

# Annual Report 2024-25

*driving change...*  
*connecting...*  
*improving services...*  
*protecting...*

**Ombudsman**  
**Western Australia**





## Artwork

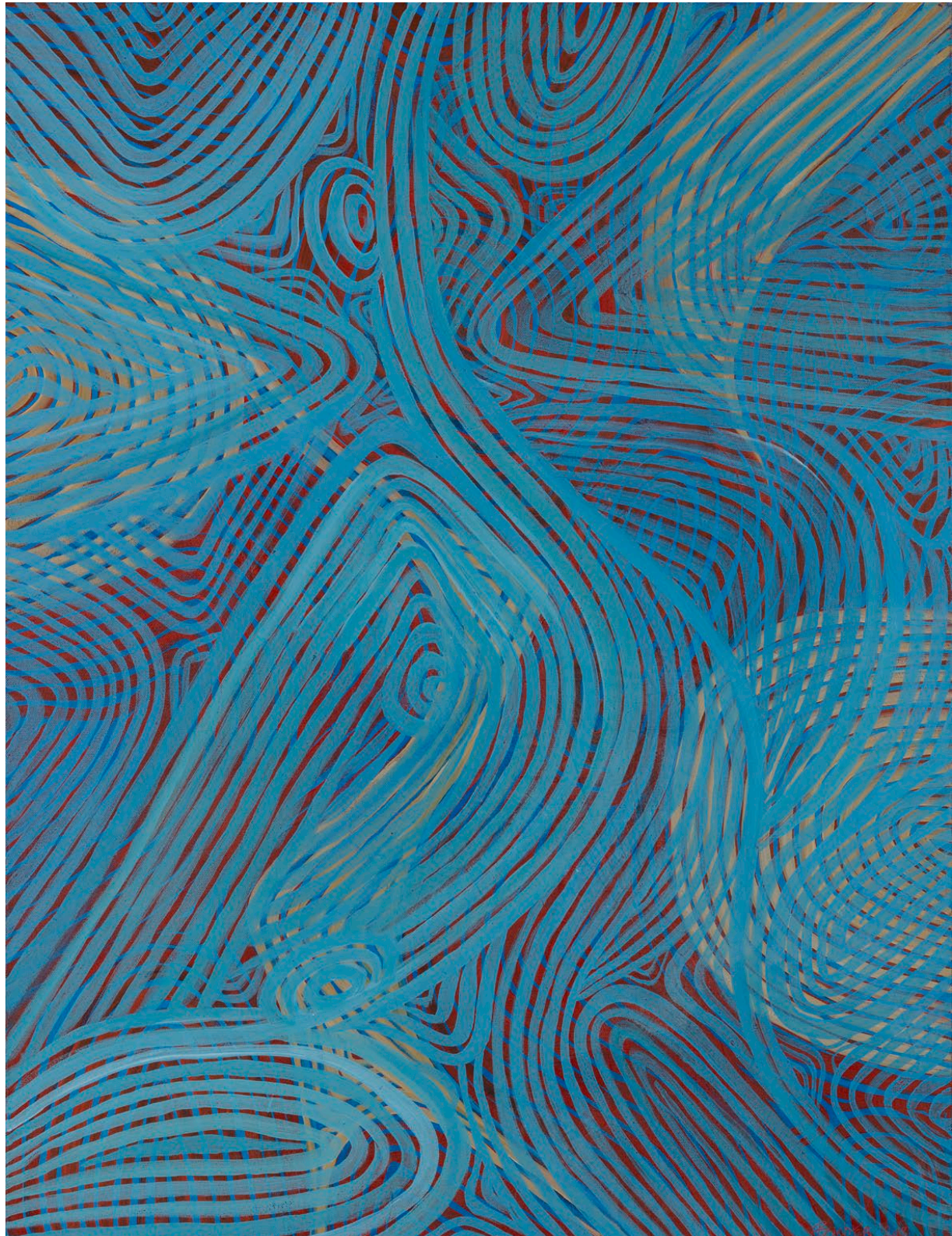
Barbara Bynder is a Whadjuk Ballardong Noongar artist. This painting was commissioned in 2018 and portrays the idea of fairness, mediation and accessible services where just decision making is promoted. The Ombudsman, government agencies and Aboriginal people are shown equally as hills that come to a point where they meet with a river flowing between them representing independence. The linear artwork represents the idea of songlines that traverse the Australian continent connecting Aboriginal people to each other.

## Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander people of Australia as the traditional custodians of this land. We recognise and respect the long history and ongoing cultural connection Aboriginal and Torres Strait Islander people have to Australia, recognise the strength, resilience and capacity of Aboriginal and Torres Strait Islander people and pay respect to Elders past and present, and emerging leaders.

### Recognising Aboriginal and Torres Strait Islander People

In this report, the term 'Aboriginal' encompasses Western Australia's diverse language groups and also recognises Torres Strait Islanders who live in Western Australia. The use of the term 'Aboriginal' in this way is not intended to imply equivalence between Aboriginal and Torres Strait Islander cultures, though similarities do exist.





# Welcome to our annual report

This report describes the performance and services we delivered for the year ending 30 June 2025.

First published by Ombudsman Western Australia in September 2025. This report was written, designed, printed and converted for electronic viewing in house.

You can access this and earlier annual reports on our website.

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## Connect with us



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**The President of  
the Legislative Council**

**The Speaker of the  
Legislative Assembly**

### **Annual Report of the Parliamentary Commissioner for Administrative Investigations (Ombudsman) for the year ended 30 June 2025**

In accordance with section 64(1) of the *Financial Management Act 2006* (as modified by section 5(2) and Schedule 2), I am pleased to submit to Parliament the Annual Report of the Parliamentary Commissioner for Administrative Investigations (Ombudsman) for the financial year ended 30 June 2025.

The report has been prepared in accordance with the *Financial Management Act 2006* and section 27 of the *Parliamentary Commissioner Act 1971*.

Bevan Warner  
**Ombudsman**

26 September 2025

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## Message from the Ombudsman

The role of the Ombudsman concerns the protection of people's rights, prevention of harm, improving public services and ensuring good government.

We work with some of the most vulnerable members of the Western Australian community, offering practical insights to decision-makers, to improve the way government services are experienced and delivered.

New functions have been added since 1971 when the role was first legislated, and I expect the work will need to keep evolving, in line with modern expectations of what constitutes fair and effective public administration.

I would like to acknowledge that the work in this annual report for 2024-25 was achieved under the leadership of Deputy Ombudsman David Robinson, who led the organisation prior to my appointment on 9 June 2025.

David and the executive leadership team faced a challenging year with heightened scrutiny of the organisation arising from a Corruption and Crime Commission (CCC) investigation, that

led to the former Ombudsman's resignation in October 2024.

At the same time, the office faced increasing operational pressures such as significant increases in complaints and reportable conduct notifications, in a tight fiscal environment, as well as the need to modernise ageing IT systems and infrastructure.

The restoration of public trust and confidence in the office remains a key priority for me. This will be achieved by exhibiting the same standards we expect of others, and the exercise of discerning judgment in the use of the extensive powers granted to the role.

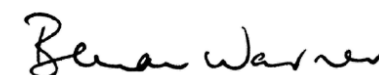
I am very appreciative of the expertise of the professional and dedicated body of staff who will help carry the organisation forward. They are here because they believe in the role and work of the Ombudsman. They have shown a willingness to evolve into a more modern, responsive and engaging organisation.

My focus for 2025-26 will be to engage more openly with the community and stakeholders, to explain our work and its

importance. We will be more accessible on social media, have a new website, and be publicly reporting on our findings and our work more than ever.

I would like to thank David and the entire team for their commitment to the work of the office over the last 12 months. This annual report shows only a small part of the hard work they do every day in the service of all Western Australians.

I look forward to a successful 2025-26 in full appreciation of the great privilege extended to me in being appointed Ombudsman for WA.



Bevan Warner  
**OMBUDSMAN**



# Overview



We visited Newman and Jigalong in the East Pilbara Region in June 2025.

Image credit: Tourism WA



# Executive Summary

## The role of the Ombudsman

The Parliamentary Commissioner for Administrative Investigations – more commonly known as the Ombudsman:

☑ **Protects People's Rights:** we give people a way to ensure they are heard when they feel they've been treated unfairly.

☑ **Improves Services and Build Trust in Government:** we can investigate how services are delivered and bring weaknesses to the attention of decision-makers. In doing so, we improve service delivery for all Western Australians.

☑ **Prevents Harm:** through death reviews, investigations and oversight of how organisations respond to allegations of child related harm, we identify opportunities to prevent deaths and strengthen the safety net around children.

☑ **Supports Vulnerable Communities:** we can focus on people who are often overlooked or disadvantaged, ensuring their voices are heard and their needs are considered.

## Protecting people's rights

People have a right to complain about poor service delivery by Western Australian government agencies, local governments and universities (public authorities). We ensure that people's complaints are heard and, where there has been a mistake or poor service, the problem is fixed.

In 2024-25, we received 14,506 contacts, comprising 11,641 enquiries and 2,865 written complaints. Of the written complaints within our remit, 72% were about Western Australian government agencies, 23% were about local governments, and 5% were about universities.

We achieved 241 remedies for people who made complaints, such as decisions being reconsidered or reversed, apologies and explanations, and financial remedies.

As the Energy and Water Ombudsman, we received 1,604 complaints and 132 enquiries about electricity, gas and water services.

We achieved 111 remedies through our investigation and resolution of complaints.

We are also the Western Australian Charitable Trusts Commission, and we receive and investigate complaints about charitable trusts. In 2024-25, we received three complaints about charitable trusts.

We also have functions to monitor the use of certain powers relating to telecommunications interceptions, consorting laws, and public entertainment precinct bans. This oversight is aimed at ensuring these significant powers that impact on people's rights are used lawfully and appropriately.

## Improving services

Through all our work, we look for ways that administrative practices and procedures can be improved. This includes changing policies and procedures, training staff or amending a business system.

In 2024-25, our investigations of complaints led to 51 improvements to

administration. Our reviews of certain deaths lead to six formal recommendations to improve policies, procedures or other systems.

We improved child safety in organisations working with children, with 238 improvements made and a report 'Western Australia's Reportable Conduct Scheme: A review of systems to protect children'.

## Preventing harm

We review child deaths and family and domestic violence (FDV) fatalities to improve public safety and prevent future harm. We also administer the Reportable Conduct Scheme.

In 2024-25, we received 161 child death notifications and 14 FDV fatality notifications. Our reviews of these deaths looked for ways that public authorities could prevent or reduce the likelihood of similar deaths occurring in the future.

We also received 877 notifications of reportable conduct. These are allegations of child related harm made against the employees in organisations working with children, reported to the Ombudsman by the employer. We

oversee and monitor how the organisations are responding to the allegations and ensuring child safety.

## Supporting vulnerable communities

The Ombudsman is there for all Western Australians; however, vulnerable communities are often disproportionately represented in our work.

We handle complaints from people interacting with the justice system, police, public housing, and child protection. We are notified of child abuse (reportable conduct) and deaths of children or people in circumstances of FDV. In this work, children and young people, Aboriginal people, people with disability and those living in regional and remote areas are particularly affected.

We have a range of strategies to engage with the community with a strong focus on vulnerable people.

In 2024-25, we participated in a range of events across the metropolitan Perth area. We also continued our regional visit program, which included visits to regional areas in collaboration with

other complaint handling and consumer rights organisations.

## Our Vision

Lawful, reasonable, fair and accountable decision making and practices by public authorities.

## Our Mission

To serve Parliament and Western Australians by:

- Receiving, investigating and resolving complaints about State Government agencies, local governments, universities and charitable trusts;
- Reviewing child deaths and family and domestic violence fatalities;
- Overseeing and monitoring that relevant organisations are accountable for, and are, preventing, notifying and dealing with reportable conduct;
- Improving public administration for the benefit of all Western Australians through own motion investigations and education and liaison programs with public authorities; and
- Undertaking a range of additional functions, including statutory inspection and monitoring functions.



## Performance highlights



### Protecting people's rights

**16,244** contacts from people with complaints and enquiries

**775** investigations finalised

↑ **24% increase** in complaints about public authorities

↑ **24% increase** in energy and water investigations

**352** remedies achieved for complainants

**93%** of allegations were finalised **within 3 months**



### Improving services

**6** recommendations to improve public administration through child death and FDV fatality reviews

**51** improvements to public administration through complaint resolution

**238** improvement actions by organisations covered by the Reportable Conduct Scheme

We published a systemic review '[Western Australia's Reportable Conduct Scheme: A review of systems to protect children](#)'



### Preventing harm

**877** notifications of child related harm in organisations (reportable conduct) and responded to 497 enquiries from organisations

**53** events to educate organisations covered by the Reportable Conduct Scheme

**161** child death notifications received and 61 progressed to review

**14** FDV fatality notifications received and 12 progressed to review



### Supporting vulnerable communities

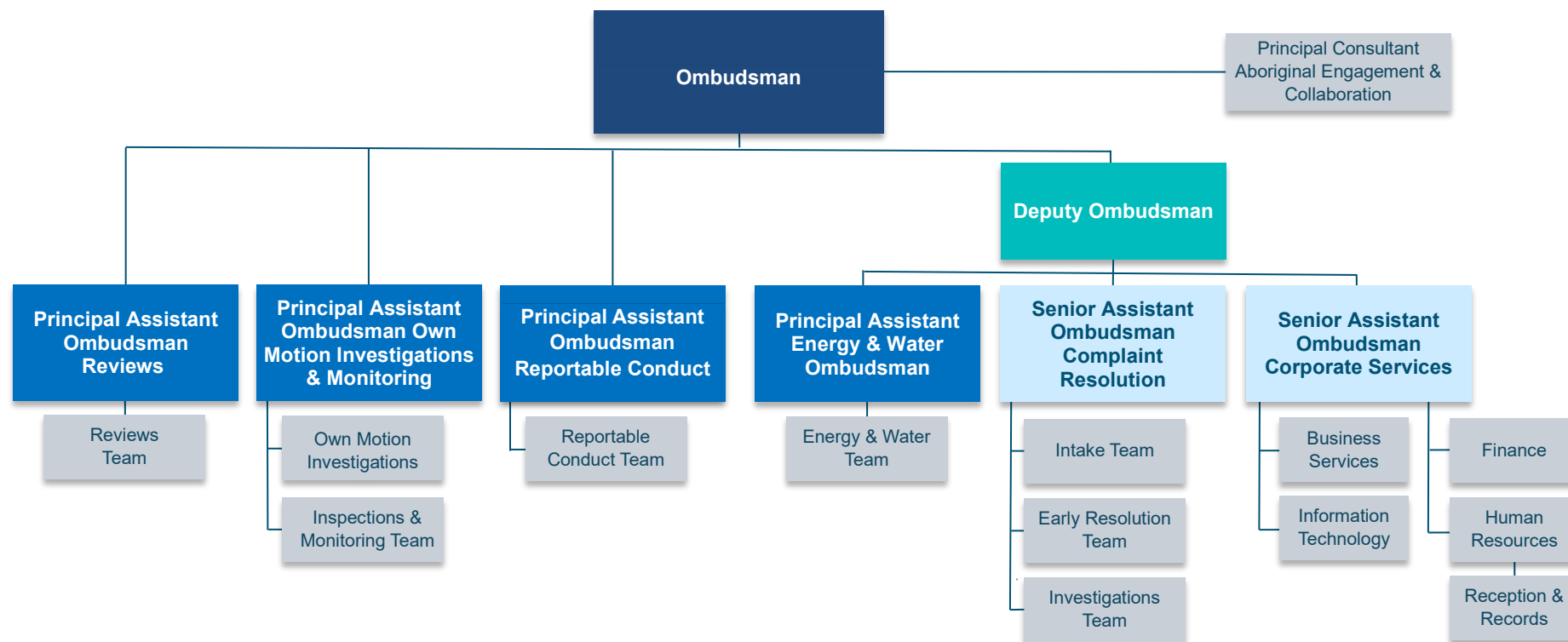
**10** community events and presentations across the metropolitan area

**9** regional towns visited

- Kalgoorlie and Kambalda in the Goldfields
- Albany, Denmark and Katanning in the Great Southern
- Wagin in the Wheatbelt
- Busselton in the South West
- Newman and Jigalong in the Pilbara

## Operational structure

Organisation chart at 30 June 2025:



### Bevan Warner, Ombudsman

Appointed in June 2025. Bevan has over 30 years' experience in the public sector, including 10 as Managing Director of Victoria Legal Aid, 11 as General Manager of Legal Aid WA and 5 in senior roles with the WA Aboriginal Affairs Department. Most recently, Bevan was the CEO of Launch Housing, a Melbourne based community housing organisation dedicated to ending homelessness.

### David Robinson, Deputy Ombudsman

Appointed in February 2024. David was previously the Acting Deputy Director General, People, Culture and Standards in the Department of Justice and prior to that spent 20 years at the Corruption and Crime Commission, including eight as Director Operations and 18 months acting as Chief Executive.



## Executive Leadership

### Brianna Lonnie, Senior Assistant Ombudsman Complaint Resolution

Brianna joined the Ombudsman's office in November 2024. Previously, Brianna worked for Legal Aid WA for 25 years and has extensive experience leading impactful legal and public sector initiatives in justice, advocacy, and public administration.

#### Complaint Resolution branch

We receive, investigate and resolve complaints about State Government agencies, local governments and universities (public authorities).

Our Intake Team handles enquiries and assesses complaints, with a focus on advice and referral.

Our Early Resolution Team does informal investigations for more straightforward complaints.

Our Investigations Team investigates complaints that are lengthy or complex. We also investigate complaints about charitable trusts, in conjunction with the Principal Assistant Ombudsman Reportable Conduct.

### Alison Cameron, Principal Assistant Ombudsman Reportable Conduct

Alison joined the Ombudsman's office in 2017 and commenced in her current role in November 2023. Alison was admitted to legal practice in 2009 and has extensive experience in both child protection and administrative law and practice, both within Australia and Canada.

#### Reportable Conduct branch

We receive notifications about allegations of, and convictions for, child related harm (reportable conduct) from organisations about their employees. We monitor, oversee and review the investigations by organisations and look for opportunities for improvement.

We also provide education and advice to organisations about identifying and preventing reportable conduct.

### Natarlie De Cinque, Principal Assistant Ombudsman Reviews

Natarlie joined the Ombudsman's office in 2009 and commenced in her current role in July 2019. She has worked in the State public sector for over 25 years and has extensive experience working with the issues of child safety and wellbeing, and family and domestic violence.

#### Reviews branch

We review child deaths and family and domestic violence fatalities and make recommendations to relevant public authorities to prevent or reduce these deaths.

We also collate and analyse data on child deaths and family and domestic violence fatalities, to identify patterns and trends to inform service development.

## Belinda West, Principal Assistant Ombudsman Own Motion Investigations and Monitoring

Belinda joined the Ombudsman's office in 2008 and commenced in her current role in March 2020. Belinda has more than 30 years of experience working in the public sector in financial and performance auditing and leadership roles.

### Own Motion Investigations and Monitoring branch

Our Own Motion Investigations Team carries out large investigations that generally examine a significant or systemic issue identified from complaints, reviews or oversight roles.

Our Monitoring Team does inspection, monitoring and reporting functions like:

- inspecting telecommunication interceptions records to ensure compliance with legislation;
- monitoring the exercise of police powers on unlawful consorting notices and prohibited insignia; and
- scrutinising the powers relating to protected entertainment precincts.

## Marcus Claridge, Principal Assistant Energy and Water Ombudsman

Marcus joined the Ombudsman's office in 2011 and commenced in his current role in April 2018. Marcus has over 35 years of regulatory and investigations experience, both within Australia and Asia.

### Energy and Water Ombudsman branch

We investigate and resolve complaints about electricity, gas and water providers.

The Intake Team within the Complaint Resolution branch handles the enquiries and referrals to electricity, gas and water providers. The Energy and Water Ombudsman team facilitates resolutions and investigates the complaints.

The costs of the Energy and Water Ombudsman are met by industry. The Energy and Water Ombudsman is governed by an independent Board.

More about the Energy and Water Ombudsman can be found at [energyandwater.ombudsman.wa.gov.au](https://energyandwater.ombudsman.wa.gov.au)

## Sharon Basini, Senior Assistant Ombudsman Corporate Services

Sharon joined the Ombudsman's office in January 2025. Sharon previously worked at the Department of the Premier and Cabinet and has more than 20 years' experience in various corporate services roles including senior roles since 2017.

### Corporate Services branch

We have four teams: Finance and Governance, Information Technology, Human Resources (which includes Records and Reception) and Business Services.

We support the Ombudsman's office by providing effective human resource guidance, robust financial management and governance. We also uphold the office's integrity and compliance while maintaining its workplace environment and business systems.

Business Services are responsible for communications, community outreach and engagement programs, websites and publications, and strategic projects.



## Cultural advice

### Justyne Eades, Principal Consultant Aboriginal Engagement and Collaboration

Justyne joined the Ombudsman's office in May 2023. A proud Menang Goreng woman from the Great Southern Region of Western Australia, Justyne has legal qualifications and more than two decades of experience in government and the not-for-profit sectors, having worked for the Department of Justice, the Aboriginal Legal Service and the Commissioner for Children and Young People among others.

#### Aboriginal engagement and collaboration

Justyne provides cultural advice across the office. This includes being consulted and involved in complaints and other cases.

Justyne also plays a key role in our community engagement, attending most visits to regional areas and facilitating engagement with local Aboriginal communities and organisations.



The Ombudsman sponsored Reconciliation Week street banners in Perth, Midland, Albany and Geraldton. The banners featured artwork by Noongar artist Darryl Dempste.

## Administered Legislation

### Principal legislation

The enabling legislation for the Parliamentary Commissioner for Administrative Investigations (Ombudsman) is the [Parliamentary Commissioner Act 1971](#)

### Legislation and other instruments governing our functions

Investigating and resolving complaints	<u><a href="#">Parliamentary Commissioner Act 1971</a></u>
Reviewing certain deaths	<u><a href="#">Parliamentary Commissioner Act 1971</a></u> Part III, Division 3A and section 16(1).
Reportable Conduct Scheme	<u><a href="#">Parliamentary Commissioner Act 1971</a></u> Part III, Division 3B
Own motion investigations	<u><a href="#">Parliamentary Commissioner Act 1971</a></u> section 16(1).
Western Australian Charitable Trusts Commission	<u><a href="#">Charitable Trusts Act 2022</a></u>
Complaints and appeals by overseas students	<u><a href="#">National Code of Practice for Providers of Education and Training to Overseas Students 2018</a></u>
Public Interest Disclosures	<u><a href="#">Public Interest Disclosure Act 2003</a></u>
Complaints from residents of the Indian Ocean Territories	<u><a href="#">Indian Ocean Territories (Administration of Laws) Act 1992</a></u> <u><a href="#">Christmas Island Act 1958 (Commonwealth)</a></u> <u><a href="#">Cocos (Keeling) Islands Act 1955 (Commonwealth)</a></u>

Complaints from persons detained under terrorism legislation

[Terrorism \(Preventative Detention\) Act 2006](#)

Inspection of Telecommunications Interception records

[Telecommunications \(Interception and Access\) Act 1979 \(Commonwealth\)](#)

[Telecommunications \(Interception and Access\) Western Australia Act 1996](#)

[Telecommunications \(Interception and Access\) Western Australia Regulations 1996](#)

Scrutiny of police powers in relation to unlawful consorting and prohibited insignia

[Criminal Law \(Unlawful Consorting and Prohibited Insignia\) Act 2021](#)

Scrutiny of powers in relation to Protected Entertainment Precincts

[Liquor Control Act 1988](#)

### Other key legislation impacting on the office's activities

[Auditor General Act 2006](#)

[Corruption, Crime and Misconduct Act 2003](#)

[Disability Services Act 1993](#)

[Economic Regulation Authority Act 2003](#)

[Equal Opportunity Act 1984](#)

[Financial Management Act 2006](#)

[Industrial Relations Act 1979](#)

[Long Service Leave Act 1958](#)

[Minimum Conditions of Employment Act 1993](#)

[Procurement Act 2020](#)

[Public Sector Management Act 1994](#)

[Royal Commissions Act 1968](#)

[Salaries and Allowances Act 1975](#)

[State Records Act 2000](#)

[Work Health and Safety Act 2020](#)



## Performance management framework

Our outcome-based management framework is consistent with the Government goal of Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.

### Desired Outcomes of the Ombudsman's Office

The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision making and practices, and relevant entities are accountable for, and are, preventing, notifying and dealing with reportable conduct.



### Key Effectiveness Indicators

- Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies.
- Number of improvements to practices or procedures as a result of Ombudsman action.
- Where the Ombudsman made recommendations regarding reportable conduct, the percentage of recommendations accepted by relevant entities.
- Number of actions taken by relevant entities to prevent reportable conduct.

### Service Provided by the Ombudsman's Office

Resolving complaints about the decision making of public authorities, improving the standard of public administration, and monitoring that relevant entities are preventing and dealing with reportable conduct.



### Key Efficiency Indicators

- Percentage of allegations finalised within three months.
- Percentage of allegations finalised within 12 months.
- Percentage of allegations on hand at 30 June less than three months old.
- Percentage of allegations on hand at 30 June less than 12 months old.
- Average cost per finalised allegation.
- Average cost per finalised notification of death.
- Average cost per notification of reportable conduct.
- Cost of monitoring and inspection functions.

## Significant issues impacting our office

### Changes in leadership

Bevan Warner commenced as Parliamentary Commissioner for Administrative Investigations (Ombudsman) on 9 June 2025. The position was effectively vacant through the earlier part of the financial year after the former Ombudsman, Chris Field, took leave from early 2024 and resigned in October 2024 arising from a Corruption and Crime Commission (CCC) investigation.

Deputy Ombudsman, David Robinson, fulfilled the functions of the Ombudsman during the period of vacancy.

The leadership vacancy as a result of the CCC investigation meant 2024-25 was a period of uncertainty in the office.

### Increase in complaints

We have experienced a significant and sustained increase in complaints made to our office, with an average of 30% more complaints each month since January 2025 compared to the average in the previous 18 months. This has placed significant pressure on our Complaint Resolution branch and

affected the timeliness of complaints. The Complaint Resolution branch has improved various processes to handle the increased volume and will continue to make changes to our complaint handling processes through 2025-26. More information is provided in the [Complaint Resolution section](#).

### Changes to complaint jurisdiction

In February 2025, the National Student Ombudsman (NSO) commenced. While our powers have not changed, most university complaints are now handled by this dedicated national body. We started referring complaints to the NSO and updated our website and information.

In 2025-26, a new Local Government Inspector will be appointed. We will work with the Inspectorate to streamline complaint handling about local governments.

In April 2024, legislation established the Alternative Electricity Services Framework. This establishes a regulatory framework for electricity

providers currently operating outside the licencing regime, such as embedded networks and other electricity supply arrangements. Regulating the new services will extend consumer protections, including access to the Energy and Water Ombudsman, for thousands of customers. We are working with Energy Policy WA on the implementation of the framework and preparing to take complaints when it commences operation.

### Increase in reportable conduct notifications

We received 878 notifications of reportable conduct in 2024-25, which is 26% higher than the year before. This has placed significant pressure on the Reportable Conduct branch, which is, at the same time, working to provide more information and education to organisations covered by the scheme.

Nevertheless, we believe that there is still low awareness and underreporting of reportable conduct across many sectors. This is supported in our research included in our report



### 'Western Australia's Reportable Conduct Scheme: A review of systems to protect children.'

Our challenge in 2025-26 will be continuing to enhance education while handling an increasing number of notifications within current resources.

## Changes to the child safety landscape

We are actively engaged in cross-agency and cross-jurisdiction discussions regarding state and national amendments to the Working with Children Check system. We endorse the need for a national approach to all aspects of the Working with Children Check system, and the need to increase information sharing measures between stakeholders, both intra and interstate. Whilst ongoing, much progress has already been made in this space, and we are deeply committed to prioritising these reforms.

In addition, we are committed to facilitating the implementation of the Child Safe Standards (CSS) in Western Australia, and recognise the importance of the CSS in increasing the significance and effectiveness of the Reportable

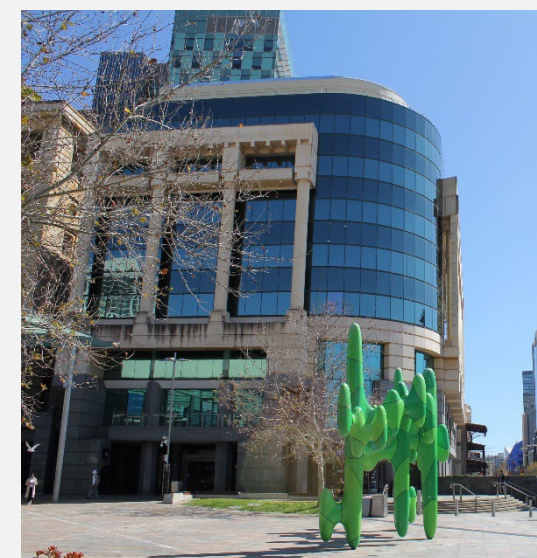
Conduct Scheme. Our outreach work in metropolitan and regional Western Australia focusses on increasing awareness of all aspects of child safety in WA, and this will continue in 2025-26.

## Investing in our future

We are undertaking a significant digital transformation. In 2024-25, this focussed on bringing our information and communications technology up to contemporary standards to set us up for capability enhancements in 2025-26 and beyond.

This program includes an uplift from on-premise to cloud environments, application upgrades, hardware upgrades, better utilisation of Microsoft 365 capabilities and integrations, and security enhancements. It also includes new internal and external websites and better engagement with the community through digital channels like social media.

Our challenge is delivering this program of work with appropriate planning and resourcing in a tight fiscal environment.



## Summary of performance

### Financial performance

#### Financial targets

	2024-25 Target <sup>(a)</sup> ('000)	2024-25 Actual ('000)	Variance ('000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive income)	16,542	15,357	(1,185)
Net cost of services (sourced from Statement of Comprehensive income)	13,776	12,501	(1,275)
Total equity (sourced from Statement of financial position)	1,632	4,147	2,515
Agreed salary expense level	10,449	10,389	(60)

(a) As specified in the 2024-25 Budget Statements.

Explanations on variances are contained in Note 9 'Explanatory Statement' to the financial statements.

#### Working cash targets

	2024-25 Agreed limit <sup>(b)</sup> ('000)	2024-25 Target / Actual ('000)	Variance ('000)
Agreed working cash limit (at Budget)	787	787	n/a
Agreed working cash limit (at Actual)	807	4,272	3,465

(b) As specified in the 2024-25 Resource Agreement.

Cash held at the end of the year was \$3 million above the agreed working cash limit due to delays in some capital projects, some prior year surpluses being carried forward, and cash retained to fund the Alternative Electricity Scheme.



## Key effectiveness performance

	2023-24	2024-25 Target	2024-25 Actual	Variation	Result
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies	100%	100%	<b>100%</b>	Nil	✓
Number of improvements to practices or procedures as a result of Ombudsman action	40	100	<b>57</b>	(43)	🔔
Where the Ombudsman made recommendations regarding reportable conduct, the percentage of recommendations accepted by relevant entities	Not applicable	100%	<b>Not applicable</b>	Not applicable	-
Number of actions taken by relevant entities to prevent reportable conduct	97	51	<b>238</b>	187	✓

## Key efficiency performance

	2023-24	2024-25 Target	2024-25 Actual	Variation	Result
Percentage of allegations finalised within three months	95%	95%	<b>93%</b>	-2%	🔔
Percentage of allegations finalised within 12 months	100%	100%	<b>100%</b>	Nil	✓
Percentage of allegations on hand at 30 June less than three months old	88%	90%	<b>85%</b>	-5%	🔔
Percentage of allegations on hand at 30 June less than 12 months old	100%	100%	<b>100%</b>	Nil	✓
Average cost per finalised allegation	\$1,314	\$1,890	<b>\$1,375</b>	-\$515	✓
Average cost per finalised notification of death	\$11,571	\$14,655	<b>\$14,429</b>	-\$226	✓
Average cost per notification of reportable conduct	\$3,687	\$4,000	<b>\$3,226</b>	-\$774	✓
Cost of monitoring and inspection functions	\$1,000,679	\$1,168,000	<b>\$1,116,054</b>	-\$51,946	✓

🔔 For further details, see the [Key Performance Indicators section](#).



# Protecting People's Rights



We visited Jigalong in the Pilbara Region  
as part of the Financial Counsellors  
Association of WA event in June 2025

Image credit: Consumer Protection WA



# Complaint Resolution

## Our role

Resolving complaints is central to our work. Every year, thousands of people contact us with concerns about the actions and decisions of Western Australian State Government departments and authorities, local governments and universities (public authorities).

Our work promotes accountability and fairness in public administration. We provide a free, impartial service to help people navigate public systems. We listen, assess, and help resolve complaints – whether it's guiding someone to the right agency or investigating a complex issue, we're here to ensure fairness, accountability, and transparency in government decision-making. We also educate the public about their rights and responsibilities.

## Key Statistics 2024-25



**2,865**  
complaints received and  
2,755 finalised

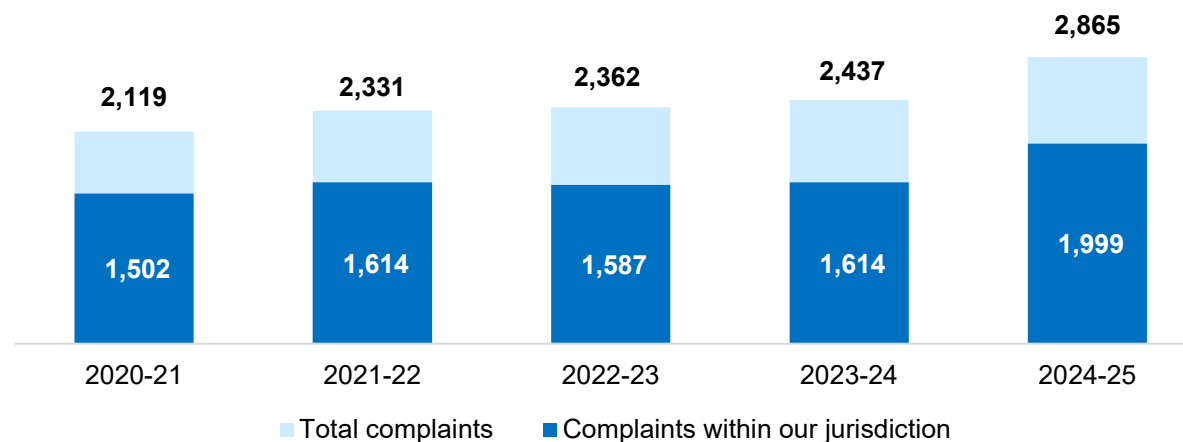


**11,641**  
enquiries received



**93%**  
of allegations were  
finalised within 3 months

## Complaints received in the last five years

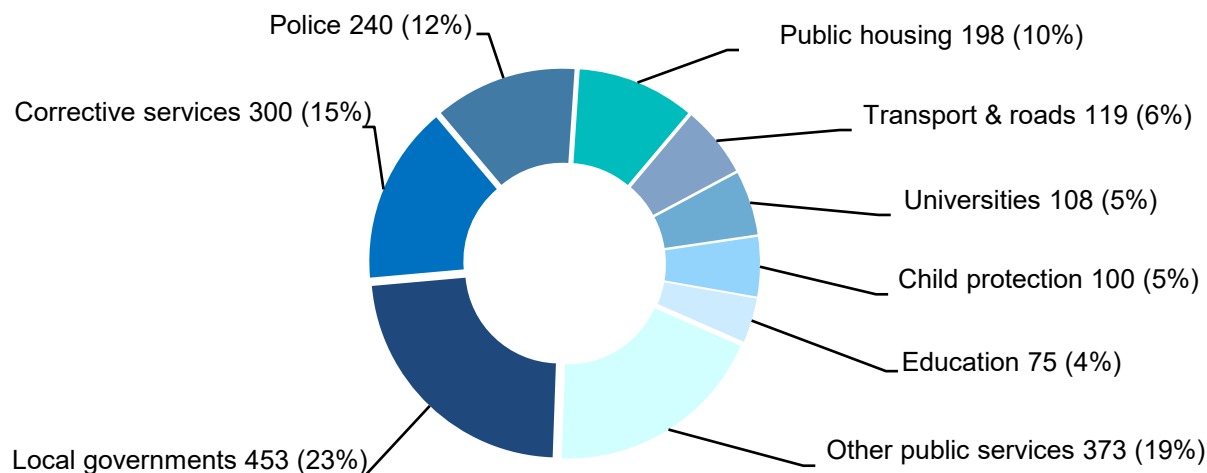


## Complaint themes

In 2024–25, common complaint themes included:

- the public authority's complaints management process
- conduct of public officers
- public housing rental operations
- management of fines and infringements and enforcement action
- service delivery and quality of services
- regulatory decisions
- poor communication
- investigation and prosecution decisions

## Complaints in 2024-25 by government service



A further breakdown of the types of complaints we receive is provided in [Appendix 1 – Complaints by government service](#) and [Appendix 2 – Complaints by public authority](#).

“ I just wanted to say thank you ... because you are the only person who listened, paid attention to the details and made me feel heard. Thank you. ... You made feel heard. ”

“ Thank you for your email and letter and the time you took to help solve this problem. I am satisfied with the outcome. ...I am really grateful for all you have done... ”

“ The complainant told me she felt she could trust me and that I was the only person that had and would listen to her. ”

## Challenges for our resolution of complaints

There was an 18% increase in complaints in 2024-25 compared to 2023-24. The most significant increase in complaints was between December 2024 and June 2025, up 33% compared to the same period a year earlier.

The greatest increase in complaints was about local governments across WA, with 453 complaints compared to 326 in 2023-24. There was also an increase in complaints across most State Government departments and authorities. The highest number of complaints of all State Government departments and authorities was for corrective services (mostly prisons) at 300 complaints (a 21% increase). A further breakdown of the number of complaints by government services is provided in [Appendix 1](#).

The increased volume of complaints meant it took longer to allocate cases for early resolution and investigation. However, system improvements to our complaint handling processes meant the average days to finalise complaints remained consistent at 40 days.

Because the volume of cases on hand increased, the wait time for complaints on hand rose from 47 days at 30 June 2024 to 54 days at 30 June 2025. This volume increase is a risk to timely complaint resolution that we will have to manage strategically through 2025-26.

We also experienced an increase in complainants with unreasonable demands or who showed unreasonable behaviours. These contacts influence staff well-being and measures to better support staff with this psycho-social hazard are being strengthened.

## How we handle complaints

We apply a streamlined and responsive complaint handling process:

### Triage and assessment

We assess all incoming matters to determine jurisdiction, risk and whether our Intake team could respond quickly to the complainant to refer them back to the public authority where they haven't pursued the public authority's internal complaint processes before coming to us.

We received 14,506 contacts in 2024-25, including 2,865 written complaints. Most people reach out by

phone, email or online. We are seeing a steady increase in people using our online complaint form. For complaints within our jurisdiction, we assess the issue and decide the best way forward, whether that's early resolution, full investigation, or referral to another body.

### Early Resolution

Many issues are resolved quickly through an early resolution approach. It allows us to work directly with public authorities to fix issues quickly and avoid lengthy investigations. We often work with public authorities on the phone for timely responses. In 2024-25, 88% of our investigations were resolved through our early resolution approach. Timeliness matters: we finalised 93% of allegations within three months, helping people get answers and outcomes faster.

### Investigation

Where required, we undertake formal investigations. This can involve significant evidence-gathering including requesting reports and documentation from public authorities, and a procedural fairness process before making a finding.



## Resolution and feedback

We provide clear outcomes to both the complainant and the public authority. Where appropriate, we can make recommendations to the public authority to provide a remedy to the complainant or improve public sector administration. More commonly, we achieve an agreed outcome from the public authority during the investigation process without the need for a formal recommendation. We monitor agencies' implementation of agreed outcomes and our recommendations.

We also track recurring issues to identify broader areas for systemic improvement and engage with public authorities outside of the complaints process to help them improve their practices.

## Who do we assist

We assist anyone who is dissatisfied with an administrative action or decision made by a public authority. This may extend to people who are living interstate or overseas, and it includes residents of the Indian Ocean Territories.

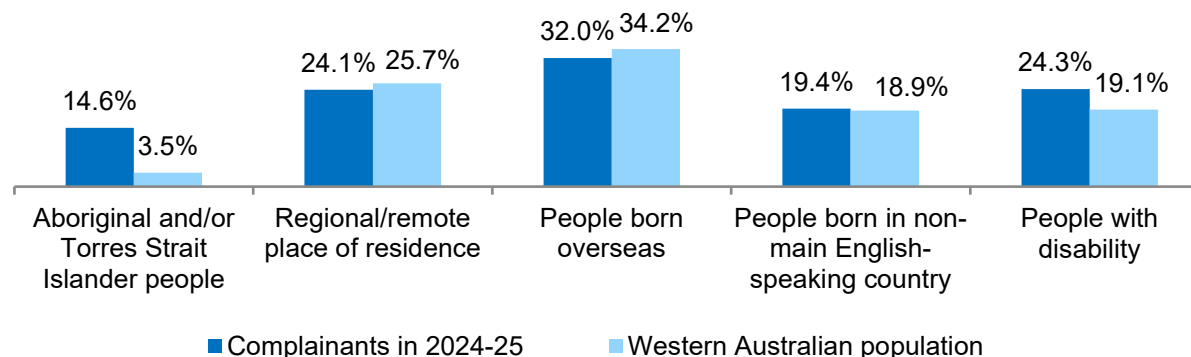
Our work involves helping people who face systemic barriers and experience personal hardships because of these barriers. Many are experiencing family violence, financial hardship, physical or mental health issues and homelessness or risk of homelessness. This often means working to remove barriers and increase access to government systems for children and young people, Aboriginal and Torres Strait Islander people, people from culturally and

linguistically diverse backgrounds, people with disability and impairments, members of the LGBTQIA+ community, and those who live in regional and remote towns and communities.

We also help people who are in custodial environments including prisons, prison work camps and farms and youth detention facilities.

In 2024-25, we undertook more community and stakeholder engagement. Travelling to regional and remote communities provides opportunities to address some accessibility challenges and provides valuable insights to the many barriers experienced by people living in those areas. Go to the [Connecting with the WA community section](#) for more information.

### Demographics of complainants in 2024-25 compared to the WA population



## Children and Young People

We receive complaints for and on behalf of children and young people. We have child-focussed complaints processes and voluntarily share information with the Commissioner for Children and Young People (CCYP) using anonymised information about complaints and any outcomes that were achieved. In 2024-25, we reported to CCYP on 45 complaints that we received.

On 31 March 2025, we were assessed as having 'strong evidence of a child-focused complaints system, with a clear policy and process in place to support children and young people to raise complaints'. We remain committed to improving our systems, implementing the recommendations and aligning our complaints system with the National Principles for Child Safe Organisations.

## Who do we work with

We work closely with a wide range of public authorities, including government departments and agencies, local governments, and universities through our assessment and investigation processes.

We also work closely with other complaint organisations like Consumer Protection, Equal Opportunity Commission, the Health and Disability Services Complaints Office (HaDSCO) and other ombudsman services like the Telecommunications Industry Ombudsman and Australian Financial Complaints Authority. We collaborated with these agencies for a range of community engagement: go to the [Connecting with the WA community section](#).

We also liaise with a broad range of advocacy services, including the Aboriginal Legal Service of WA, Legal Aid WA, community legal centres, financial counsellors and other organisations. This helps ensure members of the community, particularly those from vulnerable and diverse backgrounds, are made aware of and can access our services.

## Universities and a new national ombudsman

We received 108 complaints about universities in 2024-25. The complaints included allegations about fees and charges, examinations and assessments, complaint management and appeal processes, enrolment and termination of enrolment and academic misconduct. We also review appeals from international students.

On 1 February 2025, the National Student Ombudsman (NSO) commenced operating to provide a national approach to managing complaints by students about tertiary education providers like universities. We worked closely with the NSO during a transitional period to transfer complaints. By agreement, and with the student's consent, we 'warm referred' complaints that we had received before the NSO began operating, where we hadn't already started investigating. This avoided duplicating effort and ensured a smoother experience for the students involved. We continued to warm refer students to the NSO during a transitional period.

We continue to receive and handle all complaints about TAFE and complaints about universities from people who are not students.

We have developed strong expertise and specialist knowledge in managing complaints about universities, particularly from international students. There are many emerging themes in the higher education sector, including the need for policy and process improvements in relation to the use of artificial intelligence (AI) in assessments.

### Engagement with prisons

We have experienced a high and increasing volume of complaints from prisoners and their families. In May 2025 we established a Prisons Working Group within our office to identify current and common issues, coordinate information sharing, plan meetings with key stakeholders and coordinate regular prison visits.

We met with the Department of Justice (Corrective Services) internal complaints service, ACCESS, in May 2025 to discuss complaint handling practices and referral processes to help prisoners receive more timely responses.

In June 2025, we attended Banksia Hill Detention Centre with staff from ACCESS and HaDSCO.

During the visit, our team:

- Met with various members of the prison staff and presented information about the role of our office;
- Undertook a tour of the detention facility, inspected the units, the confidential mail system, and the telephone lists; and
- met with young detainees confidentially to discuss their experiences, identify any systemic issues, and raise awareness of the Ombudsman's role.

A common theme is the desire for improved access to communication facilities with loved ones and family members.

## What we achieved

### Improvements to public administration

In every complaint, we try to identify outcomes that would improve public administration.

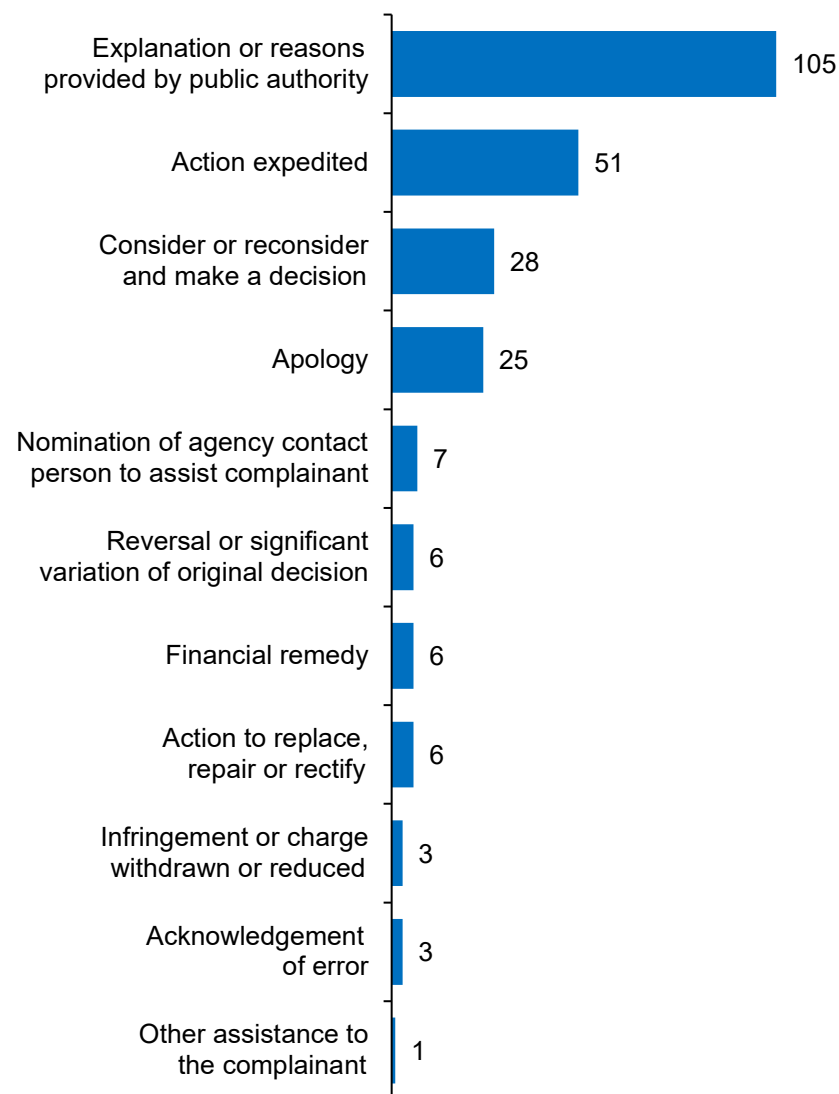
In 2024-25, we achieved 51 administrative improvements including changes to policy and procedures, changes to business systems or practices and staff training and development. Refer to the [Achieving administrative improvements section](#) for more detail.

### Outcomes for complainants

Through our investigation process, we achieve outcomes for complainants where it is fair and reasonable for the public authority to provide a remedy. We achieved 241 remedies for complainants in 2024-25 because of our investigations. The nature of the remedies is shown in the following chart.



## Remedies for complainants in 2024-25 following the Ombudsman's involvement



“ Once again, many thanks for yours and previous investigators of the Ombudsman's office efforts in helping my son get a favourable outcome to our complaint, my family and I are forever grateful for this positive outcome.

”

“ I am writing to express my sincere gratitude for the time, effort, and energy that you and your team have dedicated to addressing my concerns... I truly appreciate the thoroughness and professionalism shown throughout the process.

”

“ Thank you so much for the effort you put into getting [the public authority] to do what they promised! I thank you so much! Very much appreciated!!

”

## Continuous improvement

We review and improve our complaint handling processes through:

- Feedback from complainants
- Stakeholder feedback
- Staff training and development
- Internal quality assurance reviews

This year we have made significant changes to improve our customer focus.

### Improving accessibility

We improved accessibility by reviewing the readability of our letters, brochures, information sheets and online resources. We improved our use of plain English. In 2025-26 we will make further improvements and work to increase our accessibility for vulnerable people by using different processes and technologies to more flexibly apply the legislative requirement that complaints must be made in writing.

### Strengthening our capability

In 2024-25, four of our senior staff commenced a two-year Management Development Program to improve our leadership capability.

All staff from our Complaint Resolution branch attended training delivered by the Public Sector Commission on Public Interest Disclosures to ensure we can provide consistent and timely responses to enquiries and undertake assessments and investigations in accordance with the *Public Interest Disclosure Act 2003* and our legislation.

Following an internal review of our Intake team, we delivered targeted training to ensure consistency and quality in managing enquiries and complaints, to manage risks, and improve the timeliness of responses.

### Improving efficiency

In the past year, we overhauled our risk management strategies and triage processes to identify risk early, reduce unnecessary duplication and to reduce unnecessary delays. We focussed on improving our communication with complainants, including automatic replies and regular acknowledgments and progress updates through the complaint process. We removed manual processes and reports and simplified approval processes. We empowered our

staff providing more autonomy within staff capability.

We introduced 'paper lite' case management in December 2024 and transitioned in stages to completely paperless case management by 30 June 2025. This significantly reduced time and resources and the environmental impact of unnecessarily printing large volumes of materials.

In 2024-25, 30% of complaints received were about agencies that are out of our jurisdiction (AOOJ). We introduced a range of targeted efficiency measures that simplified our processes, rapidly reducing our response times and redirecting people more quickly to the appropriate agency that could assist them. We also improved the information about our role in our phone voice recordings and in our websites and other resources. As a result, in 2024-25, AOOJ complaints only increased 5% in 2024-25, compared to the increase of complaints within our jurisdiction of 24%.

## Strengthening our complaint handling framework

Our focus is on building a more consistent, transparent, and responsive system that reflects our values and meets community and stakeholder expectations.

- **Refined and aligned processes:** We will streamline our complaint handling procedures using robust, fit-for-purpose tools that meet applicable standards and ensure consistency across the organisation.
- **Driving continuous improvement:** We will actively identify and implement efficiencies and innovations that enhance our internal controls and improve the speed and quality of complaint resolution.
- **Collaborative learning:** Our teams will participate in cross-jurisdictional and professional forums to share insights, benchmark performance, and adopt best practices in complaint management.
- **Governance in action:** We remain committed to strong governance, applying the same principles we advocate – transparency, accountability, and value for money

– in every aspect of our complaint handling approach.

We'll keep listening, investigating, and working collaboratively to make sure public authorities are accountable and responsive to the people they serve.

We're also investing in digital tools, staff development, and community engagement to enhance our services and reach more people. Our future focus includes expanding our accessibility initiatives, strengthening data analytics, and deepening our partnerships across sectors.



Image credit: Austockphoto





## CASE STUDIES

The following case studies illustrate some of the complaints we investigated in 2024-25.

### Resolving financial management concerns for a vulnerable client

A vulnerable person was concerned that the public authority managing their finances wasn't depositing the allowance for daily living expenses into the account that they wanted and was pressuring them to close their only bank account. The person said that they had complained to the public authority, but that they were unhappy with the way it was managed and there were still some issues unresolved. The person then complained to the Ombudsman.

As part of our assessment process, we contacted the public authority to confirm that they had received the person's complaint, and to ask what they had done to resolve the matter. In response to our involvement, the public authority called the person to discuss their concerns. The public authority explained that because they had previously fallen victim to scams resulting in thousands of dollars of lost funds, they had decided to provide an allowance, with both the person's and their mother's agreement at the time. The public authority also clarified that it had closed a few of his bank accounts which were not operating, and that it was not closing all of their bank accounts as they had initially believed. The public authority proposed an alternative solution, which the person was happy with, and the matter was resolved that day.

### Ensuring fair access to cultural obligations in custody

An Aboriginal man in prison applied to attend his Aunt's funeral, a deeply significant cultural and spiritual event for him and his family.

The prisoner submitted a request to attend the funeral, but the prison recommended to head office that it decline the request, which it did. The prison gave some reasons to the prisoner, but they were unclear and didn't reflect the actual grounds for head office's refusal. This meant the prisoner was unable to properly challenge the decision when he appealed, and head office rejected his appeal.

The prisoner's mother contacted the Ombudsman, concerned that her son had been unfairly denied the opportunity to fulfil his cultural obligations.

We investigated and found that the reasons given to the prisoner were factually incorrect. We helped clarify the situation between the prison and head office, ensuring accurate information was shared. Once the correct details were exchanged, the prisoner's application was promptly approved, and he was able to attend his Aunt's funeral and reconnect with his family and culture. The prison acknowledged it had not clearly communicated the reasons for the initial refusal and committed to improving its practices to prevent this situation again. The prison will develop a process to ensure that reasons for decisions on applications to attend funerals are fully communicated to prisoners, so that prisoners have the necessary information when pursuing an appeal.

## Improved access and safety for tenant with health needs

A public housing tenant from a culturally and linguistically diverse background applied for priority transfer to a different property. They said that their medical conditions made it difficult to climb stairs. Although the property had a lift, the tenant's doctor recommended accommodation at ground level due to the tenant's chronic health issues. The public authority declined her application, stating that the lift meant that they did not need stairs. The tenant appealed the decision, but the appeal was also declined.

The tenant, supported by an advocacy service, complained to the Ombudsman. We reviewed the public authority's decision-making process. We raised concerns about emergency scenarios, such as fire or lift failure, that could leave the tenant stranded. We also asked whether an interpreter had been present during property inspections and whether the tenant had been referred to support services.

The public authority responded that the priority transfer application was being reconsidered. The public authority had inspected the property and provided the tenant with access to its support programs.

As a result of our involvement, the tenant's priority transfer application was approved and backdated to the date of the original application. The public authority committed to pest control treatment and the tenant signed up for the support program. The public authority also agreed to complete a review of the advice it provides to tenants of multi-storey buildings about evacuation planning and safety awareness.

## Ombudsman restores access to PhD studies following administrative error

A student was dissatisfied with the outcome of their complaint to a university about the discontinuation of their PhD studies and termination of their scholarship. The student's PhD was discontinued, and their scholarship terminated, due to an administrative error. The student had applied to defer their studies, but the university told them to complete incorrect documentation, and the deferral was not correctly processed. By the time the error was identified, the university did not have an appropriate supervisor for a PhD and stated that it could not reinstate the student's enrolment. The student said that the university's response 'does not provide any solution which allows [them] to come back to study.'

Following an investigation by the Ombudsman, the university agreed that it would provide supervision to the student, should they wish to continue their PhD studies. The University also agreed to offer the student an equivalent scholarship, on the university's current terms and conditions.

The university provided the student with a contact person to assist with the reinstatement of their enrolment in the PhD and an email with information about the next steps.

## Improved local government responsiveness to subdivision requests

A resident applied for a subdivision clearance from their local government but didn't receive a decision within a reasonable timeframe. Frustrated by the delay and lack of explanation, they complained to the Ombudsman. They told us the delay had caused financial hardship and stress.

We reached out to the local government, which advised it was still preparing a response to the resident's complaint. When the expected response date passed and the resident still hadn't heard back, we followed up again.

As a result of our involvement, the local government apologised to the resident for the delay, explained its subdivision clearance process, and trialled a new officer role focused on supporting applicants after subdivision approval to ensure faster processing of subdivision clearances.

## Tenant charges corrected following Ombudsman involvement

A public housing tenant was charged almost \$2,000 in tenant liability for the replacement of a faulty appliance at their public housing property. The public authority had calculated that the tenant should be liable for 80% of the full cost of the item, which is the percentage charged for appliances which are 0-3 years old in accordance with its maintenance policy. The tenant appealed the decision, but the appeal was not successful. The tenant complained to the Ombudsman.

We contacted the public authority about the tenant's complaint. The public authority reviewed the tenant's complaint further and found that the appliance was over three years old at the time

the tenant was charged. Under its policy, the public authority charges 50% of the replacement costs for appliances that are three to five years old. The public authority adjusted the charges to reflect this, saving the tenant about \$550 in costs. The public authority also apologised for the oversight.

## University assessment extension granted after Ombudsman review of mental health concerns

A university student applied for an extension for an assessment after the deadline, stating that they were suffering from a severe mental health crisis at the time that the assessment was due, which also prevented them from applying for an extension within the required time. The extension was refused, and the student received a mark of zero for the assessment, meaning that he failed the relevant unit and did not complete their Graduate Certificate.

The student complained that the public university's decision to refuse their extension application for the assessment was unreasonable, and they appealed. The appeal was unsuccessful, and the student complained to the Ombudsman.

Following an investigation by the Ombudsman, the university agreed to consider a Special Consideration application, on the information the university had and any additional information. Ultimately, an extension was granted for the assessment, resulting in a deduction of 10% of the final mark rather than a mark of zero.



## Energy and Water Ombudsman

We provide the dispute resolution services for the Energy and Water Ombudsman Scheme under a service agreement with the governing Board.

The operations of the Energy and Water Ombudsman are reported in its [annual report](#) in November each year.

### How we operate

The Energy and Water Ombudsman provides accessible, independent, and fair resolution of complaints about electricity, gas, and water services. We ensure fairness and justice in how essential services are provided to residential and small business customers across WA.

The Energy and Water Ombudsman Scheme (scheme) is overseen by the Board of Energy and Water Ombudsman (Western Australia) Limited and is the approved external dispute resolution scheme in WA for licensed electricity, gas and water service providers.

All licenced providers are required to be a member of the scheme and fully fund the scheme's operations.

### Complaints we handled

In 2024-25, we received 1,603 complaints:

- 875 electricity complaints
- 286 gas complaints
- 442 water complaints

The main issues related to:

- billing (45%)
- supply of electricity, gas or water services (14%)
- customer service (14%)

People who make complaints must go to their provider first. We assist by escalating complaints to senior officers at the member providers. In 2024-25, 16% came back unresolved by the member and we facilitated a resolution or investigated the complaint.

The number of complaints we investigated increased 24% compared to the year before.

For more information about the Energy and Water Ombudsman, go to [energyandwater.ombudsman.wa.gov.au](https://energyandwater.ombudsman.wa.gov.au)

### What we achieved

In 2024-25:

- 86% of complaints were finalised within 30 days.
- 21% of complaints we conciliated or investigated were resolved with an outcome for the complainant.
- We achieved 111 remedies for people whose complaints we resolved. This included financial remedies totalling nearly \$100,000 and default listings removed from credit records, explanations and apologies.
- We engaged with the Economic Regulation Authority and Energy Policy WA regarding the implementation of the [Alternative Electricity Services regulatory framework](#).

See the [Connecting with the WA community section](#) for our outreach to the community.

## WA Charitable Trusts Commission

In November 2022, we took on a new role overseeing charitable trusts in Western Australia. This includes handling complaints and conducting investigations, either directly or when referred by the Attorney General.

Charitable trusts are especially important to Aboriginal communities in WA, as they are often used to manage mining royalties and native title settlement funds.

As part of this role, we can:

- Investigate charitable trusts, including reviewing their financial records
- Prepare reports based on these investigations
- Make recommendations to trustees to improve how trusts are managed.

We have strong powers to gather information and request documents from people involved in running charitable trusts. If needed, we can issue formal notices requiring action from trustees. If a trustee doesn't follow through, they may be removed from their role.

### CTCWA complaints and enquiries

In 2024-25, we received:

- 3 enquiries about charitable trusts
- 3 formal complaints.

One of these complaints were resolved during the year, and one complaint from the previous year was also resolved.

Three investigations are ongoing as of 30 June 2025.

An investigation into the trustees of the Noongar Charitable Trust on referral from the Attorney General, consumed significant resources, and may result in challenges or clarification of the law.

When a complaint falls outside our scope, we help direct people to other agencies that may be able to assist.

### CASE STUDY

A community member complained to us that the trustee of a Charitable Trust did not make a payment to them that they were entitled to. One of the purposes of the Charitable Trust is to meet the needs of the specific Aboriginal Community who might suffer from 'old age, poverty, sickness'. The trustee was no longer returning their phone calls or emails.

We investigated the complaint. We looked at how the trustee communicated with community members.

As a result of our investigation, the trustee made the payment to the community member. The trustee also confirmed how the community member can contact the trustee. The community member was very grateful to receive the payment and told us they will use the money to help care for their elderly grandparent.

# Inspections and monitoring

## Why we do what we do

We inspect and monitor the use of certain powers by public authorities, often reporting through responsible Ministers to the Parliament.

Powers granted to public authorities are intended to combat criminal behaviour and support community safety but can also impact privacy and freedoms.

Through our inspection and monitoring role, we promote improvements to the practices and procedures of public authorities and provide independent assurance that these powers are exercised lawfully.

## How do we work

We carry out our monitoring role through inspections and reviews of the records of specific public authorities and by providing regular feedback on their compliance with legislation. We also provide reports to relevant Ministers on what we found and can make recommendations for improvement.

## Our achievements

In 2024-25, we continued to promote improvements to the practices of public authorities and hold them accountable in their use of their powers by:

- inspecting records of telecommunications interceptions;
- monitoring the use police powers under consorting and prohibited insignia laws; and
- monitoring the operation of the Protected Entertainment Precincts Scheme.

## Inspection of telecommunications interception records

The WA Police Force and the Corruption and Crime Commission (CCC) are permitted under legislation to carry out telecommunication interceptions in Western Australia. We inspect the records of these public authorities at least twice each financial year to assess the extent of compliance with relevant telecommunications interception legislation and we report to the responsible Minister on the results of these inspections.

In 2024-25, we provided a report to the Attorney General and the Commissioner of the CCC regarding the results of the inspections conducted of the records of the CCC. We also provided a report to the Minister for Police and the Commissioner of Police regarding the results of the inspections conducted of the records of the WA Police Force.



## Monitoring of the *Criminal Law (Unlawful Consorting and Prohibited Insignia) Act 2021*

The *Criminal Law (Unlawful Consorting and Prohibited Insignia) Act 2021* seeks to '...disrupt and restrict communication and networking between offenders; criminalise the display of insignia of identified criminal organisations; and disrupt the ability of members of identified organisations to gather in public places'.<sup>1</sup> There are currently 46 identified criminal organisations in Western Australia and their members and associates may be subject to certain powers given to the WA Police Force.

We keep these powers under scrutiny by inspecting the records of the WA Police Force and we provide an annual report to the Attorney General and the Commissioner of Police about the results of these inspections.

Our second annual report, 'Report of the monitoring activities of the Parliamentary Commissioner for Administrative Investigations under Part

4 of the *Criminal Law (Unlawful Consorting and Prohibited Insignia) Act 2021* for the period ending 23 December 2023', was tabled in Parliament on 15 October 2024.

## Monitoring of Protected Entertainment Precincts

The Protected Entertainment Precincts (PEP) Scheme commenced on 24 December 2022. It enables people who have behaved in violent, disorderly, indecent or threatening ways to be excluded from declared areas for up to five years. These areas include parts of Perth and Northbridge, Fremantle, Scarborough, Hillarys and Mandurah.

We keep the PEP Scheme under scrutiny through extensive oversight of the WA Police Force and the Racing, Gaming and Liquor unit within the (now) Department of Local Government, Industry Regulation and Safety. We also consult with stakeholders including local governments and peak bodies.

Our role includes preparing a report on the PEP Scheme after it has been operating for three years. This report will include a review of the impact of the

scheme on any group in the community if they are identified as being disproportionately affected by the scheme. Our report will be given to the Minister for Racing and Gaming who will make it public by tabling it in Parliament.

We will finalise this report in 2026. Following the tabling of the report we will continue to conduct regular inspections and will report to Parliament annually.

<sup>1</sup> Explanatory Memorandum, Criminal Law (Unlawful Consorting and Prohibited Insignia) Bill 2021 (WA), p. 1.

# Improving Services



We delivered workshops on the Reportable Conduct Scheme and on Effective Complaint Handling

Image credit: Ombudsman WA

# Achieving administrative improvements

## Improvements through complaints

Complaints made to an organisation provide valuable information that can lead to service improvements, provided the information reaches key decision-makers. Public authorities and other organisations should use complaints to identify systemic, thematic or serious issues. By doing so, they can address problems early and prevent them reoccurring for other customers and clients.

When we become involved in a complaint, we look for opportunities for public authorities to make improvements to their administrative practices.

The Ombudsman has the power to make recommendations to public authorities following our investigations. We can also achieve outcomes through our investigation process.

In 2024-25, we achieved 51 administrative improvements through the investigation of complaints.

## Improvements through complaint resolution in 2024-25



## Improvements through reviews

Through our [review of child deaths and family and domestic violence fatalities](#), we identify ways to improve how public authorities support vulnerable children and family and domestic violence victims, and to prevent or reduce the risk of future deaths in similar circumstances.

In 2024-25, we made six recommendations to public authorities, relating to changing policies and procedures.

## Improvements through the Reportable Conduct Scheme

In our administration of the [Reportable Conduct Scheme](#), we examine the systems and policies of an organisation for reporting, responding and preventing child abuse. The review of these systems may result in administrative improvements, which we then record and monitor.

In 2024-25, there were 238 improvement actions made by



organisations as a result of our involvement.

### Improvements through the Reportable Conduct Scheme in 2024-25



### Improvements through guidance and publications

Our library of guidelines and information sheets continues to be a valuable resource for public authorities and organisations.

In particular our [Guidelines on Effective Complaint Handling](#) are one of the top resources downloaded from our website. We also have [Guidelines on Good Decision Making](#), as well as [Guidelines on Conducting Administrative Investigations](#) and a range of [information sheets](#).

We also have a range of [information sheets and templates](#) to support organisations covered by the Reportable Conduct Scheme.

### Improvements through training

This year we delivered Effective Complaint Handling workshops in Kalgoorlie in August 2024 and Albany in December 2024.

These interactive workshops are part of our [Regional Awareness and Accessibility Program](#) and are aimed at building the capacity of public officers in the regions.

Our Reportable Conduct team also held a number of workshops and information sessions [for organisations covered by the Reportable Conduct Scheme](#).

## Major investigations

### Why we do major investigations

One of our key activities to improve public administration and to prevent harm to vulnerable people is to undertake major reviews and investigations of systemic issues identified across all areas of our work.

This includes major reviews and investigations of complaints, child deaths, family and domestic violence fatalities and allegations of child abuse notified to us under the Reportable Conduct Scheme.

Our goal is for these major reviews and investigations to address systemic issues and result in practical improvements, particularly where such improvements may prevent harm or save lives.

### How do we work

Topics are selected based on criteria that include:

- the number and nature of the issues brought to our attention;
- the level of public interest;

- the number of people likely to be affected;
- whether others have already examined the topic;
- the potential for the investigation to result in real improvement; and
- whether the investigation is the best use of our resources.

Having identified a topic, we undertake extensive preliminary research to plan the scope, objectives and methodology of the investigation. Our approach may vary depending on what is being investigated but will generally include:

- review of the research literature;
- analysis of information provided by organisations;
- engagement with government agencies, non-government organisations and relevant experts;
- providing organisations included in the investigation an opportunity to review and respond to our draft findings and recommendations; and
- preparing a final report, which is tabled in Parliament and made publicly available.

Overall, we work closely with organisations throughout the entire process to ensure our recommendations result in practical improvements and minimise unnecessary administrative burden.

### Our achievements

Our major reviews and investigations improve the policies and practices of organisations, reduce risk to vulnerable people and result in more consistent and accountable decision making.

In 2024-25, we undertook significant work on:

- 'Western Australia's Reportable Conduct Scheme: A review of systems to protect children', which was tabled in Parliament in April 2025; and
- An investigation into the management of tenant liabilities in public housing.

## Western Australia's Reportable Conduct Scheme: A review of systems to protect children

Organisations covered by the Scheme are required to have systems in place for preventing, notifying and dealing with reportable conduct. Implementation of these systems is fundamental to the protection of children and compliance with the Scheme's requirements.

To build the capacity of organisations and to inform Parliament of the Scheme's operation, we examined allegations notified to us over an 18-month period and asked organisations about their compliance with requirements to have systems in place under the Scheme.

We found that there was still developing awareness and understanding of the Scheme, with only 39.3% of organisations reporting that they had fully implemented all required systems. Accordingly, we provided the report and further guidance materials to organisations so that they improve their systems and help keep children safe. We will continue to closely monitor organisational systems and use the findings of this report to target our efforts to areas of greatest need and risk given the importance of ensuring that allegations of child abuse are not dismissed, ignored or mishandled.

In this review, we:



- examined 889 notifications received during the first 18 months of the Scheme;
- administered and analysed a survey completed by 1,191 organisations on the systems they had implemented under the Scheme; and
- reviewed over 6,000 pages of documents provided by 39 organisations to identify, in further detail, areas of good practice and where improvement is required.

## An investigation into the management of tenant liabilities in public housing

We are undertaking a major investigation into how the Department of Housing and Works (previously the Department of Communities prior to 1 July 2025) manages the debts of public housing tenants. This work will examine whether there is proactive, fair and accountable decision making so that vulnerable people in the public housing system are appropriately supported and excessive debt accumulation is minimised.



## Monitoring the implementation of recommendations

Our recommendations are designed to be an evidence-based, proportionate, and practical response to the issues identified. Each of the recommendations arising from our major investigations are actively monitored to ensure they are implemented.

In 2024-25, we continued to monitor the implementation of Recommendation 8 from the '[Investigation into family and domestic violence and suicide](#)'. This report, published in 2022, examined how public authorities can improve the identification

Recommendation 8: The Mental Health Commission, in collaboration with relevant State Government departments and authorities and stakeholders, develop and disseminate a common understanding of what constitutes a trauma-informed approach for Western Australian State Government departments and authorities. Including, but not limited to:

- A definition and key principles of a trauma-informed approach;
- Domains of implementation (including, but not limited to, an organisation's strategic leadership, policy, training for staff, and evaluation);
- Consideration of vicarious trauma in the service delivery context;
- This approach being intersectional, and elevates the voices and experiences of Aboriginal and/or Torres Strait Islander people; and
- A timeline for undertaking this work.



of, and responses to, family and domestic violence in Western Australia. We made nine recommendations in the report, and the following year we published '[A report on giving effect to the recommendations arising from the Investigation into family and domestic violence and suicide](#)' to report on how our recommendations were being implemented. We considered that Recommendation 8 required further monitoring, so have reported on this recommendation in our annual reports.

The Mental Health Commission established the State Government Working Group for the Development of a Trauma-Informed Approach to give effect to Recommendation 8 and provided us the following update on its work:

There has been good progress made on the Guide and on 10 June 2025 the second draft was shared with Working Group members for review. Planning for targeted consultation is underway with State Government agencies not currently engaged in the Working Group and relevant sector peak bodies—including the Western Australian Association for Mental Health, Consumers of Mental Health WA, the Mental Health Advocacy Service, and WA Network of Alcohol and other Drug Agencies. The consultation is expected to take place in July 2025.

Once the findings from the consultation have been incorporated into the draft guide, the Working Group will have an additional opportunity for final feedback in October 2025.

... the final version of the Guide is now anticipated to be completed and disseminated by December 2025.

We are pleased that there is continued progress on this important body of work. We will continue to monitor the steps taken to give effect to Recommendation 8 and will publish an update in our 2025-26 Annual Report.

# Preventing Harm



We have important functions to prevent child related harm.

Image credit: Shutterstock



## Reportable Conduct Scheme – child focussed oversight

### Trauma Warning/Reader Advisory



This report contains descriptions and discussions of child abuse, including sexual abuse, neglect and institutional harm. These accounts may be distressing or triggering for some readers, particularly those with lived experience of trauma.

We acknowledge the courage of victim survivors and the profound impact of abuse. If you feel overwhelmed or need support at any point, please consider reaching out to a trusted support service or mental health professional.

If you need support, you can contact one of the following services:

- Lifeline: 13 11 14
- 1800RESPECT (24/7 national sexual assault, domestic and family violence counselling service): 1800 737 732
- Blue Knot Foundation (support for adult survivors of childhood trauma): 1300 657 380
- Beyond Blue: 1300 22 4636
- Kids Helpline (for 5 to 25 year-olds): 1800 55 1800
- 13YARN (for Aboriginal and Torres Strait Islander people): 13 92 76

### Acknowledgement of victim survivors

We acknowledge victim survivors of sexual abuse which has occurred within organisational settings in Western Australia. We share the responsibility to demand the changes necessary to safeguard children and young people today and for generations to come, and we approach this task with commitment, compassion, and hope.



## Playing our part in Keeping Kids Safe

Our objective is to promote the safety of children, prevent child abuse and ensure organisations respond appropriately to allegations of child abuse. We are responsible for administering the Reportable Conduct Scheme (Scheme) in Western Australia. The Scheme covers over 4,000 organisations across the state, including in regional and remote areas. The complex nature of the Scheme means that the capacity of organisations to implement relevant policy and procedures varies enormously.

### The Scheme

We provide external oversight of organisations who notify us of 'reportable conduct' (allegations of harm against children and young people by their employees).

The protection of children is the paramount consideration and informs all aspect of our oversight role.

In administering the Scheme, we:

- assess for compliance and risk in the initial notifications, including by providing guidance on the risk-management responses of an organisation;
- monitor, oversee and review an organisation's investigation into a reportable conduct allegations and where appropriate make recommendations to improve processes and responses; and
- notify the Director General of the Department of Communities (Working With Children Screening Unit) of a substantiated finding of reportable conduct.

### Our approach to oversight

Our oversight role is designed to support and reinforce the implementation of good practices in organisations. Whilst our role includes ensuring organisations meet their legislative requirements, we take a skills-based approach and play an active role in education and outreach for organisations.

## Risk-based lens

Our approach to administering the Scheme is grounded in risk-based principles that prioritise proportionality, responsiveness and efficient use of our finite resources. This risk-based lens guides all discretionary decision making within the oversight of the Scheme. This method enables us to target our resources effectively – supporting systemic and cultural change, safeguarding vulnerable children and upholding robust standards of administrative practice.

The Ombudsman's report, 'Western Australia's Reportable Conduct Scheme: A review of systems to protect children', highlighted that only 39.3% of organisations had implemented all required systems to identify and deal with reportable conduct.

[Read more in the Major Investigations section](#) of this report.

## CASE STUDY

### Reportable Conduct Scheme detects repeat alleged offender

An individual had substantiated allegations of child abuse made against them in two separate remote communities. The individual was first found to have engaged in reportable conduct during 2022, before the Reportable Conduct Scheme commenced. A second investigation into the individual was underway in late 2023, after the Scheme was operational, and we were notified by the employer organisation.

We immediately recognised the individual had prior findings against them. As the Scheme was designed, we can link separate incidents of sub-criminal behaviours committed by the same individual in a central database.

The outcome of the 2023 investigation by the employer organisation was a reprimand and order to undertake improvement action.

The individual moved from the remote community to a new location about 450km away, and to a different employer.

In late 2024, we were notified about new allegations against the individual in the new location. We identified the prior reportable conduct and the investigation involving the individual. This information was not available to the organisation at which individual was employed.

The employer organisation issued the individual with reprimands, and they had their registration revoked due to substantiated findings which demonstrated a pattern of behaviour. We also referred the matter to the Working with Children Screening Unit for review of the individual's Working With Children assessment.

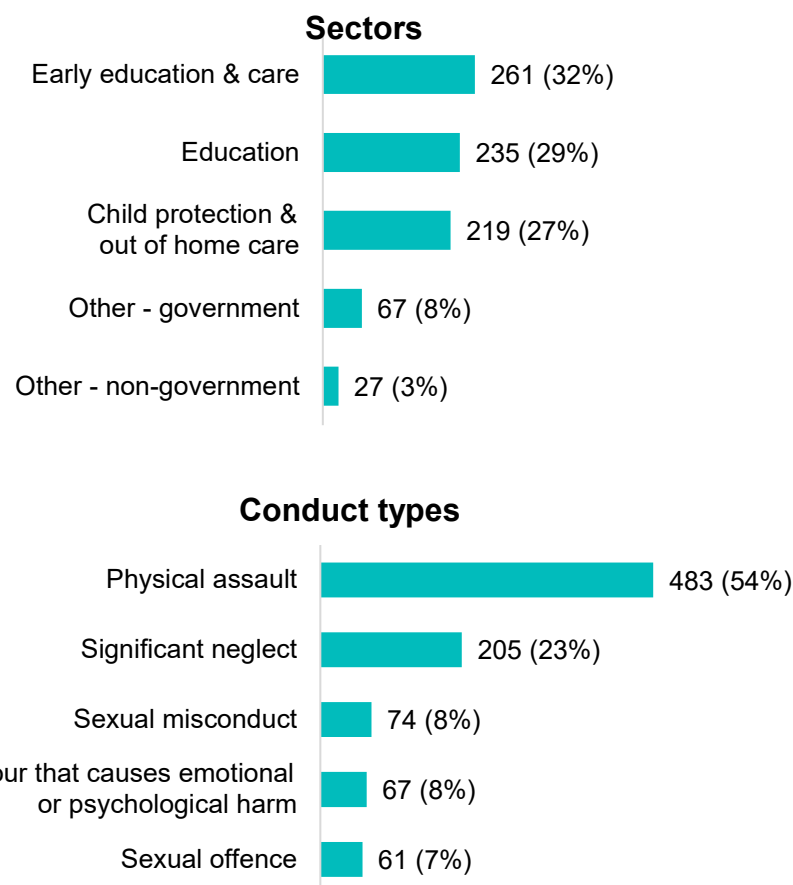
During both investigations involving our office, the WA Police Force were advised of the allegations and evidence, but their cases were closed without charge as the behaviour did not meet the elements of a criminal offence. Without the Reportable Conduct Scheme, the individual's behaviour may have gone formally unrecorded, and a pattern of behaviour would not have been established.

We played a vital role in ensuring the investigation was conducted thoroughly and quickly, and, by linking previous findings to the individual, was able to demonstrate a concerning pattern of behaviour. We were also able to refer the matter to the Working with Children Screening Unit for further investigation. This demonstrates the vital role of the Scheme in WA and our work in keeping kids safe.

## Notifications received

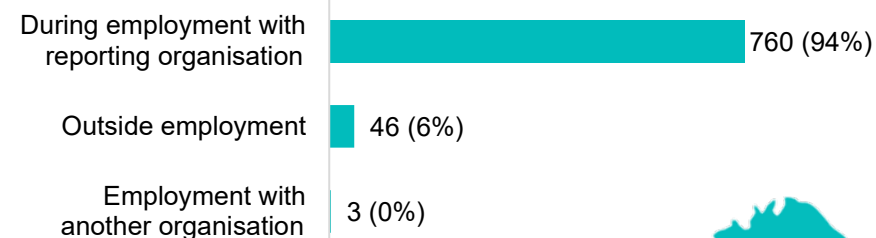
We received 877 notifications in 2024-25. Of these, 68 we determined to be outside our jurisdiction.

The following data relates to the **809 notifications** that were considered within our jurisdiction.



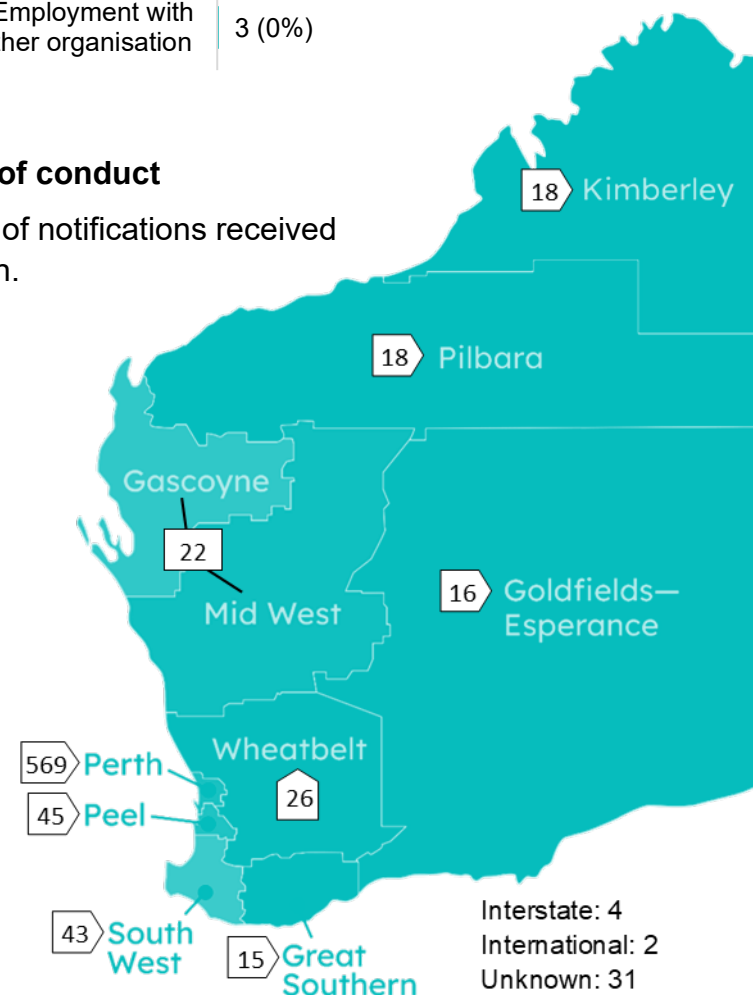
A further breakdown of this data is provided in [Appendix 3](#).

### Place of conduct



### Region of conduct

Number of notifications received by region.





## Education and outreach snapshot

We have a role to educate and provide advice to organisations, including by supporting them to make continuous improvement in the identification and prevention of reportable conduct.

We also play a part in guiding organisation as they build robust internal reporting mechanisms and policies that support a culture of child safety.

Total events: 53 (16 regional)

- Information sessions: 39
- Workshops: 10
- Co-hosted forums: 4



Organisations reached: 360

Individuals reached: 980

(estimated, as some organisations and individuals may have attended multiple events)

Over 4,000 organisations fall within the jurisdiction of the Scheme, and many of these organisations operate in remote and regional areas. Our education and outreach functions have taken us far and wide, from the Pilbara region, including Jigalong community and Newman, to the Goldfields region and Kalgoorlie, all the way to Albany in the Great Southern.

In 2024-25, our outreach events and engagements have been a combination of face-to-face workshops, online webinars, direct organisation contacts

via phone or in person and information sessions for a sector or individual organisation. We have been listening to feedback from outreach event participants, and from organisations in regional areas. In the 2025-26 year we look forward to expanding and improving our outreach efforts by engaging further with sector peak bodies, regional communities and Aboriginal Community Controlled Organisations, as well as reviewing the types and accessibility of our online resources.

“ The training was excellent ... the case study was very relevant and helped the learning process. The handouts were very useful and much appreciated. It was such an interesting morning and I really appreciate your commitment to support local government toward a greater understanding of reportable conduct and investigations

(Local Government participant)

”

“ It was very good and covered everything that I needed to know with good practical examples

(Local Government participant)

”

## Education Materials

In mid-2024, we determined that different types of resources were needed for organisations that had commenced undertaking reportable conduct investigations and needed more support in meeting the legislative requirements of the Scheme, which are at times 'technical' and nuanced.

Accordingly, we developed templates for organisations to adapt and use in their own investigations and communications. These templates simplify the legal requirements and allow organisations to focus their energies on conducting robust investigations and managing risk.

**497**

enquiries resolved  
by our dedicated  
Enquiry Line

**21**

resources published  
on our website.

## Systems wide changes

We not only assess the responses of organisations to individual allegations of reportable conduct but also examine the broader systems and policies of an organisation for reporting, responding and preventing child abuse. The review of these systems may result in administrative improvements, which we then record and monitor. This is a powerful part of the Reportable Conduct Scheme as it enshrines cultural change within organisations, and ensures robust policies and reporting, which provides the best possible environment for child safety.

In 2024-25, there were 238 improvement actions made by organisations as a result of our involvement.

## CASE STUDY

### Powerful stories of cultural change

A religious organisation investigated an employee for allegations of sexual misconduct. The misconduct included grooming behaviours outside of service hours and sometimes using social media. At the end of the investigation, we alerted the religious organisation to the lack of internal policies to deal with such allegations in the future.

The religious organisation reviewed their policies and made the following changes:

- developed and implemented a social media policy to deal with the growing complexity of online engagement by staff and youth;
- undertook an organisation wide Child Safety Self-Assessment; and
- ensured that at all team meetings there is a mandatory discussion of child safety, including debriefing of incidents, practical scenarios and discussions on how child safety is part of everyday practice.

## CASE STUDY

### Regional not-for-profit children's service improves systems to protect children

“ We've protected our children and we've protected future children because [the subject of allegation is] now a flagged person ”

This is how Anita<sup>2</sup>, the Director of a regional not-for-profit children's service, described the impact of her organisation's recent reportable conduct investigation. We sat down with Anita to understand the organisational development journey that her and the organisation went on during their first reportable conduct investigation.

Anita first learned about the Reportable Conduct Scheme (Scheme) through the organisation's child protection policy when she commenced an investigation into physical assault allegations by an employee against children in the organisation's care.

While Anita experienced the notification process as being straightforward, challenges arose in the investigation because of unfamiliarity with the

Scheme, limited corporate support as the organisation was small and the management committee were volunteers, personnel changes and managing conflicts of interest arising from the service's place in a tight-knit regional community.

To navigate the organisation's engagement with the Scheme, Anita and the management committee drew on multiple support options from the Ombudsman's office. Prior to notifying us of the reportable allegations, Anita read information about the Scheme on our website. She contacted the Reportable Conduct Enquiry Line for further advice. After making her organisation's notification, Anita regularly engaged our investigation officer who provided feedback on processes to strengthen the organisation's compliance with the Scheme. Anita also used our template documents, describing them as 'the biggest support' enabling the organisation to efficiently and

comprehensively meet procedural fairness obligations and complete their investigation.

“ It was good knowing it was a template that all we had to do was fill in the gaps... That was a really, really big help ”

As the organisation's investigation continued, risks were reassessed, and risk management actions were revised. The employee, while initially subject to additional supervision, was suspended, and ultimately resigned. The outcome of the organisation's investigation substantiated reportable conduct by the employee.

Anita reflected that knowing that the Ombudsman may refer substantiated reportable conduct findings to the Working With Children Screening Unit was an important motivator to completing a thorough investigation. It cemented her understanding of the

<sup>2</sup> Name changed to protect confidentiality



value of the Scheme in keeping children safe.

“ All you're doing [through the reportable conduct investigation] is doing right by the children and if [the investigation] comes back that it didn't happen...[then] we've done our job. But ... at the end of the day [the substantiated findings]... went to the Ombudsman, it went to Working With Children Screening Unit and ... it's on record, so if it was to happen again ... it would be flagged ”

During our subsequent outreach visit to their town, Anita and her colleagues participated in a reportable conduct workshop. One of the highlights of the workshop for them was discovering there were even more resources available online to improve their understanding of the Scheme.

“ The tips and tricks, you know they're all coded on the website and its really easy if you follow them ”

The organisation's engagement with the Scheme led them to take significant actions to strengthen child safety. This included all the voluntary management committee members and service management team undergoing human resources training to give them confidence to manage employee performance if future child safety concerns arise. The organisation also revised their child protection policy to clearly differentiate obligations related to child safety concerns arising from employee behaviour versus a child's own parents or carers. They also upgraded their CCTV system, purchasing new hardware to overcome the limitations of their current system which had not captured footage of the alleged incidents they had investigated.

However, the biggest shift was one of cultural change in the organisation. Anita described important attitudinal shifts towards valuing and trusting the voices of children and in employees and the importance of speaking up if they notice child safety issues.

“ [The employee who initially reported the allegations] was reassured you can speak up, it's okay [to be] protecting the children ... I think it was just the awareness of speak up, it will be dealt with, it will be followed through... ”

On a personal level, Anita reflected her confidence has increased to address any future reportable allegations.

“ I'd be heaps more confident now, I think I would know exactly what to do, I would know who I need to contact and what kind of information I would need to start with ”

Anita's story reflects a positive evolution in organisational culture and capacity for improving child safety. This is a journey that we see repeated across many organisations engaged with the Scheme, and one we look forward to continuing to support through our capacity building focus.

## Reviews of certain deaths

The following section discusses our work in reviewing the **deaths of children**, and **deaths that occur in the context of family and domestic violence**. These deaths are tragic, and we honour these lost lives in the work we do. We acknowledge their family, friends and community.

This information may cause distress for some people. If you need support, you can contact one of the following services:



- Lifeline: 13 11 14
- Beyond Blue: 1300 22 4636
- Kids Helpline: 1800 55 1800 (for 5 to 25 year-olds)
- 13YARN: 13 92 76 (for Aboriginal and Torres Strait Islander people).

### What our death reviews are about

Learning from deaths are important to improve the way public sector agencies support vulnerable people in the community, and to prevent future deaths in similar circumstances.

We receive notifications of certain deaths that occur in Western Australia, and are responsible for undertaking reviews to identify opportunities for system improvements. The Ombudsman can then make recommendations to public authorities to improve how they support vulnerable children and family and domestic violence victims. We monitor the implementation of these recommendations, and their

effectiveness, to confirm that our work is contributing to good outcomes.

Ultimately, our goal is to ensure that services respond more effectively to children and families at risk, so that preventable deaths can be avoided.

### How do we work

When we receive a notification, we assess the available information to determine whether a review is needed. We consider factors such as:

- the circumstances in which the death occurred. Examination of certain types of deaths (including suicide, homicide, residential pool drownings, and children experiencing neglect) may have

greater potential for system learnings;

- whether the deceased, or their family, had pre-existing vulnerabilities (e.g. family violence, child protection, health issues) and associated contact with public authorities;
- whether the death is being reviewed by other mechanisms (e.g. Courts or medical review), and what the scope of that review would entail; and
- was the death potentially preventable and is there opportunity to learn from the death and influence system change.

When we undertake a review, we examine the actions of public authorities involved in the months leading up to the death. We also look at patterns across

multiple deaths to highlight systemic issues and guide future investigations.

The main agencies we work with, to consider their decisions and actions, are Western Australia Police Force, Department of Health and other public health services, Department of Communities (Child Protection), Department of Justice, and the Department of Education. We identify whether there were missed opportunities or gaps in service provision, and the barriers to good practice. We consult with agencies to verify our findings.

Our work is about determining system issues and not blaming individuals. The review is not a public process like a court hearing, and families of the deceased are not involved. We take great care to maintain confidentiality of individuals throughout our process. We report publicly on our de-identified review findings, themes and recommendations.

We also collate demographic and environmental data on each death. We make sure this data is accurate and stored securely so that we can analyse and report on this data.

### Reporting on child deaths and family and domestic violence fatalities

In the past, summary data and review findings were included in the Ombudsman WA Annual Report. To better inform public understanding, and to guide policy development and service delivery, we intend to improve our reporting.

We intend to issue a separate 'Family and Domestic Violence Fatality Review' report in December 2025. This report will examine patterns and provide data on Western Australian family and domestic violence fatalities and key findings from our death reviews. Importantly, this report will also include findings from our current investigation into the operation of Family and Domestic Violence Response Teams.

The first 'Child Death Review' report is intended for release in 2026.

We are developing a future reporting plan that will make our work more accessible for researchers, through the release of one-off publications on review themes supported by data analysis and a more accessible Ombudsman WA website. We will be working with relevant community stakeholders to inform the development of this reporting plan.



## Notification of WA child deaths

We receive notification of all deaths of children and young people, up to 18 years of age, in Western Australia. In 2024-25, we were informed of the deaths of 161 children and young people.

We identify if there have been concerns for the safety and wellbeing of the deceased child, or a child relative, reported to the Department of Communities (as the State's child protection agency) in the two years before the death occurred. Or, whether

they had been in the care of the Department of Communities.

In 2024-25, of the 161 child death notifications received, 59 children (or their child relative) had contact with the Department of Communities for child protection reasons in the two years prior to the death.

Table 1 contains the number of child deaths notified in the past five years.

Of the 161 child death notifications received in 2024-25, after an initial assessment, it was determined that 61 required further review. Of these 61 reviews, 31 were finalised after a simple

review process in 2024-25. Thirty-six child death notifications received in 2024-25 were progressed for more complex review.

We closed 157 child death reviews in 2024-25. Of these, 113 had been notifications received in 2024-25. A further 44 child death reviews closed in 2024-25 had been notified in previous years.

**Table 1. Number of child deaths notified in the last 5 years**

Year	Contact with Department of Communities (child protection) in two years prior to death	No Department of Communities (child protection) contact in two years prior to death	Total notified child deaths
2020-2021	50	86	136
2021-2022	47	115	162
2022-2023	63	102	165
2023-2024	47	106	153
2024-2025	59	102	161

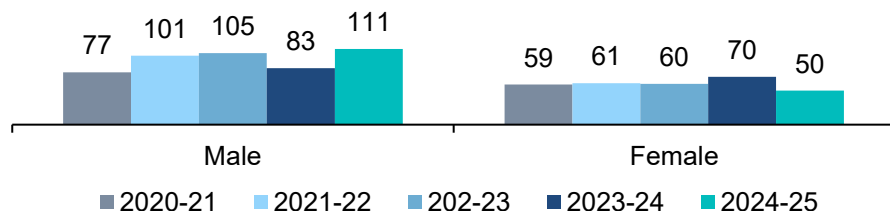
Note: This table relates to the date the death was first notified to the Ombudsman, not the actual date of death. Due to a lag in death registration and the notification of relevant death data, the number of death notifications typically increases for the most recent reporting year.

In the 2023–2024 Annual Report, data reflected that 139 child deaths were notified. As additional data was processed in 2024–2025, this figure was updated to 153 child deaths notified for 2023–2024.

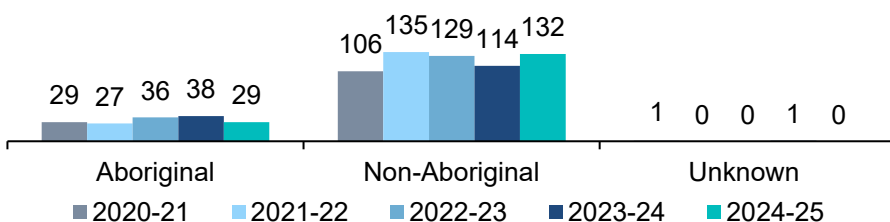
## Characteristics of children who died

The charts on this page show the characteristics of the child deaths notified to us in 2024-25. Note that this information is based on the date notified to us, not the date of death. Data in future reports may vary as more information becomes available.

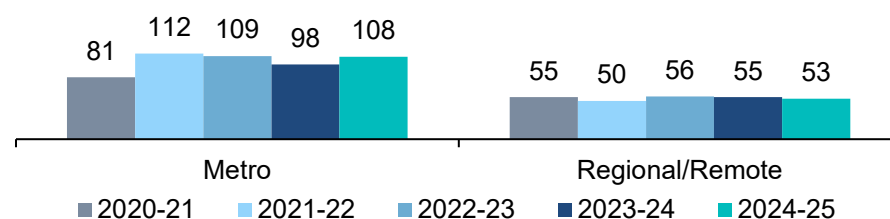
### Child death notification by sex



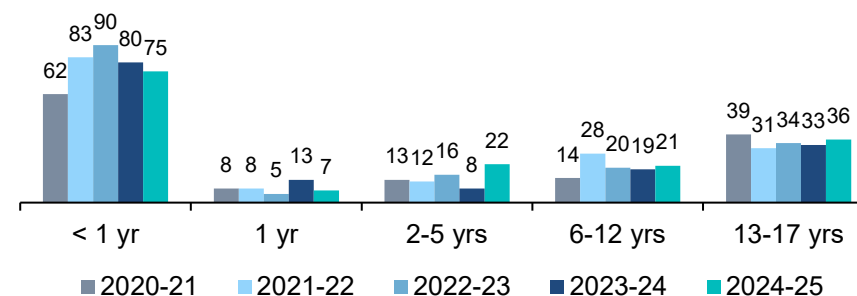
### Child death notifications by Aboriginal<sup>3</sup> status



### Child death notifications by location



### Child death notifications by age



**Table 2. Circumstances of child deaths in the last 5 years**

	2020-21	2021-22	2022-23	2023-24	2024-25
Illness or medical condition	76	116	103	98	96
Sudden, unexpected death of an infant	13	7	24	16	22
Motor vehicle accident	19	15	8	13	16
Suicide	19	9	13	11	14
Accident other than motor vehicle	2	5	7	5	2
Drowning	2	5	4	6	4
Alleged homicide	3	5	5	2	0
Other	2	0	1	2	7
<b>Total</b>	<b>136</b>	<b>162</b>	<b>165</b>	<b>153</b>	<b>161</b>

<sup>3</sup> The use of 'Aboriginal' in this chart includes children who are Torres Strait Islander and children who are both Aboriginal and Torres Strait Islander.

## Notification of WA family and domestic violence fatalities

We receive notifications of all suspected family and domestic violence homicides in WA. This may include:

- where a person is killed by a current or former intimate partner;
- where a person is killed by a non-intimate family member (including Aboriginal kinship relationships) or someone with which they reside; or
- where there is no intimate or familial relationship, but the death occurs in the context of family and domestic violence, such as where a bystander is killed intervening in a family and domestic violence incident.

Our family and domestic violence fatality reviews include all deceased, where they are 18 years of age and older. Where the deceased victim of a family and domestic violence fatality is younger than 18 years, they have been included as a child death notification.

In 2024-25, we were informed of 14 suspected family and domestic violence homicides. Nine involved suspected intimate partner homicide, four involved a familial relationship, and the remaining notification was a fatality involving housemates.

Table 3 contains the number of family and domestic violence deaths notified in the past five years.

In this five-year period, we also received notification of 11 people who had died by suicide after having killed an intimate partner or family member, and four people who had died by suicide directly in the context of an FDV incident where no one else was killed.

Of the 14 family and domestic violence fatality notifications received in 2024-25, after an initial assessment, it was determined that 12 required further review. Of these 12 reviews, one was finalised in 2024-25. Eleven family and domestic violence fatality notifications received in 2024-25 were progressed for more complex review.

We closed 14 family and domestic violence fatality reviews in 2024-25. Of these, three had been notifications received in 2024-25. A further 11 family and domestic violence fatality reviews closed in 2024-25 had been notified in previous years.

**Table 3. Number of FDV deaths notified in the last 5 years**

Year	Suspected intimate partner homicide	Suspected non-intimate familial homicide	In FDV context	Total notified deaths
2020-21	3	6	1	10
2021-22	4	2	-	6
2022-23	11	2	1	14
2023-24	11	11	-	22
2024-25	9	5	-	14



## Family and domestic violence and suicide

We are not notified of all suicides, where family and domestic violence may have been a contributing factor. However, we acknowledge that family and domestic violence is potentially a significant contributing factor to many suicides. To identify learnings from such deaths, we examined the background of family and domestic violence in all suicides that occurred over a one-year-period. In 2022, we published our report '[Investigation into family and domestic violence and suicide](#)'.

## Major themes and learnings

Across both child death and family and domestic violence fatality reviews, we commonly identify, and have made recommendations on:

- the barriers to compliance with agency policy and practice requirements, resulting in missed opportunities to effectively intervene earlier. The need to improve staff training and address workforce issues, to provide oversight to critical decision-making, and to

develop appropriate service pathways for vulnerable children and adults.

- a need for improved assessment of risk and safety planning for vulnerable people.
- missed opportunities for information sharing, and coordination of a service response, between agencies.
- an overrepresentation of Aboriginal people in deaths, and the need for improvement in culturally responsive and safe interventions.
- high rates of preventable deaths occurring in the context of alcohol and drug abuse, and mental health issues, highlighting the importance of expertise in intervention and the need for integrated service delivery pathways.
- an overrepresentation of deaths occurring in regional WA, highlighting the need for improved equity in service delivery across the State.

Our reviews highlight the value of strong frontline services backed by clear policies, staff training, and effective oversight mechanisms.

We commonly identify missed opportunities for information sharing, and coordination of a service response, between agencies.

## Our achievements

In 2024-25 we made six recommendations to agencies to improve how they support vulnerable children and family and domestic violence victims, and to prevent or reduce the risk of future deaths in similar circumstances.

The following two case studies provide examples of the work we do. More details of these review findings, and the impact of recommendation implementation and outcomes, will be provided in future separate reporting on child death and family and domestic violence fatality reviews.

As a member of the Australian Domestic and Family Violence Death Review Network, and in partnership with Australia's National Research Organisation for Women's Safety (ANROWS), we have contributed to the national understanding of family and domestic violence through landmark research.

Most recently, we provided WA data and collaborated on the joint publication '[Australian Domestic and Family Violence Death Review Network data report: Filicides in a domestic and family violence context 2010-2018](#)' which was released in July 2024.

We commenced an investigation into the operation and function of the DSVFR programme. We have collated data from 400 episodes of contact, and will be reporting on our findings later in 2025.

As a member of the Australian and New Zealand Child Death Review & Prevention Group, and in partnership with the Australian Institute of Health and Wellbeing, we have collaborated on work to progress national data reporting.



## CASE STUDIES

### Child Death Review – recommendation to improve interagency coordination for children and young people at risk

Children and young people who have disengaged from school, and cannot be located by the Department of Education, are placed on a Student whose Whereabouts is Unknown list (the SWU List). In some circumstances, these children and young people may be experiencing difficult life circumstances and be at risk of harm, including suicide or death by misadventure. Through our child death reviews, we have identified that while these individuals are on the SWU List, they may have contact with other agencies. It is important that updated contact details are then shared with the Department of Education to create an opportunity to re-engage the individual in school and to provide supports to improve their safety and wellbeing.

In 2024-25, we examined the Department of Communities' processes relating to the SWU List. We identified there was opportunity to improve these processes, to facilitate timely information sharing to re-engage these children and young people with education supports. We recommended that the Department of Communities pilots a way of reviewing the SWU List and improving coordination with the Department of Education.

The Department of Communities undertook an initial pilot, and reported back that between July and October 2024, the Department of Communities was able to provide the Department of Education with updated contact details for 17 children and young people whose names had been placed on

the SWU List in that time. The Department of Communities reported that further work was being undertaken to improve this process for interagency information sharing. We will continue to monitor the outcomes of this work, and its effectiveness in promoting safety and wellbeing.

### Family and Domestic Violence Fatality Review – commencement of an investigation into the operation and functioning of the Family and Domestic Violence Response Team (FDVRT) model

The FDVRT model was established in 2013, as a partnership between the Department of Communities, WA Police Force and contracted Coordinated Response Services. FDVRTs are based in 17 districts across WA and provide a risk assessment following a police callout for family and domestic violence. FDVRTs then manage the risk levels through safety planning or referral to support services as needed. The FDVRT model aims to improve the safety of child and adult victims through timely, early and coordinated intervention. It also works to hold perpetrators of family and domestic violence to account, and to facilitate referrals and engagement with behaviour change services and programmes.

Through our reviews, we identified patterns and themes which indicated potential systemic issues for improvement in relation to the FDVRT operation and functioning, including:

- compliance with FDVRT Operating Procedures, use of the approved risk assessment tool (CRARMF) and instigation of Multi Agency Case Management where the level of risk from family and domestic violence is assessed high;



- data collation to inform enhancing the FDVRT model and service provision;
- use of culturally informed practice and culturally safe risk assessment tools when working with Aboriginal families;
- successful follow-up to safety planning actions identified by the FDVRT;
- appropriate child protection responses for children, both as witnesses and victims of family and domestic violence;
- equity in FDVRT resourcing, service provision and capability for regional districts;
- information sharing within FDVRT partner agencies, as well as with other relevant government and community sector agencies; and
- critical consideration of prior FDVRT involvement where families were repeatedly triaged and safety plans did not work as intended.

These findings have been shared with the Department of Communities and WA Police Force, and in 2019 we recommended a formal evaluation of the FDVRT model be undertaken. Subsequently, an independent evaluation was completed and a report released in August 2020. The report made 40 recommendations to improve the FDVRT operation and functioning, including that there was an 'urgent and critical need for a focussed team to support and guide the FDVRTs with appropriate governance, monitoring and compliance processes'.

Since 2020, the Department of Communities and WA Police Force have done significant work to improve the FDVRT model. This has included the establishment of FDV Central within the Department of Communities to support the FDVRT model.

Subsequent reviews continue to identify issues relating to FDVRT intervention and in November 2024 we determined to undertake further investigation into the operation, functionality and effectiveness of the FDVRT model.

The findings of this investigation will be reported on later in 2025.



# Supporting Vulnerable Communities



We visited Albany in the Great Southern Region in December 2024.

Image credit: Tourism WA



## Connecting with the WA community

Reaching out and connecting with the people we serve in WA is a fundamental part of what we do. There are many ways people find out about our services: from online searches through to the white pages, outreach activities or referrals from other service providers.

We strive for continual improvement of our services and communications in our day-to-day work that will assist the community. This year we reviewed and updated our Disability Action and Inclusion Plan and Multicultural Plan after consultation with our staff, community groups and agencies as well as the wider community. These Plans outline the actions we will take to improve our services for the diverse WA community.

Community outreach by our staff both around Perth and out to the regions continues to reach more vulnerable and diverse groups of people. As the need for our services increases, we are increasing our outreach and engagement: to maintain a richer opportunity for dialogue, especially with those living in the regions.

### Out and about around Perth

Attending events provides meaningful conversations and advice to those who need more information about how we can assist people. Helping community service providers understand our role is also fundamental, as they seek ways to help vulnerable people in times of stress or hardship.

### Community events

By attending regular events, we're continuing to build relationships with local residents and service providers and improve our engagement with diverse groups of people. NAIDOC Week is an important event on our calendar every July, where we attended the City of Armadale's festival which brings together local residents to connect with and celebrate Aboriginal culture. We attended the Disability Connections Expo in August 2024. In October 2024 we spoke with seniors and service providers at the Seniors Recreation Council of WA's 'Have a Go Day' in Burswood. In the same month we attend the Financial Counsellors' Association of WA conference to



With the Australian Financial Complaints Authority at the Perth Disability Connections Expo in August 2024.



At the Seniors Recreation Council of WA's 'Have A Go Day' in October 2024.



discuss ways our services can assist those experiencing financial hardship.

In November 2024, we participated in PrideFest Fairday at the Supreme Court Gardens with the vibrant, diverse and unique LGBTQIA+ community. The Harmony Day festival by the City of Belmont in March 2025 reaching culturally diverse families and community members. We provided information in 19 different languages with options to provide translation and interpreters for other dialects. Let's Connect Armadale in April 2025 was also a new opportunity to talk with local community members, organisations and care service professionals.

## Talks

We delivered a series of talks including a lecture to the current cohort of legal students on the history and scope of the Ombudsman services at the UWA Law School. We discussed complaints with community service students at the Australian Professional Services College at their inaugural networking with service providers, and returned to the Lorikeet Centre to talk about our services with community members in Leederville.

## Reaching out to the Regions

Western Australia is a vast geographical area, the original and ongoing land and home of the oldest continuous culture on earth – Aboriginal Western Australians. We have a special responsibility to listen to, and engage with, all Aboriginal Western Australians living regionally and remotely.

Regional Western Australia is also central to all of Australia's social and economic interests, making engagement with those living and working in regional Western Australia of critical importance.

For these reasons, we have a Regional Awareness and Accessibility Program to ensure awareness and accessibility of our services to regional and Aboriginal Western Australians.

Our regional outreach is promoted through community organisations and agencies, our website, a media release to traditional media outlets, newspaper advertising, and social media targeting the local area.



We joined the Health and Disability Services Complaints Office at Pridefest Fairday in November 2024.



We visited the Eastern Goldfields Regional Prison as part of our visit to Kalgoorlie.

## Working together with other agencies

To ensure our visits are as helpful as possible to Aboriginal Western Australians and those living and working regionally, we coordinate them with other consumer protection and complaint handling agencies. This is a highly successful program that benefits the communities we go to by having several providers to talk to at the same time.

This year we coordinated with the Equal Opportunity Commission, Health and Disability Services Complaints Office, Telecommunications Industry Ombudsman, the (then) Department of Energy, Mines, Industry Regulation and Safety (Consumer Protection), Aboriginal Legal Service of WA, Australian Financial Complaints Authority and Australian Financial Security Authority.

## Goldfields

The year of regional visits began with Australia's largest outback town, Kalgoorlie, in August 2024. Drop-in sessions at the Kalgoorlie CY O'Connor Community Hall, Kambalda Community

Recreation Facility and an Aboriginal Community Information Session at the Goldfields Arts Centre, gave opportunities for staff to discuss issues that arose and where possible, helped people make their complaints to initiate resolutions.

Training for effective complaint handling for public authorities was delivered along with a workshop for Reportable Conduct Scheme Investigations. Going out to the region provided multiple opportunities for the team to meet with community organisations and agencies in person to discuss issues and educate them on our role.

The team visited the Eastern Goldfields Regional Prison, meeting with the superintendent, key senior staff and peer support prisoners.

## Great Southern

During December 2024, a week of visits started with an inaugural networking sundowner for the Albany business community hosted by the Albany Chamber of Commerce and Industry: a unique and successful collaboration to reach over 25 small business members. We held Complaint Services Mini Expos in Denmark and Albany, where people



We co-hosted an evening networking event with the Albany Chamber of Commerce and Industry in December 2024.



Aboriginal community information session at the Noongar Centre (Albany Aboriginal Corporation) in Albany.



could drop in to about problems we can help them with and make complaints.

Other events in the Great Southern included an information session for the Aboriginal community at the Albany Aboriginal Corporation, and joining Consumer Protection's Seniors Connect event. While in the region, staff met with various agencies and organisations including visits to the Pardelup Prison Farm and Albany Regional Prison.

### Southern Wheatbelt

We returned to the Wagin Woolarama Agricultural Show in March 2025 which we've attended for several years. The team also visited the Wagin and Katanning Community Resource Centres to distribute information, and hosted a 'Supporting Consumers Sundowner' in Katanning, a successful networking event attended by local advocates and community members.

### South West

We attended Consumer Protection's Seniors Connect event in Busselton in May 2025. This event aims to keep seniors connected and informed about consumer rights and preparing for the future.

### East Pilbara

We joined the Financial Counsellors' Association of WA's events in the East Pilbara in June 2024. This included a Jigalong Outreach visit and the annual Regional Forum. The Jigalong community welcomed the team for a yarning circle and community BBQ. The Regional Forum provided an opportunity to discuss complaint handling services for people in financial hardship in the regions. We joined the Australian Financial Complaints Authority on an Ombudsman Q&A panel session. Aligning our visits to the regions at the same time as other events such as this, we can maximise our engagement with relevant stakeholders.

The team also held meetings with the Shire of East Pilbara, KJ Rangers, Youth Justice Service, Department of Communities, and artists at the Martumili Aboriginal Art Centre. We ended the visit with a Lunch & Learn event for agencies and community sector workers.



The evening networking event in Katanning was a success.



Engaging with rural families and farmers at the Wagin Woolarama Agricultural Show.



We hosted a Lunch & Learn in Newman.



## Getting our information to those who need it

We looked for other ways to engage and reach people who need our services and make ourselves accessible.

### Raising awareness

In May 2025 we sponsored the National Reconciliation Week banner program which showcased artwork by the talented Western Australian Aboriginal Noongar artist Darryl Dempster. We sponsored four banners displayed in Perth along Forrest place, and in Midland, Geraldton and Albany.

We used our commissioned artwork by Barbara Bynder, a Whadjuk Ballardong Noongar artist, in new ways this year, including fridge magnets, polo shirts for staff and a table cover. These improved recognition of staff at events and helped made them more approachable.

### Publications

This year we published a new flyer about our role as the WA Charitable Trusts Commission to support visits to the regions. The flyer helped raise awareness about the Commission with clear information about what we can

help with and how to make complaints about charitable trusts.

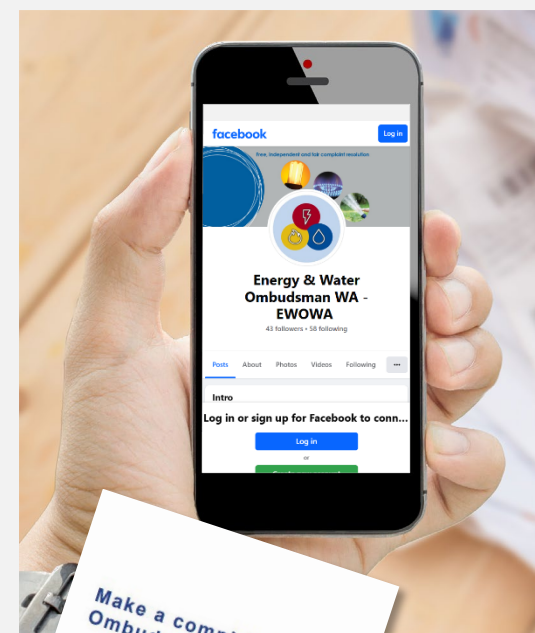
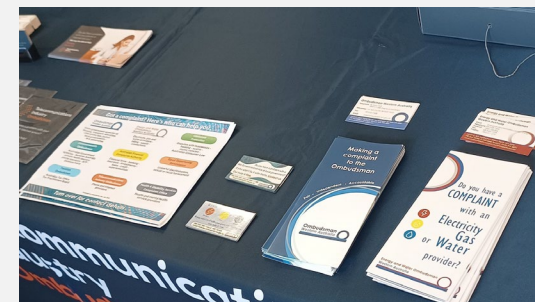
We also published an Easy Read booklet about making a complaint to the Ombudsman. We took a 'draft for consultation' to community events such as the Disability Connections Expo in August 2024 before finalising the booklet.

We continue to have a range of publications about the role of the Ombudsman available on our website, from simple posters to detailed information sheets.

### Online engagement

We continued to engage through our Energy and Water Ombudsman Facebook profile during the year and began a project to expand our social media engagement in 2025-26.

We also began a project to develop a new website which will meet contemporary standards for technologies and accessibility. This will work together with social media to communicate with more people online.



# Disclosures and Legal Compliance



# Independent audit opinion



## Auditor General

### INDEPENDENT AUDITOR'S REPORT

2025

Parliamentary Commissioner for Administrative Investigations

To the Parliament of Western Australia

### Report on the audit of the financial statements

#### Opinion

I have audited the financial statements of the Parliamentary Commissioner for Administrative Investigations (Parliamentary Commissioner) which comprise:

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

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Parliamentary Commissioner for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

#### Basis for opinion

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

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

#### Responsibilities of the Parliamentary Commissioner for the financial statements

The Parliamentary Commissioner is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the financial statements, the Parliamentary Commissioner is responsible for:

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

#### Auditor's responsibilities for the audit of the financial statements

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

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

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

### Report on the audit of controls

#### Opinion

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

In my opinion, in all material respects, the controls exercised by the Parliamentary Commissioner are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

#### The Parliamentary Commissioner's responsibilities

The Parliamentary Commissioner 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.

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#### Auditor General's responsibilities

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

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

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

#### Limitations of controls

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

#### Report on the audit of the key performance indicators

##### Opinion

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

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

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#### The Parliamentary Commissioner's responsibilities for the key performance indicators

The Parliamentary Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Parliamentary Commissioner 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 Parliamentary Commissioner is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

#### Auditor General's responsibilities

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

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

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

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

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

#### Other information

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

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

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

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

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



Kellie Tonich  
Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
14 August 2025

# Financial statements

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30 June 2025

## Certification of Financial Statements

### For the financial year ended 30 June 2025

The accompanying financial statements of the Parliamentary Commissioner for Administrative Investigations 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 2025 and the financial position as at 30 June 2025.

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

Leyla Nowbakht  
Chief Finance Officer

Bevan Warner  
Ombudsman

14 August 2025

14 August 2025



## Statement of Comprehensive Income

### For the year ended 30 June 2025

	Notes	2025 \$	2024 \$
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	11,737,221	11,186,618
Supplies and services	2.2	1,821,791	1,160,877
Depreciation and amortisation expense	4.1, 4.2, 4.3	157,130	243,299
Accommodation expenses	2.2	1,267,063	1,319,548
Finance costs	6.2	16,422	3,741
Other expenses	2.2	357,526	291,254
<b>Total cost of services</b>		<b>15,357,153</b>	<b>14,205,337</b>
<b>Income</b>			
Other Income	3.2	2,856,436	2,711,108
<b>Total Income</b>		<b>2,856,436</b>	<b>2,711,108</b>
<b>NET COST OF SERVICES</b>		<b>12,500,717</b>	<b>11,494,229</b>
<b>Income from State Government</b>			
Service appropriation	3.1	13,260,000	12,481,000
Resources received	3.1	308,723	135,481
<b>Total income from State Government</b>		<b>13,568,723</b>	<b>12,616,481</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>1,068,006</b>	<b>1,122,252</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>1,068,006</b>	<b>1,122,252</b>

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

## Statement of Financial Position

As at 30 June 2025

	Notes	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.3	4,272,168	3,378,333
Restricted cash and cash equivalents	6.3	5,111	-
Receivables	5.1	154,296	29,594
Amounts receivable for services	5.2	208,000	208,000
<b>Total Current Assets</b>		<b>4,639,575</b>	<b>3,615,927</b>
<b>Non-Current Assets</b>			
Receivables	5.1	407,527	349,510
Amounts receivable for services	5.2	2,251,000	2,176,000
Plant and equipment	4.1	38,361	76,420
Intangible assets	4.2	70,601	150,965
Right-of-use assets	4.3	62,390	47,020
<b>Total Non-Current Assets</b>		<b>2,829,879</b>	<b>2,799,915</b>
<b>TOTAL ASSETS</b>		<b>7,469,454</b>	<b>6,415,842</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	492,408	395,657
Employee related provisions	2.1(b)	2,236,785	2,459,199
Lease liabilities	6.1	16,941	3,973
Contract liabilities	5.4	-	58,422
Other Current Liabilities	5.5	100,000	-
<b>Total Current Liabilities</b>		<b>2,846,134</b>	<b>2,917,251</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	2.1(b)	427,188	403,086
Lease liabilities	6.1	49,089	33,468
<b>Total Non-Current Liabilities</b>		<b>476,277</b>	<b>436,554</b>
<b>TOTAL LIABILITIES</b>		<b>3,322,411</b>	<b>3,353,805</b>
<b>NET ASSETS</b>		<b>4,147,043</b>	<b>3,062,037</b>
<b>EQUITY</b>			
Contributed equity		1,721,000	1,704,000
Accumulated surplus/(deficit)		2,426,043	1,358,037
<b>TOTAL EQUITY</b>		<b>4,147,043</b>	<b>3,062,037</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity

### For the year ended 30 June 2025

	Contributed equity \$	Accumulated surplus/(deficit) \$	Total equity \$
<b>Balance at 1 July 2023</b>	<b>1,288,000</b>	<b>235,735</b>	<b>1,523,735</b>
Changes in accounting policy or correction of prior period error (a)	-	50	50
<b>Restated Balance at 1 July 2023</b>	<b>1,288,000</b>	<b>235,785</b>	<b>1,523,785</b>
Surplus/(Deficit)	-	1,122,252	1,122,252
Total comprehensive income for the period	-	1,122,252	1,122,252
Transactions with owners in their capacity as owners:			
Capital appropriations	416,000	-	416,000
Total	416,000	-	416,000
<b>Balance at 30 June 2024</b>	<b>1,704,000</b>	<b>1,358,037</b>	<b>3,062,037</b>
<b>Balance at 1 July 2024</b>	<b>1,704,000</b>	<b>1,358,037</b>	<b>3,062,037</b>
Surplus/(Deficit)	-	1,068,006	1,068,006
Total comprehensive income for the period	-	1,068,006	1,068,006
Transactions with owners in their capacity as owners:			
Capital appropriations	17,000	-	17,000
Total	17,000	-	17,000
<b>Balance at 30 June 2025</b>	<b>1,721,000</b>	<b>2,426,043</b>	<b>4,147,043</b>

(a) This relates to a minor adjustment to June 2023 Business Activity Statement in October 2023.

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.



## Statement of Cash Flows

### For the year ended 30 June 2025

	Notes	2025 \$	2024 \$
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Service appropriation		12,977,000	12,162,000
Holding account drawdown		208,000	208,000
Capital appropriations		17,000	416,000
<b>Net cash provided by State Government</b>		<b>13,202,000</b>	<b>12,786,000</b>
Utilised as follows:			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(11,699,245)	(11,067,040)
Supplies and services		(1,768,578)	(1,109,817)
Finance costs		(4,809)	(3,741)
Accommodation		(1,252,449)	(1,304,579)
GST payments on purchases		(331,586)	(275,592)
GST payments to taxation authority		(7,364)	(26,288)
Other payments		(499,128)	(166,814)
<b>Receipts</b>			
GST receipts on sales		304,944	279,573
GST receipts from taxation authority		36,233	-
Other receipts		2,956,436	3,036,875
<b>Net cash provided by/(used in) operating activities</b>		<b>(12,265,547)</b>	<b>(10,637,423)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current assets		(95,524)	(125,144)
<b>Net cash provided by/(used in) investing activities</b>		<b>(95,524)</b>	<b>(125,144)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		-	(15,905)
<b>Net cash provided by/(used in) financing activities</b>		<b>-</b>	<b>(15,905)</b>
Net increase/(decrease) in cash and cash equivalents		840,929	2,007,527
Cash and cash equivalents at the beginning of the period		3,378,333	1,720,316
Adjustment for the reclassification of accrued salaries account		58,017	(349,510)
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	<b>6.3</b>	<b>4,277,279</b>	<b>3,378,333</b>

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

## Notes to the Financial Statements

### 1. Basis of preparation

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

A description of the nature of its operations and its principal activities 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 Office on 14 August 2025.

#### Statement of compliance

The financial statements constitute general purpose financial statements which have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, the Conceptual and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified by vary their application and disclosure.

The Financial Management Act 2006 and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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.

### Accounting for Goods and Services Tax (GST)

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

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

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

#### Contributed equity

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

#### Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right of Use Asset reconciliations.

## 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.

## 2. Use of our funding

### Expenses incurred in the delivery of services

This section provides additional information about how the Office'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 Office in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Other expenditure	2.2

### 2.1(a) Employee benefits expense

	2025 \$	2024 \$
Employee benefits	10,388,809	9,954,176
Superannuation - defined contribution plans	1,130,655	1,097,893
Other related expenses	217,757	134,549
<b>Employee benefits expenses</b>	<b>11,737,221</b>	<b>11,186,618</b>
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	33,399	19,059
Employee Contributions (per Note Other Income)	(14,510)	(16,400)
<b>Total employee benefits provided</b>	<b>11,756,109</b>	<b>11,189,277</b>

**Employee benefits:** Include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave; and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

**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 Office is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

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

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

**Employee Contributions:** contributions made to the Office by employees towards employee benefits that have been provided by the Office. This includes both AASB 16 and non-AASB 16 employee contributions.



## Note 2.1(b) Employee related provisions

	2025 \$	2024 \$
<b>Current</b>		
<i>Employee benefits provisions</i>		
Annual leave	905,790	967,104
Long service leave	1,300,819	1,476,495
Purchased leave scheme	20,587	4,886
	<b>2,227,196</b>	<b>2,448,485</b>
<i>Other provisions</i>		
Employment on-costs	9,589	10,714
	<b>9,589</b>	<b>10,714</b>
<b>Total current employee related provisions</b>	<b>2,236,785</b>	<b>2,459,199</b>

	2025 \$	2024 \$
<b>Non-current</b>		
<i>Employee benefits provisions</i>		
Long service leave	425,273	401,251
	<b>425,273</b>	<b>401,251</b>
<i>Other provisions</i>		
Employment on-costs	1,915	1,835
	<b>1,915</b>	<b>1,835</b>
<b>Total non-current employee related provisions</b>	<b>427,188</b>	<b>403,086</b>
<b>Total employee related provisions</b>	<b>2,663,973</b>	<b>2,862,285</b>

Provision is made for benefits accruing to employees in respect of 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.

**Annual leave liabilities** are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the end of the reporting period.

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

**Long service leave liabilities** are unconditional long service leave provisions and are classified as current liabilities as the Office does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Office has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Office 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.

**Purchase leave liabilities** are classified as current as they must be cleared or paid out within 12 months.

**Employment on-costs** involve settlements of annual and long service leave liabilities which 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 premiums, 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 2.2 (apart from the unwinding of the discount (finance cost)), and are not included as part of the Office's 'employee benefits'.

expense'. The related liability is included in 'Employment on-costs provision'.

	2025 \$
Employment on-cost provision	
Carrying amount at start of period	12,549
Additional/(reversals of) provisions recognised	(1,045)
<b>Carrying amount at end of period</b>	<b>11,504</b>

### Key sources of estimation uncertainty – long service leave

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

Several estimates and assumptions are used in calculating the Office's long service leave provision. These include:

- expected future salary rates;
- discount rates;
- employee retention rates; and
- expected future payments.

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

## 2.2 Other expenditure

	2025 \$	2024 \$
<b>Supplies and services</b>		
Communications	37,373	57,765
Consumables	67,821	59,521
Services and contracts	1,001,585	561,212
Services received free of charge	295,409	122,152
Insurance	75,393	40,075
Travel	38,195	63,550
Other supplies and services expenses	306,016	256,602
<b>Total supplies and services expenses</b>	<b>1,821,791</b>	<b>1,160,877</b>
<b>Accommodation expenses</b>		
Office Rental and outgoings	1,244,843	1,276,301
Repairs and maintenance	8,908	29,919
Services received free of charge	13,314	13,328
<b>Total accommodation expenses</b>	<b>1,267,063</b>	<b>1,319,548</b>
<b>Other expenses</b>		
Employment on-costs	(1,045)	1,613
Audit fee	97,220	118,077
Bad debts	-	7,352
Loss on disposal on non-current assets	-	(210)
Other	261,351	164,422
<b>Total other</b>	<b>357,526</b>	<b>291,254</b>
<b>Total other expenditure</b>	<b>3,446,381</b>	<b>2,771,679</b>

**Supplies and services expenses** 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.

**Office rental** is expensed as incurred as Memorandum of Understanding Agreements between the Office and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

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

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

### 3. Our funding sources

#### How we obtain our funding

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

	Notes
Income from State Government	<u>3.1</u>
Other income	<u>3.2</u>

### 3.1 Income from State Government

	Notes	2025 \$	2024 \$
<b>Appropriation received during the period:</b>			
- Service appropriation		12,500,000	11,744,000
- Special Acts		760,000	737,000
<b>Total service appropriation</b>		<b>13,260,000</b>	<b>12,481,000</b>
State Solicitor's Office	<u>2.2</u>	42,662	17,409
Department of the Premier and Cabinet	<u>2.2</u>	252,747	104,744
Department of Finance	<u>2.2</u>	13,314	13,328
<b>Total resources received</b>		<b>308,723</b>	<b>135,481</b>
<b>Total income from State Government</b>		<b>13,568,723</b>	<b>12,616,481</b>

**Service Appropriations** are recognised as income at the fair value of consideration received in the period in which the Office gains control of the appropriated funds. The Office gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

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



## Summary of consolidated account appropriations

For the year ended 30 June 2025

	2025 Budget \$	2025 Additional Funding* \$	2025 Revised Budget \$	2025 Actual \$	2025 Variance \$
<u>Delivery Services</u>					
Item 4 Net amount appropriated to deliver services	12,267,000	233,000	12,500,000	12,500,000	-
- Parliamentary Commissioner Act 1971	751,000	9,000	760,000	760,000	-
<b>Total appropriations provided to deliver services</b>	<b>13,018,000</b>	<b>242,000</b>	<b>13,260,000</b>	<b>13,260,000</b>	<b>-</b>
<u>Capital</u>					
Item 94 Capital appropriations	17,000	-	17,000	17,000	-
<b>Total Consolidated account appropriations</b>	<b>13,035,000</b>	<b>242,000</b>	<b>13,277,000</b>	<b>13,277,000</b>	<b>-</b>

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

## 3.2 Other income

	2025 \$	2024 \$
Employee contributions <sup>(a)</sup>	14,510	16,400
Other revenue - general	39,984	68,553
Other recoup <sup>(b)</sup>	2,801,942	2,626,155
<b>Total other income</b>	<b>2,856,436</b>	<b>2,711,108</b>

(a) Contributions made to the Office by employees towards employee benefits that have been provided by the Office under the Senior Officer Vehicle Scheme.

(b) Includes recoup for the costs of the functions of the Energy and Water Ombudsman Western Australia and services of the Office in relation to complaints involving the Indian Ocean Territories (see Note 8.7).

Revenue is recognised and measured at the fair value of consideration received or receivable.

## 4. Key assets

This section includes information regarding the key assets the Office 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:

	Notes
Plant and equipment	<u>4.1</u>
Intangibles	<u>4.2</u>
Right-of-use assets	<u>4.3</u>

### 4.1 Plant and equipment

Year ended 30 June 2025	Furniture and Fittings \$	Computer Hardware \$	Office Equipment \$	Total \$
<b>1 July 2024</b>				
Gross carrying amount	6,814	449,390	63,812	520,016
Accumulated depreciation	(6,814)	(406,432)	(30,350)	(443,596)
<b>Carrying amount at start of period</b>	<b>-</b>	<b>42,958</b>	<b>33,460</b>	<b>76,420</b>
Additions	-	-	11,062	11,062
Disposals	-	-	(19,723)	(19,723)
Write off of Accumulated Depreciation on Disposal	-	-	19,723	19,723
Depreciation	-	(39,636)	(9,483)	(49,120)
<b>Carrying amount at end of period</b>	<b>-</b>	<b>3,322</b>	<b>35,039</b>	<b>38,361</b>
Gross carrying amount	6,814	449,390	55,151	511,355
Accumulated depreciation	(6,814)	(446,068)	(20,112)	(472,994)

## Initial recognition

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

## Subsequent measurement

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

## Useful lives

All 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.

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

Asset	Useful life: years
Furniture and fittings	10 years
Plant and equipment	10 years
Computer hardware	3 years
Office equipment	5 years
Motor vehicles	3 - 5 years
Software <sup>(a)</sup>	3 years

(a) Software that is integral to the operation of related hardware.

## 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 and 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 to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

As the Office 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.

## 4.2 intangible assets

Year ended 30 June 2025	Computer Software \$	Total \$
<b>1 July 2024</b>		
Gross carrying amount	1,601,192	1,601,192
Accumulated amortisation	(1,450,227)	(1,450,227)
<b>Carrying amount at start of period</b>	<b>150,965</b>	<b>150,965</b>
Additions	10,670	10,670
Amortisation expense	(91,034)	(91,034)
<b>Carrying amount at end of period</b>	<b>70,601</b>	<b>70,601</b>



## Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 Intangible Assets (as noted above), are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

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

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset, and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefit;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- 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.

## 4.2.1 Amortisation and Impairment

### Charge for the period

	2025 \$	2024 \$
Computer software	91,034	157,780
<b>Total amortisation for the period</b>	<b>91,034</b>	<b>157,780</b>

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

The Office 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.

### Useful lives

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 Office 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:

Asset	Useful life: years
Computer software <sup>(a)</sup>	3 years

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

### Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2025 there were no indications of impairment to intangible assets.

The policy in connection with testing for impairment is outlined in note 4.1.

## 4.3 Right of use assets

### Charge for the period

Year ended 30 June 2025	Vehicles \$	Total \$
Carry amount at beginning of period	47,020	47,020
Additions	32,346	32,346
Depreciation	(16,976)	(16,976)
<b>Net carrying amount as at end of period</b>	<b>62,390</b>	<b>62,390</b>

The Office has leases for vehicles. The lease contracts are typically made for fixed periods of 5 years.

The Office has also entered into a Memorandum of Understanding Agreements 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.

### Initial recognition

At the commencement date of the lease, the Office recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

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

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.1 Lease liabilities.

The Office 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 Office 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 4.1.

## 5. Other assets and liabilities

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

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3
Contract liabilities	5.4

## 5.1 Receivables

	2025 \$	2024 \$
<b>Current</b>		
Receivables	144,122	584
GST receivable	-	22,414
Purchased leave receivable	10,174	6,596
<b>Total current</b>	<b>154,296</b>	<b>29,594</b>
<b>Non-current</b>		
Accrued salaries account <sup>(a)</sup>	407,527	349,510
<b>Total non - current</b>	<b>407,527</b>	<b>349,510</b>
<b>Total receivable at end of the period</b>	<b>561,823</b>	<b>379,104</b>

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

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

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

## 5.2 Amounts receivable for services (Holding Account)

	2025 \$	2024 \$
Current	208,000	208,000
Non-current	2,251,000	2,176,000
<b>Total Amounts receivable for services at end of period</b>	<b>2,459,000</b>	<b>2,384,000</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.

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

## 5.3 Payables

	2025 \$	2024 \$
<b>Current</b>		
Trade payables	-	35,403
Accrued expenses	137,072	102,423
Accrued salaries	317,398	232,049
Accrued superannuation	37,938	25,782
<b>Total payables at end of period</b>	<b>492,408</b>	<b>395,657</b>

**Payables** are recognised at the amounts payable when the Office 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 15 - 20 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 Office considers the carrying amount of accrued salaries to be equivalent to its fair value.



## 5.4 Contract liabilities

	2025 \$	2024 \$
<u>Current</u>		
Software contracts <sup>(a)</sup>	-	58,422
<b>Total current</b>	<b>-</b>	<b>58,422</b>
<b>Balance at end of period</b>	<b>-</b>	<b>58,422</b>

(a) Software contracts for finance, records management, case management and email system that are over a period of 2 or more years.

## 5.5 Other Current liabilities

	2025 \$	2024 \$
<u>Current</u>		
Income Received in Advance <sup>(a)</sup>	100,000	-
<b>Total current</b>	<b>100,000</b>	<b>-</b>

(a) Income Received in Advance as recoup from Energy and Water for development of website expected to be incurred in 2025-26.

## 6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Office.

	Notes
Lease liabilities	<a href="#">6.1</a>
Finance costs	<a href="#">6.2</a>
Cash and cash equivalents	<a href="#">6.3</a>
Capital commitments	<a href="#">6.4</a>

## 6.1 Lease liabilities

	2025 \$	2024 \$
<u>Lease liabilities</u>		
Not later than one year	16,941	3,973
Later than one year and not later than five years	49,089	33,468
Later than five years	-	-
	<b>66,030</b>	<b>37,441</b>
Current	16,941	3,973
Non-current	49,089	33,468
	<b>66,030</b>	<b>37,441</b>

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

Lease payments included by the Office 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 rate initially measured using the index or rate 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 agency exercising an option to terminate the lease; and

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

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.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales an index or a rate, are recognised by the Office in profit and loss in the period in which the condition that triggers those payments occurs.

### 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.

This section should be read in conjunction with note 4.3.

	2025 \$	2024 \$
<b>Lease expenses recognised in the Statement of comprehensive income</b>		
Lease interest expense	16,422	3,741

## 6.2 Finance Costs

	2025 \$	2024 \$
<b>Finance costs</b>		
Interest expense on Lease Liabilities	16,422	3,741
<b>Total finance costs</b>	<b>16,422</b>	<b>3,741</b>

Finance cost includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employment provisions due to the unwinding of discounts to reflect the passage of time.

## 6.3 Cash and cash equivalents

	Notes	2025 \$	2024 \$
<b>Current</b>			
Cash and cash equivalents		4,272,168	3,378,333
Restricted cash and cash equivalents			
– Indian Ocean Territories	8.7	5,111	(2,620)
– Contribution from appropriation <sup>(a)</sup>			2,620
<b>Balance at end of period</b>		<b>4,277,279</b>	<b>3,378,333</b>

(a) The actual number of complaints received were higher than budget. The contribution from the Office's appropriation has been adjusted by Commonwealth funding in 2024-25.

## 6.4 Capital Commitments

	2025 \$	2024 \$
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	10,960	-
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	<b>10,960</b>	<b>-</b>

## 7. Financial instruments and Contingencies

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

	Note
Financial instruments	<u>7.1</u>
Contingent assets and liabilities	<u>7.2</u>

### 7.1 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:

	2025 \$	2024 \$
<b>Financial Assets</b>		
Cash and cash equivalents	4,277,279	3,378,333
Financial assets at amortised cost <sup>(a)</sup>	3,020,823	2,740,690
<b>Total financial assets</b>	<b>7,298,102</b>	<b>6,119,023</b>
<b>Financial Liabilities</b>		
Financial liabilities at amortised cost <sup>(b)</sup>	558,438	433,098
<b>Total financial Liabilities</b>	<b>558,438</b>	<b>433,098</b>

- (a) The amount of Financial assets at amortised costs excludes GST recoverable from the ATO (statutory receivable).
- (b) The amount of Financial liabilities at amortised costs excludes GST payable to the ATO (statutory payable).

### 7.2 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.

The Office is not aware of any contingent liabilities or contingent assets at the end of the reporting period.

## 8. Other disclosures

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

	Note
Events occurring after the end of the reporting period	<u>8.1</u>
Changes in accounting policy	<u>8.2</u>
Key management personnel	<u>8.3</u>
Related party transactions	<u>8.4</u>
Remuneration of auditors	<u>8.5</u>
Supplementary financial information	<u>8.6</u>
Indian Ocean Territories	<u>8.7</u>

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

The Office is not aware of any event after the end of the reporting period that may have an impact on the financial statements.

### 8.2 Change in accounting policy

The Office has adopted the following new Australian Accounting Standards in accordance with transitional provisions applicable to each standard:

*AASB 2020-1 - Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*

*AASB 2022-5 - Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*

*AASB 2022-6 - Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*

*AASB 2022-10 - Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

*AASB 2023-1 - Amendments to Australian Accounting Standards – Supplier Finance Arrangements*



*AASB 2023-3 - Amendments to Australian Accounting Standards – Disclosure of Non-current Liabilities with Covenants: Tier 2*

*AASB 2024-1 - Amendments to Australian Accounting Standards – Supplier Finance Arrangements: Tier 2 Disclosures*

The Office considers these standards do not have a material impact on the Office.

### 8.3 Key management personnel

The Office has determined key management personnel to include cabinet ministers and senior officers of the Office. The Office 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 Office for the reporting period are presented within the following bands:

Compensation band (\$)	2025	2024
450,001 - 500,000	1	1
250,001 - 300,000	2	-
200,001 - 250,000	2	4
150,001 - 200,000	3	2
100,001 - 150,000	1	3
50,001 - 100,000	2	1
0 - 50,000	1	1
<b>Total compensation of senior officers</b>	<b>2,410,851</b>	<b>2,181,696</b>

### 8.4 Related party transactions

The Office is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Office 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 agencies 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).

### Material transactions with other related parties

Other than superannuation payments to GESB (Note 2.1 (a)) 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.

### 8.5 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2025 \$	2024 \$
Auditing the accounts, financial statements, controls, and key performance indicators	67,144	61,600
	<b>67,144</b>	<b>61,600</b>

### 8.6 Supplementary financial information

#### (a) Write-offs

During the financial year, \$0.00 (2024: \$7,352) was written off under the authority of:

	2025 \$	2024 \$
The Accountable Authority	-	7,352
	<b>-</b>	<b>7,352</b>

**(b) Losses through theft, defaults and other causes**

There were no losses of public money and public and other property during the period.

**(c) Forgiveness of debts**

There were no debts waived during the period.

**(d) Gifts of public property**

There were no gifts of public property provided by the Office during the period.

**8.7 Indian Ocean Territories**

The Indian Ocean Territories Reimbursement Fund (the Fund) was established in March 1996 and became operational in July 1996. The purpose of the Fund is to meet the cost of the services of the Office in relation to complaints involving the Indian Ocean Territories. Any balance of the Fund at the end of the financial year is included in the Office's Operating Account. Any under or over expenditure at the end of the reporting period, for example, due to fluctuations in complaint numbers, is refunded or recouped from the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) in the subsequent reporting period. Where, by agreement with DITRDCA, any funds are retained for expenditure in the next year, this is treated as restricted cash. The figures presented below for the fund have been prepared on a cash basis.

	2025	2024
	\$	\$
Opening Balance	(2,620)	7,653
Receipts	30,670	23,817
Payments	(22,939)	(34,090)
<b>Closing Balance</b> <sup>(a)</sup>	<b>5,111</b>	<b>(2,620)</b>

(a) The actual number of complaints received were higher than budget. The contribution from the Office's appropriation will be adjusted by Commonwealth funding in 2024-25.

**9. Explanatory Statements**

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

	Note
Explanatory statement for controlled operations	9.1

**9.1 Explanatory statement for controlled operations**

This explanatory section explains variations in the financial performance of the Office undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2025 and between the actual results for 2025 and 2024 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and which are more than 1% of the following:

- Estimate and actual results for the current year:
  - Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$16,542,000), and
  - Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$5,080,000).
- Actual results between the current year and the previous year:
  - Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (i.e. 1% of \$14,205,337); and
  - Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$6,415,842).

### 9.1.1 Statement of Comprehensive Income variances

	Variance Note	Estimate 2025	Actual 2025	Actual 2024	Variance between estimate and actual	Variance between actual results for 2025 and 2024
		\$	\$	\$	\$	\$
<b>Statement of Comprehensive Income</b>						
Employee benefits expense		11,785,000	11,737,221	11,186,618	(47,779)	550,603
Supplies and services	1,A	2,610,000	1,821,791	1,160,877	(788,209)	660,914
Depreciation and amortisation expense	2	366,000	157,130	243,299	(208,870)	(86,169)
Accommodation expenses		1,288,000	1,267,063	1,319,548	(20,937)	(52,485)
Finance costs		5,000	16,422	3,741	11,422	12,681
Other expenses		488,000	357,526	291,254	(130,474)	66,272
<b>Total cost of services</b>		<b>16,542,000</b>	<b>15,357,153</b>	<b>14,205,337</b>	<b>(1,184,847)</b>	<b>1,151,816</b>
<b>Income</b>						
Other Income		2,766,000	2,856,436	2,711,108	90,436	145,328
<b>Total Income</b>		<b>2,766,000</b>	<b>2,856,436</b>	<b>2,711,108</b>	<b>90,436</b>	<b>145,328</b>
<b>NET COST OF SERVICES</b>		<b>13,776,000</b>	<b>12,500,717</b>	<b>11,494,229</b>	<b>(1,275,283)</b>	<b>1,006,488</b>
<b>Income from State Government</b>						
Service appropriation		13,018,000	13,260,000	12,481,000	242,000	779,000
Resources received	B	440,000	308,723	135,481	(131,277)	173,242
<b>Total income from State Government</b>		<b>13,458,000</b>	<b>13,568,723</b>	<b>12,616,481</b>	<b>110,723</b>	<b>952,242</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(318,000)</b>	<b>1,068,006</b>	<b>1,122,252</b>	<b>1,386,006</b>	<b>(54,246)</b>
<b>OTHER COMPREHENSIVE INCOME</b>						
		-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>(318,000)</b>	<b>1,068,006</b>	<b>1,122,252</b>	<b>1,386,006</b>	<b>(54,246)</b>



## 9.1.2 Statement of Financial Position variances

	Variance Note	Estimate 2025	Actual 2025	Actual 2024	Variance between estimate and actual	Variance between actual results for 2025 and 2024
		\$	\$	\$	\$	\$
<b>Statement of Financial Position</b>						
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash and cash equivalents		1,106,000	4,272,168	3,378,333	3,166,168	893,835
Restricted cash and cash equivalents		8,000	5,111	-	(2,889)	5,111
Receivables		461,000	154,296	29,594	(306,704)	124,702
Amounts receivable for services		208,000	208,000	208,000	-	-
<b>Total Current Assets</b>		<b>1,783,000</b>	<b>4,639,575</b>	<b>3,615,927</b>	<b>2,856,575</b>	<b>1,023,648</b>
<b>Non-Current Assets</b>						
Restricted cash and cash equivalents		312,000	-	-	(312,000)	-
Receivables	-	-	407,527	349,510	407,527	58,017
Amounts receivable for services		2,334,000	2,251,000	2,176,000	(83,000)	75,000
Plant and equipment	3	173,000	38,361	76,420	(134,639)	(38,059)
Intangible assets	4,C	404,000	70,601	150,965	(333,399)	(80,364)
Right-of-use assets		74,000	62,390	47,020	(11,610)	15,370
<b>Total Non-Current Assets</b>		<b>3,297,000</b>	<b>2,829,879</b>	<b>2,799,915</b>	<b>(467,121)</b>	<b>29,964</b>
<b>TOTAL ASSETS</b>		<b>5,080,000</b>	<b>7,469,454</b>	<b>6,415,842</b>	<b>2,389,454</b>	<b>1,053,612</b>
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						
Payables		457,000	492,408	395,657	35,408	96,751
Employee related provisions	D	2,282,000	2,236,785	2,459,199	(45,215)	(222,414)
Lease liabilities		21,000	16,941	3,973	(4,059)	12,968
Contract liabilities	5	178,000	-	58,422	(178,000)	(58,422)
Other Current Liabilities	6	-	100,000	-	100,000	100,000
<b>Total Current Liabilities</b>		<b>2,938,000</b>	<b>2,846,134</b>	<b>2,917,251</b>	<b>(91,866)</b>	<b>(71,117)</b>
<b>Non-Current Liabilities</b>						
Employee related provisions		411,000	427,188	403,086	16,188	24,102
Lease liabilities		41,000	49,089	33,468	8,089	15,621
Contract liabilities	5	58,000	-	-	(58,000)	-
<b>Total Non-Current Liabilities</b>		<b>510,000</b>	<b>476,277</b>	<b>436,554</b>	<b>(33,723)</b>	<b>39,723</b>
<b>TOTAL LIABILITIES</b>		<b>3,448,000</b>	<b>3,322,411</b>	<b>3,353,805</b>	<b>(125,589)</b>	<b>(31,394)</b>
<b>NET ASSETS</b>		<b>1,632,000</b>	<b>4,147,043</b>	<b>3,062,037</b>	<b>2,515,043</b>	<b>1,085,006</b>
<b>EQUITY</b>						
Contributed equity		1,710,000	1,721,000	1,704,000	11,000	17,000
Accumulated surplus/(deficit)		(78,000)	2,426,043	1,358,037	2,504,043	1,068,006
<b>TOTAL EQUITY</b>		<b>1,632,000</b>	<b>4,147,043</b>	<b>3,062,037</b>	<b>2,515,043</b>	<b>1,085,006</b>

## 9.1.2 Statement of Cash Flows variances

	Variance Note	Estimate 2025	Actual 2025	Actual 2024	Variance between estimate and actual	Variance between actual results for 2025 and 2024
		\$	\$	\$	\$	\$
<b>Statement of Cash Flows</b>						
<b>CASH FLOWS FROM STATE GOVERNMENT</b>						
Service appropriation		12,652,000	12,977,000	12,162,000	325,000	815,000
Holding account drawdown		208,000	208,000	208,000	-	-
Capital appropriations	E	17,000	17,000	416,000	-	(399,000)
<b>Net cash provided by State Government</b>		<b>12,877,000</b>	<b>13,202,000</b>	<b>12,786,000</b>	<b>325,000</b>	<b>416,000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
<b>Payments</b>						
Employee benefits		(11,754,000)	(11,699,245)	(11,067,040)	54,755	(632,205)
Supplies and services	1,A	(2,328,000)	(1,768,578)	(1,109,817)	559,422	(658,761)
Finance costs		(5,000)	(4,809)	(3,741)	191	(1,068)
Accommodation		(1,163,000)	(1,252,449)	(1,304,579)	(89,449)	52,130
GST payments on purchases		(271,000)	(331,586)	(275,592)	(60,586)	(55,994)
GST payments to taxation authority		-	(7,364)	(26,288)	(7,364)	18,924
Other payments	F	(466,000)	(499,128)	(166,814)	(33,128)	(332,314)
<b>Receipts</b>						
GST receipts on sales		271,000	304,944	279,573	33,944	25,371
GST receipts from taxation authority		-	36,233	-	36,233	36,233
Other receipts		2,766,000	2,956,436	3,036,875	190,436	(80,439)
<b>Net cash provided by/(used in) operating activities</b>		<b>(12,950,000)</b>	<b>(12,265,547)</b>	<b>(10,637,423)</b>	<b>684,453</b>	<b>(1,628,124)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<b>Payments</b>						
Purchase of non-current assets		(208,000)	(95,524)	(125,144)	112,476	29,620
<b>Net cash provided by/(used in) investing activities</b>		<b>(208,000)</b>	<b>(95,524)</b>	<b>(125,144)</b>	<b>112,476</b>	<b>29,620</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Payments</b>						
Principal elements of lease payments		(17,000)	-	(15,905)	17,000	15,905
<b>Net cash provided by/(used in) financing activities</b>		<b>(17,000)</b>	<b>-</b>	<b>(15,905)</b>	<b>17,000</b>	<b>15,905</b>
Net increase/(decrease) in cash and cash equivalents		(298,000)	840,929	2,007,527	1,138,929	(1,166,598)
Cash and cash equivalents at the beginning of the period		1,724,000	3,378,333	1,720,316	1,654,333	1,658,017
Adjustment for the reclassification of accrued salaries account		-	58,017	(349,510)	58,017	407,527
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>		<b>1,426,000</b>	<b>4,277,279</b>	<b>3,378,333</b>	<b>2,851,279</b>	<b>898,946</b>

### Major estimate and actual (2025) variance narratives

1. Supplies and services decreased by \$0.788m compared to the budget estimate primarily due to underspending across the Office, lower expenditure on the fund received through Streamline Budget Process and the Alternative Electricity Scheme fund was carried forward to 2025-26 financial year.
2. Depreciation and amortisation expenses were \$0.208m lower than the estimate due to the removal of the depreciation for the Case Management System from the asset schedule during the 2024-25 Mid-Year review. Once removed, the adjusted variance falls below the materiality threshold which is indicating the difference was driven primarily by a one-off asset adjustment rather than ongoing changes in asset utilisation or capital investment.
3. Plant and equipment decreased by \$0.134m primarily due to reduction in ICT capital acquisitions during the period and the scheduled disposal of fully depreciated assets no longer delivering economic value.
4. Intangible assets decreased by \$0.333m primarily due to a general reduction in ICT software procurement. Also, in alignment with current accounting policy, software contracts with a term of less than three years are expensed rather than capitalised.
5. Ther variance across current and non-current contract liabilities reflects the absence of qualifying software contracts with a term exceeding two years. Under current accounting treatment, only contracts beyond this threshold are recognised as liabilities, whereas shorter-term agreements are expensed through the Statement of Comprehensive Income. As no active arrangements met the capitalisation criteria, no contract liabilities were recorded at year end.
6. Other Current Liability reflects the income received in advance through recoup from Energy and Water Board for development of website with expected expenditure to be incurred in 2025-26.

### Major actual (2025) and comparative (2024) variance narratives

- A. Supplies and services increased by \$0.660m compared to the prior year, primarily driven by higher costs for temporary personnel services, expanded ICT consultancy engagement and an uplift in contract-based services, alongside an increase in resources received free of charge.
- B. Resources received increased by \$0.173m compared to the prior year following the Department of Premier and Cabinet's assessment of total support provided, encompassing end-to-end Human Resource services, payroll administration and systems support.
- C. Intangible assets decreased by \$0.080m primarily due to a lower acquisition of ICT software during the reporting period.
- D. Employee related provisions decreased by \$0.222m compared to the prior year, primarily due to turnover of staff with higher leave entitlements as well as revaluation of annual and long service leave provisions.
- E. Capital appropriation decreased by \$0.399m compared to the prior year due to the absence of a one-off capital fund previously received for the implementing the Case Management System.
- F. Other payments increased by \$0.332m compared to the prior year primarily due to inter-agency leave liability adjustments, whereby the Office reimbursed other agencies for leave entitlements transferred in.





30 June 2025

## Key Performance Indicators

### Certification of Key Performance Indicators

#### For year ended 30 June 2025

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Parliamentary Commissioner for Administrative Investigations' performance, and fairly represent the performance of the Parliamentary Commissioner for Administrative Investigations for the financial year ended 30 June 2025.

A handwritten signature in black ink that reads "Bevan Warner".

Bevan Warner

**OMBUDSMAN**

14 August 2025

## Key Performance Indicators

### Key Effectiveness Indicators

The desired outcome for the Parliamentary Commissioner for Administrative Investigations (the Ombudsman) is:

**The public sector of Western Australia is accountable for, and is, improving the standard of administrative decision making and practices, and relevant entities are accountable for, and are, preventing, notifying and dealing with reportable conduct.**

Key Effectiveness Indicators	2020-21	2021-22	2022-23	2023-24 Actual	2024-25 Target	2024-25 Actual
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies (a)	100%	100%	100%	100%	100%	<b>100%</b>
Number of improvements to practices or procedures as a result of Ombudsman action (b)	109	57	75	40	100	<b>57</b>
Where the Ombudsman made recommendations regarding reportable conduct, the percentage of recommendations accepted by relevant entities (c)	Not applicable - the new Reportable Conduct function commenced on 1 January 2023		Not applicable	Not applicable	100%	Not applicable
Number of actions taken by relevant entities to prevent reportable conduct (d)	Not applicable - the new Reportable Conduct function commenced on 1 January 2023		26	97	51	<b>238</b>

- a) For public authority responses each year, the percentage of recommendations and suggestions relating to improved practices and procedures that were accepted by the public authority.
- b) For public authority responses each year, the number of recommendations and suggestions relating to improved practices and procedures that were accepted by the public authority.
- c) For relevant entity responses each year, the percentage of recommendations regarding reportable conduct that were accepted by the relevant entity.
- d) For relevant entity responses each year, the number of actions to prevent reportable conduct taken by relevant entities as a result of the Ombudsman's involvement.

## Analysis

Public authorities have accepted every recommendation made by the Ombudsman, matching the actual results of the past four years and meeting the 2024-25 target.

The 2024-25 actual number of improvements to practices and procedures of public authorities as a result of Ombudsman action (57) is less than the 2024-25 target (100) and higher than the 2022-23 actual (40) as there are fluctuations in improvements from year to year, related to the number, nature and outcomes of investigations finalised by the Office in any given year.

There were no recommendations made regarding reportable conduct in 2024-25. The Office's role has been primarily educative, with a strong focus on engaging with entities on their reporting and investigation obligations under the Reportable Conduct Scheme.

The 2024-25 actual number of actions taken by relevant entities to prevent reportable conduct (238) is more than the 2024-25 target (51) and the 2023-24 actual (97) as the Office received a greater number of reportable conduct notifications than anticipated and has increased its educative role for entities covered by the Reportable Conduct Scheme. This means that there were more opportunities for the Ombudsman's involvement to result in action to prevent reportable conduct.

## Key Efficiency Indicators

The Ombudsman's Key Efficiency Indicators relate to the following service:

**Resolving complaints about the decision-making of public authorities, improving the standard of public administration, and to oversee and monitor that relevant entities are accountable for, and are, preventing, notifying and dealing with Reportable Conduct.**

Key Efficiency Indicators	2020-21	2021-22	2022-23	2023-24 Actual	2024-25 Target	2024-25 Actual
Percentage of allegations finalised within three months	96%	97%	96%	95%	95%	<b>93%</b>
Percentage of allegations finalised within 12 months	100%	100%	100%	100%	100%	<b>100%</b>
Percentage of allegations on hand at 30 June less than three months old	87%	96%	93%	88%	90%	<b>85%</b>
Percentage of allegations on hand at 30 June less than 12 months old	100%	100%	100%	100%	100%	<b>100%</b>
Average cost per finalised allegation (a)	\$1,885	\$1,749	\$1,547	\$1,314	\$1,890	<b>\$1,375</b>
Average cost per finalised notification of death (b)	\$17,565	\$17,097	\$8,415	\$11,571	\$14,655	<b>\$14,429</b>
Average cost per notification of reportable conduct (c)	Not applicable - the new Reportable Conduct function commenced on 1 January 2023		\$6,027	\$3,687	\$4,000	<b>\$3,226</b>
Cost of monitoring and inspection functions (d)	\$407,486	\$516,576	\$735,183	\$1,000,679	\$1,168,000	<b>\$1,116,054</b>

- a) This is the cost of complaint resolution services divided by the number of allegations finalised.
- b) This is the cost of undertaking the death review function divided by the number of notifications finalised.
- c) This is the cost of reportable conduct services divided by the number of notifications received.
- d) This is the cost of monitoring and inspection functions under relevant legislation.



## Analysis

The 2024-25 actual results for timeliness Key Efficiency Indicators met or were close to the 2024-25 target.

The 2024-25 actual percentage of allegations finalised within three months (93%) and percentage of allegations on hand at 30 June less than three months old (85%) declined slightly compared to the 2023-24 actual. This is primarily due to the significant (18%) increase in allegations received by the Office in 2024-25 compared to 2023-24.

The 2024-25 actual average cost per finalised allegation (\$1,375) is lower than the 2024-25 target (\$1,890) and higher than the 2023-24 actual (\$1,314) as a result of improvement in the efficiency of complaint resolution along with the increase in the number of complaints

The 2024-25 actual average cost per finalised notification of death (\$14,429) is higher than the 2023-24 actual (\$11,571) and close to the 2024-25 target (\$14,655) as a result of the Ombudsman concluding a program to finalise a number of notifications received since the commencement of a new jurisdiction to review all child deaths that occur in Western Australia. A significant number of notifications were finalised in 2022-23 to clear a backlog of notifications received under the expanded jurisdiction, and so there was a subsequent reduction in the average cost per notification. Since then, the number of notifications finalised decreased over 2023-24 and 2024-25 to a level expected for the volume of notifications going forward and associated cost per finalised notification, as predicted by the 2024-25 target.

The 2024-25 actual cost per notification of reportable conduct (\$3,226) is less than the 2024-25 target (\$4,000) and the 2023-24 actual (\$3,687) as a result of higher number of notifications received in 2024-25 than anticipated.

The 2024-25 actual cost of monitoring and inspection functions (\$1,116,054) met the 2024-25 target (\$1,168,000).

## Other disclosures and legal compliance

### Ministerial Directives

The Ombudsman reports directly to the Western Australian Parliament rather than to the government of the day, or a particular Minister, and Ministers cannot issue directives to the Ombudsman.

### Other Financial Disclosures

#### Pricing policies of services provided

We currently receive revenue for the following functions:

- Costs for the Energy and Water Ombudsman functions are recouped from the Energy and Water Ombudsman (Western Australia) Limited on a full cost recovery basis. These costs are determined by the actual staffing costs involved in delivering the service plus an allowance for overheads and costs of particular operational expenses.
- Under an arrangement with the Australian Government, we handle enquiries and complaints from the Indian Ocean Territories about local governments and Western

Australian public authorities delivering services to the Indian Ocean Territories. Each year we recoup costs from the Australian Government for any complaints received from the Indian Ocean Territories. Cost recovery is based on the average cost per complaint in the last two years, administrative costs and the costs of any travel to the Indian Ocean Territories by our staff and any promotional materials.

#### Capital works

There were no major capital projects undertaken during 2024-25.

#### Employment and industrial relations

As at 30 June 2025, there were 93 people (85.1 full-time equivalent positions (FTEs)) directly employed by the Ombudsman, including 61 full-time employees and 32 part-time employees. This includes people on unpaid leave, contract staff providing short term expertise and backfilling staff during extended leave periods and people seconded out of the office.

All employees are public sector employees operating in executive, policy, enquiry, investigation and administrative roles. The following table provides a breakdown of the categories of employment for staff directly employed by the Ombudsman as at 30 June in 2023-24 and 2024-25.

Employee Category	2023-24	2024-25
Full-time permanent	57	50
Full-time contract	7	11
Part-time permanent	26 (16.9 FTEs)	30 (22.5 FTEs)
Part-time contract	2 (1.0 FTE)	2 (1.6 FTE)
<b>TOTAL</b>	<b>92 (81.9 FTEs)</b>	<b>93 (85.1 FTEs)</b>

#### Staff development

We are committed to developing and retaining skilled employees and assisting our people to achieve their professional and personal career aspirations. Our online learning platform provides staff with high quality training courses that are accessible at any time.

This platform includes a comprehensive induction training module as well as mandatory training modules for staff. Four in-house staff development sessions were conducted during the year, with topics including aboriginal cultural competency, resilience in times of change, work health and safety, and building leadership impact with difficult conversations.

Staff are encouraged to attend external training, conferences and seminars to improve their skills and knowledge in areas relevant to their work. These opportunities are facilitated through development plans as part of staff annual performance reviews, and the continual learning assists with positioning us as an employer of choice.

This year we launched the inaugural Management Development Program for emerging leaders within the organisation. The program runs for two years and is expected to strengthen the agency by enhancing management and leadership capabilities, improving decision making, and fostering high performance teams.

## Workers compensation

This financial year, one workers compensation claim was recorded and finalised. This compares with no claims in the previous financial year.

## Other Legal Requirements

### Unauthorised use of credit cards

Staff hold corporate credit cards where their functions warrant the use of this facility.

There were no instances of employees using their corporate credit card for personal purposes in 2024-25. As such there were no referrals for disciplinary action instigated by the Ombudsman during the reporting period.

## Expenditure on advertising, market research, polling and direct mail

In accordance with the *Electoral Act 1907* section 175ZE, we are required to report on expenditure incurred in relation to advertising agencies, market research, polling (surveys), direct mail and media advertising organisations.

The expenditure incurred in in 2024-25 was \$10,982 (excluding GST) for recruitment advertising and promoting regional visits.

	2024-25 \$
Advertising agencies	
Initiative Media Australia Pty Ltd	10,489
Meta	493
<b>Total</b>	<b>10,982</b>

## Disability Access and Inclusion Plan outcomes

We are committed to ensuring that people with disability have full participation in the community by working to overcome obstacles to access and inclusion.

In 2024-25, we reviewed our Disability Access and Inclusion Plan 2020-2025. At the end of the financial year, we launched our new Disability Access and Inclusion Plan 2025-2030 (DAIP).

Below are some of the actions we took in 2024-25 under our former DAIP to progress the desired outcomes.

### **Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, our office.**

Our primary service is for people to make complaints about State Government agencies and local governments (public authorities). People can make their complaint in various ways including by post, email, online and in person. When people use our online form, downloadable PDF form or Freecall phone number, we ask whether the person is experiencing disability. We

record this in our case management system and ask whether the person requires any assistance or modification to access our services. This might include communicating in writing or through a representative. We also promote the National Relay Service on our website and in our publications.

We proactively inform organisations that work with people with disability about our events.

In 2024-25, approximately 24.3% of people accessing our complaint handling service said they had a disability, compared to 19.1% in the Western Australian population.

### **Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of our office.**

Our accommodation, building and facilities are accessible for people with disability including space for wheelchairs and braille on the lift access buttons. Accessible and ambulant toilets are located on all floors in the building. In 2024-25, we modified the low reception desk to improve wheelchair access. Our Health and Safety Representatives undertake annual

inspections and look for any barriers to physical access.

### **Outcome 3: People with disability receive information from our office in a format that will enable them to access the information as readily as other people are able to access it.**

We provide our documents in screen-readable PDF and major reports and publications say that they can be made available in alternative formats on request to meet the needs of people with disability.

In 2024-25, we produced an Easy Read brochure about our role and how we can help the community. The Easy Read was informed by training delivered by Developmental Disability WA and a range of resources. We produced the Easy Read brochure in draft format and used it at a number of events including the Disability Connect Expo in August 2024, with a clear statement that it was in draft for feedback. We finalised the Easy Read brochure in 2025.



**Outcome 4: People with disability receive the same level and quality of service from our staff as other people receive.**

We have guidance for assisting complainants with vision, hearing or speech impairments. Our reception area has signage inviting people to let us know if they have speech or hearing impairments, so that we can adapt our communication.

Our induction program for all new staff includes information about our DAIP and disability awareness training resources.

**Outcome 5: People with disability have the same opportunities as other people to make complaints to us.**

Our primary service is for people to make complaints about public authorities. When we handle complaints and a person believes we have not investigated correctly, they can ask for a review. Where necessary, the process is modified to meet the needs of a person with disability, such as meeting people at a different location and modifying communication strategies; for example, communicating in writing only or by using the National Relay Service or Auslan interpreter where required.

**Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by our office.**

In 2024-25, we published a report 'Western Australia's Reportable Conduct Scheme: A review of systems to protect children'. The Reportable Conduct Scheme applies to organisations that work with children including disability organisations. The report included a survey, and 201 disability services responded.

We also reviewed our DAIP in 2024-25. Our review included consultation with staff through a survey, including staff with disability. We also invited public consultation on our website and in a state-wide newspaper.

**Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with our office.**

We adapt ways of working to accommodate staff with disability, including physical disability and neurodevelopmental disability. This includes specialised equipment and changes in the hours of work.

People with disability are encouraged to apply for positions and we promote ourselves as an equal opportunity employer. We monitor the proportion of job applicants with disability and number of staff with reported disability.

Our policies and practices are inclusive and welcoming for people with disability. We have a staff reference group, the Equity, Diversity and Inclusion Council, which includes staff with disability. In 2024-25, the Council hosted a lunchtime quiz to celebrate Autism Awareness Month. The event featured staff with lived experience of autism speaking about their experience and how workplaces have adapted, and can improve, for people with autism.

## Compliance with Public Sector Standards and Ethical Codes

We are committed to ensuring compliance with the Public Sector Standards in Human Resource Management, the Code of Ethics and our Code of Conduct.

Policies and procedures designed to ensure such compliance have been put in place and appropriate internal assessments are conducted to satisfy the Ombudsman that the above statement is correct. Such policies and procedures are reviewed and updated to ensure compliance and relevancy.

Our Human Resources team provides a high-level consultancy service, imparting specialist advice, guidance and support to ensure the agency meets the public sector standards in human resource management.

Our Code of Conduct supports the 'Commissioner's Instruction No. 40: Ethical Foundations' and links our corporate values with expected standards of personal conduct. All staff, contractors and consultants who carry out work for, or on behalf of, our office

are required to comply with the spirit of the Code of Conduct.

An Accountable and Ethical Decision Making (AEDM) online training module is available on our Learning Management System, and all new staff are required to complete the AEDM as part of their Induction program. All existing staff have completed the online training, and all staff are required to have refresher training every three years.

We have procedures in place for reporting unethical behaviour and misconduct. We also have a policy and internal procedures relating to Public Interest Disclosures and strongly supports disclosures being made by staff.

There have been no breaches found of the Standards this financial year. We had two processes relating to our Code of Conduct, which were both completed or discontinued this year.

### Recordkeeping Plans

We are committed to maintaining a strong records management framework and continuously improving our recordkeeping practices to align with

best records management practice and the requirements of the *State Records Act 2000*. The governance of our records management framework includes:

- Recordkeeping Plan, Retention and Disposal Schedule, Records Management Policy, Records File Classification Plan, Security Framework and Records Disaster Recovery Plan.
- Records Management user manual, guides and an online training module for staff.

The Software systems used to manage records is based on:

- RESOLVE - Case Management system; and
- Content Manager - Electronic Document Records Management System (EDRMS)

### Evaluation and review of efficiency and effectiveness of systems and training

The efficiency and effectiveness of the recordkeeping training program is reviewed regularly by monitoring staff use of the EDRMS for compliance with recordkeeping requirements and to

determine the training needs for the office.

The General Retention and Disposal Authority has been applied across the office, through the EDRMS (Content Manager), ensuring that all non-disposed records, both active and inactive, have been correctly assigned to their respective schedule.

We are progressing towards meeting the State Records Office of Western Australia 'Born Digital' initiative by digitising existing hard copy records and establishing an electronic only approached to all records.

### Induction and training

All records-related plans, policies, guidelines and manuals are available on the intranet to assist staff to comply with recordkeeping requirements and includes user friendly guides for training staff.

The Online Induction within the Learning Management System includes a recordkeeping training module. This is part of the induction process for new staff and is also available as a resource for existing staff members. The induction process includes individual

training sessions with new staff members provided by the Records and Customer Service Manager. Recordkeeping roles and responsibilities are included in the Accountable and Ethical Decision Making and Code of Conduct training, which is signed on appointment.

### Workforce inclusiveness requirements

Our agency is committed to a diverse and inclusive workplace. By valuing diversity and inclusion, we can achieve greater staff satisfaction along with improved decision making and performance. A diverse and inclusive workforce is more connected, motivated and productive.

The Equity, Diversity and Inclusion (EDI) Council identifies initiatives and supports our agency's progress towards diversity and inclusion plans and goals.

The EDI Council promotes diversity and inclusion of the identified diversity groups, as outlined in the 'Public Sector Commission Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025'.

The EDI Council provides leadership for our agency to:

- support recruitment of people from diversity groups;
- maintain and continually enhance a safe and supportive working environment for people from diversity groups, to promote retention; and
- maintain and continually enhance an environment that is safe and inclusive for people from diversity groups in accessing Ombudsman WA services.

During the year, the EDI Council hosted an event to celebrate Autism Awareness month. Information was distributed to staff in relation to the WA State Government initiative '16 Days in WA – Stop Violence Against Women' campaign, and the International Day of Disability, and a morning tea was held in celebration of NAIDOC week.

## Government Policy Requirements

### WA Multicultural Policy Framework

In 2024-25, we reviewed our Multicultural Plan 2021-2025 and implemented our new Multicultural Plan 2025-2030. The review and development involved consultation with our staff and a wide range of organisations who work with the culturally and linguistically diverse community.

The strategies in the Multicultural Plan are aligned with the Government's Western Australian Multicultural Policy Framework for the Western Australian public sector. Below is a summary of our key achievements under our Multicultural Plan in 2024-25.

#### Policy priority 1: Harmonious and inclusive communities

We continued to increase the cultural competency and inclusion in our office. 83% of staff have completed the Diverse WA online module produced by the Office of Multicultural Interests by 31 March 2025. Our Equity, Diversity and Inclusion Council produced a calendar

which included culturally important dates throughout the year and promoted culturally significant dates such as Harmony Day in March.

#### Policy priority 2: Culturally responsive policies, programs and services

We continued to collect and use cultural diversity data to provide culturally responsive policies and services.

We capture demographic information about people who access our services. In 2024-25, 32% of people who made complaint to us were born overseas and 19.4% were born in a non-main English-speaking country, compared to 34% and 19% in the Western Australian population respectively. Where people identify that they speak a language other than English at home, we ask whether they need an interpreter.

We target culturally and linguistically diverse communities in our promote of events, particularly in regional areas.

We collect country of birth information from staff and report the results to the Corporate Executive.

#### Policy priority 3: Economic, social, cultural, civic and political participation

We pride ourselves as an equal opportunity employer. We record country of birth information about job applicants to monitor interest in our positions for culturally and linguistically diverse communities.

We have an Equity, Diversity and Inclusion Council that has members from culturally and linguistically diverse backgrounds.

In 2024-25, the Inspections and Monitoring Team commenced a review of the Protected Entertainment Precincts (PEP) Scheme which has, as part of its terms of reference, whether the PEP Scheme impacts on any particular group (including culturally and linguistically diverse groups). The review involves consultation with the community later in 2025.



## Work health, safety and injury management

During 2024-25, one (1) workers' compensation claim was recorded and finalised. Our WHS and injury management statistics for 2024-25 are shown below.

Measure	Results			Targets	Comments about target
	2022-23	2023-24	2024-25		
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate	0	0	11.75%	0 or 10% reduction in incidence rate	
Lost time injury and severity rate	0	0	11.75%	0 or 10% reduction in severity rate	
Percentage of injured workers returned to work (i) within 13 weeks	n/a	n/a	0%	80%	
Percentage of injured workers returned to work (ii) within 26 weeks	n/a	n/a	0%	Greater than or equal to 80%	
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	100%	73%	95%	>80%	Target achieved

## Feedback and complaints about our services

Through our public-facing services relating to complaints and reportable conduct, we received over 16,800 contacts in 2024-25. There were also more than 1,000 statutory notifications from public authorities and organisations for our reportable conduct role and function to review certain deaths. In addition, our customer service staff redirected hundreds of corporate enquiries.

In providing our services, we strive to be professional and responsive. We appreciate compliments when we do well, and some of those are published throughout this report. However, we acknowledge that sometimes we can do better.

We encourage people to contact us if they have a complaint about us or a suggestion for how we can improve.

### Suggestions and complaints

In 2024-25, we received one written suggestion, which related to improvements to our website to make contacting us by our online and printable form easier.

We made initial improvements to our website form within two business days and implemented a new downloadable form five months later. We responded to the person to thank them for their suggestions and inform them about what we had done.

“ Thank you very much for taking my feedback onboard and actioning it, it's most appreciated. ”

### Requests for review

Our primary function is to receive, resolve and investigate complaints about other organisations.

Complainants who are unhappy with how we handled their case can request a review. The review is carried out by a senior officer who was not involved in the original matter.

Sometimes the person contacts us with new information that they did not provide us in their original contact; in that situation, we can open a new case, and this does not go through our review process.

If we find the handling of the case was not in accordance with our processes and legislation, we will apologise, take action to improve our processes, and where appropriate, we will re-open and reconsider the case.

In 2024-25, we received six requests for a review of how we handled the case (four for complaints about public authorities and two about energy and water ombudsman complaints).

All cases were carefully examined by a senior officer. At 30 June, in five cases the original decision was upheld and in one case the review was ongoing.

Complainants cannot appeal our decisions to another organisation, but people who are unhappy with the outcome we provide are not prevented from pursuing their complaint through other avenues. This might include going to Members of Parliament or the courts.



# Appendices



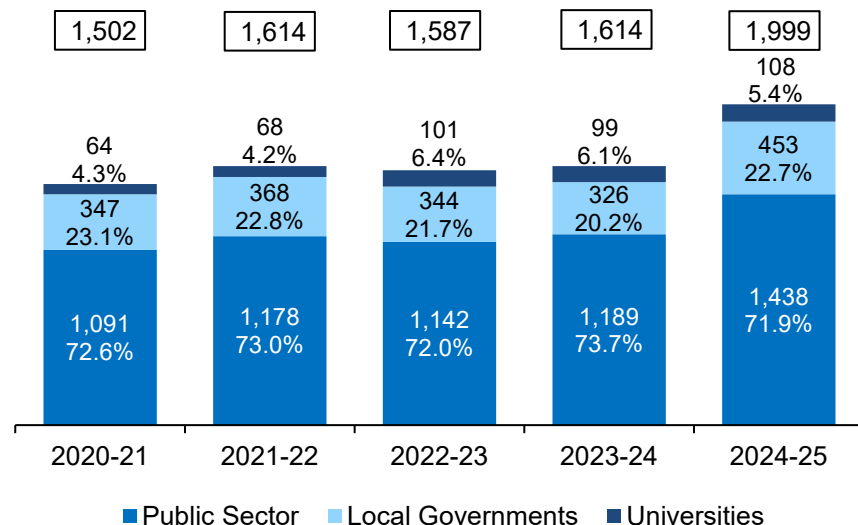
We visited Kalgoorlie and  
Kambalda in the Goldfields  
Region in August 2024.

Image credit: Tourism WA

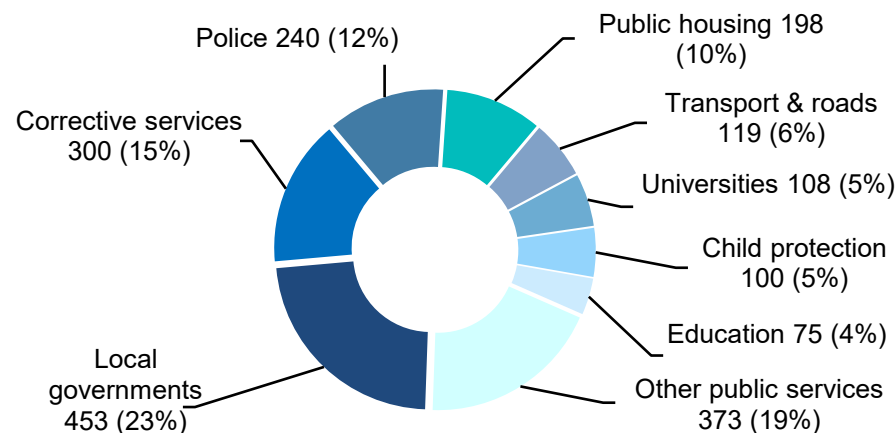


## Appendix 1 – Complaints by government service

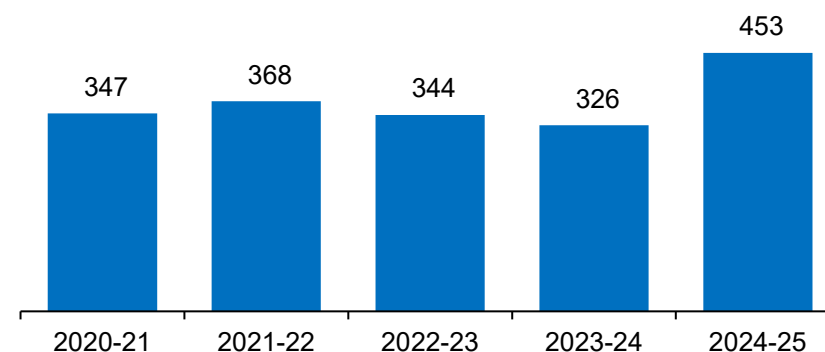
### Complaints Received in the last 5 years



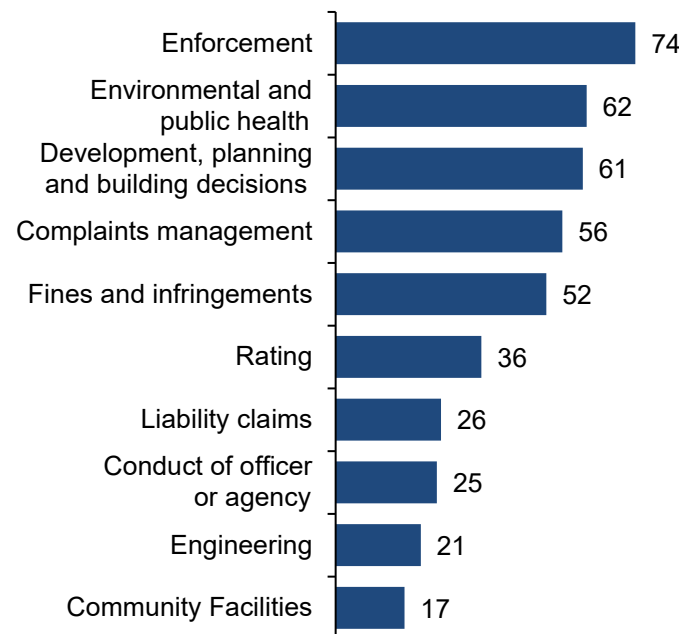
### Complaints in 2024-25 by government service



### Local government complaints received

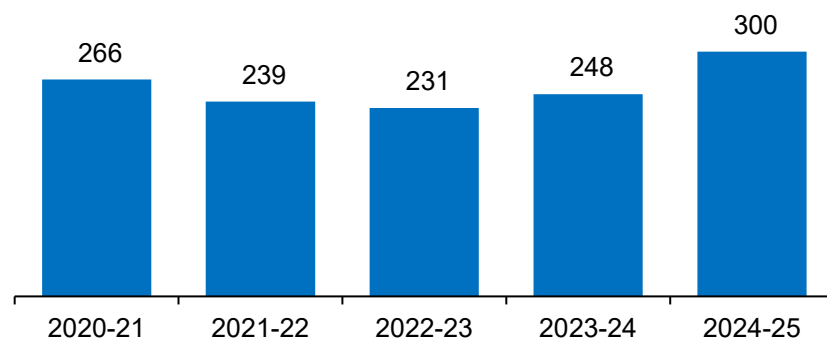


### Main local government issues in 2024-25

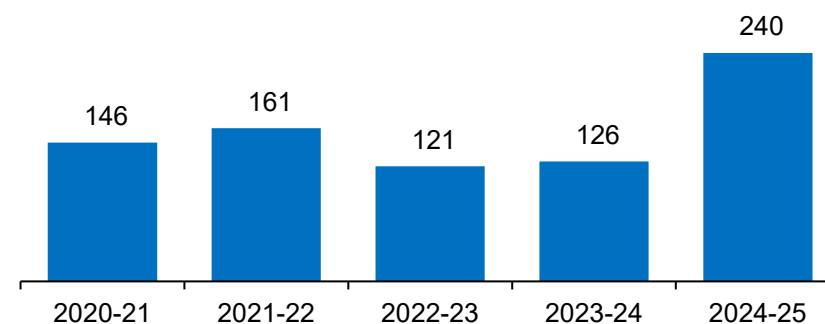




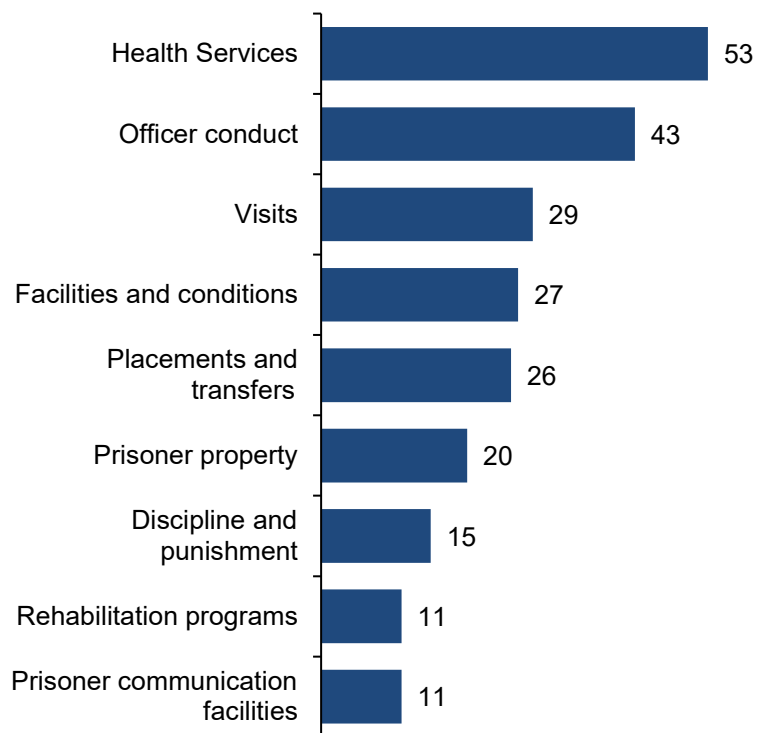
## Corrective services complaints received



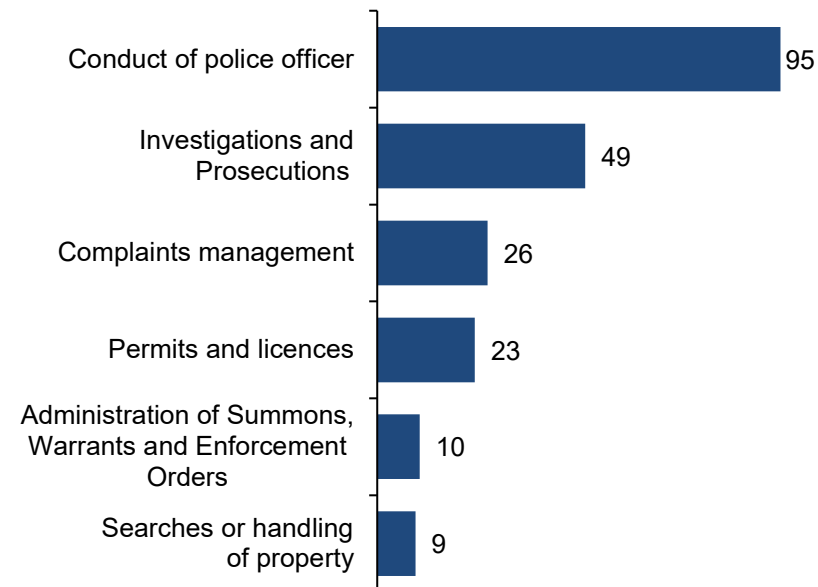
## Police complaints received



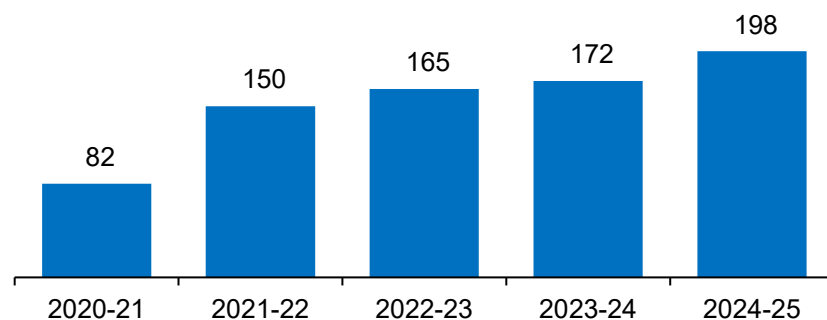
## Main corrective services issues in 2024-25



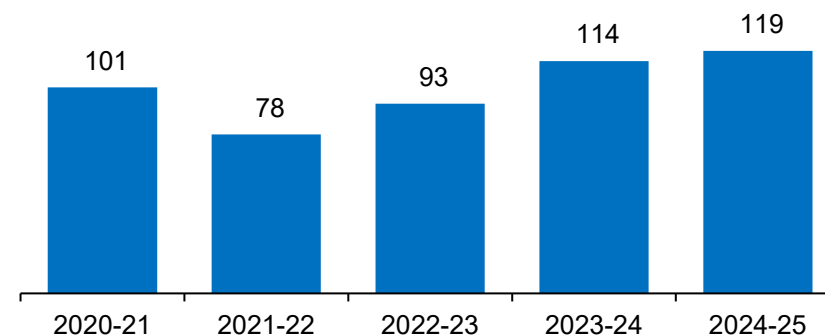
## Main police issues in 2024-25



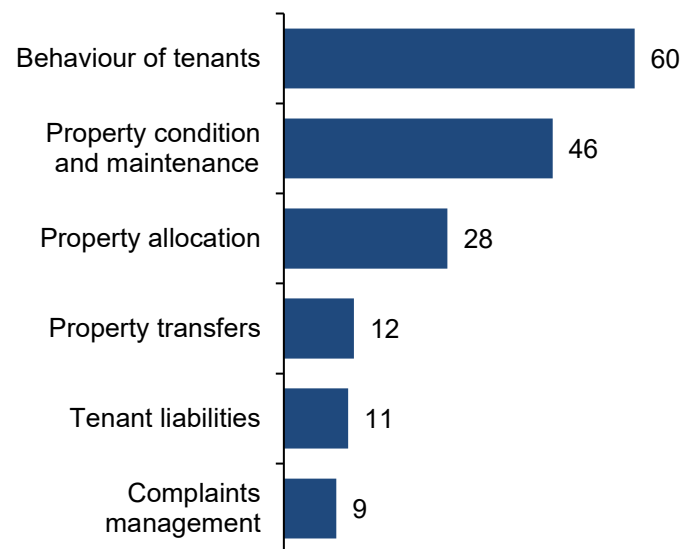
## Public housing complaints received



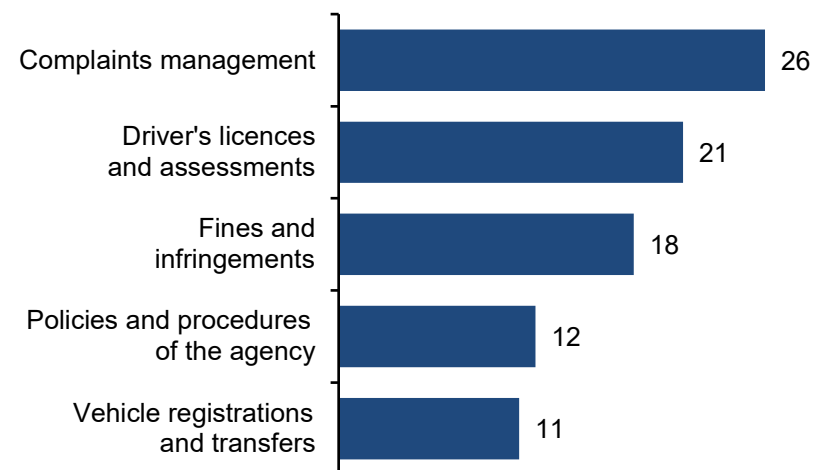
## Transport and roads complaints received



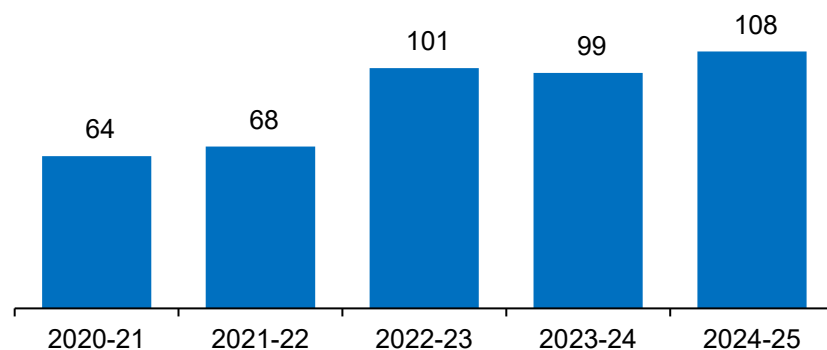
## Main public housing issues in 2024-25



## Main transport and roads issues in 2024-25

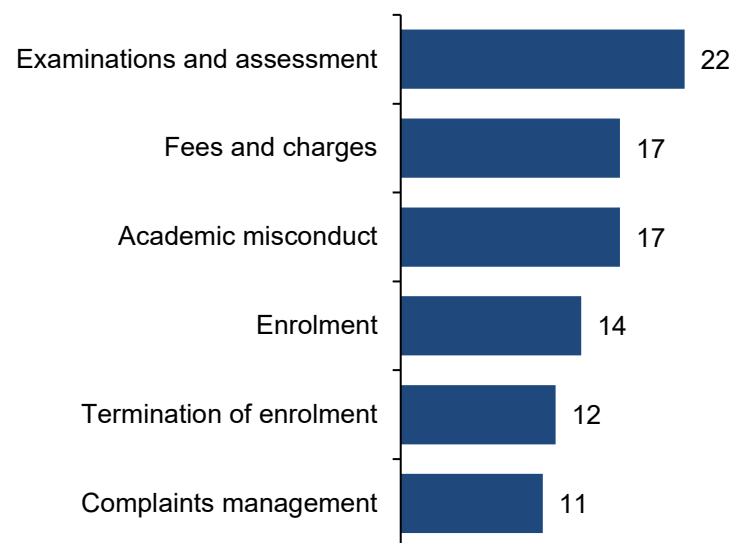


## University complaints received

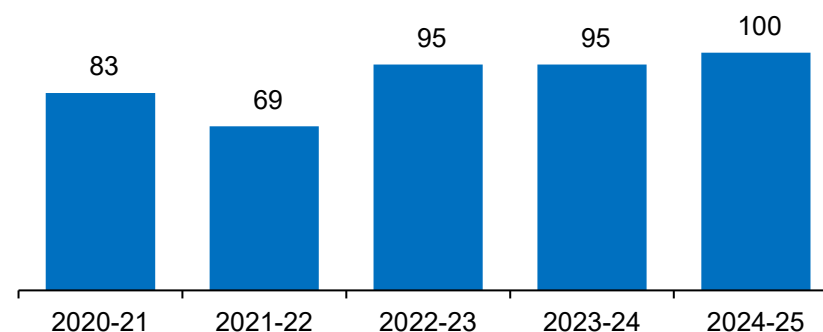


Note that in February 2025, the National Student Ombudsman commenced taking complaints about tertiary education providers.

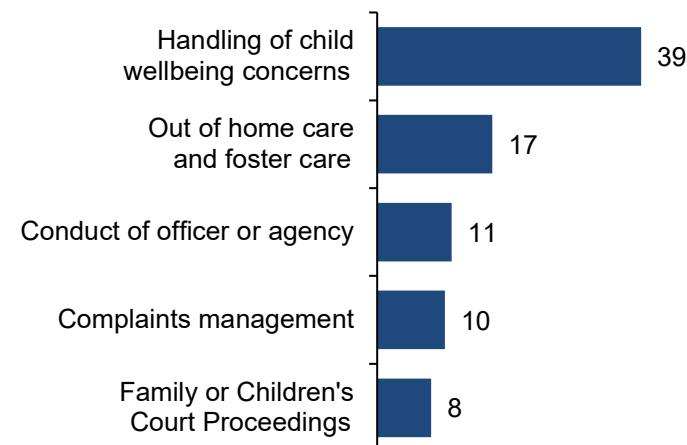
## Main university issues in 2024-25



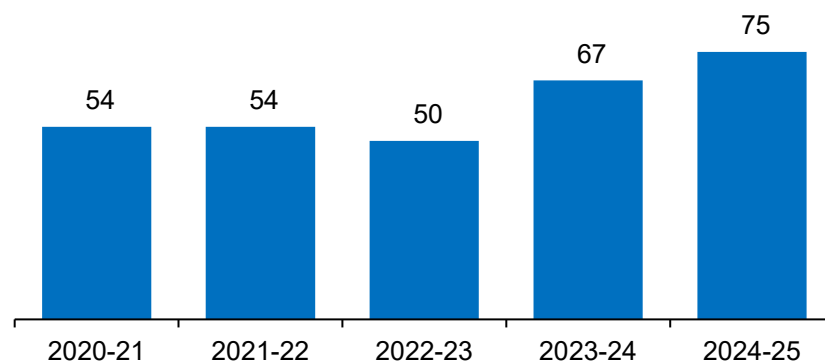
## Child protection complaints received



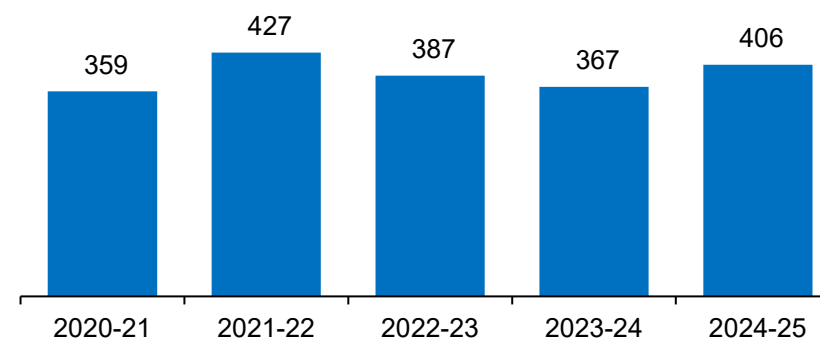
## Main child protection issues in 2024-25



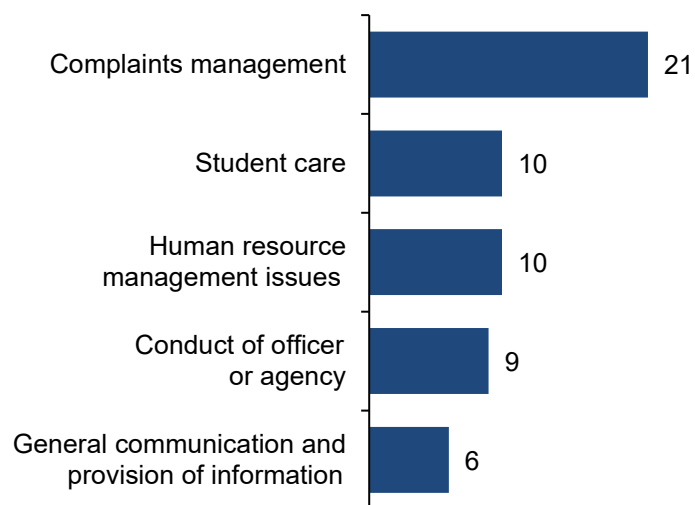
## Education complaints received



## Other public services complaints received



## Main education issues in 2024-25



## Main other service issues in 2024-25





## Appendix 2 – Complaints by public authority

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		
PUBLIC SECTOR										
Biodiversity, Conservation and Attractions, Department of	4		1			2				3
Central Regional TAFE	1		1	1						2
Child and Adolescent Health Service	1									
Communities, Department of	314	25	17	86	41	120		6	4	299
Construction Industry Long Service Leave Payments Board	2			1						1
Department of Energy, Mines, Industry Regulation and Safety	54	5	6	11	9	14				45
DevelopmentWA	1		1							1
East Metropolitan Health Service	6		6	1						7
Education, Department of	54	5	6	13	17	12		5	1	59
Finance, Department of	13	1	6	3		6				16
Fire and Emergency Services, Department of	4	1	1	1						3
Forest Products Commission	1			1						1
Fremantle Port Authority						1				1
Government Employees Superannuation Board (GESB)	5		5							5
Health and Disability Services Complaints Office	15			4	2	9				15
Health Support Services	1			1						1
Health, Department of	2	1	1			1				3
Insurance Commission of Western Australia	15	2	1	4	3	1			1	12
Jobs, Tourism, Science and Innovation, Department of	2		1							1
Justice, Department of	305	25	59	110	35	65			4	298
Landgate	12	2	3	2	1	2				10
Legal Aid WA	19		2	6	3	3				14
Legal Practice Board	21	2	2	2	5	1		6		18
Legal Services and Complaints Committee	1				1					1
Local Government, Sport and Cultural Industries, Department of	7		1	4		3				8
Lotteries Commission	3		1	1		2				4
Main Roads Western Australia	17	2	1	3	3	3				12

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		
Mental Health Tribunal			1							1
Metronet	6			2		2				4
Metropolitan Cemeteries Board	8	1		1		5		1	1	9
North Metropolitan Health Service	9		5	2		1				8
North Metropolitan TAFE	8			2	2	2				6
North Regional TAFE	1									
PathWest	2		1							1
Planning, Lands and Heritage, Department of	12		2	5	4	2				13
Premier and Cabinet, Department of the	2	2			1					3
Primary Industries and Regional Development, Department of	9		4	3	1	1				9
Prisoners Review Board	3		1	2						3
Public Advocate	19	3	2	4	2	7		1	2	21
Public Sector Commission	2	1								1
Public Transport Authority	29	3	6	7	2	5		1		24
Public Trustee	44	1	3	9	9	20				42
SERCO - Acacia Prison	34	1	4	13	3	5			2	28
Small Business Development Corporation	11		1			8				9
South Metropolitan Health Service	11	1	8	1	2					12
South Metropolitan TAFE	7			1	2	2				5
South Regional TAFE	1		1			1				2
Teacher Registration Board	1			1						1
Training and Workforce Development, Department of	3		1			1				2
Transport, Department of	67	4	5	13	11	27			2	62
Treasury, Department of	1			1						1
Veterinary Practice Board of Western Australia	2					2				2
WA Country Health Service	11		6		2	1				9
Water and Environmental Regulation, Department of	8	1		5		3				9
Water Corporation	2	1	1							2
Western Australia Police Force	240	13	89	74	20	23			2	221
Western Australian Electoral Commission	2				2					2

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued	Withdrawn	
Western Australian Greyhound Racing Association	1	1								1
Western Power	1		1							1
Workcover	1		1							1
<b>TOTAL PUBLIC SECTOR COMPLAINTS</b>	<b>1438</b>	<b>104</b>	<b>265</b>	<b>401</b>	<b>183</b>	<b>363</b>	<b>0</b>	<b>20</b>	<b>19</b>	<b>1355</b>

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation			Total Complaints Finalised in 2024-25	
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		Withdrawn
LOCAL GOVERNMENTS										
Albany, City of	12	2	4		2	4		1		13
Armadale, City of	12		2	4	1	3				10
Ashburton, Shire of	2		1		2					3
Augusta / Margaret River, Shire of	3		1	1	1	3				6
Bassendean, Town of	2			1	1					2
Bayswater, City of	14	1	3	5	1	3			1	14
Belmont, City of	6		1	3	1					5
Boyup Brook, Shire of	3	1			1	1				3
Bunbury, City of	6		1	2		1				4
Busselton, City of	5		2			5				7
Cambridge, Town of	18	1	2	1	5	4				13
Canning, City of	10		2	2	3	3				10
Capel, Shire of	4	1	1			1				3
Carnarvon, Shire of	1		1							1
Chittering, Shire of	2			2		1				3

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		
Claremont, Town of	9		1	1	1	2				5
Cockburn, City of	13		2	2	1	3				8
Collie, Shire of	1		1							1
Coolgardie, Shire of	7		2	1		4				7
Corrigin, Shire of	3		1	1						2
Cottesloe, Town of	5		1		1					2
Cuballing, Shire of	2		1		1					2
Cunderdin, Shire of	1		1							1
Denmark, Shire of	4	1	1	2		1				5
Derby / West Kimberley, Shire of	1									
Donnybrook / Balingup, Shire of	2		1			1			1	3
East Fremantle, Town of	2		1							1
East Pilbara, Shire of	1									
Esperance, Shire of	2	1								1
Exmouth, Shire of	5					2				2
Fremantle, City of	9		2	3	1	1				7
Gingin, Shire of	6		2			4				6
Gosnells, City of	11	1	1	4	1	4				11
Greater Geraldton, City of	4		1	1	1	2				5
Harvey, Shire of	4		1	1	1	2				5
Jerramungup, Shire of	1									
Joondalup, City of	16		9	2		5				16
Kalamunda, City of	11	2	3	5		4				14
Kalgoorlie / Boulder, City of	3		1			2				3
Karratha, City of	2		1							1
Kwinana, City of	3			1	1	1				3
Mandurah, City of	12	1		4		2			1	8
Melville, City of	16	1	1	1	6	4				13
Mindarie Regional Council	3					3				3
Mingenew, Shire of	1									



	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued	Withdrawn	
Mosman Park, Town of	2		1		1					2
Mt. Magnet, Shire of	2	1			1					2
Mt. Marshall, Shire of	1			1						1
Mundaring, Shire of	4		1		2	1				4
Murray, Shire of	3		1		2					3
Nedlands, City of	13		1	2	2	1				6
Ngaanyatjarraku, Shire of	3		1	1						2
Northam, Shire of	2			2						2
Northampton, Shire of	1				1					1
Perth, City of	23	2	13	2	4					21
Port Hedland, Town of	1		1							1
Quairading, Shire of	1					1				1
Ravensthorpe, Shire of	1			1						1
Rockingham, City of	10	2	4	1	2					9
Serpentine / Jarrahdale, Shire of	4								1	1
Shark Bay, Shire of	2		1		2					3
South Perth, City of	6	1		1	2	4				8
Stirling, City of	35	1	5	6	10	10			1	33
Subiaco, City of	5	1	1	1	1	1				5
Swan, City of	32	2	5	6	5	13			1	32
Toodyay, Shire of	2	1								1
Trayning, Shire of	2					1				1
Victoria Park, Town of	9		3	1	1	2				7
Vincent, City of	10		5		2	1			1	9
Wanneroo, City of	15		3	4	2	3				12
Wongan / Ballidu, Shire of	1					1				1
Yilgarn, Shire of	1	1								1
York, Shire of	2		1							1
<b>TOTAL LOCAL GOVERNMENT COMPLAINTS</b>	<b>453</b>	<b>25</b>	<b>103</b>	<b>79</b>	<b>73</b>	<b>115</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>403</b>

	Total Complaints Received in 2024-25	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2024-25
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		
UNIVERSITIES										
Curtin University	56	1	32	3	8	6		15	1	66
Edith Cowan University	29		10	3	3	6		9	1	32
Murdoch University	3			2		3				5
University of Western Australia	20	1	9	2	7			3		22
TOTAL UNIVERSITY COMPLAINTS	108	2	51	10	18	15	0	27	2	125
AGENCIES OUT OF JURISDICTION										
Organisation not identified	10	2	4	2						8
Agencies out of jurisdiction	856	57	794	2	9				2	864
TOTAL AGENCIES OUT OF JURISDICTION	866	59	798	4	9				2	872
TOTAL COMPLAINTS										
Total complaints about agencies in jurisdiction	1,999	131	419	490	274	493		48	28	1,883
Total complaints about agencies out of jurisdiction	866	59	798	4	9				2	872
GRAND TOTAL	2,865	190	1,217	494	283	493	0	48	30	2,755

## Appendix 3 – Reportable Conduct Notifications by Sector

The following data relates to the **809 notifications** received in 2024-25 that were considered within our jurisdiction.

	Notifications received 2024-25	Types of alleged conduct	Physical assault	Significant neglect	Sexual misconduct	Sexual offence	Behaviour that causes emotional or psychological harm
<b>Early education and care sector</b> (child care, after school hours care and family day care)	<b>261</b>	<b>270</b>	97	153	4	6	10
<b>Education</b> (public schools, independent schools, catholic schools, universities and TAFE colleges)	<b>235</b>	<b>252</b>	166	10	44	21	11
<b>Child protection and out of home care services</b> (Department of Communities and public and private out of home care providers. Includes group homes and foster care)  Note: in some cases, there is an obligation on both the out of home care service and the Department of Communities to report the allegation, so some notifications will be duplicated.	<b>219</b>	<b>261</b>	161	37	15	18	30
<b>Other – government</b> (other State Government departments and authorities and local governments that exercise care, supervision or authority over children. Includes public health services, justice, police)	<b>67</b>	<b>73</b>	48	2	5	8	10
<b>Other – non-government</b> (includes private health and disability services and religious institutions)	<b>27</b>	<b>34</b>	11	3	6	8	6
<b>TOTAL</b>	<b>809</b>	<b>890</b>	<b>483</b>	<b>205</b>	<b>74</b>	<b>61</b>	<b>67</b>





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Interpreter Service 131 450

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