64,654</b>	<b>57,795</b>
<b>Net cost of services</b>	<b>91,605</b>	<b>88,630</b>	<b>465,768</b>	<b>407,673</b>	<b>834,117</b>	<b>765,609</b>
<b>Income from State Government</b>	-	-	-	-	-	-
Service appropriation	87,666	84,142	439,847	388,306	786,927	708,225
Services received free of charge	4,048	3,083	651	1,343	4,850	5,032
Royalties for Regions Fund	369	419	1,286	841	7,715	11,609

Income and Expenses	Child Protection and Investigations		Child Protection and Investigations		Care Arrangements and Support Services for Children in the CEO's Care		Care Arrangements and Support Services for Children in the CEO's Care		Total	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Other funds received	10	99	4,045	200	9,650	12,353				
<b>Total income from State Government</b>	<b>92,093</b>	<b>87,743</b>	<b>445,829</b>	<b>390,690</b>	<b>809,142</b>	<b>737,219</b>				
<b>Surplus/(deficit) for the period</b>	<b>488</b>	<b>(887)</b>	<b>(19,939)</b>	<b>(16,983)</b>	<b>(24,975)</b>	<b>(28,390)</b>				

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



### 2.3 Schedule of assets and liabilities by service

Table 21: Schedule of assets and liabilities by service

Assets and Liabilities	Community Services		Homeless Support Services		Homeless Support Services		Early Intervention and Family Support Services		Early Intervention and Family Support Services		Preventing and Responding to Family Domestic Violence	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000	2020 \$000	2019 \$000
<b>Assets</b>	-	-	-	-	-	-	-	-	-	-	-	-
Current assets	16,018	4,910	612	234	3,511	3,912	3,371	844				
Non-current assets	18,452	62,078	648	1,078	29,771	23,724	2,192	2,237				
<b>Total assets</b>	<b>34,470</b>	<b>66,988</b>	<b>1,260</b>	<b>1,312</b>	<b>33,282</b>	<b>27,636</b>	<b>5,563</b>	<b>3,081</b>				
<b>Liabilities</b>	-	-	-	-	-	-	-	-				
Current liabilities	18,343	16,946	770	1,735	19,445	17,792	3,001	2,932				
Non-current liabilities	3,282	2,128	140	250	4,481	3,010	478	236				
<b>Total liabilities</b>	<b>21,625</b>	<b>19,074</b>	<b>910</b>	<b>1,985</b>	<b>23,926</b>	<b>20,802</b>	<b>3,479</b>	<b>3,168</b>				
<b>Net assets/ (liabilities)</b>	<b>12,845</b>	<b>47,914</b>	<b>350</b>	<b>(673)</b>	<b>9,356</b>	<b>6,834</b>	<b>2,084</b>	<b>(87)</b>				

**Table 22: Schedule of assets and liabilities by service**

Income and Expenses	Child Protection Assignments and Investigations 2020 \$000	Child Protection Assignments and Investigations 2019 \$000	Care Arrangements for Children in the CEO's Care 2020 \$000	Care Arrangements for Children in the CEO's Care 2019 \$000	Total 2020 \$000	Total 2019 \$000
<b>Assets</b>	-	-	-	-	-	-
Current assets	4,811	6,573	19,298	13,536	47,621	30,009
Non-current assets	45,189	40,037	179,602	129,305	275,854	258,459
<b>Total assets</b>	<b>50,000</b>	<b>46,610</b>	<b>198,900</b>	<b>142,841</b>	<b>323,475</b>	<b>288,468</b>
<b>Liabilities</b>	-	-	-	-	-	-
Current liabilities	28,323	31,375	93,845	68,932	163,727	139,712
Non-current liabilities	6,795	5,571	19,391	9,296	34,567	20,491
<b>Total liabilities</b>	<b>35,118</b>	<b>36,946</b>	<b>113,236</b>	<b>78,228</b>	<b>198,294</b>	<b>160,203</b>
<b>Net assets</b>	<b>14,882</b>	<b>9,664</b>	<b>85,664</b>	<b>64,613</b>	<b>125,181</b>	<b>128,265</b>

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

### 3 Use of our funding

#### 3.1 Expenses incurred in the delivery of services

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

**Table 23: Expenses incurred in the delivery of services**

Expenses incurred in the delivery of services	Notes	2020 \$000	2019 \$000
Employee benefits expenses	3.1.1	326,822	287,836
Employee related provisions	3.1.2	150,941	138,617
Grants and subsidies	3.2	198,962	173,859
Funding for services	3.3	239,395	229,782
Other expenditure	3.4	118,660	121,819

##### 3.1.1 Employee benefits expenses

**Table 24: Employee benefits expenses**

Employee benefits expenses	2020 \$000	2019 \$000
Wages and salaries	298,380	263,066
Superannuation - defined contributions plans(a)	28,442	24,770
<b>Total employee benefits expenses</b>	<b>326,822</b>	<b>287,836</b>
Add: AASB 16 Non-monetary benefits	4,314	–
Less: Employee Contribution	(2,060)	–
<b>Net employee benefits</b>	<b>329,076</b>	<b>287,836</b>

**Employee Benefits:** Include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, profit-sharing and bonuses; and nonmonetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for employees.

**Termination benefits:** Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

**Superannuation:** The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

**AASB 16 Non-monetary benefits:** Employee benefits in the form of non-monetary benefits, such as the provision of motor vehicles or housing, are measured at the cost.

### 3.1.2 Employee-related provisions

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

**Table 25: Employee-related provisions**

Employee-related provisions	2020 \$000	2019 \$000
<b>Employee benefits provisions - Current</b>	–	–
Annual leave and other leave(a)	46,718	39,416
Long service leave(b)	48,399	54,475
Defined benefits superannuation plans(c)	15,398	15,576
Purchased leave	428	284
<b>Sub-total</b>	<b>110,943</b>	<b>109,751</b>
<b>Other provisions</b>	–	–
Employment on-costs(d)	12,008	10,892
<b>Total current employee related provisions</b>	<b>122,951</b>	<b>120,643</b>
<b>Employee benefits provisions – Non-Current</b>	–	–
Long service leave(b)	24,289	14,665
Deferred leave(e)	164	59
<b>Other provisions</b>	–	–
Employment on-costs(d)	3,537	3,250
<b>Total non-current employee related provisions</b>	<b>27,990</b>	<b>17,974</b>
<b>Total employee related provisions</b>	<b>150,941</b>	<b>138,617</b>

**(a) Annual leave and other leave liabilities:** Annual leave and other 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:

**Table 26: Annual leave and other leave liabilities**

Annual leave and other leave liabilities	2020 \$000	2019 \$000
Within 12 months of the end of the reporting period	33,526	32,389
More than 12 months after the end of the reporting period	13,192	7,027
<b>Total</b>	<b>46,718</b>	<b>39,416</b>

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

**(b) Long service leave liabilities:** 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.

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

**Table 27: Long service leave liabilities**

Long service leave liabilities	2020 \$000	2019 \$000
Within 12 months of the end of the reporting period	15,835	18,101
More than 12 months after the end of the reporting period	56,853	51,039
<b>Total</b>	<b>72,688</b>	<b>69,140</b>

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

**c) Defined benefit superannuation plans:** Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987. The liabilities under the scheme have been calculated separately by external actuaries using the projected unit credit method.

The expected future payments are discounted to present value 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 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 the benefits paid to members during the reporting period.



**Table 28: Defined benefit superannuation plans**

Defined benefit superannuation plans	Pension Scheme 2020	Pre-transfer GSS benefit 2020	Pension Scheme 2019	Pre-transfer GSS benefit 2019
Carrying amount at start of period	13,580	1,959	13,710	2,283
Interest cost	181	24	338	52
Net actuarial losses/(gains) recognised	1,177	(12)	982	44
Benefits paid	(1,235)	(276)	(1,450)	(420)
<b>Carrying amount at end of the period</b>	<b>13,703</b>	<b>1,695</b>	<b>13,580</b>	<b>1,959</b>

**d) Employment on-costs:** 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.

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

**Table 29: Employment on-costs**

Employment on-costs provision	2020 \$000	2019 \$000
Carrying amount at start of period	14,142	7,919
Additional provisions recognised	1,403	6,223
<b>Carrying amount at end of period</b>	<b>15,545</b>	<b>14,142</b>

**e) 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. The liability is measured on the same basis as annual leave.

**Table 30: Deferred leave**

Deferred leave	2020 \$000	2019 \$000
Within 12 months of the end of the reporting period	–	–
More than 12 months after the end of the reporting period	164	59
<b>Total</b>	<b>164</b>	<b>59</b>

### 3.2 Grants and subsidies

**Table 31: Grants and subsidies**

Grants and subsidies	2020 \$000	2019 \$000
<b>Recurrent</b>	<b>–</b>	<b>–</b>
Bereavement assistance	855	1,054
Case support costs	27,706	27,874
Children's and leaving care subsidies	77,238	67,028
Grants and subsidies private bodies	12,628	7,834
Grants and subsidies to government agencies	1,139	952
Hardship Utility Grant Scheme	4,551	6,711
High needs placement programs	43,601	37,843
Natural disaster assistance	682	25
Seniors Cost of Living Rebate	24,116	23,429
Other	6,446	1,109
<b>Total grants and subsidies</b>	<b>198,962</b>	<b>173,859</b>

Transactions in which the Department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

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

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

### 3.3 Funding for services

**Table 32: Funding for services**

Funding for services	2020 \$000	2019 \$000
<b>Recurrent</b>	–	–
Care Arrangements and Support Services for Children in the CEO's care	62,783	60,954
Child Protection Assessments and Investigations	3,875	3,635
Community Services	45,420	42,507
Earlier intervention and Family Support Services	33,443	34,300
Homelessness Support Services	52,654	49,326
Preventing and Responding to Family and Domestic Violence	41,220	39,060
<b>Total grants and subsidies</b>	<b>239,395</b>	<b>229,782</b>

### 3.4 Other expenditure

**Table 33: Other expenditure**

Other expenditure	2020 \$000	2019 \$000
<b>Supplies and services</b>	–	–
Communications	8,084	6,313
Consultants and contractors	29,019	34,659
Consumables	8,449	5,036
Contracts, equipment and licenses	6,539	5,118
Leased equipment	360	558
Motor vehicle costs	4,086	6,458
Staffing costs	7,913	8,704
Training	1,833	1,567
Travel	3,512	3,771
Other	4,186	4,811
<b>Total supplies and services expenses</b>	<b>73,981</b>	<b>76,995</b>
<b>Accommodation expenses</b>	–	–
Cleaning, gardening, security, rates and taxes	3,128	2,493
Insurance general	2,562	2,971
Minor works	710	587
Power, water and gas	2,158	2,428
Rentals	20,434	21,360
Repairs and maintenance - buildings	2,553	3,912
<b>Total accommodation expenses</b>	<b>31,545</b>	<b>33,751</b>
<b>Other expenses</b>	–	–
Audit fees	359	313
Employment on-costs	11,868	8,522
Expected credit losses expense	214	92
Repairs and maintenance - equipment	28	13
Net revaluation decrement for land assets during the year	665	1,147
Net revaluation decrement for building assets during the year	–	986
<b>Total other expenses</b>	<b>13,134</b>	<b>11,073</b>
<b>Total other expenditure</b>	<b>118,660</b>	<b>121,819</b>

**Supplies and services**

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

**Accommodation expenses**

Operating lease payments are recognised on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset.

Repairs, maintenance and cleaning costs are recognised as expenses as incurred.

**Other expenses**

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

**Repairs and maintenance - equipment**

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

The Allowance for expected credit losses of trade receivables is measured at the lifetime expected credit losses 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 the economic environment. Please refer to note 6.1.1 Movement in the allowance for impairment of trade receivables.

**Employee on-costs**

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

**Expected credit loss**

Is an allowance of trade receivables, measured at the lifetime expected credit losses 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 the economic environment. Please refer to Note 6.1.1 Movement in the allowance for impairment of trade receivables.

## 4. Our funding sources

### How we obtain our funding

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

**Table 34: Funding Sources**

<b>Funding Sources</b>	<b>Notes</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Income from State Government	4.1	809,142	737,219
User charges and fees	4.2	8,759	8,716
Other revenue	4.3	6,068	390
Commonwealth grants and contributions	4.4	49,827	48,689
Losses on sale of Assets	4.5	(36)	(1)

### 4.1 Income from State Government

**Table 35: Income from State Government**

<b>Income from State Government</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
<b>Appropriations received during the period:</b>	<b>–</b>	<b>–</b>
Service appropriation(a)	771,678	697,660
Salaries and Allowances Act	492	492
Amounts receivable for services	14,757	10,073
<b>Total</b>	<b>786,927</b>	<b>708,225</b>



**Table 36: Services received free of charge from other State Government agencies during the year**

<b>Services received free of charge from other State Government agencies during the year</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
State Solicitor's Office - legal services	3,933	2,565
Department of Finance - leasing services	548	761
Department of Health - health assessments for children in care	345	342
Department of Education - provide training and maintenance of students	15	2
Landgate - land information and valuation services	5	8
Office of the Director of Public Prosecutions - working with children checks	4	–
Housing Authority - recognition of reduction in employee leave provisions for the financial period	–	1,354
<b>Total services received</b>	<b>4,850</b>	<b>5,032</b>
<b>Royalties for Regions Fund</b>	<b>–</b>	<b>–</b>
Regional Community Services Account(c) - Department of Primary Industries and Regional Development	7,715	11,609
<b>Total Royalties for Regions Fund</b>	<b>7,715</b>	<b>11,609</b>
<b>Other funds received from State Government</b>	<b>–</b>	<b>–</b>
Cadets WA	18	–
Capability building for Aboriginal community	–	364
Contribution to Homestretch	100	–
Emergency Services Disasters Claim- Received from Dept of Fire and Emergency	53	–
Essential municipal services upgrade program (EMSUP)	3,323	9,935
Financial counselling	500	500
Parenting NGALA Helpline	513	506
Support Sector	91	90
Youth accommodation drug and alcohol office funds	458	451
National Redress Records FOI	4,594	507
<b>Total other funds received from State Government</b>	<b>9,650</b>	<b>12,353</b>
<b>Total income from State Government</b>	<b>809,142</b>	<b>737,219</b>

**(a) 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 in the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Service appropriations fund the net cost of services delivered (as set out in note 2.2).

Appropriation revenue comprises the following:

- cash component; and
- a receivable (asset).
- The receivable (holding account – note 6.2) comprises the following:
  - The budgeted depreciation expense for the year
  - Any agreed increase in leave liabilities during the year.

**(b) Transfer of assets:** Discretionary transfers of assets (including grants) and liabilities between State government agencies are reported under Income from State Government. Transfers of assets and liabilities in relation to a restructure of administrative arrangements are recognised as distribution to owners by the transferor and contribution by owners by the transferee under AASB 1004. Other non-discretionary non-reciprocal transfers of assets and liabilities designated as contributions by owners under TI 955 are also recognised directly to equity.

**(c) The Regional Infrastructure and Headworks Account, and, Regional Community Services Accounts** are sub-funds within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when the Department receives the funds. The Department has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.

The application of AASB 15 and AASB 1058 from 1 July 2019 has had no impact on the treatment of income from State Government.

## 4.2 User charges and fees

**Table 37: User charges and fees**

User charges and fees	2020 \$000	2019 \$000
Adoption fees	103	69
Fines and penalties	119	349
Child care licensing fees	519	487
Working with children screening fees	8,008	7,797
Other	10	14
<b>Total</b>	<b>8,759</b>	<b>8,716</b>

Until 30 June 2019, revenue was recognised and measured at the fair value of consideration received or receivable. From 1 July 2019, revenue is recognised at the transaction price when the Department transfers control of the services to customers.

Revenue is recognised at a point-in-time for all departmental fees and charges. The performance obligations for these user fees and charges are satisfied when the services have been provided.

## 4.3 Other revenue

**Table 38: Other revenue**

Other revenue	2020 \$000	2019 \$000
Employee Contributions	1,925	–
Rebates and reimbursements	316	190
Reimbursement of relocation expenses	2,900	–
Revaluation of Assets	701	–
Other	226	200
<b>Total</b>	<b>6,068</b>	<b>390</b>

Until 30 June 2019, revenue was recognised and measured at the fair value of consideration received or receivable. From 1 July 2019, revenue is recognised at the transaction price when the Department transfers control of the services to customers or where the performance objectives are met.

Revenue is recognised for the major activities as follows:

Revenue is recognised at a point-in-time for departmental rebates and reimbursements. The performance obligations for these revenues are satisfied when the services have been provided.

All other revenue is predominately recognised at a point-in-time, however a case by case analysis is conducted to ensure compliance with accounting standards. The performance obligations for these revenues are generally satisfied when the services have been provided, where this is not the case the revenue is recognised over a relevant period.

#### 4.4 Commonwealth grants and contributions

**Table 39: Commonwealth grants and contributions**

<b>Commonwealth grants and contributions</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
National Housing & Homelessness Agreement	44,653	44,060
National Partnership Agreement on Pay Equity for Social and Community Services Sector	–	3,882
National Initiatives Program - Women's Safety Package	736	176
Indian Ocean Territories Service Delivery Program	476	149
Family Safety in the Kimberley	–	400
Family Court WA Pilot	296	–
COVID-19 Domestic Violence Support	3,635	–
Unaccompanied Humanitarian Minors	31	22
<b>Total</b>	<b>49,827</b>	<b>48,689</b>

#### **Commonwealth contributions**

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

## Commonwealth grants

Until 30 June 2019 income from Commonwealth grants were recognised at fair value when the grant is receivable.

From 1 July 2019 current grants are recognised as income when the grants are receivable.

Capital grants are recognised as income when the Department achieves milestones specified in the grant agreement.

## 4.5 Loss on Disposal

**Table 40: Loss on Disposal**

Loss on Disposal	2020 \$000	2019 \$000
<b>Net proceeds from disposal of non-current assets</b>	–	–
Office machines, furniture and equipment	–	–
Motor Vehicles	141	–
<b>Carrying amount of non-current assets disposed</b>	–	–
Office machines, furniture and equipment	(10)	(1)
Motor Vehicles	(167)	–
<b>Net losses</b>	<b>(36)</b>	<b>(1)</b>

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.

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

## 5. Key assets

### Assets the Department utilises for economic benefit or service potential

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

**Table 41: Key Assets**

Key Assets	Notes	2020 \$000	2019 \$000
Property, plant and equipment	5.1	110,728	112,757
Leasehold improvements	5.1	6,989	7,866
Work in progress	5.1	43	616
Right-of-use assets	5.2	8,090	–
Intangible assets	5.3	14,986	18,037
<b>Total key assets</b>	<b>–</b>	<b>140,836</b>	<b>139,276</b>



## 5.1 Property, plant and equipment

**Table 42: Property, plant and equipment year ended 30 June 2020**

Year ended 30 June 2020	Land	Buildings	Office machines, furniture and equipment	Computer equipment	Leasehold improvements	Work in progress	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>1 July 2019</b>	-	-	-	-	-	-	-
Gross carrying amount	56,654	54,747	4,456	3,341	40,095	616	159,909
Accumulated depreciation	-	(349)	(3,003)	(3,089)	(32,229)	-	(38,670)
<b>Carrying amount at start of year</b>	<b>56,654</b>	<b>54,398</b>	<b>1,453</b>	<b>252</b>	<b>7,866</b>	<b>616</b>	<b>121,239</b>
Additions	-	43	282	20	14	775	1,134
Transfers (a)	95	394	-	-	-	-	489
Transfers to/(from) work in progress	-	-	-	-	315	(1,348)	(1,033)
Revaluation increments/(decrements)	(665)	701	-	-	-	-	36
Disposals	-	-	(10)	-	-	-	(10)
Depreciation	-	(2,195)	(552)	(142)	(1,206)	-	(4,095)
<b>Carrying amount at 30 June 2020</b>	<b>56,084</b>	<b>53,341</b>	<b>1,173</b>	<b>130</b>	<b>6,989</b>	<b>43</b>	<b>117,760</b>
Gross carrying amount	56,084	53,758	4,415	3,245	40,228	43	157,773
Accumulated depreciation	-	(417)	(3,242)	(3,115)	(33,239)	-	(40,013)

(a) The Department of Planning, Lands and Heritage is the only agency with the power to sell Crown land. The land is transferred to Department of Planning, Lands and Heritage for sale and the Department accounts for the transfer as a distribution to owner.

**Table 43: Property, plant and equipment year ended 2019**

Year ended 30 June 2019	Land \$000	Buildings \$000	Office machines, furniture and equipment \$000	Computer equipment \$000	Leasehold improvements \$000	Work in progress \$000	Total \$000
<b>1 July 2018</b>	–	–	–	–	–	–	–
Gross carrying amount	55,129	56,118	4,327	3,379	42,816	385	162,154
Accumulated depreciation	–	(420)	(2,988)	(3,057)	(31,754)	–	(38,219)
<b>Carrying amount at start of year</b>	<b>55,129</b>	<b>55,698</b>	<b>1,339</b>	<b>322</b>	<b>11,062</b>	<b>385</b>	<b>123,935</b>
Additions	–	145	679	138	14	2,028	3,004
Transfers (a)	(1,580)	(408)	–	–	–	–	(1,988)
Transfers to/(from) work in progress	–	69	–	–	465	(1,797)	(1,263)
Revaluation decrements	(1,093)	(934)	–	–	–	–	(2,027)
Disposals	–	–	(1)	–	–	–	(1)
Depreciation	–	(2,244)	(564)	(208)	(3,675)	–	(6,691)
Reclassified from assets classified as held for sale	4,198	2,072	–	–	–	–	6,270
<b>Carrying amount at 30 June 2019</b>	<b>56,654</b>	<b>54,398</b>	<b>1,453</b>	<b>252</b>	<b>7,866</b>	<b>616</b>	<b>121,239</b>
Gross carrying amount	56,654	54,747	4,456	3,341	40,095	616	159,909
Accumulated depreciation	–	(349)	(3,003)	(3,089)	(32,229)	–	(38,670)

(a) The Department of Planning, Lands and Heritage is the only agency with the power to sell Crown land. The land is transferred to Department of Planning, Lands and Heritage for sale and the Department accounts for the transfer as a distribution to owner.

## Initial recognition

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

Assets transferred as part of a machinery of government change are transferred at their fair value.

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

The initial cost for a non-financial physical asset under a finance lease is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

## Subsequent measurement

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

- land
- buildings
- infrastructure.

Land is carried at fair value.

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

All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

**Land and buildings** are independently valued annually by the Western Australian Land Information Authority (Valuations and Property Analytics) 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.

Land and buildings were revalued as at 1 July 2019 by the Western Australian Land Information Authority (Valuations and Property Analytics). The valuations were performed during the year ended 30 June 2020 and recognised at 30 June 2020. In undertaking the revaluation, fair value was determined by reference to market values for land: \$24.2 million (2019: \$24.8 million) and buildings: \$20.5 million (2019: \$27.6 million). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Revaluation model:

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

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

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

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

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

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



### 5.1.1 Depreciation and impairment

**Table 44: Depreciation and impairment**

Charge for the period	2020 \$000	2019 \$000
<b>Depreciation</b>	–	–
Buildings	2195	2,244
Office machines, furniture and equipment	552	564
Computer equipment	142	208
Leasehold improvements	1206	3,675
<b>Total depreciation for the period</b>	<b>4,095</b>	<b>6,691</b>

As at 30 June 2020 there were no indications of impairment to property, plant and equipment or infrastructure.

All surplus assets at 30 June 2020 have either been classified as assets held for sale or have been written-off.

#### Finite useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

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

#### Asset useful life:

- Buildings – 25 years
- Leasehold Improvements – 25 years or life of lease
- Office machines, furniture & equipment – 5 years
- Computer equipment – 4 years

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

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

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

### **Impairment**

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

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

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

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

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

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

## 5.2 Right-of-use assets

**Table 45: Right-of-use assets**

Year ended 30 June 2020	Employee Housing – Government \$000	Employee Housing – Private \$000	Vehicles \$000	Total \$000
<b>1 July 2019</b>	–	–	–	–
Gross carrying amount	–	–	–	–
Accumulated amortisation	–	–	–	–
<b>Carrying amount at start of period</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Recognition of right-of-use assets on initial application of AASB 16	2,128	328	5,367	7,823
Adjusted balance at 1 July 2019	2,128	328	5,367	7,823
Additions	3,702	–	3,145	6,847
Disposals	(113)	–	(167)	(280)
Depreciation	(3,562)	(97)	(2,641)	(6,300)
<b>Carrying amount at 30 June 2020</b>	<b>2,155</b>	<b>231</b>	<b>5,704</b>	<b>8,090</b>
Gross carrying amount	4,569	328	8,073	12,970
Accumulated amortisation	(2,414)	(97)	(2,369)	(4,880)
Accumulated impairment loss	–	–	–	–

### Initial recognition

Right-of-use assets are measured at cost including the following:

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

This includes all leased assets other than investment property ROU assets, which are measured in accordance with AASB 140 'Investment Property'.

The Department has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an

underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

### Subsequent measurement

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

### Depreciation and impairment of right-of-use assets

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

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

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

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

**Table 46: Leases recognised in the statement of comprehensive income**

Leases recognised in the statement of comprehensive income	2020 \$000	2019 \$000
Depreciation expense of right-of-use assets	6,300	–
Lease interest expense	239	–
<b>Total amount recognised in the statement of comprehensive income</b>	<b>6,539</b>	<b>–</b>

The total cash outflow for leases in 2020 was \$6.133 million.

*The Department's leasing activities and how these are accounted for:*

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

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

Up to 30 June 2019, the Department classified lease as either finance leases or operating leases. From 1 July 2019, the Department recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

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

### 5.3 Intangible assets

**Table 47: Intangible assets – Year ended 30 June 2019**

Year ended 30 June 2019	Computer Software \$000
<b>1 July 2018</b>	–
Gross carrying amount	35,603
Accumulated amortisation	(17,755)
<b>Carrying amount at start of year</b>	<b>17,848</b>
Additions	2,342
Transfers from work in progress	1,263
Amortisation expense	(3,416)
<b>Carrying amount at 30 June 2019</b>	<b>18,037</b>

**Table 48: Intangible assets – Year ended 30 June 2020**

Year ended 30 June 2020	Computer Software \$000
<b>1 July 2019</b>	–
Gross carrying amount	39,208
Accumulated amortisation	(21,171)
<b>Carrying amount at start of year</b>	<b>18,037</b>
Additions	178
Transfers from work in progress	1,033
Amortisation expense	(4,262)
<b>Carrying amount at 30 June 2020</b>	<b>14,986</b>

**Initial recognition**

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more that comply with the recognition criteria as per AASB 138.57 (as noted below), are capitalised.

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.

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

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

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



## Subsequent measurement

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

### 5.3.1 Amortisation and impairment

**Table 49: Amortisation and impairment**

Charge for the period	2020 \$000	2019 \$000
Computer software	4,262	3,416
<b>Total amortisation for the year</b>	<b>4,262</b>	<b>3,416</b>

As at 30 June 2020 there were no indications of impairment to intangible assets.

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

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

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

- Computer software (a) 2 to 15 years

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

### Impairment of intangible assets

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

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

## 6. Other assets and liabilities

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

**Table 50: Other assets and liabilities**

Other assets and liabilities	Notes	2020 \$000	2019 \$000
Receivables	6.1	6,131	3,526
Amounts receivable for services	6.2	131,259	116,570
Other current assets	6.3	5,377	6,004
Payables	6.4	38,264	21,341
Income received in advance	6.5	665	245

### 6.1 Receivables

**Table 51: Receivables**

Receivables	2020 \$000	2019 \$000
<b>Current</b>	–	–
Trade receivables	2,424	1,002
Allowance for impairment of trade receivables	(388)	(266)
Accrued revenue	1,769	98
GST receivable	2,326	2,692
<b>Total receivables</b>	<b>6,131</b>	<b>3,526</b>

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

### 6.1.1 Movement in the allowance for impairment of trade receivables

**Table 52: Movement in the allowance for impairment of trade receivables**

Movement in the allowance for impairment of trade receivables	2020 \$000	2019 \$000
<b>Reconciliation of changes in the allowance for impairment of trade receivables</b>	–	–
Opening Balance	266	294
Remeasurement under AASB 9	-	-
<b>Restated balance at start of period</b>	<b>266</b>	<b>294</b>
Expected credit losses expense	214	96
Amount written off during the period	(92)	(124)
<b>Balance at end of period</b>	<b>388</b>	<b>266</b>

The maximum exposure to credit risk at the end of the reporting period for trade receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at Note 8.1(c) 'Financial instruments disclosures'.

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

## 6.2 Amounts receivable for services (Holding Account)

**Table 53: Amounts receivable for services (Holding Account)**

Amounts receivable for services (Holding Account)	2020 \$000	2019 \$000
Current	68	68
Non-current	131,191	116,502
<b>Balance at end of period</b>	<b>131,259</b>	<b>116,570</b>

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

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the holding accounts).

### 6.3 Other assets

**Table 53: Other assets**

Other assets	2020 \$000	2019 \$000
<b>Current</b>	–	–
Prepayments	5,279	5,897
Other - prepaid cards	98	107
<b>Total current balance at end of period</b>	<b>5,377</b>	<b>6,004</b>

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

### 6.4 Payables

**Table 55: Payables**

Payables	2020 \$000	2019 \$000
<b>Current</b>	–	–
Trade payables	22,714	12,269
Accrued expenses	7,457	5,418
Accrued salaries	5,679	1,137
<b>Total current</b>	<b>35,850</b>	<b>18,824</b>
<b>Non-Current</b>	–	–
Other - lease incentive liability	2,414	2,517
<b>Total non-current</b>	<b>2,414</b>	<b>2,517</b>
<b>Balance at end of period</b>	<b>38,264</b>	<b>21,341</b>

**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.

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

The accrued salaries suspense account (See Note 7.4 'Restricted cash and cash equivalents') consists of amounts paid annually, from agency appropriations for salaries expense, into a Treasury suspense account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

## 6.5 Income received in advance

**Table 56: Income received in advance**

Income received in advance	2020 \$000	2019 \$000
<b>Current</b>	–	–
Income received in advance	665	245
<b>Balance at end of period</b>	<b>665</b>	<b>245</b>

## 7. Financing

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

### Notes

Lease liabilities	7.1
Finance costs	7.2
Cash and cash equivalents	7.3
Reconciliation of cash	7.3.1
Reconciliation of operating activities	7.3.2
Restricted cash and cash equivalents	7.4
Commitments	7.5
Capital commitments	7.5.1
Other expenditure commitments	7.5.2

## 7.1 Lease liabilities

The statement of financial position shows the following amounts relating to lease liabilities:

**Table 57: Lease liabilities**

Lease liabilities	2020 \$000	2019 \$000
<b>Current</b>	–	–
Lease liabilities	4,261	–
<b>Total Current</b>	<b>4,261</b>	–
<b>Non-Current</b>	–	–
Lease liabilities	4,163	–
<b>Total non-current</b>	<b>4,163</b>	–
<b>Balance at end of period</b>	<b>8,424</b>	–

The Department measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

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

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

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



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

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

This section should be read in conjunction with note 5.2 – Right of Use Assets.

### Subsequent measurement

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

## 7.2 Finance costs

**Table 58: Finance costs**

Finance costs	2020 \$000	2019 \$000
<b>Finance costs</b>	–	–
Lease interest expense	239	–
<b>Finance costs expensed</b>	<b>239</b>	–

‘Finance costs’ represent the interest component of lease liability repayments

## 7.3 Cash and cash equivalents

### 7.3.1 Reconciliation of cash

**Table 59: Reconciliation of cash**

Reconciliation of cash	2020 \$000	2019 \$000
Cash and cash equivalents	21,095	11,337
Restricted cash and cash equivalents	18,777	11,755
<b>Balance at end of year</b>	<b>39,872</b>	<b>23,092</b>

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

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

**Table 60: Reconciliation of net cost of services to net cash flows used in operating activities**

Reconciliation of net cost of services to net cash flows used in operating activities	Notes	2020 \$000	2019 \$000
Net cost of services	–	(834,117)	(765,609)
<b>Non-cash items</b>	–	–	–
Depreciation and amortisation expense	5.1, 5.3	14,657	10,107
Expected credit losses expense	3.4	214	92
Services received free of charge	4.1	4,850	5,032
Net loss on disposal of property, plant and equipment	4.5	36	1
Revaluation movement	3.4, 4.3	(36)	2,132
Adjustment for other non-cash items	–	(705)	–
<b>(Increase)/decrease in assets</b>	–	–	–
Current receivables (a)	–	(2,972)	4,330
Other current assets	–	627	191
<b>Increase/(decrease) in liabilities</b>	–	–	–
Current payables (a)	–	17,026	5,590
Current provisions	–	2,308	12,393
Other income received in advance	–	420	(26)
Non-current payables	–	(103)	(69)
Non-current provisions	–	10,016	(8,103)
Change in GST receivables/payables (b)	–	367	(1,930)
<b>Net cash used in operating activities</b>	–	<b>(787,412)</b>	<b>(735,869)</b>

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

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

## 7.4 Restricted cash and cash equivalents

**Table 61: Restricted cash and cash equivalents**

Restricted cash and cash equivalents	2020 \$000	2019 \$000
<b>Current</b>	–	–
Commonwealth Paid Parental Leave Scheme (a)	259	89
Essential and Municipal Services Improvement in Remote Aboriginal Areas (EMSUP)	5,071	2,775
Indian Ocean Territories Service Delivery Program (b)	237	83
National Redress Records	–	202
Redress Unclaimed Monies	93	93
Royalties for Regions fund (c)	2,181	541
Seniors Rebates (d)	7,109	5,291
<b>Total</b>	<b>14,950</b>	<b>9,074</b>
<b>Non-Current</b>	–	–
Accrued salaries suspense account(e)	3,827	2,681
<b>Total restricted cash and cash equivalents</b>	<b>18,777</b>	<b>11,755</b>

- a) Funds held in this account are to be used for purposes of meeting payments to eligible working parents with 18 weeks of Parental Leave Pay.
- b) Funds held for the provision of Child Protection Programs for the Indian Ocean Territories.
- c) These unspent funds are committed to projects and programs in WA regional areas.
- d) Amounts representing unclaimed Seniors rebates.
- e) 27th pay in a financial year that occurs every 11 years. This will become due in the 2026-2027 financial year.

## 7.5 Commitments

### 7.5.1 Capital commitments

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

**Table 62: Capital commitments**

Capital commitments	2020 \$000	2019 \$000
Within 1 year	1,149	881
Later than 1 year and not later than 5 years	956	1,800
Later than 5 years	–	–
<b>Total</b>	<b>2,105</b>	<b>2,681</b>

The totals presented for capital commitments are GST inclusive.

### 7.5.2 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:

**Table 63: Other expenditure commitments**

Other expenditure commitments	2020 \$000	2019 \$000
Within 1 year	4,645	3,111
Later than 1 year and not later than 5 years	2,232	4,199
Later than 5 years	–	–
<b>Total</b>	<b>6,877</b>	<b>7,310</b>

The totals presented for other expenditure commitments are GST inclusive.

## 8. Risks and contingencies

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

### Notes:

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

### 8.1 Financial risk management

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

#### (a) Summary of risks and risk management

##### Credit risk

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

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

##### Liquidity risk

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

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

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

##### Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department's income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially

exposed to other price risks (e.g. equity securities or commodity prices changes). The Department's exposure to market risk for changes in interest rates relate primarily to the long-term debt obligations.

Other than as detailed in the interest rate sensitivity analysis table at Note 8.1(e), the Department is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings other than finance leases (fixed interest rate).

### (b) Categories of financial instruments

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

**Table 64: Categories of financial instruments**

Categories of financial instruments	2020 \$000	2019 \$000
<b>Financial assets</b>	–	–
Cash and cash equivalents	21,095	11,337
Restricted cash and cash equivalents	18,777	11,755
Receivables(a)	3,805	834
Amounts receivable for services	131,259	116,570
<b>Total financial assets</b>	<b>174,936</b>	<b>140,496</b>
<b>Financial liabilities</b>	–	–
Financial liabilities measured at amortised cost	35,850	18,824
Finance lease liability	8,424	–
<b>Total financial liabilities</b>	<b>44,274</b>	<b>18,824</b>

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



**(c) Credit risk exposure**

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

**Table 65: Credit risk exposure**

Credit risk exposure		Total	Days past due Current \$000	Days past due 31-90 days \$000	Days past due 91-180 days \$000	Days past due 181-365 days \$000	Days past due >365 days \$000
<b>30 June 2020</b>		-	-	-	-	-	-
Expected credit loss rate			0.51%	9.89%	24.23%	4.51%	41.77%
Estimated total gross carrying amount at default		4,193	2,505	258	252	546	632
Expected credit losses		(388)	(13)	(25)	(61)	(25)	(264)
<b>30 June 2019</b>		-	-	-	-	-	-
Expected credit loss rate			6.14%	20.99%	19.78%	25.84%	35.69%
Estimated total gross carrying amount at default		1,100	267	126	96	141	470
Expected credit losses		(266)	(16)	(27)	(19)	(36)	(168)

**(d) Liquidity risk and interest rate exposure**

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

**Table 66: Interest rate exposure and maturity analysis of financial assets and financial liabilities**

Interest rate exposure and maturity analysis	Carrying amount \$000	Interest rate exposure Fixed interest rate \$000	Interest rate exposure Variable interest rate \$000	Interest rate exposure Non-interest bearing \$000	Nominal amount \$000	Maturity dates Up to 1 month \$000	Maturity dates 1-3 months \$000	Maturity dates 3 months to 1 year \$000	Maturity dates 1-5 years \$000	Maturity dates More than 5 years \$000	Carrying amount
<b>Financial assets</b>	-	-	-	-	-	-	-	-	-	-	-
Cash and cash equivalents	-	21,095	-	-	21,095	21,095	21,095	-	-	-	-
Restricted cash and cash equivalents	-	18,777	-	-	18,777	18,777	14,950	-	-	-	3,827
Receivables(a)	-	3,805	-	-	3,805	3,805	3,805	-	-	-	-
Amounts receivable for services	-	131,259	-	-	131,259	131,259	-	-	68	-	131,191
<b>Total</b>	<b>-</b>	<b>174,936</b>	<b>-</b>	<b>-</b>	<b>174,936</b>	<b>174,936</b>	<b>39,850</b>	<b>-</b>	<b>68</b>	<b>-</b>	<b>135,018</b>

2020 Financial liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	35,850	-	-	35,850	-	35,850	-	-	-	-	-	-
Finance lease liabilities	2.84	8,424	-	-	8,424	8,424	355	710	3,196	4,163	-	-	-
<b>Total</b>	-	<b>44,274</b>	-	-	<b>44,274</b>	<b>44,274</b>	<b>36,205</b>	<b>710</b>	<b>3,196</b>	<b>4,163</b>	-	-	-

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

**Table 67: Interest rate exposure and maturity analysis of financial assets and financial liabilities**

Interest rate exposure and maturity analysis	Weighted Average Effective Interest Rate %	Carrying Amount \$000	Interest rate exposure Fixed interest rate \$000	Interest rate exposure Variable interest rate \$000	Interest rate exposure Non-interest bearing \$000	Nominal amount \$000	Maturity dates Up to 1 month \$000	Maturity dates 1-3 months \$000	Maturity dates 3 months to 1 year \$000	Maturity dates 1-5 years \$000	Maturity dates More than 5 years \$000
<b>2019 Financial assets</b>											
Cash and cash equivalents	-	11,337	-	-	11,337	11,337	-	-	-	-	-
Restricted cash and cash equivalents	-	11,755	-	-	11,755	9,074	-	-	-	-	2,681
Receivables(a)	-	834	-	-	834	834	-	-	-	-	-
Amounts receivable for services	-	116,570	-	-	116,570	-	-	68	-	-	116,502
<b>Total</b>	-	<b>140,496</b>	-	-	<b>140,496</b>	<b>21,245</b>	-	<b>68</b>	-	-	<b>119,183</b>
<b>2019 Financial liabilities</b>											
Payables	-	18,824	-	-	18,824	18,824	-	-	-	-	-
<b>Total</b>	-	<b>18,824</b>	-	-	<b>18,824</b>	<b>18,824</b>	-	-	-	-	-

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

**(e) Interest rate sensitivity analysis**

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

**8.2 Contingent assets and liabilities**

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

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

**8.2.1 Contingent assets**

The Department does not have contingent assets.

**8.2.2 Contingent liabilities**

The following contingent liabilities are excluded from the liabilities included in the financial statements:

**Litigation in progress**

There are currently a number of legal cases pending for which the outcomes are not certain. The State Solicitor's Office has estimated that a total amount of \$12.578 million (2019: \$6.370 million) may be payable as compensation to claimants at some future point in time. Whilst this is acknowledged as a contingent liability of the Department, it has yet to be determined whether the Department will ultimately be responsible for funding the actual amounts paid as compensation, if any.

**Contaminated sites**

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

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

### 8.3 Fair value measurements

**Table 68: Fair value measurements 2020**

Assets measured at fair value:	Note	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Land	5.1	–	24,236	31,848	56,084
Buildings	5.1	–	20,536	32,805	53,341
<b>Total</b>	<b>–</b>	<b>–</b>	<b>44,772</b>	<b>64,653</b>	<b>109,425</b>

**Table 69: Fair value measurements 2019**

Assets measured at fair value:	Note	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Land	5.1	–	24,835	31,819	56,654
Buildings	5.1	–	20,759	33,639	54,398
<b>Total</b>	<b>–</b>	<b>–</b>	<b>45,594</b>	<b>65,458</b>	<b>111,052</b>

There were no transfers between Levels 1, 2 or 3 during the current and previous periods.

#### Valuation techniques to derive Level 2 fair values

Level 2 fair values of non-current assets held for sale, 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 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)

Table 70: Fair value measurements 2020

2020	NCAHFS \$000	Land \$000	Buildings \$000	Total \$000
Fair Value at start of period	–	31,819	33,639	65,458
Additions	–	–	41	41
Transfers in	–	95	394	489
Revaluation decrements	–	(66)	80	14
Transfers from/(to) Level 2	–	–	–	–
Disposals	–	–	–	–
Depreciation expense	–	–	(1,349)	(1,349)
<b>Fair Value at end of period</b>	<b>–</b>	<b>31,848</b>	<b>32,805</b>	<b>64,653</b>
Total gains or losses for the period included in profit or loss, under 'Other Gains'	–	–	–	–

Table 71: Fair value measurements 2019

2019	NCAHFS \$000	Land \$000	Buildings \$000	Total \$000
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)
Depreciation expense	–	–	(1,328)	(1,328)
<b>Fair Value at end of period</b>	<b>–</b>	<b>31,819</b>	<b>33,639</b>	<b>65,458</b>

## 9. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

### Notes:

Events occurring after the end of the reporting period	9.1
Initial application of Australian Accounting Standards	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Related bodies	9.6
Affiliated bodies	9.7
Special purpose accounts	9.8
Remuneration of auditor	9.9
Equity	9.10
Supplementary financial information	9.11
Explanatory statement	9.12

### 9.1 Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting period.

### 9.2 Initial application of Australian Accounting Standards

#### (a) AASB 15 Revenue from Contract with Customers and AASB 1058 Income of Not-for-Profit Entities

AASB 15 Revenue from Contracts with Customers replaces AASB 118 Revenue and AASB 111 Construction Contracts for annual reporting periods on or after 1 January 2019. Under the new model, an entity shall recognise revenue when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer and is based upon the transfer of control rather than transfer of risks and rewards.

AASB 15 focuses on providing sufficient information to the users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from the contracts with customers. Revenue is recognised by applying the following five steps:

- identifying contracts with customers
- identifying separate performance obligations
- determining the transaction price of the contract
- allocating the transaction price to each of the performance obligations
- recognising revenue as each performance obligation is satisfied.

Revenue is recognised either over time or at a point in time. Any distinct goods or services are separately identified and any discounts or rebates in the contract price are allocated to the separate elements.

In addition, income other than from contracts with customers are subject to AASB 1058 Income of Not-for-Profit Entities. Income recognition under AASB 1058 depends on whether such a transaction gives rise to liabilities or a contribution by owners related to an asset (such as cash or another asset) recognised by the Department.

AASB 1058 includes provision for the recognition of volunteer services, however the services provided by foster carers cannot be reliably fair valued, and their services could not be purchased if they were not provided for no charge. As such, no values have been reflected in the financial statements.

The Department adopts the modified retrospective approach on transition to AASB 15 and AASB 1058. No comparative information is restated under this approach, and the Department recognises 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 (1 July 2019).

Under this transition method, the Department elects not to apply the standards retrospectively to non-completed contracts from the date of initial application.

Refer to Note 4.1, 4.2, 4.3 and 4.4 for the revenue and income accounting policies adopted from 1 July 2019.

The effect of adopting AASB 15 and AASB 1058 are as follows:

**Table 72: Effect of adopting AASB 15 and AASB 1058**

Effect of adopting AASB 15 and AASB 1058	30 June 2020 \$000	Adjustments \$000	30 June 2020 under AASB 118 and 1004 \$000
User charges and fees	8,759	–	8,759
Commonwealth grants	49,827	–	49,827
<b>Net result</b>	<b>58,586</b>	<b>–</b>	<b>58,586</b>

### (b) AASB 16 Leases

AASB 16 Leases supersedes AASB 117 Leases and related Interpretations. AASB 16 primarily affects lessee accounting and provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors.

The Department applies AASB 16 Leases from 1 July 2019 using the modified retrospective approach.

As permitted under the specific transition provisions, comparatives are not restated. The cumulative effect of initially applying this Standard is recognised as an adjustment to the opening balance of accumulated surplus/(deficit).

The main changes introduced by this Standard include identification of lease within a contract and a new lease accounting model for lessees that require lessees to recognise all leases (operating and finance leases) on the Statement of Financial Position as right-of-use assets and lease liabilities, except for short term leases (lease terms of 12 months or less at commencement date) and low-value assets (where the underlying asset is valued less than \$5,000). The operating lease and finance lease distinction for lessees no longer exists.

Under AASB 16, the Department takes into consideration all operating leases that were off balance sheet under AASB 117 and recognises:

- a) right-of-use assets and lease liabilities in the Statement of Financial Position, initially measured at the present value of future lease payments, discounted using the incremental borrowing rate (2.5%) on 1 July 2019;
- b) depreciation of right-of-use assets and interest on lease liabilities in the Statement of Comprehensive Income; and
- c) the total amount of cash paid as principal amount, which is presented in the cash flows from financing activities, and interest paid, which is presented in the cash flows from operating activities, in the Statement of Cash Flows.

In relation to leased vehicles that were previously classified as finance leases, their carrying amount before transition is used as the carrying amount of the right-of-use assets and the lease liabilities as of 1 July 2019.

The Department measures concessionary leases that are of low value terms and conditions at cost at inception. There is no financial impact as the Department is not in possession of any concessionary leases at the date of transition.

The right-of-use assets are assessed for impairment at the date of transition and has not identified any impairments to its right-of-use assets.

On transition, the Department has elected to apply the following practical expedients in the assessment of their leases that were previously classified as operating leases under AASB 117:

- a) a single discount rate has been applied to a portfolio of leases with reasonably similar characteristics;
- b) the Department has relied on its assessment of whether existing leases were onerous in applying AASB 137 Provisions, Contingent Liabilities and Contingent Assets immediately before the date of initial application as an alternative to performing an impairment review. The Department has adjusted the right-of-use asset at 1 July 2019 by the amount of any provisions included for onerous leases recognised in the Statement of Financial Position at 30 June 2019;

- c) where the lease term at initial application ended within 12 months, the Department has accounted for these as short-term leases;
- d) initial direct costs have been excluded from the measurement of the right-of-use asset;
- e) hindsight has been used to determine if the contracts contained options to extend or terminate the lease.

The Department has not reassessed whether existing contracts are or contained a lease at 1 July 2019. The requirements of paragraphs 9-11 of AASB 16 are applied to contracts that came into existence post 1 July 2019.

**Table 73: Measurement of lease liabilities**

Measurement of lease liabilities	\$000
Operating Lease Commitments disclosed as at 30 June 2019	65,021
(Less): GOA leases not recognised as liabilities under AASB 16	(59,654)
Add: Finance lease liabilities recognised as at 30 June 2019	2,456
<b>Lease liability recognised at 1 July 2019</b>	<b>7,823</b>
Current lease liabilities	3,786
Non-current lease liabilities	4,037

### 9.3 Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 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.

#### AASB 1059 Service Concession Arrangements: Grantors

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.

The Department does not manage any public private partnership that is within the scope of the Standard.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2020.

#### AASB 2018–6 Amendments to Australian Accounting Standards – Definition of a Business

The Standard amends AASB 3 to clarify the definition of a business, assisting entities to determine whether a transaction should be accounted for as a business combination or as an asset acquisition.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2020.

#### AASB 2018–7 Amendments to Australian Accounting Standards – Definition of Material

The Standard principally amends AASB 101 and AASB 108. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The amendment also includes some supporting requirements in AASB 101 in the definition to give it more prominence and clarifies the explanation accompanying the definition of material.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2020.



### AASB 2019–1 Amendments to Australian Accounting Standards – References to the Conceptual Framework

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This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2020.

### AASB 2019–2 Amendments to Australian Accounting Standards – Implementation of AASB 1059

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This Standard makes amendments to AASB 16 and AASB 1059 to: (a) amend the modified retrospective method set out in paragraph C4 of AASB 1059; (b) modify AASB 16 to provide a practical expedient to grantors of service concession arrangements so that AASB 16 would not need to be applied to assets that would be recognised as service concession assets under AASB 1059; and (c) include editorial amendments to the application guidance and implementation guidance accompanying AASB 1059.

The Department does not maintain any public private partnership that is within the scope of the Standard.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2020.

### AASB 2020–1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

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This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.

There is no financial impact.

Operative for reporting periods beginning on/after 1 January 2022.

## 9.4 Key management personnel

The Department has determined key management personnel to include cabinet ministers and senior officers of the Department. The Department does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the reporting period are presented within the following bands:

Compensation of members of the accountable authority

Table 74: Compensation band

Compensation band (\$)	2020	2019
540,001 - 550,000	1	–
330,001 - 340,000	–	1
260,000 - 270,000	–	1
240,001 - 250,000	1	–
230,001 - 240,000	–	1
220,001 - 230,000	2	–
210,001 - 220,000	4	4
200,001 - 210,000	5	3
190,001 - 200,000	3	7
180,001 - 190,000	2	1
170,001 - 180,000	2	5
150,001 - 160,000	–	2
120,001 - 130,000	1	–
110,001 - 120,000	1	1
100,001 - 110,000	2	–
90,001 - 100,000	–	2
80,001 - 90,000	3	1
70,001 - 80,000	2	1
60,001 - 70,000	–	1
50,001 - 60,000	2	–
40,001 - 50,000	1	–
<b>Total</b>	<b>32</b>	<b>31</b>

**Table 75: Compensation of employee benefits**

<b>Compensation of employee benefits</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Short-term employee benefits	4,444	4,588
Post-employment benefits	490	475
Other long-term benefits	493	528
Termination benefits	–	–
<b>Total compensation of senior officers</b>	<b>5,427</b>	<b>5,591</b>

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

## 9.5 Related party transactions

The Department is a wholly owned and controlled public sector entity of the State of Western Australia.

Related parties of the Department include:

- all Cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

All related party transactions have been entered into on an arm's length basis.

## Significant transactions with government related entities

Significant transactions include:

- income from State Government (Note 4.1)
- equity contributions (Note 9.10)
- superannuation payments to GESB (3.1.1)
- lease rentals payments to the Department of Finance (Note 3.4) and related outstanding balances (Note 6.4)
- insurance payments to the Insurance Commission of WA and Risk Cover (Note 3.4)
- legal aid assistance grant (Note 3.3)
- Income from Public Trustee (Note 4.2)
- remuneration for services provided by the Auditor General (Note 9.9).

## Material transactions with related parties

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

### 9.6 Related bodies

A related body is a body that receives more than half of its funding and resources from a Department and is subject to operational control by that Department. The Department has no related bodies during the financial year.

### 9.7 Affiliated bodies

An affiliated body is a body that receives more than half its funding and resources from a Department but is not subject to operational control by that Department. The following agencies receive more than half their funding and resources from the Department but are not subject to operational control by it and are therefore considered to be affiliated body under the *Financial Management Act 2006*:

**Table 76: Affiliated bodies**

<b>Name of organisation</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Allambee Counselling Inc	650	–
Breakaway Aboriginal Corporation	297	–
Bremer Bay Community Resource Centre Inc	–	29
Bridgetown Family and Community Care Inc	–	99
Brockman House Inc	255	207
Carnarvon Family Support Service Inc	1,358	994
Desert Blue Connect Inc	1,818	–
Doubleview House Inc	109	–
Escare Inc	668	–
Forest Lakes / Thornlie Family Centre Inc	–	65
Forgotten Australians Coming Together (FACT) Inc	–	330
Frank Konecny Community Centre	–	164
Goldfields Women's Refuge Association Inc	716	–
Gowrie Community Services (WA) Inc	274	271
Greenfields Family and Community Care Inc	–	65
Hudson Road Family Centre Inc	100	–
Joondalup Family Centre Inc	140	–
Karingal Neighbourhood Centre Inc	–	139
Kununurra Neighbourhood House Inc	–	139
Manjimup Family Centre Inc	–	207
Marnin Bowa Dumbara Aboriginal Corporation	845	–
Milligan Community Learning and Resource Centre Inc	–	207
Narrogin Community Support Association Inc	109	97
Newman Neighbourhood Centre Inc	–	155
Newman Women's Shelter Inc	768	–
Ngala Family Services	–	1,860
Orana House Inc	806	–
Pilbara Community Legal Service	2,051	1,664



Name of organisation	2020 \$000	2019 \$000
Roberta Jull Community Care Association Inc	486	301
Rostrata Family Centre Inc	–	65
Sandalwood Family Centre Inc	–	65
South Lake Ottey Family and Neighbourhood Centre Inc	204	204
South West Refuge Inc	1,008	–
Stopping Family Violence Inc	–	455
The Lucy Saw Centre Association Inc	2,631	–
UnitingCare West	19,837	–
Uniting Church in Australia Property Trust (WA)	–	173
Waroona Community Resource Centre Inc	179	160
Westerly Family Centre Inc	–	65
West Stirling Neighbourhood House Inc	–	99
Women's Council for Domestic and Family Violence Services (WA) Inc	34	–
Zonta House Refuge Association Inc	1,174	–
<b>Total</b>	<b>36,517</b>	<b>8,279</b>

## 9.8 Special purpose accounts

Special Purpose Account section 16(1)(c) of FMA

### Trust Statement No 3

Community Services Trust

The purpose of the account is to hold monies in trust for children under the care of the Department and such other monies as are received from any other person or organisation for the provision of amenities in Departmental facilities which house and for such other children specific purposes as directed by the donors.

**Table 77: Community Services Trust**

<b>Community Services Trust</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Balance at start of period	89	117
Receipts	154	164
Payments	(125)	(192)
<b>Balance at end of period</b>	<b>118</b>	<b>89</b>

### Trust Statement No 27

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

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

**Table 78: Children and Young People in Chief Executive Officer's Care Private Cash Account**

<b>Children and Young People in Chief Executive Officer's Care Private Cash Account</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Balance at start of period	326	274
Receipts	186	54
Payments	(71)	(2)
<b>Balance at end of period</b>	<b>441</b>	<b>326</b>

Special Purpose Account section 16(1)(d) of FMA

**Trust Statement No 28**

## Indian Ocean Territories Service Delivery Program

The purpose of the account is to hold funds received from the Commonwealth for funding for the Indian Ocean Territories Service Delivery Program.

**Table 79: Indian Ocean Territories Service Delivery Program**

Indian Ocean Territories Service Delivery Program	2020 \$000	2019 \$000
Balance at start of period	83	101
Receipts	424	149
Payments	(268)	(167)
<b>Balance at end of period</b>	<b>239</b>	<b>83</b>

**9.9 Remuneration of auditors**

Remuneration paid or payable to the Auditor General in respect of the audit is as follows:

**Table 80: Remuneration of auditors**

Remuneration of auditors	2020 \$000	2019 \$000
Auditing the accounts, controls, financial statements and key performance indicators	350	303

## 9.10 Equity

**Table 81: Equity**

Equity	2020 \$000	2019 \$000
<b>Contributed equity</b>	–	–
Balance at start of period	149,114	148,354
<b>Contribution by owners</b>	–	–
Capital appropriations	21,402	2,106
Transfer of land asset to Department of Planning Land and Heritage	(2)	(1,988)
Transfer in from other agencies	491	642
<b>Total contribution by owners</b>	<b>21,891</b>	<b>760</b>
<b>Balance at end of period</b>	<b>171,005</b>	<b>149,114</b>
<b>Accumulated surplus/(deficit)</b>	–	–
Balance at start of period	(20,849)	7,541
Result for the period	(24,975)	(28,390)
<b>Balance at end of period</b>	<b>(45,824)</b>	<b>(20,849)</b>

## 9.11 Supplementary financial information

### (a) Write-offs

**Table 82: Write-offs**

<b>Write-offs by the Accountable Authority</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Subsidy overpayments (foster carers)	89	113
Other	3	11
<b>Total</b>	<b>92</b>	<b>124</b>

### (b) Gifts of public property

**Table 83: Gifts of public property**

<b>Gifts of public property</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Gifts of public property provided by the Department	2	–
<b>Total</b>	<b>2</b>	<b>–</b>

### (c) Act of Grace Payments

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

## 9.12 Explanatory statement (Controlled operations)

All variances between annual estimates (original budget) and actual results for 2020, and between the actual results for 2020 and 2019 are shown below. Narratives are provided for key major variances, which are greater than 10% and \$1 million for the Statements of Comprehensive Income, Cash Flows, and the Statement of Financial Position.

(a) Statement of comprehensive income variances

Table 84: Statement of comprehensive income variances

Statement of comprehensive income variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Expenses</b>	-	-	-	-	-	-
Employee benefits expense	1, (a)	278,163	326,822	287,836	48,659	38,986
Supplies and services	2	59,557	73,981	76,995	14,424	(3,014)
Depreciation and amortisation expense	3, (b)	36,985	14,657	10,107	(22,328)	4,550
Finance costs	4	10,267	239	-	(10,028)	239
Accommodation expenses	5	10,575	31,545	33,751	20,970	(2,206)
Grants and subsidies	6, (c)	171,587	198,962	173,859	27,375	25,103
Funding for services	-	242,579	239,395	229,782	(3,184)	9,613
Loss on disposal of non-current assets	-	-	36	1	36	35
Other expenses	7, (d)	15,091	13,134	11,073	(1,957)	2,061
<b>Total cost of services</b>	-	<b>824,804</b>	<b>898,771</b>	<b>823,404</b>	<b>73,967</b>	<b>75,367</b>



Statement of comprehensive income variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Revenue and Income</b>	-	-	-	-	-	-
User charges and fees	-	9,399	8,759	8,716	(640)	43
Commonwealth grants and contributions	-	45,510	49,827	48,689	4,317	1,138
Other revenue	8, (e)	773	6,068	390	5,295	5,678
<b>Total income other than income from State Government</b>	-	<b>55,682</b>	<b>64,654</b>	<b>57,795</b>	<b>8,972</b>	<b>6,859</b>
<b>Net cost of services</b>	-	<b>769,122</b>	<b>834,117</b>	<b>765,609</b>	<b>64,995</b>	<b>68,508</b>
<b>Income from State Government</b>	-	-	-	-	-	-
Service appropriation	(f)	740,370	786,927	708,225	46,557	78,702
Services received free of charge	9	2,589	4,850	5,032	2,261	(182)
Royalties for Regions Fund	10, (g)	9,489	7,715	11,609	(1,774)	(3,894)
Other funds received from State Government	11, (h)	14,156	9,650	12,353	(4,506)	(2,703)

Statement of comprehensive income variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Total income from State Government</b>	-	766,604	809,142	737,219	42,538	71,923
<b>Surplus/(deficit) for the period</b>	-	(2,518)	(24,975)	(28,390)	(22,457)	3,415
<b>Other comprehensive income</b>	-	-	-	-	-	-
<b>Items not reclassified subsequently to profit or loss</b>						
Changes in asset revaluation reserve	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-
<b>Total comprehensive income/(loss) for the period</b>	-	(2,518)	(24,975)	(28,390)	(22,457)	3,415

## Major Variance Narratives

### Variations between estimate and actual results for 2020

1. Employee benefits expenses are \$48.66 million (17.5%) higher than the Published Budget primarily due to increased demand for front line child protection services; additional resources required to manage Communities' welfare incident response due to the COVID-19 pandemic; and additional resources required to manage the additional workload associated with the surge in Historical Institutional Abuse of Children claims.
2. Supplies and services expenses are \$14.42 million (24.2%) higher than the Published Budget mainly due to the allocation of annual leave movements for Housing Authority and Disability Services Commission staff; Historical Institutional Abuse of Children in Care settlement claims costs; costs associated with the Department's welfare incident response due to the COVID-19 pandemic, and costs associated with the Department's move to King's Square, Fremantle.
3. Depreciation expenses are \$22.33 million (60.4%) lower than the Published Budget due to a change in the accounting treatment of operating leases whereby Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases and are now reflected solely as a lease expense (and not a right-of-use asset).
4. Finance costs are \$10.03 million (97.7%) lower than the Published Budget due to a change in the accounting treatment of operating leases whereby Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases and are now reflected solely as a lease expense (and not a right-of-use asset).
5. Accommodation expenses are \$20.97 million (198.3%) higher than the Published due to a change in accounting treatment of operating Leases whereby Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases and are now reflected solely as an accommodation expense (and not a right of use asset).
6. Grants and subsidies are \$27.38 million (16.0 %) higher than the Published Budget primarily due to increased demand for high needs and specialised placements for children in care; increase in children in care subsidies; settlement payments related to Historical Institutional Abuse of Children; and an increase in other grants related to the COVID-19 response.
7. Other expenses are \$1.96 million (13.0%) lower than the Published Budget due to lower spend on repairs and maintenance on equipment.
8. Other revenue is \$5.30 million (685.0%) higher than the Published Budget mainly due to employee contributions from GROH and State Fleet leases as well as funding from Department of Finance for IT equipment for the Department's move to King's Square, Fremantle.

9. Services received free of charge are \$2.26 million (87.3%) higher than the Published Budget primarily due to increased legal services provided for child protection cases.
10. Royalties for Regions revenue is \$1.77 million (18.7%) lower than the Published Budget primarily due to the reprofiling of funding for the Additional Women's Refuge Peel program and the Indigenous Visitor Hostels in Derby program into 2020-21.
11. Other funds received from State Government are \$4.51 million (31.8%) lower than the Published Budget due to the reprofiling of funding for the Essential and Municipal Services Upgrade Program into 2020-21 due to program delays.

#### **Variances between actual results for 2020 and 2019**

- a) Employee benefits expenses are \$38.99 million (13.5%) higher than 2018-19 primarily due to increased demand for front line child protection services; additional resources required to manage Communities' welfare incident response due to the COVID-19 pandemic; and additional resources required to manage the additional workload associated with the surge in Historical Institutional Abuse of Children claims.
- b) Depreciation and amortisation expenses are \$4.55 million (45.0%) higher than 2018-19 primarily due to a change in the accounting treatment of GROH and motor vehicle leases from 1 July 2019 (AASB16: Leases).
- c) Grants and subsidies are \$25.10 million (14.4 %) higher than 2018-19 primarily due to increased demand for high needs and specialised placements for children in care; increase in children in care subsidies; settlement payments related to Historical Institutional Abuse of Children; and an increase in other grants related to the COVID-19 response.
- d) Other expenses are \$2.06 million (18.6%) higher than 2018-19 primarily due to an increase in RiskCover insurance premiums.
- e) Other revenue is \$5.68 million (1455.9%) higher than 2018-19 due to employee contributions from GROH and State Fleet leases and funding from the Department of Finance for the purchase of laptops for the Department's move to King's Square, Fremantle.
- f) Service appropriation is \$78.70 million (11.1%) higher than 2018-19 primarily due to receipt of additional appropriation to fund services including front line child protection, maintaining service provision through the COVID-19 response, Historical Institutional Abuse of Children settlement payments, and reforms relating to Governance, Risk and Capability; and a change in accounting treatment from AASB16: Leases resulting in reinstatement of Government Office Accommodation expenses.
- g) Royalties for Regions revenue is \$3.89 million (33.5%) lower than 2018-19 primarily due to the cessation of Royalties for Region funding the Regional Services Reform program.
- h) Other funds received from State Government are \$2.70 million (21.9%) lower than 2018-19 due to delays with the Essential and Municipal Services Upgrade Program during 2019-20.

**(b) Statement of financial position variances**

**Table 85: Statement of financial position variances**

Statement of financial position variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Assets - Current</b>	-	-	-	-	-	-
Cash and cash equivalents	1, (a)	33,661	21,095	11,337	(12,566)	9,758
Restricted cash and cash equivalents	2, (b)	3,848	14,950	9,074	11,102	5,876
Receivables	(c)	5,387	6,131	3,526	744	2,605
Amounts receivable for services	-	68	68	68	-	-
Other current assets	-	6,196	5,377	6,004	(819)	(627)
<b>Total Current Assets</b>	-	<b>49,160</b>	<b>47,621</b>	<b>30,009</b>	<b>(1,539)</b>	<b>17,612</b>

Statement of financial position variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Assets – Non-Current</b>	–	–	–	–	–	–
Restricted cash and cash equivalents	(d)	3,906	3,827	2,681	(79)	1,146
Amounts receivable for services	3, (e)	153,420	131,191	116,502	(22,229)	14,689
Property, plant and equipment	–	106,493	110,728	112,757	4,235	(2,029)
Leasehold improvements	4	5,488	6,989	7,866	1,501	(877)
Work in progress	–	385	43	616	(342)	(573)
Right-of-use assets	5, (f)	292,321	8,090	–	(284,231)	8,090
Intangible assets	(g)	15,484	14,986	18,037	(498)	(3,051)
<b>Total Non-Current Assets</b>	–	<b>577,497</b>	<b>275,854</b>	<b>258,459</b>	<b>(301,643)</b>	<b>17,395</b>
<b>Total Assets</b>	–	<b>626,657</b>	<b>323,475</b>	<b>288,468</b>	<b>(303,182)</b>	<b>35,007</b>

Statement of financial position variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Current liabilities</b>	-	-	-	-	-	-
Payables	6, (h)	15,189	35,850	18,824	20,661	17,026
Lease liabilities	7, (i)	10,419	4,261	-	(6,158)	4,261
Income received in advance	-	271	665	245	394	420
Provisions	8	108,250	122,951	120,643	14,701	2,308
<b>Total Current Liabilities</b>	-	<b>134,129</b>	<b>163,727</b>	<b>139,712</b>	<b>29,598</b>	<b>24,015</b>
<b>Non-current liabilities</b>	-	-	-	-	-	-
Payables	9	-	2,414	2,517	2,414	(103)
Lease liabilities	10, (j)	287,784	4,163	-	(283,621)	4,163
Provisions	(k)	28,665	27,990	17,974	(675)	10,016
<b>Total Non-Current Liabilities</b>	-	<b>316,449</b>	<b>34,567</b>	<b>20,491</b>	<b>(281,882)</b>	<b>14,076</b>
<b>Total liabilities</b>	-	<b>450,578</b>	<b>198,294</b>	<b>160,203</b>	<b>(252,284)</b>	<b>38,091</b>
<b>Net assets</b>	-	<b>176,079</b>	<b>125,181</b>	<b>128,265</b>	<b>(50,898)</b>	<b>(3,084)</b>



Statement of financial position variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Equity</b>	-	-	-	-	-	-
Contributed equity	-	186,795	171,005	149,114	(15,790)	21,891
Accumulated deficit	-	(10,716)	(45,824)	(20,849)	(35,108)	(24,975)
<b>Total equity</b>	<b>-</b>	<b>176,079</b>	<b>125,181</b>	<b>128,265</b>	<b>(50,898)</b>	<b>(3,084)</b>

### Major Variance Narratives

#### Variances between estimate and actual for 2020

1. Please see explanations for the Cash Flow Statement.
2. Current restricted cash and cash equivalents are \$11.10 million (288.5%) higher than the Published Budget primarily due to an underspend in the Essential and Municipal Services Upgrade Program; an underspend in the seniors cost of living rebate; and underspend in royalties for regions funded programs.
3. Non-current amounts receivable for services is \$22.23 million (14.5%) lower than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position (Balance Sheet) and are reflected solely as an expense when incurred.
4. Leasehold improvements are \$1.5 million (11.2%) higher than the Published Budget due to improvements to childcare centres and the Department's Joondalup office as well as increase in accumulated depreciation.
5. Right-of-use assets are \$284.23 million (97.2%) lower than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position and are reflected solely as an expense when incurred.

6. Current payables are \$20.66 million (136.0%) higher than Published Budget as a result of increased activity due to the impacts of Covid-19 which saw an increase to services expenditure in the later part of the financial year.
7. Current lease liabilities are \$6.16 million (59.1%) lower than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position and are reflected solely as an expense when incurred.
8. Current provisions are \$14.70 million (13.6%) higher than Published Budget primarily due to an increase in leave liabilities as a result of the impact of the COVID-19 response on employee use of leave entitlements.
9. Non-current payables are \$2.41 million (100%) higher than the Published Budget due to the recognition of accommodation lease incentives not previously budgeted.
10. Non-current lease liabilities are \$283.62 million (98.6%) higher than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position and are reflected solely as an expense when incurred.

**Variiances between actual results for 2020 and 2019**

- a) Current cash and cash equivalents are \$9.76 million (86.1%) higher than 2018-19 due to supplementary funding received in June 2020 for historic increases in demand for child protection services.
- b) Current restricted cash and cash equivalents are \$5.88 million (64.8%) higher than 2018-19 primarily due to an underspend in the Essential and Municipal Services Upgrade Program; an underspend in the Seniors Cost of Living Rebate; and an underspend in Royalties for Regions programs.
- c) Current receivables are \$2.61 million (73.9%) higher than 2018-19 due to the impacts of COVID-19, such as economic uncertainty, probable disruptions to debtors' business operations etc.
- d) Non-current restricted cash and cash equivalents are \$1.15 million (42.8%) higher than 2018-19 due to 27th pay provision set aside.
- e) Non-current amounts receivable for services are \$14.69 million (12.6%) higher than 2018-19 due to the accrual appropriation provided to fund the depreciation charges in 2019-20 for right of use assets.
- f) Right-of-use assets are \$8.09 million (100%) higher than 2018-19 due to a change in accounting treatment of operating leases, with effect from 1 July 2019, whereby operating leases are required to be reported on the Statement of Financial Position.

- g) Intangible assets are \$3.05 million (16.9%) lower than 2018-19 due to accumulated depreciation as well as less acquisition of intangible assets in 2019-20.
- h) Current payables are \$17.03 million (90.5%) higher than 2018-19 as a result of increased activity due to the impacts of Covid-19 which saw an increase to services expenditure in the later part of the financial year.
- i) Current lease liabilities amounting to \$4.26 million relate to operating leases for GROH and State Fleet. There is a change in accounting treatment of operating leases with effect from 1 July 2019 whereby operating leases are required to be reported on the Statement of Financial Position.
- j) Non-current lease liabilities amounting to \$4.16 million relate to operating leases for GROH and State Fleet. There is a change in accounting treatment of operating leases with effect from 1 July 2019 whereby operating leases are required to be reported on the Statement of Financial Position.
- k) Non-current provisions are \$10.02 million (55.7%) higher than 2018-19 due to an increase in leave liabilities as a result of the impact of the COVID-19 response on employee use of leave entitlements.

(c) Statement of cash flows variances

Table 86: Statement of cash flows variances

Statement of cash flows variances	Variance notes	Estimate 2020 \$000	Actual 2020 \$000	Actual 2019 \$000	Variance between estimate and actual \$000	Variance between actual results for 2020 and 2019 \$000
<b>Cash flows from State Government - Receipts</b>						
Service appropriation	(a)	703,384	771,678	698,152	68,294	73,526
Capital appropriations	1, (b)	24,456	21,402	2,106	(3,054)	19,296
Holding account drawdowns	-	68	559	399	491	160
Royalties for Regions fund	2, (c)	9,489	7,715	11,609	(1,774)	(3,894)
National Redress Records	3, (d)	679	4,594	507	3,915	4,087
Other funds received from State Government	4, (e)	13,477	5,548	11,846	(7,929)	(6,298)
<b>Net cash provided by State Government</b>	<b>-</b>	<b>751,553</b>	<b>811,496</b>	<b>724,619</b>	<b>59,943</b>	<b>86,877</b>
<b>Utilised as follows - Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Employee benefits	5, (f)	(276,126)	(313,322)	(283,221)	(37,196)	(30,101)
Supplies and services	6	(59,657)	(65,832)	(71,380)	(6,175)	5,548
Finance costs	7	(10,267)	(239)	–	10,028	(239)
Accommodation	8	(10,125)	(31,545)	(34,711)	(21,420)	3,166
Grants and subsidies	9, (g)	(171,587)	(199,094)	(174,259)	(27,507)	(24,835)
Funding for services	–	(240,691)	(236,723)	(229,782)	3,968	(6,941)
GST payments on purchases	–	(44,203)	(43,368)	(40,491)	835	(2,877)
Other payments	10	(14,830)	(3,029)	(2,144)	11,801	(885)
<b>Receipts</b>	–	–	–	–	–	–
User charges and fees	–	9,399	8,759	8,716	(640)	43
Commonwealth grants and contributions	–	45,510	49,827	48,689	4,317	1,138

GST receipts on sales	-	77	788	501	711	287
GST receipts from taxation authority	(h)	44,126	42,946	38,305	(1,180)	4,641
Other receipts	11	773	3,517	3,908	2,744	(391)
<b>Net cash used in operating activities</b>	-	<b>(727,601)</b>	<b>(787,315)</b>	<b>(735,869)</b>	<b>(59,714)</b>	<b>(51,446)</b>
<b>Cash flows from investing activities - Receipts</b>	-	-	-	-	-	-
Proceeds from sale of non-current assets	-	-	141	-	141	141
<b>Cash flows from investing activities - Payments</b>	-	-	-	-	-	-
Purchase of non-current assets	(i)	(2,300)	(1,409)	(5,336)	891	3,927
<b>Net cash used in investing activities</b>	-	<b>(2,300)</b>	<b>(1,268)</b>	<b>(5,336)</b>	<b>1,032</b>	<b>4,068</b>
<b>Cash flows from financing activities - Payments</b>	-	-	-	-	-	-
Principal elements of lease	12, (j)	(22,224)	(6,133)	-	16,091	(6,133)

<b>Net cash used in financing activities</b>	-	(22,224)	(6,133)	-	16,091	(6,133)
<b>Net increase/ (decrease) in cash and cash equivalents</b>	-	(572)	16,780	(16,586)	17,352	33,366
Cash and cash equivalents at the beginning of the period	-	41,987	23,092	39,678	(18,895)	(16,586)
<b>Cash and cash equivalents at the end of the period</b>	-	<b>41,415</b>	<b>39,872</b>	<b>23,092</b>	<b>(1,543)</b>	<b>16,780</b>



## Major Variance Narratives

### Variations between estimate and actual for 2020

1. Capital appropriations are \$3.05 million (12.5%) lower than the Published Budget primarily due to a change in accounting treatment for operating leases relating to Government Office Accommodation, Government Regional Officers Housing and State Fleet, which now requires lease liability payments to be classified as capital receipts. This was partially offset by supplementary funding for historic increases in demand for child protection services.
2. Royalties for Regions fund is \$1.77 million (18.7%) lower than the Published Budget mainly due to the change in funding for the Dalyellup Family Centre from a short-term establishment funding source to a 4.5 year service agreement.
3. National Redress Records receipts are \$3.92 million (576.6%) higher than the Published Budget due to the receipt of Historical Institutional Abuse of Children in Care monies.
4. Other funds received from State Government are \$7.93 million (58.8%) lower than the Published Budget primarily due to the reprofiling of funding for the Essential and Municipal Services Upgrade Program to outyears due to a delay in planned contamination works.
5. Employee benefits expenses are \$37.20 million (13.5%) higher than the Published Budget primarily due to increased demand for front line child protection services; additional resources required to manage Communities' welfare incident response due to the COVID-19 pandemic; and additional resources required to manage the additional workload associated with the surge in Historical Institutional Abuse of Children claims.
6. Supplies and services are \$6.18 million (10.4%) higher than the Published Budget mainly due to the Historical Institutional Abuse of Children in Care settlement claims costs; costs associated with the Department's welfare incident response due to the COVID-19 pandemic; and costs associated with the Department's move to King's Square, Fremantle.
7. Finance Costs are \$10.03 million (97.7%) lower than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position and are reflected solely as an expense when incurred.
8. Accommodation Expenses are \$21.42 million (211.6%) higher than the Published due to a change in accounting treatment of operating leases whereby Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases and are now reflected solely as an accommodation payment (and not a right of use asset).
9. Grants and subsidies are \$27.51 million (16.0%) higher than the Published Budget primarily due to increased demand for high needs and specialised placements for children in care; increase in children in care subsidies; settlement payments related to

Historical Institutional Abuse of Children; and an increase in other grants related to the COVID-19 response.

10. Other Payments are \$11.80 million (79.6%) lower than the Published Budget primarily due to lower spend on repairs and maintenance of equipment; lower insurance premiums for buildings and motor vehicles; and net movement in sundry creditors.
11. Other Receipts are \$2.74 million (355%) higher than the Published Budget primarily due to the reclassification of receipts from employees relating to GROH rent and the Government Vehicle Scheme from expenditure to revenue; as well as funding received from the Department of Finance related to the Department's move to King's Square, Fremantle.
12. Principal elements of lease are \$16.09 million (72.40%) lower than the Published Budget due to a change in accounting treatment of operating leases. Government Office Accommodation (GOA) inter-agency agreements no longer fall within the scope of AASB 16: Leases. As such, these agreements are no longer reported on the Statement of Financial Position and are reflected solely as an expense when incurred.

#### **Variations between actual results for 2020 and 2019**

- a) Service appropriations are \$73.53 million (10.5%) higher than 2018-19 primarily due to receipt of additional appropriation to fund services including frontline child protection, maintaining service provision through the COVID-19 response, Historical Institutional Abuse of Children settlement payments, and reforms relating to Governance, Risk and Capability; and a change in accounting treatment resulting in reinstatement of Government Office Accommodation expenses.
- b) Capital appropriations are \$19.30 million (916.2%) higher than 2018-19 primarily due to a change in accounting treatment for operating leases relating to Government Office Accommodation (GOA), Government Regional Officers Housing (GROH) and State Fleet, which now requires lease liability payments to be classified as capital receipts.
- c) Royalties for Regions fund is \$3.89 million (33.5%) lower than 2018-19 due mainly to the cessation of RfR funding for the Regional Service Reform Unit and the Kimberley Family Violence Service. These programs are now funded from appropriation.
- d) National Redress Records receipts are \$4.09 million (806.1%) higher than 2018-19 due to the receipt of Historical Institutional Abuse of Children in Care monies.
- e) Other funds received from State Government are \$6.30 million (53.2%) lower than 2018-19 primarily due to the reprofiling of funding for the Essential and Municipal Services Upgrade Program to outyears due to a delay in planned contamination works.
- f) Employee benefits expenses are \$30.10 million (10.6%) higher than 2018-19 primarily due to increased demand for front line child protection services; additional resources required to manage Communities' welfare incident response due to the COVID-19 pandemic; and additional resources required to manage the additional workload associated with the surge in Historical Institutional Abuse of Children claims.

- g) Grants and subsidies are \$24.84 million (14.3%) higher than 2018-19 primarily due to increased demand for high needs and specialised placements for children in care; increase in children in care subsidies; settlement payments related to Historical Institutional Abuse of Children; and an increase in other grants related to the COVID-19 response.
- h) GST receipts from taxation authority are \$4.64 million (12.1%) higher than 2018-19 due to increase in total cost of services amounting to \$75 million. This in turn leads to a higher GST amount being claimed from the ATO.
- i) Purchase of non-current assets are \$3.93 million (73.6%) lower than 2018-19 primarily due to decrease in acquisition of computer hardware and software as well as office equipment.
- j) Principal elements of lease are \$6.13 million (100%) higher than 2018-19 are primarily due to a change in the accounting treatment of GROH and motor vehicle leases from 1 July 2019 (AASB16: Leases).

## Note 10 Administered transactions

**Table 87: Administered transactions**

Administered transactions	2020 \$000	2019 \$000
Administered appropriation received on behalf of the ANZAC Day Trust	300	300
Administered appropriation paid to the ANZAC Day Trust	(300)	(300)
<b>Total Administered transactions</b>	-	-

Administration of the Anzac Day Trust has been transferred to the Department of Jobs, Tourism, Science and Innovation as of the 26th of August 2020.

# Key Performance Indicators



# Key performance indicators

## Certification of key performance indicators

For the reporting period ended 30 June 2020

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 2020.



**Michelle Andrews**  
Accountable Authority

# Outcome based management reporting framework

## State government goal

Communities contributes to the State Government goal of “Strong communities: Safe communities and supported families”.

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

### Key effectiveness indicators

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

This indicator reports the proportion of early childhood education and care services assessed in 2019-20 that met or exceeded national standards. The 2019-20 result was higher than the target and the previous year’s result. In response to the COVID-19 pandemic, the assessment and rating process was suspended from March 2020 which resulted in a 30 per cent reduction in the number of assessments performed compared to the planned number of assessments.

The 2019-20 result was higher than the target and the previous year’s result due to a change in the national ratings process in 2019 and reflects a general improvement in the services assessed during the period.

**Table 88: Percentage of assessed early childhood education and care services that met or exceeded national standards**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
70%	78%	62%	68%

### 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.



**Table 89: The take-up rate of Seniors Card**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
95%	93%	95%	96%

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

This indicator reports on the proportion of Working with Children cards issued within 30 days of lodgement where the applicant did not have a criminal record. The measure uses a proportion of all notices issued within the reporting period.

**Table 90: Proportion of Working with Children cards issued within 30 days of lodgement where the applicant had no criminal record**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
95%	98%	99%	98%

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

This indicator reports on the proportion of decisions finalised within 60 days for Working with Children card applications where the applicant has a criminal record. The measure uses a proportion of all notices issued within the reporting period.

**Table 91: Proportion of decisions finalised within 60 days where the applicant for a Working with Children card had a criminal record**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
95%	96%	97%	97%

## Service 1: Community services

### Key efficiency indicators

#### Average cost per licensed child care service for regulation and support

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

The 2019-20 average cost was significantly lower than the previous year and target. Savings were mainly attributed to lower staffing levels and a reduced value of grants made under the Regional Child Care Centre Development Fund.

**Table 92: Average cost per licensed child care service for regulation and support**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of licensed services Target	Number of licensed services Actual
2019-20	\$9,540	\$7,382	\$11,887,000	\$9,139,023	1,246	1,238
2018-19	\$11,327	\$8,291	\$13,694,000	\$10,023,366	1,209	1,209
2017-18	\$12,668	\$9,484	\$15,201,030	\$11,219,433	1,200	1,183

### Average management cost per Seniors Card

This indicator reports on the cost to deliver the 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.

**Table 93: Average management cost per Seniors Card**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of Seniors Cards Target	Number of Seniors Cards Actual
2019-20	\$6.95	\$6.63	\$2,739,000	\$2,642,119	394,017	398,296
2018-19	\$7.80	\$6.16	\$2,985,000	\$2,437,120	382,566	395,488
2017-18	\$6.64	\$6.87	\$2,574,114	\$2,650,803	387,765	385,866

### Average cost per Working with Children Card application processed

The Working with Children Check aims to screen and prevent people who are a risk to children from gaining employment in work involving children. The indicator reflects the average cost per Working with Children check application processed.

**Table 94: Average cost per Working with Children Card application processed**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of applications	Number of applications
2019-20	\$35	\$36	\$4,847,000	\$4,711,469	139,000	132,053
2018-19	\$36	\$35	\$4,455,000	\$4,782,214	125,000	136,772
2017-18	\$35	\$30	\$4,200,000	\$3,948,553	120,000	131,029

**Outcome 2:** Families and individuals experiencing family and domestic violence, homelessness or other crises are assisted to build their capabilities and be safe

**Key effectiveness indicators**

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

This indicator reports on the proportion of clients 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 indicator 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.

**Table 95: Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
85%	85%	82%	82%

**Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion**

Earlier intervention and family support services comprise a range of in-house, intensive intervention and support services for vulnerable families with children at risk of entering care. Since the implementation of the Early Intervention and Family Support Strategy in 2018, a number of community service organisations have been engaged to provide these services. These services are in addition to the ongoing Intensive Family Support Service, which is delivered within Communities’ internal child protection services.

This indicator shows the extent to which the internally delivered Intensive Family Support Service was successful in preventing a child from entering the care of the CEO. The indicator reports on the proportion of children who received an Intensive Family Support Service and did not enter the care of the CEO within 12 months of the completion of that service.

Community-based earlier intervention and family support services became more established in 2019-20. This led to increased service capacity and enabled the redirection of some families from the Intensive Family Support Service to these services. As the indicator reports on the departmentally-delivered Intensive Family Support Services only,

this redirection resulted in a greater proportion of Intensive Family Support Service cases at the more extreme end of the risk threshold, and a lower proportion of children that did not subsequently enter care being reported compared to previous years.

**Table 96: 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**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
90%	82%	86%	88%

**Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence incident and did not require another family and domestic violence-related response within 12 months**

This indicator shows the extent to which family and domestic violence-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 a family and domestic violence related incident and did not require another similar response within 12 months.

**Table 97: Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence incident and did not require another family and domestic violence related response within 12 months**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
80%	77%	74%	75%

## Service 2: Homelessness support services

### Key efficiency indicator

#### Average cost per homelessness support service client

This indicator reports the average cost per homelessness client, excluding family and domestic violence services, who was supported by a community sector organisation funded by Communities. The result for this indicator 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.

**Table 98: Average cost per homelessness support service client**

Year	Average cost	Average cost	Total cost	Total cost	Number of clients	Number of clients
	Target	Actual	Target	Actual	Target	Actual
2019-20	\$3,313	\$3,271	\$53,015,000	\$56,461,344	16,000	17,261
2018-19	\$2,292	\$3,394	\$38,050,000	\$53,611,592	16,600	15,795
2017-18	\$3,670	\$3,385	\$55,784,000	\$54,777,276	15,200	16,184

### Service 3: Earlier intervention and family support services

#### Key efficiency indicator

#### Average cost per earlier intervention and family support case

This indicator reports the average cost per earlier intervention and family support case which was either supported by Communities or a funded community sector organisation.

**Table 99: Average cost per earlier intervention and family support case**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of cases Target	Number of cases Actual
2019-20	\$6,572	\$7,051	\$85,819,000	\$89,744,066	13,059	12,727
2018-19	\$5,931	\$6,753	\$83,028,000	\$85,558,965	14,000	12,670
2017-18	\$5,663	\$6,162	\$80,415,000	\$77,118,591	14,200	12,515



## Service 4: Preventing and responding to family and domestic violence

### Key efficiency indicator

#### Average cost per family and domestic violence case

This indicator reports the average cost per family and domestic violence (FDV) case which was supported by a community sector organisation funded by Communities. This result for this indicator is based on the:

- 2019 calendar year cases for State Government-funded FDV services.
- Previous financial year cases for 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.

The 2019-20 average cost was higher than the previous year and target due to additional funding received in 2019-20 for family and domestic violence services funded under the National Housing and Homelessness Agreement. This additional funding improved the viability of 24-hour, 7-day a week services that previously had limited opportunity to incorporate Equal Remuneration Order costs into service agreements. The average cost also increased due to additional Commonwealth Government funding of \$0.74 million for the Women's Safety Program and the Keeping Women Safe in their Homes Service.

**Table 100: Average cost per family and domestic violence case**

Year	Average cost	Average cost	Total cost	Total cost	Number of cases	Number of cases
	Target	Actual	Target	Actual	Target	Actual
2019-20	\$3,116	\$3,387	\$49,227,000	\$53,177,720	15,800	15,702
2018-19	\$2,996	\$3,043	\$47,333,000	\$48,677,660	15,800	15,996
2017-18	\$2,870	\$2,958	\$45,920,000	\$49,740,947	16,000	16,813

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

#### Effectiveness indicators

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

This indicator shows the effectiveness of departmental responses to substantiated cases of child abuse and neglect in preventing further harm occurring. The indicator shows the proportion of children who were the subject of a substantiation of harm in the previous year and who were not the subject of a subsequent substantiation of harm within the following 12 months.

**Table 101: Improved safety – Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
95%	91%	90%	88%

##### 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 extent to which intervention services protect children from harm in the future. The indicator shows the proportion of children who were the subject of an assessment of harm that was unsubstantiated in the previous year and who were not the subject of a substantiation of harm within the subsequent 12 months.

**Table 102: Improved safety – Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
95%	93%	94%	93%

## Service 5: Child protection assessments and investigations

### Key efficiency indicator

#### Average cost per child involved in child protection cases

This indicator reports the average cost per child involved in a child protection assessments and investigations, and/or a protection application that commenced during the year or that commenced in a prior year and remained ongoing during 2019-20.

The 2019-20 average cost was higher than the previous year and target. This was mainly due to additional staffing and legal costs required to meet demand for child protection services, reflected in an updated model to more accurately allocate costs to child protection services. The increased cost was also affected by a change in an accounting standards relating to leased assets and increased expenditure on the Child Sexual Abuse Therapeutic Service.

**Table 103: Average cost per child involved in child protection cases**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of children Target	Number of children Actual
2019-20	\$4,320	\$4,846	\$86,395,000	\$93,051,594	20,000	19,202
2018-19	\$4,930	\$4,470	\$83,733,000	\$88,709,173	18,000	19,846
2017-18	\$4,338	\$4,937	\$82,422,000	\$86,455,070	19,000	17,510

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

### Key effectiveness 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 2019–20 result of 66 per cent was a slight improvement on prior year results, however, it remained below target. The result was consistent with the performance of other child protection jurisdictions nationally (64.3%), as reported in the *Report on Government Services 2020*.

The achievement of this target is one of Communities' most difficult challenges. A child's best interests must be the paramount consideration under the *Children and Community Services Act 2004*, and this includes the application of the principle when care arrangement decisions are made.

With over 3,000 Aboriginal children in care and a limited number of available care arrangements with Aboriginal carers or relatives, the 2019-20 result reflects these challenges and the complex factors that must be considered when making care arrangement decisions. In conjunction with its Aboriginal Cultural Council, Communities is working to increase the number of culturally appropriate care arrangement options for Aboriginal children in care through the Foster Care Refresh Project.

The State Government is also seeking to reinforce the placement principle through proposed amendments to the *Children and Community Services Act 2004* to require consultations with Aboriginal Registered Organisations prior to arranging a placement for Aboriginal children.

**Table 104: Proportion of Aboriginal children in the CEO’s care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
80%	66%	65%	64%

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

This indicator represents the proportion of children in care with care planning completed within set timeframes. Care plans identify a child’s educational, health and cultural needs and the steps required to address those needs. The 2019–20 result was consistent with the previous year result, however it remained below target.

**Table 105: Proportion of children in the CEO’s care with comprehensive care planning undertaken within set timeframes**

2019-20 Target	2019-20 Actual	2018-19 Actual	2017-18 Actual
90%	84%	84%	81%

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

### Key efficiency indicators

#### Average cost per day of a foster care arrangement

The majority of children in care live with family or community foster carers. Foster carers receive a subsidy towards the ordinary day-to-day costs of caring for a child. The level of subsidy depends on the child’s age and the complexity of their needs.

Table 106: Average cost per day of a foster care arrangement

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2019-20	\$127	\$138	\$209,075,000	\$235,846,856	1,650,000	1,705,544
2018-19	\$135	\$131	\$211,700,000	\$213,552,455	1,563,000	1,630,409
2017-18	\$129	\$131	\$195,048,000	\$199,649,050	1,512,000	1,519,744

### Average cost per day of a residential-based care arrangement

Residential care services provide temporary therapeutic residential care, which focuses on creating and sustaining care environments capable of healing the traumatic impact of abuse and neglect and the disrupted attachment that ensues.

The average cost was higher than the previous year mainly due to higher staffing costs required to care for young people who were living in residential-based care. This increased staff was driven by the impact of the COVID-19 pandemic on residential care arrangements.

**Table 107: Average cost per day of a residential-based care arrangement**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2019-20	\$1,715	\$1,807	\$59,154,000	\$62,589,238	34,500	34,631
2018-19	\$1,676	\$1,568	\$53,638,000	\$54,477,204	32,000	34,740
2017-18	\$1,534	\$1,673	\$53,690,000	\$53,091,642	35,000	31,740



**Average cost per day of an exceptionally complex needs care arrangement**

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 care arrangements provide individualised and specialised care.

The 2019-20 average cost was higher than the previous year and target due to an increase in the number of young people with complex needs who were not able to be placed safely in existing care arrangements, driving increased costs for interim arrangements while longer-term options were developed.

**Table 108: Average cost per day of an exceptionally complex needs care arrangement**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2019-20	\$1,496	\$1,947	\$14,212,000	\$18,164,063	9,500	9,327
2018-19	\$1,767	\$1,604	\$13,250,000	\$15,117,730	7,500	9,426
2017-18	\$1,589	\$1,611	\$11,918,000	\$13,390,512	7,500	8,314

**Average cost per day of a secure care arrangement**

Secure care provides planned, short-term intensive therapeutic care for young people aged 12 – 17 years who are considered to be at immediate and substantial risk of causing significant harm to themselves and/or others, and there are no other options for managing that risk and meeting their needs.

Communities' secure care centre operated at a reduced capacity in 2019-20 due to the implementation of safety precautions in response to the COVID-19 pandemic. Reduced availability of this care arrangement against unavoidable fixed costs associated with the service in 2019-20 resulted in a higher average cost.

**Table 109: Average cost per day of a secure care arrangement**

Year	Average cost Target	Average cost Actual	Total cost Target	Total cost Actual	Number of care arrangement days Target	Number of care arrangement days Actual
2019-20	\$5,006	\$5,682	\$6,508,000	\$6,119,960	1,300	1,077
2018-19	\$4,198	\$4,184	\$5,877,000	\$5,752,758	1,400	1,375
2017-18	\$3,578	\$5,055	\$5,725,000	\$5,924,159	1,600	1,172

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

Expenditure includes case support costs, contract costs for community service organisations funded to provide reunification and leaving care services. These costs are coupled with the caseworker time allocated to address a child’s health, education and other needs as detailed in their care plan.

The 2019-20 average cost was higher than the previous year and target. This was largely due to additional salaries expenditure for child support teams who work closely with children in care, their families and carers, as well as increased special support payments for children in care to cater for their specific needs.

This service also received a significant increase in the allocation of overhead salaries costs for staff who do not directly work with children in care. Staffing levels were increased across Communities to assist with coordinating the State’s welfare response to the COVID-19 pandemic, along with additional governance and integrity positions to mitigate against fraud and corruption activities. The costs of these additional staff were apportioned across all services in proportion to the services’ direct staffing levels. These factors, together with \$5 million in payments for historical abuse in care claims, resulted in a higher average cost in 2019-20.

**Table 109: Average cost per day to plan for and support a child in the CEO’s care.**

Year	Average cost	Average cost	Total cost	Total cost	Number of care	Number of care
	Target	Actual	Target	Actual	days	days
2019-20	\$55	\$67	\$105,386,000	\$133,681,911	1,900,000	1,986,754
2018-19	\$60	\$57	\$105,718,000	\$108,756,834	1,750,000	1,898,858
2017-18	\$55	\$61	\$98,504,000	\$108,342,013	1,769,000	1,769,716

# Other statutory information



# Other statutory information

## Ministerial directives

Section 12 (1) of the *Carers Recognition Act 2004* provides that the Minister for Child Protection may give written direction to the Carer's Advisory Council with respect to the performance of its functions. On 24 April 2020, at the Council's request, the Minister for Child Protection gave a written direction to the Carers Advisory Council to suspend compliance for the 2019-20 reporting period considering the considerable responsibilities these organisations have in delivering the COVID-19 emergency response. Activities will recommence in 2020 for the 2020-21 reporting period.

### The text of the direction:

Dear Ms Bowen

Thank you for your communication with the Department of Communities regarding changes to the 2019-20 *Carers Recognition Act 2004* (the Act) compliance reporting process in response to the pressures on reporting organisations arising from the McGowan Government's COVID-19 emergency response.

The impacts of the COVID-19 pandemic are unknown, however what we can foresee is greater pressure on health and community services, which may lead to increased demands on carers who are supporting friends and family who are unable to support themselves.

The work of the Carers Advisory Council in advocating for vulnerable populations has never been more important than in the current environment. I thank you and all Council members for continuing to carry out this important role.

I support your request to postpone compliance activities for the 2019-20 reporting period. I also support your request to recommence compliance activities for the 2020-21 reporting period.

I will notify the Hon Roger Cook MLA, Minister for Health, and the Hon Stephen Dawson MLC, Minister for Disability Services, about the changes to compliance and reporting. I will also notify the Legislative Assembly and Legislative Council in accordance with section 12 of the Act.

I commend the Council for working to alleviate the pressure our health systems currently face, allowing frontline services across Western Australia to concentrate on supporting the most vulnerable groups in our communities.

HON SIMONE MCGURK MLA

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

## 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.

## 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 110) and the major capital works projects completed during the year (Table 111). 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 110: Summary of major capital works projects in progress in 2019–20**

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
Nil	N/A	N/A	N/A	N/A	N/A	N/A

**Table 111: Summary of capital works projects completed in 2019–20**

Program	Total cost of project \$000	Variance from previous financial year \$000	Explanation
Mirrabooka New Office	2,215	(280)	The underspend is a result of some budgeted works not being required.



# Employment and industrial relations

## Staff profile

At the close of the financial year, 6,380 permanent, fixed-term and casual staff were employed by the Department of Communities, including 521 staff directly employed by the Disability Services Commission.

Staff directly employed by the Disability Services Commission are employed under the *Disability Services Act 1993* and represent occupational groups, including registered nurses, support workers and social trainers.

**Table 112: Department of Communities Employment Profile:**

Employment Type (1):	2018-19 (2)	2019-20
Permanent / Fixed Term	6,012	6,055
Casual	350	325
Total	6,362	6,380

Note:

(1) The 2019-20 annual report includes permanent/fixed term and casual headcount to align with Public Sector Commission quarterly reporting.

(2) Includes the addition of 350 casual employees for comparison purposes with 2019-20 reported actual of 6,380.

## Capability

Communities is committed to improving its approach to the management of Capability and various improvement initiatives were commenced in the last 12 months and will continue into 2020-21. Some of these improvements were identified as part of the Agency Capability Review.

While development of 'technical' management skills has been a focus for our service delivery managers, we have identified the need to also increase our focus on overall leadership and management development across Communities. Some initial activity has been the introduction of a fortnightly Virtual Leadership Forum, which has enabled sharing of key information to our leaders, and a voluntary leadership coaching program through an external provider. We also continued to support attendance of leaders at various annual extended development programs. In 2020 we appointed a position to specifically review our approach to leadership and management development; a framework and activity plan will be developed with the objective of improving our overall approach.



## Diversity and inclusion

Communities is committed to sustaining an inclusive workforce with a range of skills, experience and perspectives that is reflective of the community we serve and strive towards establishing a workplace culture where all employees feel valued and respected. 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 113: Department of Communities' equity and diversity profile for 2019–20<sup>(1)</sup>**

Diversity group	WA Public Sector 2020 (2)	Department of Communities (3)	Disability Services Commission (direct employees) (4)
Women	72.7%	74.6%	57.0%
Aboriginal Australians	2.7%	5.7%	0.6%
People from culturally diverse backgrounds	13.7%	15.7%	17.5%
People with disability	1.6%	1.9%	2.1%
Youth (age 24 and under)	3.9%	4.1%	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 2020.
- (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 finalising activities around our current recruitment practices 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.

Communities is also engaging with the National Disability Services to help achieve a number of our initiatives in making Communities a more inclusive organisation for people with disability.

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 5.7 per cent of our workforce, which is higher than the public sector representation of 2.7 per cent.

Communities is committed to sustaining 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 make up 74.6 per cent of our workforce, with 50.0 per cent of senior executive roles held by women, which is above the public sector average of 34.8 per cent.

Our entry-level pathway programs aim to provide opportunities for young people to gain valuable work skills, experience and opportunities for employment. They contribute to our overall aim of increasing our workforce diversity to better reflect our communities.

This year, we appointed 15 high calibre graduates to our Graduate Development Program, five of whom identified on the disability pathway. The Program aims to contribute fresh ideas and innovation into business areas, increase diversity and develop future leaders through tailored professional development opportunities.

As part of an ongoing improvement to the program, we are working on adopting different approaches for future intakes including exploring the possibility for potential graduates in regional and remote areas being able to undertake the program locally.

We also hosted four Aboriginal cadets, providing financial support and employment while they complete their university degrees. Two of the current cadets have secured ongoing permanent employment within the Department.

As part of the Public Sector Commission's school-based traineeship program, Communities hosted eight Aboriginal trainees. This opportunity offers students the chance to gain a qualification and work part-time while completing their Year 11 and 12 schooling. The trainees were placed in both metropolitan and regional offices.

The Department worked with the Wirrpanda Foundation to provide work experience to six Aboriginal students studying a Certificate III in Community Services at North Metropolitan TAFE at our Armadale office.

Communities has also become a member of Pride in Diversity to support the Department to develop Lesbian, Gay, Bisexual, Transgender and Intersex workplace inclusive practices and policies. In March 2020, for the first time Communities participated in the Australian Workplace Equality Index submission and employee survey. The benchmarking and employee survey findings will allow Communities to gauge progress and provide valuable quantitative and qualitative information for future strategy development.



Image: Communities 2020 Graduate Cohort. Back row from left to right are Mitchell Halls, Gabrielle Trenbath, Adil Cader, Mitchell Johnson, Mark Couzens, Joshua Rozells, Helena Shojaei, Nikieta Hesse, Tali Wilson, Mikaela Scuderi. Front row from left to right are Meredith Grose, Olive Whennen, Sabina Kellie, Selina Peng, Lauren Quintal.

## Learning and Development

We recognise staff as our greatest asset, and through collaborative learning aim to grow our people to enable children, family, individual and community wellbeing.

Through collaboration and a commitment to diversity and inclusion, we will develop a learning culture that is engaging and innovative and enables the best possible learning opportunities for our people.

Communities has 6,380 staff with a range of diverse and complex learning needs. The People Division is responsible for addressing strategic and specialised learning priorities for staff, community sector partner agencies and our volunteer foster carers.

During the year there were over 25,000 course completions across 224 different learning courses which make up the Department's learning pathways. The new Aboriginal Cultural Appreciation online course, which is the first step in building the cultural competence of the workforce, was completed by 3935 staff. A new Communities-specific Accountable and Ethical Decision-Making course, aimed at growing integrity was launched in 2020, with 1,656 staff having already completed this new version.

Our current focus is launching an integrated learning management system, developing an overarching learning and development standard with guidelines in key areas and refining a range of specialised learning pathways. We will continue to focus on our shared cultural transformation journey, strategic priorities, regional and local level learning and emerging learning and development needs.

Communities' learning model reflects integrated service delivery including formal course work, social learning and work placed based learning. Providing access to high quality learning opportunities for staff drives behavioural and attitudinal change and enables values-based practice and greater collaboration to build pathways to wellbeing for vulnerable children, families and communities.

## Industrial relations

Communities directly employs the following occupational groups:

- Public Service Officers and Family Support Officers: Public Service Award 1992, Public Sector CSA Agreement 2019
- Government Officers - Social Trainers: Department for Community Development (Family Resource Workers, Welfare Assistants & Parent Helpers) Award 1990, Department of Communities (Family Support Officers) CSA Agreement 2019
- Catering employees: Catering Employees and Tea Attendants (Government) Award 1982; Government Services (Miscellaneous) General Agreement 2019

In 2019–20, Communities continued to implement requirements under Commissioner's Instruction No. 23 - Conversion and Appointment of Fixed Term Contract and Casual Employees to Permanency.

A unified Joint Consultative Committee with the Civil Service Association was formed in late 2019, replacing various separate committees previously in operation. The committee meets every six weeks and is a productive forum.

# 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 2019/07 – State Government Boards and Committees, have been outlined in the tables below.

Remuneration for the Disability Services Commission Board, Ministerial Advisory Council on Disability and WA NDIS Appeals Panel is reported in the Disability Services Commission Annual Report for 2019–20.

### Minister's Aboriginal Advisory Panel

The Minister's Aboriginal Advisory Panel was established to provide cultural and expert advice to the Hon Simone McGurk MLA, Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services. The Panel was brought together to help inform Government decisions affecting Aboriginal children, families and communities. The Panel consists of Aboriginal people from a variety of backgrounds from across the State to provide culturally appropriate solutions to specific issues. The Panel is not a decision-making mechanism, instead providing strategic advice, regional and metropolitan context, and co-develops new approaches to policy formation and service design and delivery.

**Table 114: Minister’s Aboriginal Advisory Panel remuneration**

Position Title	Member Name	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Member	Prof. Carol Dowling	November – 30 June 2020	\$385/Full day \$251/Half day	\$385.00
Member	Corina Martin	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Mandy Gadson	November – 30 June 2020	\$385/Full day \$251/Half day	\$770.00
Member	Janine Dureau	November – 30 June 2020	\$385/Full day \$251/Half day	\$770.00
Member	Prof. Helen Milroy	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Emily Carter	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Dr Vickie Hovane	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Glenn Pearson	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Prof. Cheryl Kickett-Tucker	November – 30 June 2020	\$385/Full day \$251/Half day	\$251.00
Member	Deborah Woods	November – 30 June 2020	\$385/Full day \$251/Half day	\$385.00
Member	Margaret Ramirez	November – 30 June 2020	\$385/Full day \$251/Half day	\$770.00
Member	Lauressa Bolton	November – 30 June 2020	\$385/Full day \$251/Half day	\$385.00
Member	Bradley Collard	November – 30 June 2020	\$385/Full day \$251/Half day	\$385.00
Member	Dorinda Cox	November – 30 June 2020	\$385/Full day \$251/Half day	-
Member	Ian Trust	November – 30 June 2020	\$385/Full day \$251/Half day	-
<b>Total</b>	-	-	-	<b>\$4,101.00</b>



## Carers Advisory Council

The Carers Advisory Council advises the Minister for Community Services on issues experienced by 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, and the Mental Health Commission. In 2019, the Council held a community engagement session in Kalgoorlie to explore the challenge carers face in regional areas and identify potential solutions.

**Table 115: Carers Advisory Council remuneration**

Position Title	Member Name	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Chairperson	Esme Bowen	1 July 2019 – 30 June 2020	Annual payment	\$13,456.82
Deputy Chairperson	Gloria Moyle	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$1,515.00
Member	Roslyn Thomas	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$2,427.00
Member	Stan Chirenda	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$579.00
Member	Emily Hardbottle	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$1,392.00
Member	Adam Desira	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$708.00
Member	Anton Vis	3 March 2020 – 30 June 2020	\$228 per half day \$351 per full day	\$456.00
Member	Luke Garswood	1 July 2019 – 30 June 2020	\$228 per half day \$351 per full day	\$1,164.00
<b>Total</b>	–	–	–	\$20,306.00

Note:

(1) 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.

**Table 116: Adoptions Applications Committee remuneration**

Position Title	Member Name	Period of Membership in 2019–20 (1)	Type of Remuneration	Gross/actual remuneration for the financial year
Chairperson	Joanne Eggleston	1 July - 31 December 2019	\$150 per hour	\$5,437.50
Deputy Chairperson	Margaret van Keppel	1 July - 31 December 2019	\$120 per hour	\$3,102.00
Independent Member	Annette Bilic	1 July - 31 December 2019	\$120 per hour	\$4,050.00
Independent Member	Deborah Foster-Gaitskell	1 July - 31 December 2019	\$120 per hour	\$4,050.00
Independent Member	Kerry Somerville-Brown	1 July - 31 December 2019	\$120 per hour	\$2,250.00
Departmental Member	Eduardo Farate	1 July - 31 December 2019	–	–
Departmental Member	Jane Simmons	1 July - 31 December 2019	–	–
Departmental Member	Soo Yin Wiegele	1 July - 31 December 2019	–	–
<b>Total</b>	–	–	–	<b>\$18,889.50</b>

Note:

(1) All members' terms expired on 31 December 2019. The new committee membership commenced in 2020-21.

## Care Plan Review Panel

The Care Plan Review Panel is an independent panel established to review care planning decisions made by Communities for children in the care of the CEO 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 2019-20, 25 applications for a review of a decision, or decisions, were received. Ten applications were in relation to Aboriginal children in care. Thirteen applications were lodged by a biological parent, nine were lodged by a foster carer, two by a grandparent or other relative, and one application was lodged by a child in care.

Of the 25 applications received during 2019–20, 13 hearings were granted.

A total of 12 hearings were held. Two applications, which related to the same child, were reviewed in the one hearing, two hearings were in relation to applications received in the 2018–19 reporting period. An additional two hearings from applications received during 2019–20 remain pending.

Four hearings relate to Aboriginal children in care and two hearings relate to children from a culturally and linguistically diverse background.

There were a range of care planning decisions reviewed by the Care Plan Review Panel, often relating to contact or care arrangement.

Twelve of the 25 applications received during 2019–20 did not proceed to hearing, either due to them being withdrawn by the applicant or not meeting the criteria for review.

Each panel hearing comprises, at a minimum, three members who are independent from the Department of Communities, including a Chairperson with a legal qualification. There are currently two Aboriginal Panel members. Each hearing involving an Aboriginal child in care had an Aboriginal Panel member present for the hearing and involved in the deliberations regarding the best interests of the child.

Table 118: Care Plan Review Panel remuneration

Position Title	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Chairperson	01.01.2019 to current	\$1,540/Full day hearing \$1,012/Half day hearing	\$16,896
Deputy Chairperson	01.01.2019 to current	\$1,400/Full day hearing \$920/Half day hearing	\$7,000
Member 1	01.01.2019 to current	\$920/Full day hearing \$600/Half day hearing	\$4,280
Member 2	01.01.2019 to current	\$920/Full day hearing \$600/Half day hearing	\$8,560
Member 3	01.01.2019 to current	\$920/Full day hearing \$600/Half day hearing	\$2,440
Member 4	01.01.2019 to current	\$920/Full day hearing \$600/Half day hearing	\$4,280
Member 5	01.01.2019 to current	\$920/Full day hearing \$600/Half day hearing	\$4,600
Member 6	01.01.2019 to current	–	–
Member 7	01.01.2019 to current	–	–
Total	–	–	\$48,056

## Note:

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 (now Community Services) as an external advisory body to Government on homelessness matters. 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, examining current and emerging pertinent issues affecting homelessness in WA
- provide accurate, timely advice and support to the Minister for Community Services.

**Table 119: Western Australian Council on Homelessness remuneration**

Position Title	Member Name	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Chairperson	Kathleen Gregory	1 July 2019- 30 June 2020	\$1,116 per meeting	\$3,350
Member	Joanne Burges	1 July 2019- 30 June 2020	–	–
Member	Krista Dunstan	1 July 2019- 30 June 2020	–	–
Member	Tanya George	1 July 2019- 5 June 2020	–	–
Member	Louise Giolitto	1 July 2019- 30 June 2020	\$200 per 4 hours	–
Member	Michelle Mackenzie	1 July 2019- 30 June 2020	\$200 per 4 hours	\$660
Member	Anne Moore	1 July 2019- 30 June 2020	\$200 per 4 hours	–
Member	Helen Nys	1 July 2019- 30 June 2020	–	–
Member	Amanda Stafford	1 July 2019- 30 June 2020	–	–
Member	Ross Wortham	1 July 2019- 30 June 2020	\$200 per 4 hours	\$660
<b>Total</b>	–	–	–	\$4,670

Note:

Meetings of the Western Australian Council on Homelessness were convened on decision by the Chair. Prior to the COVID-19 pandemic, a number of Council members were also members of the Supporting Communities Forum and the Supporting Communities Forum Working Group on Homelessness.

## Veterans Advisory Council

The Veterans Advisory Council investigates matters referred to it by the Minister for Veterans Issues, including the development of initiatives that promote the wellbeing of Western Australian veterans and their families. It advises the State Government on matters relating to veterans' health, welfare, transition to civilian life, and commemorative activities, and provides a forum for the veterans community to communicate directly with the State Government. Members sit in a private capacity and not as representatives of ex-service organisations.

**Table 120: Veterans Advisory Council remuneration**

Position Title	Member Name (1)	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Chairperson	Vivian Blycha	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Mark Bonser AO CSC	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Liam Haven	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Peter Winnall DSM & Bar	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	WO Jeffrey Argoon	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Daniel Byles	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	CPO Amy Searle	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Peter Kershaw	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00

Position Title	Member Name (1)	Period of Membership in 2019–20	Type of Remuneration	Gross/actual remuneration for the financial year
Member	WO Jennie Riches	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Steven Thorpe DSM	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Brendan Twine	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Rebecca Christou	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Angela Bond	1 July 2019 – 30 June 2020	Did not claim sitting fees	\$0.00
Member	Simon Bell	1 July 2019 – 30 June 2020	Ineligible for fees	\$0.00
Member	Lauren Hawke	1 July 2019 – 30 June 2020	\$366 per full day meeting \$238 per half day meeting	\$952.00
Total	–	–	–	\$952.00

Note:

(1) All members who are not government employees are eligible to claim sitting fees.



## Advertising

In accordance with section 175ZE of the *Electoral Act 1907*, the Commission incurred expenditure in advertising and media advertising. Total expenditure for 2019–20 was \$57,898.20.

**Table 121: Advertising expenditure for 2019–20**

Category	2019–20 (\$)
<b>Advertising</b>	–
Initiative Media Australia Pty Limited	761.15
Equilibrium Interactive Pty Limited	50,400.00
Subtotal	51,161.15
<b>Market research</b>	Nil
<b>Polling</b>	Nil
<b>Direct mail</b>	Nil
<b>Media advertising</b>	–
Cocos Keeling Islands	264.00
Facebook Australia Pty Limited	3,061.24
Getty Images Pty Ltd	41.00
Shire of Christmas Island	108.00
State Law Publisher	1,453.72
West Australian Newspapers Limited	1,809.09
Subtotal	6,737.05
<b>Total</b>	<b>57,898.20</b>

## 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 122 details the Personal expenditure using Government issued credit cards in 2019–20.

**Table 122: Personal expenditure using Government issued credit cards in 2019–20**

Details of personal expenditure	2019–20
Number of instances the Western Australian Government Purchasing Card has been used for a personal purpose	83
Aggregate amount of personal use expenditure for the reporting period	\$5,236.86
Aggregate amount of personal use expenditure settled by the due date	\$2,268.37
Aggregate amount of personal use expenditure settled after the period required by the due date	\$2,159.09
Aggregate amount of personal use expenditure outstanding at the end of the reporting period	\$809.40
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	2

## Disability Access and Inclusion Plan

Communities is committed to continually improving access and inclusion for people with disability, their families and carers. Our intention is to offer an equal level of service to all people, provide accessible events and facilities, and consult with people with disability to help ensure that barriers to access and inclusion are identified and appropriately addressed. Our Disability Access and Inclusion Plan sets out the strategies that guide our activities to improve access to our services, buildings and information.

The information below lists some of the activities undertaken against the plan's seven access and inclusion outcomes in 2019–20.

## Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, Communities

People with a hearing or speech impairment can contact us through the National Relay Service. Where required, Communities arranges for an Auslan interpreter.

Communities selects venues for internal and external workshops and events based on the suitability and accessibility of the venues. Each venue is assessed for accessibility requirements. Communication and information for events are made available in accessible formats wherever possible.

In 2019–20, Communities provided 84 grants to local governments, community groups and non-profit organisations for a range of community initiatives or events to celebrate the International Day of People with Disability. Events covered the entire State, from Perth to the Great Southern, Goldfields and the far north. They ranged from awards events, performances and workshops, to sporting events (including athletics), and art exhibitions.

## Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of Communities

Where possible, our buildings and facilities are physically accessible to people with disability, including reception and client contact areas. Communities ensures our new office buildings and facilities are accessible. Compliance with the *Building Act 2011* and relevant building codes has been incorporated as standard business practice, and programs of works continue to improve the accessibility of our offices.

Our new head office in Fremantle was designed to be a workplace that values diversity and where accessibility and inclusivity was of the highest priority. Early in the project, it was identified that best-in-class access and inclusion would inform the design. This involved out-performing minimum standards where budget and topography allowed, to ensure that equitable access is ensured for staff and visitors. These features include:

- dual heights/accessible level food service areas, microwaves, tea and coffee making facilities
- chairs and seating
- modular soft furnishings that enhance access
- symbols and signs
- reception and meeting room table heights
- automatic doors
- textures and contrasts
- adjustable desk heights
- universal ambulant toilets.

Communities is also undertaking a review to explore the potential to expand Western Australia's ACROD parking program's eligibility criteria, to include more people who require access to bays with specific dimensions or proximity. This has the potential to improve access to Communities' buildings as well as other public spaces with ACROD parking across the State.

### **Outcome 3: People with disability receive information from Communities in a format that will enable them to access the information as readily as other people are able to access it**

Our communications and key publications are provided in accessible formats and made available in alternative formats on request, including materials available in Easy English/Easy Read formats to support access for people who may have limited literacy. As an example, this annual report has been designed in an accessible Word format.

We apply the Accessibility and Inclusivity Standard to the visual design and functionality of eLearning, and to learning resources used for facilitated programs.

Where possible on our website, PDF documents are also provided in Microsoft Word format. In some cases, we may not be able to provide Microsoft Word versions (e.g. documents that have been produced by a third party or scanned documents). Our website and publications provide contact details for people to request an alternative format.

As part of our response to the COVID-19 pandemic, we developed an online video where the Premier, the Hon Mark McGowan, joined women with lived experience of family and domestic violence, workers involved in the sector, and well-known people to record themselves sending a message of support to those experiencing violence or control in personal relationships. The video included closed captions and featured 13 people signing messages that violence is not OK, people have a right to feel safe, and support is available. The video was created in partnership with an Auslan and accessibility consultant, members from the deaf community, the Women's Council for Domestic and Family Violence Services, Starick Refuge and Zonta House and Stopping Family Violence.

### **Outcome 4: People with disability receive the same level and quality of service from the staff of Communities as other people receive from the staff of Communities**

We encourage all staff to undertake online training modules that raise staff awareness of people with disability, explain and affirm our commitment to people with disability and give staff the tools to be more inclusive of people with disability in their everyday work.

In October 2019, we introduced a pilot where disability support liaison officers have been working from the Perth Children's Court once a week to assist children and young people who present with a range of disability and impairment. The officer provides the

Court and relevant agencies with information to clarify disability-related issues and appropriate support services in relation to bail or sentencing options. The officer works collaboratively with our child protection officers, as well as Youth Justice staff, to inform the development of plans that may improve rehabilitation and outcomes for children with disability involved in the Court process.

Communities' co-resident carer policy, introduced in March 2020, has removed a previous barrier where people were financially disincentivised to become or remain co-resident carers for people with disability living in social housing. The new arrangement caps rent at 25 per cent of the carer payment for people living in social housing to provide ongoing care to someone with disability who would otherwise live elsewhere if not for their role as a carer.

## **Outcome 5: People with disability have the same opportunities as other people to make complaints to Communities**

Communities offers a complaints and feedback service via telephone, email, our websites, in person, or through the National Relay Service that assists clients, tenants and the public to have their matter resolved. Where needed, we provide information and referrals to appropriate advocacy services to assist people with disability in preparing and lodging complaints and feedback.

The Consumer Liaison Service is an impartial and confidential means of raising and addressing concerns and complaints about the disability services we deliver. People with disability, their family members, carers or other representatives can access this service in person, via telephone or e-mail, or by completing an electronic form on our website, including completion of the form and submission via post.

Communities reviewed its complaints processes in 2019, with a view to further improving its accessibility. We also created a new complaints page on the Communities website, which is easy to find through a link at the top of all pages on the website.

We use specialist services and advisers to support people with disability to make a complaint or lodge a grievance in the workplace, including complaints received via the *Public Interest Disclosure Act 2003*. The support services include the 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 disability, with the aim of ensuring opportunities to make a complaint or lodge a grievance are the same for all people working for us.

## Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by Communities

Communities undertakes public consultations using a variety of methods and forums, to ensure our consultation mechanisms are as accessible and inclusive as possible. For example, we have been consulting with people with disability—both internally and externally—on the establishment of an office of disability. To support the community engagement process, we produced resources in a range of formats, including accessible Word versions and Easy English/Easy Read versions. Accessible and inclusive community engagement sessions will be held across the State in 2020-21.

Additional consultation on the State Disability Strategy took place during 2019-20 and included:

- workshops and an online survey around the priority areas, targeting government agencies, advocacy groups, the disability sector and service providers, business and private sector
- a community drop-in session and online survey around what the outcome areas mean for individuals
- videoconference workshop with people in regional locations
- conversations, focus groups and yarns with harder-to-reach people, including people of Aboriginal and Torres Strait Islander backgrounds, people of Culturally and Linguistically Diverse backgrounds, people with complex needs and their families, people with disability who are also homeless, and people living in remote areas of Western Australia.

We hold community engagement workshops on a range of issues throughout the year. Our staff are available to cater for people with intellectual and physical disability and seniors. This ensures that a staff member is available to provide a one-on-one consultation experience.

We recognise that our services are more effective and of higher quality when they are the result of extensive consultation and input from community members with lived experience, including people with disability, their carers and family. In 2019–20 we developed a Community Paid Participation Policy. The policy provides a framework for Communities to recognise (through the payment for participation and/or reimbursement of associated costs related to our targeted engagement activities) the expertise and specialist contribution people with lived experience make to the development, planning, delivery and evaluation of our services, programs and strategies.

## Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with Communities

Our 2020 graduate program included a People with Disability Pathway, with dedicated positions for graduates with disability. The pathway offered additional support tailored to the applicant/graduate, such as advice on applications, reasonable adjustments to the selection process, access to workplace adjustments and flexible work options. Through this process, we have five graduates with disability in the 2020 cohort.

As part of a larger project to increase our representation of people with disability, Communities has been working towards achieving the Disability Confident Recruiter endorsement from the Australian Network on Disability. This has involved identifying and implementing improvements to ensure our practices are accessible to people with disability, including removing barriers so applicants can fully participate in the application and interview process and reviewing how we support new and existing employees with disability. We expect to receive endorsement early in 2020–21.

We updated our recruitment procedures to support staff to design and conduct inclusive recruitment, selection and appointment processes. Job advertisements invite applicants to advise of any accessibility requirements and information can be provided in an alternative format. An applicant can nominate their preferred method of communication at each stage of the recruitment process. Recruitment practices may include video interviewing and a dedicated contact person to support people with disability during the recruitment process. We developed an accessible recruitment factsheet that sets out considerations and suggestions to make recruitment more inclusive.

We also participated in AccessAbility Day on 26 November 2019, hosting four job seekers with a variety of experience, interests, skills and talents. The day included job shadowing in different areas of the organisation, visits to our Housing Direct call centre, and a session on how best to apply for jobs in the public sector.

Our Work Health and Safety Team provides extensive and ongoing support to our staff with disability. In 2019–20 worksite and ergonomic assessments were also completed to assist staff 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
- 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 our 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 Communities, with Aboriginal Cultural Awareness training being offered to all new and existing employees. This training has supported the Department's wider journey around reconciliation, by connecting employees to the Traditional Owners of the land on which our services are delivered. In addition, Communities has made training available to support the engagement with and awareness around:

- people with disability (through Disability Confident Workforces)
- culturally and linguistically diverse people (through Diverse WA)
- people of diverse sexualities and genders (through LGBTI+ 101 Awareness).

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. Communities has provided a strong contribution through membership on key governance committees inclusive of the WA Executive Steering Committee, WA Operational Working Group, Transition Working Group and the Aboriginal Peoples Working Group.

Amongst other integral aspects of the transition to the NDIS, the Transition Working Group monitors key deliverables, measures of success and strategies associated with completion of the transition for Remote and Very Remote Areas, CALD cohort and Aboriginal and Torres Strait Islander cohort.

The Aboriginal Peoples Working Group is a dedicated forum for information sharing and discussion regarding strategies to support people with disability who identify as aboriginal and/or Torres Strait Islander to enter or interact with the NDIS.

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 2019–20 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 Standard
- 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.

## Occupational safety, health and injury management

### Our commitment

Our Communities Leadership Team is committed to driving a 'safety-first' culture and have in place a Director General Statement of Commitment to Work Health and Safety that was made available to all employees via a personal broadcast by our Director General and is accessible to all via the intranet.

The Work Health and Safety Policy and the Director General Statement of Commitment to Work Health and Safety is in line with the Premier's communiqué on Public Sector Workplace Safety and Health: From Vision to Reality and is in adherence to, and demonstrates a commitment 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.

Our management and executive further demonstrate their commitment to safety and health by having work health and safety as a key item at their meetings, having representation via the Chief People Officer at the Communities Leadership Team (who holds the portfolio for work health and safety), regularly reviewing reports and allocating funds and resources to manage Communities' safety obligations and programs.

## Safety and Health Representatives and Operational Committees

Communities has 125 Safety and Health Representatives spread across the State (metropolitan and regional areas such as the Goldfields, Kimberley, Mid-West, South West, Wheatbelt and the Great Southern). To facilitate the vast area of coverage on safety matters, various local sub-committees operate within the regions who then feedback on a quarterly basis to the main operational committee and discussed hazards and incidents that occurred across the State, reviewed and feedback on work health and safety policies, procedures and safety reports.

The main operational committee met quarterly with an average attendance of 21 Safety and Health Representatives at each meeting.

Our Safety and Health Representatives played a visible role among their peers by representing their workplaces, reviewing and investigating workplace hazards and incidents and addressing safety issues with management. They provide regular feedback on all safety policies and procedures, undertook workplace inspections and played a very vital role in promoting safety messages during COVID-19.

## 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 Statement of Commitment to Work Health and Safety reinforces our commitment to injury prevention and management, including early intervention and the development of meaningful return to work programs for injured workers.

We have revised and developed a comprehensive Injury Management Procedure and developed key performance indicators that align with best practice injury management. This procedure outlines our process for managing injured workers, determines early return to work strategies, facilitates proactive return to work programs and rehabilitation goals.

Our injury management team has provided business partnering services specific to the various regions within Communities. Injury Management Consultants have continued to provide comprehensive injury management and workers' compensation training for line managers focusing on early intervention strategies and facilitating successful return to work for injured workers throughout the metropolitan and regional areas. We have seen a 19% reduction on workers compensation claims compared to the previous years.

We continue to implement the recommendation from JLT Marsh Consulting (review undertaken last year), focusing on early invention, management of psychological injuries and strategic claims management.

## Incident Reporting

We evidenced an overall increase in incident reporting, and this was attributed to training provided to employees and managers on the requirement to report hazards and incidents. We predicted that our improved initiatives would result in an increase in such reporting, and improved reporting gives us the opportunity to address hazards and/or incidents as they occur.

## Training

We have reviewed and developed our new values-based eLearning module for employees and managers on WHS and Injury Management. This training is due to be rolled out in September 2020 across Communities.

Our work health and safety consultants provided scheduled and ad-hoc face-to-face and videoconference training in relation to Incident Management Systems, risk assessments, violence and aggression in the workplace, home visits, due diligence (staff and manager specific), work health and safety roles and responsibilities, incident investigations and the safe use of vehicles.

## Assessment of the occupational safety and health management systems

In 2019 we engaged an external business consultant to undertake a work health and safety gap analysis based on the Worksafe Plan criteria, with the findings delivered in February 2020. The report identified areas of improvement. A Work Health and Safety Gap Improvement Plan has been approved by the Communities Leadership Team with specific measurable targets. This will align safety practices across Communities and integrate risk management into daily practice. The progress of the plan will be reviewed quarterly at senior leadership level and we will undertake further gap analysis reviews to measure and confirm our progress.

**Table 123: Work Health and Safety Key Performance Indicators and Trends**

Measures	Results 2017–18	Results 2018–19	Results 2019–20	Targets	Comments towards targets
Number of fatalities	–	–	–	–	Achieved
Lost time injury and disease incidence rate	2.7	2.6	2.4	0 or 10% reduction in incidence rate	Achieved a 12.5% decrease in incident rate over the three years.
Lost time injury and severity rate	21	25	25	0 or 10% reduction in severity rate	Not achieved. New initiatives and plans put into place to address improvement.
Percentage of injured workers returned to work within 13 weeks	66%	58%	59%	Greater than or equal to 80%	Not achieved. Early intervention strategies continue to be implemented in managing complex psychological claims.
Percentage of injured workers returned to work within 26 weeks	70%	64%	64%	Greater than or equal to 80%	Not achieved. Early intervention strategies continue to be implemented in managing complex psychological claims.
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within 3 years	80%	87%	43%	Greater than or equal to 80%	Not achieved with COVID 19 contributing to this. New training modules have been developed, including the utilisation of e-learning methodologies, which will see the target met in FY21.



## Advancing employee health and wellbeing

In response to COVID-19, Communities developed an Incident Management intranet page for matters relating to COVID-19 queries, testing and employee reporting of COVID-19 incidents. The page contained matters relating to Public Sector Labour Relations, Department of Health and WorkSafe WA on managing staff safety, flexible work arrangements, service delivery and travel information. In addition, the Safe Working Practices section contained information on personal protective clothing and equipment, visitor protocols, general and deep cleaning, safe workplace guides and risk assessments, return to work checklists, employee wellbeing, posters, training on COVID-19 and mental health and vehicle management.

We undertook employee surveys on health and wellbeing and home-based work to help us identify workplace issues associated with COVID-19 and employee supports required.

We recognise that the wellbeing of our staff is critical, especially during periods of change. The following initiatives were implemented to improve staff wellbeing:

- development of a Work Health and Safety Strategy and Wellbeing Strategic Action Plan with strategic alignment with Worksafe Plan and Work Health and Safety Strategic Plan 2019-2024
- roll-out of customised training programs, including Feeling of Grief and Loss, Building Resilience, Vicarious Trauma, Navigating and Leading through Times of Turbulence
- vaccination program, including influenza and pertussis vaccination
- planning for a consolidated 'Medical, Vaccination and Other Services' tender
- safety planning, including family and domestic violence safety plans
- scoping and planning for a bespoke mental health program, with a view to implement the program in 2021
- continuation of the skin checks program
- statewide ergonomic support including onsite assessments and the development of ergonomic videos and resources, available to all staff on the Health and Wellbeing Hub on the intranet
- onsite psychological support following critical incidents, and other activities to improve the awareness and use of our Employee Assistance Program.

