

Annual Report 2025-26



About this Report

This report describes the performance and services we delivered for the year ending 30 June 2026.

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Acknowledgment of Country

We acknowledge Aboriginal and Torres Strait Islander people as the Traditional Custodians of this land. We recognise the continuing connection to land, waters, culture and community of all Aboriginal and Torres Strait Islander peoples. We pay our respects to their Elders past and present and recognise the strength, resilience and diversity of all Aboriginal and Torres Strait Islander peoples across this land.

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To:

**President of the Legislative Council
Speaker of the Legislative Assembly**

**Annual Report of the Parliamentary
Commissioner for Administrative
Investigations (Ombudsman) for the year
ended 30 June 2026**

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 2026.

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

Fair and safe

We Value:

Integrity

Integrity defines who we are when it matters most. We act independently, stand by our decisions and hold ourselves and each other to account.

Service

We are here to serve the community, balancing individual needs with our broader public responsibility.

Excellence

We hold ourselves to a high standard so our work is rigorous, thoughtful and worthy of public trust.

Progress

We challenge outdated practices, share better ways of working and adapt our systems so we can deliver better services over time.



Our Purpose

To provide fair and independent oversight that helps people be heard, improves services and promotes the safety of vulnerable people.

What we do

Protect people's rights

We give people a way to be heard when they've been treated unfairly. We also oversee how government power is exercised.

Improve services

We can investigate how services are delivered and bring weaknesses to light. In doing so, we improve service delivery for all.

Prevent harm

We oversee child safety and identify opportunities to prevent certain deaths and child related harm.

Support vulnerable communities

We reach out to people who are often overlooked or disadvantaged, ensuring their voices are heard and their needs are considered.

Our Strategy 2026-2029

Our Goals



Connected Services

We are accessible and connected, with culturally safe services that make a difference



Insights for Change

Our oversight keeps children and families safe and results in better and fairer public services



Strengthen our Standing

We are widely known, trusted and called upon when needed



Safe, Supported and Empowered

We are vibrant and cohesive with our people feeling safe, supported and empowered



Operational Excellence

Our people are equipped to excel in ways that makes their jobs easier and more fulfilling

[Read Our Strategy 2026-2029 on our website](#)

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Ombudsman's message

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. As I complete my first full year as Ombudsman, I am proud to share some of the successes and challenges in our work for 2025-26.

I am proud of the major investigations, reports and advice we have provided to Parliament. I am especially proud of the amount of metropolitan, rural and regional outreach that was conducted with local communities, to inform people about what we do and how they can access our assistance.

Importantly, all staff contributed to [Our Strategy 2026-2029](#) which sets out the way we will go about our work. It includes refreshed Values and a clear Purpose

statement (see [page 3](#)). It is a means to hold us accountable and to be transparent about what and why we do things in the community's name.

A new year, a new function – during the year, the WA government announced an intention for the Ombudsman to be the independent oversight body for a new Child Safe Standards Scheme – a significant step in improving child safety in Western Australia. The new role is subject to parliamentary approval. Since 1971 when the Ombudsman's role was first legislated, the role of the Ombudsman has significantly expanded. This is the fourth child and family safety function for the Ombudsman, following child death reviews in 2009, review of family and domestic violence fatalities in 2012, and the Reportable Conduct Scheme from 1 January 2023.

The office helped more people than ever before and faced exponential growth in demand for our services. Complaints about public authorities have increased by 30% during the year. This followed 24% increase

in 2024-25. AI (artificial intelligence) assisted complaints is making it easier for the public to make a complaint, but it is also making our work harder. We reached a point where demand growth is no longer episodic but appears structural.

At the same time, we have assumed significant new responsibilities including as the WA Charitable Trusts Commission and must also commit effort to prepare for the Child Safe Standards Scheme.

All these reforms and improved accessibility by the public to our services are important and necessary, but they do place great strain on the organisation and our operational and corporate support functions.

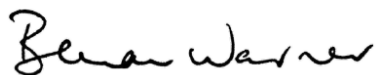
We have responded through innovation, improved business processes, a foundational digital uplift and careful prioritisation of resources. However, there are practical limits to the efficiencies that can be achieved. Without ongoing additional investment in people and a truly transformational digital capability, growing

demand and expanding statutory responsibilities will increasingly affect timeliness, organisational resilience and our capacity to deliver the level of service expected by Parliament and the Western Australian community.

As we evolve into a more responsive organisation, we are expanding our channels for information and access. We launched a new website which is accessible and easy to navigate. We broadened our social media presence. We visited more regional areas and attended more community events than ever before.

I would like to thank my team for their resilience, dedication and initiative over the last 12 months. This annual report shows only a small part of the hard work they do every day.

I look forward to a successful 2026-27 for my office for the benefit of all Western Australians.



Bevan Warner
OMBUDSMAN



Image: Ombudsman, Bevan Warner, visiting community in Kununurra, July 2025 with:

- Justyne Eades, Cultural Safety Advisor
- Maya Pracy, Investigating Officer
- Brianna Lonnie, Principal Assistant Ombudsman Complaint Resolution



Ombudsman
Western Australia

Overview

Go to:

- [Highlights for 2025-26](#)
- [Operational structure](#)
- [Administered legislation](#)
- [Performance management framework](#)
- [Summary of performance](#)
- [Significant issues impacting the agency](#)
- [Student programs](#)

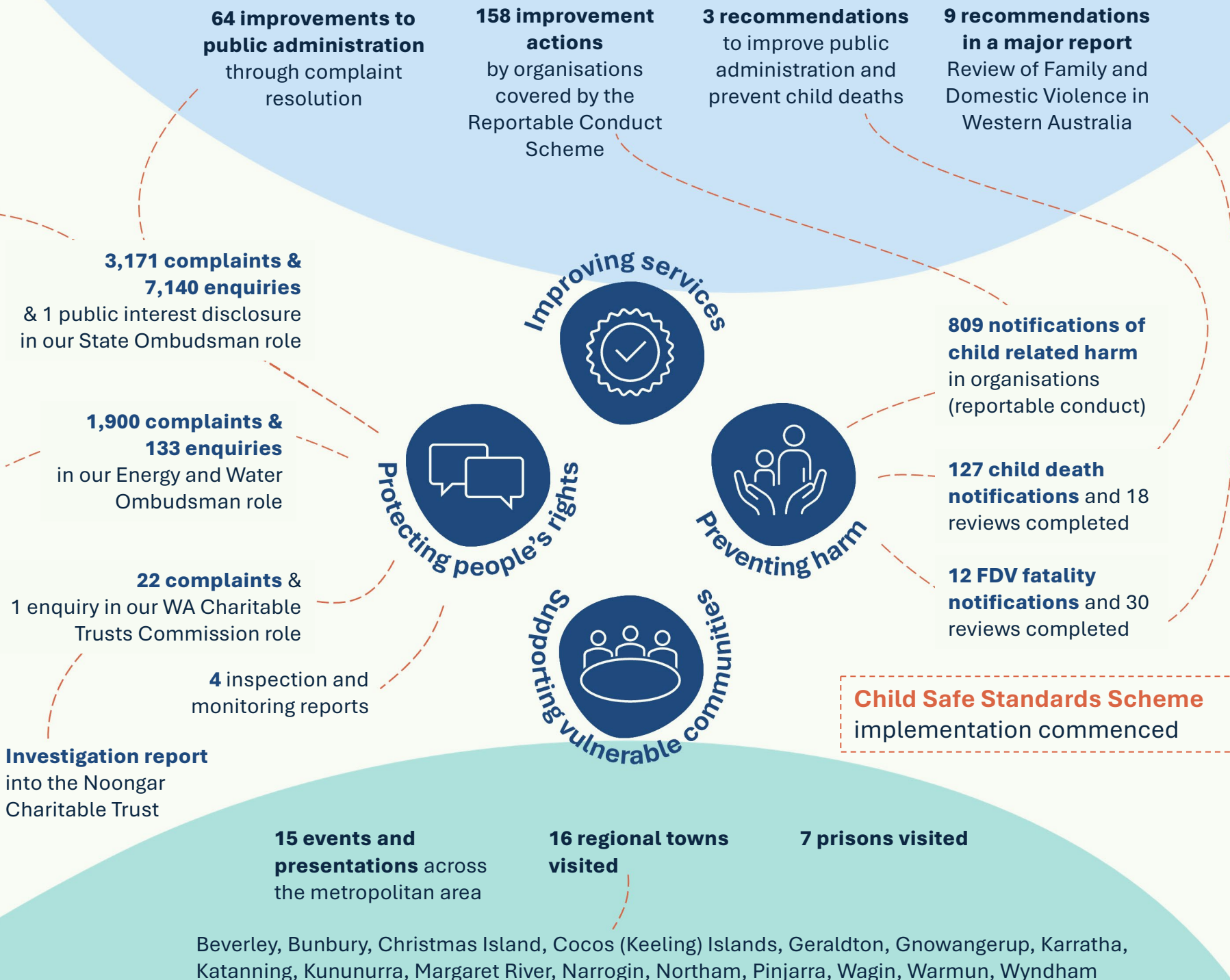
Highlights for 2025-26

30% increase in complaints about public authorities.

Digital transformation and process improvements to maintain services.

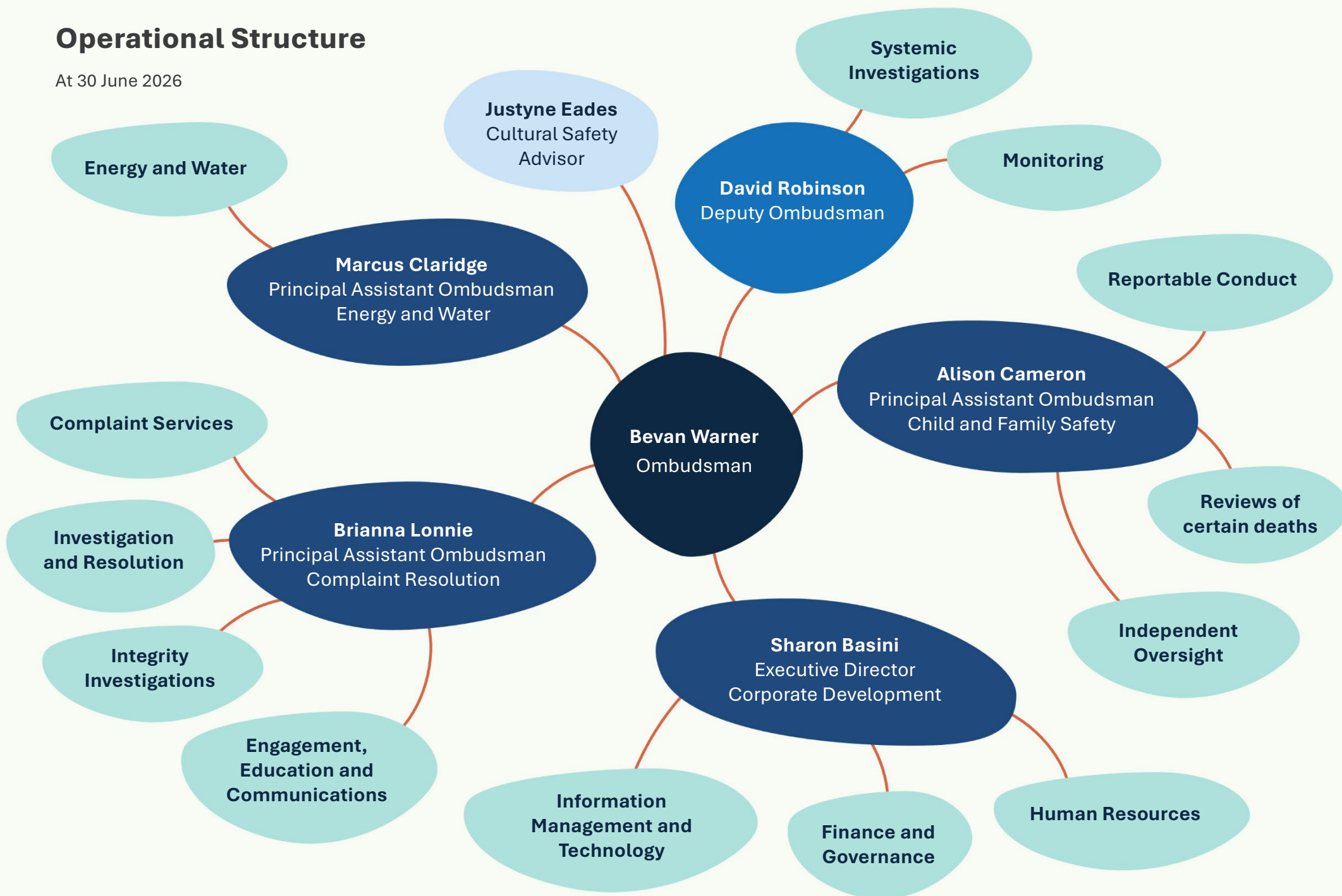
19% increase in complaints about energy and water providers.

Preparing for the **Alternative Electricity Services** scheme



Operational Structure

At 30 June 2026



Leadership team

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. Immediately prior to being appointed Ombudsman, 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. Prior to that, David spent 20 years at the Corruption and Crime Commission, including eight as Director Operations and 18 months acting as Chief Executive.

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.

Brianna Lonnie, Principal 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 and local government authorities.

Our Complaint Services Team handles enquiries and assesses complaints, with a focus on advice, referral, early resolution and investigation of less complex complaints.

Our Investigations and Resolution Team does informal investigations for lengthy or more complex complaints with a focus on early resolution where possible.

Our Integrity Investigations Team investigates Public Interest Disclosures

(PIDs) complaints, Charitable Trusts Commission complaints and undertakes our Reviews function.

Our Engagement, Education and Communications Team are responsible for media relations, community outreach programs, presentations, websites, social media and publications.

Alison Cameron, Principal Assistant Ombudsman Child and Family Safety

Alison joined the Ombudsman's office in 2017 and was appointed Principal Assistant Ombudsman in November 2023. Admitted to legal practice in 2009, Alison has extensive leadership and front-line experience in child protection practice and systems reform, domestic violence advocacy and administrative law and practice across Australia and Canada.

Reportable Conduct

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.

Reviews of certain deaths

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

We collate and analyse data on child deaths and family and domestic violence fatalities to identify patterns, trends and systemic issues, informing thematic and cohort reviews that drive evidence-based, system-wide reform

Independent Oversight

The Independent Oversight Team are a project team designing the Child Safe Standards Scheme in Western Australia.

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

Sharon Basini, Executive Director Corporate Development

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 Development branch

Corporate Development provides the financial, governance, information technology, records management, and workforce capability functions that enable the office to deliver its statutory responsibilities. As our workload, complexity and functions continue to expand, demand for corporate services has also increased significantly. Corporate capability is essential to maintaining service delivery, implementing reforms, supporting staff wellbeing and delivering new functions effectively.

Justyne Eades, Cultural Safety Advisor

The Cultural Safety Advisor role was vacant at 30 June 2026, as Justyne was being supported to complete supervised legal practice requirements via a secondment to another agency.

In June 2026, our three Aboriginal staff in the Complaint Resolution branch formed a group called 'Moorditj Wirrin' ('strong spirit' in Noongar language). Moorditj Wirrin provides cultural advice on engagement with Aboriginal communities and help advance cultural safety for Aboriginal people who engage with us.

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

Auditor General Act 2006	Minimum Conditions of Employment Act 1993
Corruption, Crime and Misconduct Act 2003	Procurement Act 2020
Disability Services Act 1993	Public Sector Management Act 1994
Economic Regulation Authority Act 2003	Royal Commissions Act 1968
Equal Opportunity Act 1984	Salaries and Allowances Act 1975
Financial Management Act 2006	State Records Act 2000
Industrial Relations Act 1979	Work Health and Safety Act 2020
Long Service Leave Act 1958	

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.

The framework has been in place for many years and will be reviewed later next year.

Desired outcomes

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.

Services provided

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

- 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.

Summary of performance

Financial performance

Financial targets

	2025-26 Target (a) (‘000)	2025-26 Actual (‘000)	Variance (‘000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive income)	17,194	18,133,	939
Net cost of services (sourced from Statement of Comprehensive income)	14,428	15,128	700
Total equity (b) (sourced from Statement of financial position)	2,780	3,444	644
Agreed salary expense level (c)	11,068	12,569	1,501

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

- a) As specified in the 2025-26 Budget Statements and Resource Agreement.
- b) Total equity was higher than budget due to higher-than-expected cash balances and capitalised software development costs at year end.
- c) The salary expense exceeded the target due to a return to normalised staffing levels following a period of high turnover, some one-off severance payments and budget supplementation to plan for the Independent Oversight of Child Safe Organisations.

Full details of financial performance are presented in the [Financial Statements](#).

Key effectiveness performance

	2024-25	2025-26 Target	2025-26 Actual	Variance	Result
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies	100%	100%	50%	-50%	 (1)
Number of improvements to practices or procedures as a result of Ombudsman action	57	100	73	-27	 (2)
Where the Ombudsman made recommendations regarding reportable conduct, the percentage of recommendations accepted by relevant entities	Not applicable	100%	Not applicable (3)	Not applicable	
Number of actions taken by relevant entities to prevent reportable conduct	238	150	158	+8	

1. For half of the 18 recommendations made during the 2025-26 financial year, we elected not to confirm with the relevant agencies that they accepted the recommendations during the same year. We will assess the agencies' response to our recommendations in 2026-27.
2. There are fluctuations in improvements each year. This is because the number, nature and outcomes of investigations can vary and are difficult to predict.
3. Our Reportable Conduct Scheme role continues to be educational, focusing on working with organisations to make sure they understand their reporting and investigation responsibilities. Accordingly, although engagement was strong with 158 improvement actions undertaken, we did not make formal recommendations.



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

Key efficiency performance

	2024-25	2025-26 Target	2025-26 Actual	Variance	Result
Percentage of allegations finalised within three months	93%	95%	84%	-11%	 (4)
Percentage of allegations finalised within 12 months	100%	100%	100%	-	
Percentage of allegations on hand at 30 June less than three months old	85%	90%	60%	-30%	 (4)
Percentage of allegations on hand at 30 June less than 12 months old	100%	100%	100%	-	
Average cost per finalised allegation	\$1,375	\$1,890	\$1,226	-\$664	
Average cost per finalised notification of death	\$14,429	\$14,655	\$12,474	-\$2,181	
Average cost per notification of reportable conduct	\$3,226	\$4,000	\$3,969	-\$31	
Cost of monitoring and inspection functions	\$1,116,054	\$1,176,000	\$1,219,971	+\$43,971	

4. We resolved 19% more complaints (3,278) than last year (2,755) with the same resources. Although we became more efficient, a 30% increase in complaints received, meant there was a deterioration in some timeliness indicators. The combined impact of more cases and quicker resolution of simple cases meant a greater proportion of cases at 30 June were over 3 months old.



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

Significant issues impacting the agency

Increase in complaints

Since January 2025, we have received a significant and sustained increase in the volume and complexity of complaints. In 2025-26, we received 30% more in-jurisdiction complaints than in the previous year. This has placed ongoing significant pressure on our Complaint Resolution branch and affected the timeliness of complaints. The Complaint Resolution branch has significantly improved various processes to handle the increased volume and finalised more complaints than were received in 2025-26. More information is provided in the [Complaint Resolution section](#).

While process improvements enabled the branch to finalise more complaints than it received, continued growth of this scale cannot be managed indefinitely through efficiencies alone. Additional operational and corporate resources will be required to maintain service standards

AI generated complaints and correspondence

We have observed an increase in complaints that have been generated by artificial intelligence (AI). While the use of AI may improve our accessibility by enabling complaints from vulnerable people who may have struggled otherwise, we have experienced challenges that include complaints becoming unclear and including inaccuracies, incorrect facts and references to legislation that are incorrect or do not exist. These challenges extend to ongoing and persistent AI-generated correspondence that continues after the case has been finalised and requires careful consideration and management.

Changes to the child safety landscape

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 focused on increasing awareness of all aspects of child safety in WA, and this will continue in 2026-27.

The Child Safe Standards Scheme represents a significant expansion of our child safeguarding responsibilities. Delivery of the scheme will require specialist operational capability, communications, education, governance, ICT and administrative support.

Investing in our future

Significant work was undertaken to develop [Our Strategy 2026-2029](#) during the year. All staff were involved in identifying our goals and focus areas for the coming three years.

This work represents a range of enhancements to the way we work and new streams of work to improve our services.

A particular focus is continuing our early-stage digital transformation. In 2025-26, this focussed on enhancing our information and communications technology systems, upgrading to the latest versions, rolling out access to Copilot AI for non-decision-making processes, and implementing new business systems.

Delivering these reforms has placed additional demands on corporate teams responsible for finance, governance, human resources, records management, information technology and communications. These functions are essential to supporting frontline service delivery and implementation of new statutory responsibilities.



Student programs

Supporting the next generation

Our student programs continue to play an important role in our work, supporting the practical learning and development of future professionals in Western Australia. In turn, the students bring their skills and new ways of looking at problems to help with meaningful research projects. We endeavour to match students to projects related to their fields of interest. Their work is supervised and integrated into how we improve our services to better serve the community.

Students can apply for our vacation clerkships and through three internship programs. Over the last year, we expanded the opportunities available to students to work with us.

Internships are available through:

- UWA's McCusker Centre for Citizenship Internships
- UWA's Juris Doctor Internship
- Murdoch University's LLB (law) Internship.

Vacation Clerkships are available to law students at any WA University, which is a paid role that runs for four weeks during the university summer vacation. This is advertised on the WA government Jobs Board.

Student placements in 2025-26

Thank you to the 12 students who joined us over the past year:

- Alex Hedman - seasonal clerk
- Alice Law – McCusker intern
- Ana Trost – McCusker intern
- Dara Hart - UWA Juris Doctor
- Declan McCarthy - UWA Juris Doctor
- Edward Sin – McCusker intern
- Erica Cauchi - McCusker intern
- Griffin Davenport - seasonal clerk
- Nishi Jayawickrema - McCusker intern
- Shawn Peppin - Murdoch law
- Sumaya Shimu – McCusker intern
- Zak Spillman – McCusker intern



Image:
Edward Sin, Marketing Intern,
with Lucy Ledger from the
Child & Family Safety Team

Comments from students:



My experience at Ombudsman WA has been incredibly rewarding and has deepened my understanding of public service. I have been able to translate both my lived experiences and analytical skills into meaningful contributions for Western Australia's community.

It has reinforced my motivation to continue challenging myself and pursue a career centred on positive change.

**Ana Trost, Research Intern
Community Engagement**



My internship with Ombudsman WA allowed me to contribute meaningful research work to the Child and Family Safety Team while learning from a genuinely welcoming and cooperative group.

The experience strengthened my analytical skills and deepened my understanding of child protection practice.

**Sumaya Shimu, Research Intern
Child and Family Safety Team**



I enjoyed the whole internship experience as it allowed me to engage in a variety of tasks from various teams and expand my professional skills, as well as gaining a deeper insight on the functions of each department within the Ombudsman.

I really appreciated how close-knit and supportive everyone in the team was. Each person genuinely cared for one another, and this created an environment of warmth and trust. I would highly recommend this internship to fellow students, as it provides valuable experience, practical skills, and meaningful opportunities for growth.

**Edward Sin, Marketing Intern
Reportable Conduct, Communications &
Community Engagement**



I contributed to the research in how the Charitable Trusts Commission can improve its accessibility, in particular for the Aboriginal community. I really enjoyed my time in the office and working in an area which is relatively new.

The team was super helpful and ensured I had every resource to make my time at the Ombudsman a successful one.

**Zak Spillman, Research Intern
Charitable Trusts Team.**



Image: interns Zak Spillman,
Ana Trost and Sumaya Shimu



Ombudsman
Western Australia

Protecting people's rights

Go to:

- [Complaint resolution](#)
- [Energy and Water Ombudsman](#)
- [WA Charitable Trusts Commission](#)
- [Inspections and monitoring](#)



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, and local governments (public authorities).

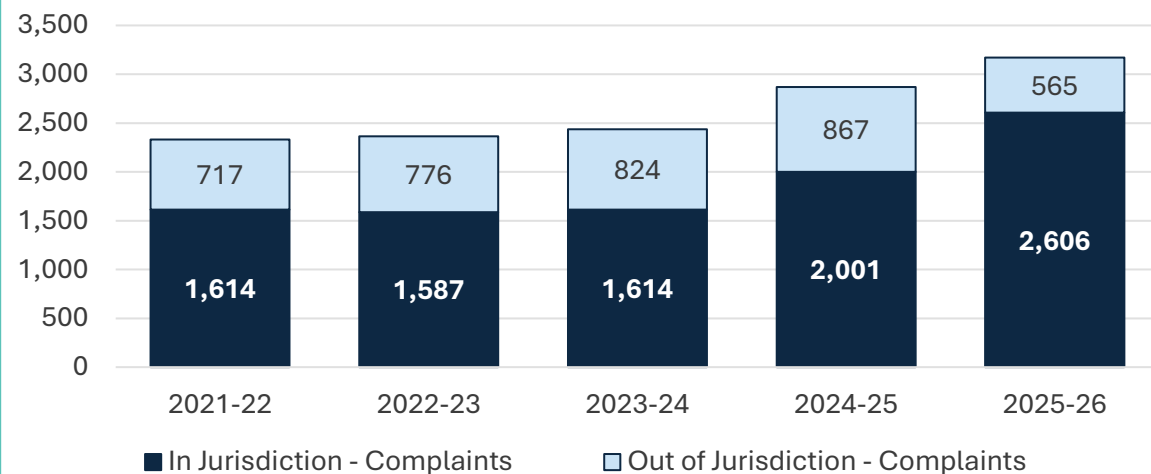
Our work promotes accountability and fairness in public administration. We provide a free, impartial service to help people navigate public systems. We listen, assess, and help resolve complaints – whether it's guiding someone to the right agency or investigating a complex issue, we're here to ensure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

We experienced a 61% increase in complaints about public authorities over 2 years

Our focus has been on improving people's journey through the complaint process by ensuring accessible, fair and safe processes. Helping complainants get to the right place to resolve their complaints at the right time has been a priority. This has ensured more effective use of our resources and a better experience for complainants.

While efficiencies and changes to business processes have enabled us to manage increasing demand, complaint growth continues to exceed historical trends. Maintaining timely resolution of increasingly complex complaints will require continued investment in frontline complaint handling capability and the systems and corporate services that support it.

Complaints received in the last 5 years

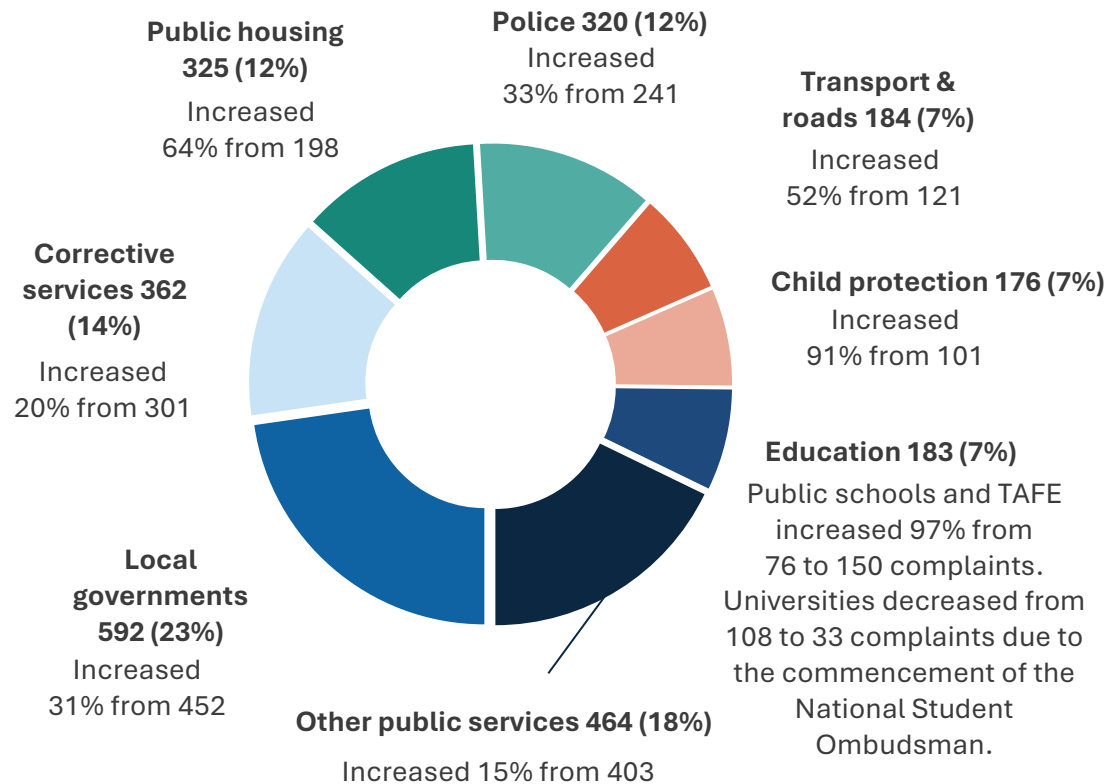


Increasing complaints across all government services

We experienced an increase in complaints across nearly all state government services as shown in the chart below.

A further breakdown of the number of complaints by government services is provided in [Appendix 1](#).

Complaints received in 2025-26 by government service, showing number and percentage of in-jurisdiction complaints and increase or decrease compared to 2024-25



Complaint themes

In 2025-25, the main complaint themes raised about WA government services were:

- the agency's complaints management process
- conduct of public officers
- public housing rental operations
- the policies or procedures of the agency
- poor communication and quality of services
- investigation and prosecution decisions

The main complaint themes raised about local government services were:

- environment and public health issues
- development, planning and building decisions
- fines, infringements and enforcement action
- rates
- the local government's complaints management process

“Thank you again for your help and advice. I would not have achieved this outcome without your input.”
- A complainant

Challenges for our resolution of complaints

We experienced significant increases in complaints across all types of government services as shown on the previous page.

We experienced a 30% increase in complaints following a 24% increase the year before. We successfully reduced out of jurisdiction complaints, leaving more in jurisdiction and complex work to be performed.

The increased volume and complexity of complaints affected our timeliness as 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 42.7 days, compared to 40 days in the past two years.

This average was maintained due to increased efficiencies, improved customer service and complaint-handling practices and a greater focus on early resolution.

More complaints were resolved than were received in 2025-26 resulting in a more cost-effective service.



Thank you very much for your prompt response. I sincerely appreciate your quick turnaround, which has been significantly better than most of my dealings while following up on this issue.
- A complainant



The impact of quicker resolution and finalisation of a greater proportion of complaints led to an increase in the average age of complaints on hand. The proportion of complaints on hand that were over three months are more complex, require higher levels of technical expertise and require more resources. As a result, there has been an impact on the timeliness for more complex complaints resulting in a higher proportion of aged complaints.

This volume increase is a risk to timely complaint resolution that we will have to manage strategically through 2026-27.

AI in complaints

Whilst AI enables accessibility for some members of the public to complain effectively to us by translating, summarising or articulating their concerns, the use of AI can also disrupt complaint-handling systems by adding a layer of complexity. We are receiving complaints with complex legal

terms and misinterpretations of policy and legislation which is adding to the complexity of assessment for case officers. We are developing guidelines for agencies on how to respond to complaints generated by AI.

Challenging complainant behaviour

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.

The Complaint Resolution branch prioritised supporting staff through targeted training to help manage these challenges and to deliver a trauma-informed service. This included Mental Health First Aid, Managing compassion fatigue, burnout and vicarious trauma and plain English to support clear and concise communication.



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 matters could be priority allocated and resolved quickly by referring them back to an internal resolution process with the public authority or where an early resolution outcome appears likely.

We received 10,311 contacts in 2025-26, including 3,171 complaints. Most people reach out by phone, email or online. We are seeing a steady increase in people using our online complaint form, particularly since we introduced our new website and 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, including warm referrals where possible.

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 2025-26, 85% of our investigations were resolved through our early resolution approach. Timeliness matters: we finalised 84% of allegations within three months, helping people get answers and outcomes faster.

“ I would like to thank your office for your assistance in resolving my complaint, as I strongly believe that the successful outcome would not have been possible without your intervention.
- A complainant ”

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. We have improved our communication by introducing plain English guidelines for case officers and ensuring our outcomes are

accessible. 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.

“ Many thanks for all your help and for persuading [the local government] to at least investigate the flooding issue. For more than 12 years, [the local government] has done everything it can to claim there is no problem, and that if there is a problem, it is not [the local government's] fault.
Thank goodness for the Ombudsman.
- A complainant ”

Public Interest Disclosures

The Ombudsman is a designated proper authority under the *Public Interest Disclosure Act 2003* (WA), which is commonly referred to as the State's whistleblower legislation, for certain types of public interest disclosures (PIDs). PIDs enable people to report serious wrongdoing in the public sector, and the Act provides protections for individuals who make an appropriate disclosure. When we receive a disclosure, we assess whether the disclosure meets the requirements of the Act and whether the Ombudsman is the proper authority to receive and deal with it.

During the year, we experienced a significant increase in contacts about the PID process. Many of these contacts appeared to come from people who had used artificial intelligence tools that suggested they lodge a disclosure in the public interest with the Ombudsman. We also received approaches from people seeking to use the PID process after becoming dissatisfied with the way an agency had responded to a complaint, employment-related matter or grievance.

We received 49 PID-related contacts during the year. Of these, 30 were recorded as

enquiries. Following assessment, 18 matters were found not to be appropriate disclosures under the Act, and one matter was assessed as an appropriate disclosure.

The one appropriate disclosure involved allegations of a substantial risk to public health and safety. Our investigation resulted the relevant public authority making several significant improvements, including strengthened governance, oversight and monitoring processes.

These figures highlight the continuing need to improve community understanding of the purpose of the PID framework and the circumstances in which it can be used, while supporting the framework for the examination of significant public interest issues.

In response, we invested considerable time in helping people understand what constitutes a PID and, where appropriate, assisting them through our regular complaint-handling process. We are also developing new guidance and processes to make the PID framework easier to understand and access. This includes providing clearer information about the PID process, alternative avenues

for raising concerns, and the information required to assess a disclosure effectively.

In response, we invested considerable time in helping people understand what constitutes a PID and, where appropriate, assisting them through its general complaint-handling functions. We are also developing new guidance and processes to make the PID framework easier to understand and access. This includes providing clearer information about the PID process, alternative avenues for raising concerns, and the information required to assess a disclosure effectively.

Public interest disclosures play a vital role in promoting accountability and supporting the early identification of serious wrongdoing. As demand for information about the PID scheme continues to grow, we remain committed to ensuring the scheme is accessible, well understood and used for its intended purpose.

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.

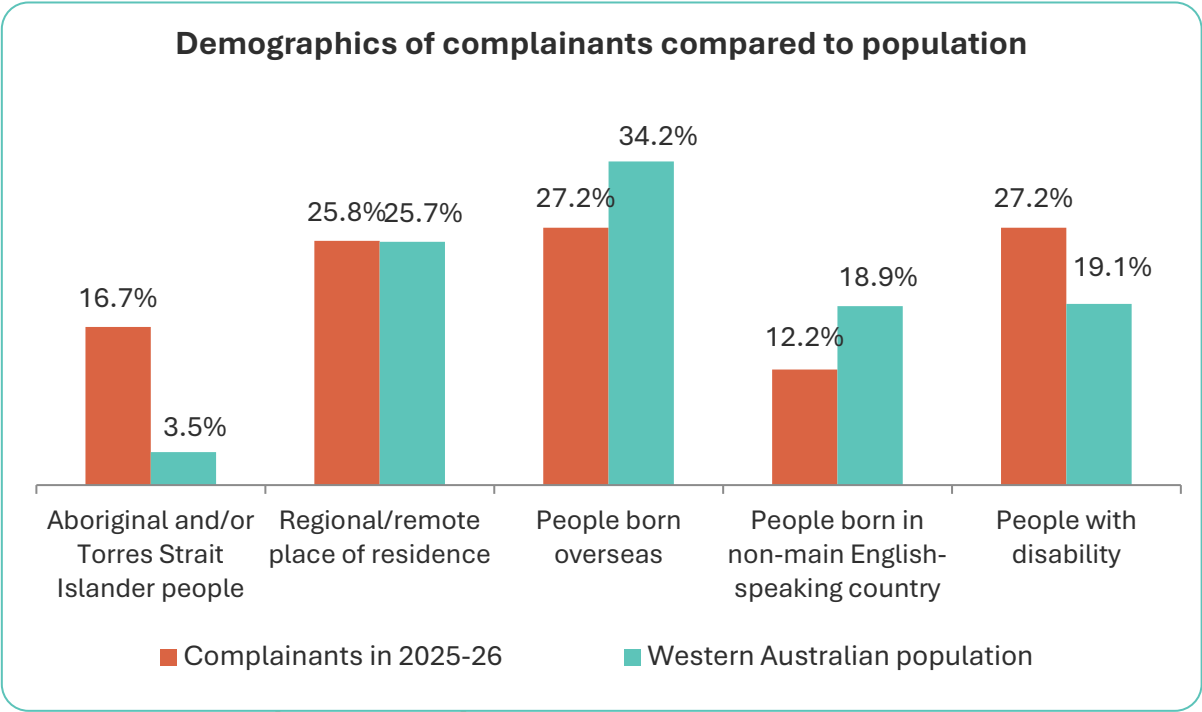
The chart overleaf shows that people from diverse backgrounds are using our service.

We are also conscious that these groups are often disproportionately using some public services and may be less able to resolve the problems themselves. It is important we continue to connect with marginalised groups. In particular, we need to improve engagement with people from a non-English speaking background who are currently underrepresented in complaints.

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

In 2025-26, we undertook more community and stakeholder engagement and focussed on building more meaningful connections with communities.

“ I saw [the complainant] on Friday and advised him of the outcome. This was a big relief for [him], and we would both like to thank you for the time you've taken into considering [his] complaint. - A support worker ”



Connecting with Aboriginal people – Moorditj Wirrin

We welcomed 3 Aboriginal staff members in 2025-26 to our Complaints team. Our Moorditj Wirrin ('Strong Spirit' in Noongar language) team are working with us to improve our accessibility, cultural safety and connection and engagement with Aboriginal people. We are developing guidelines for staff and partners that cover cultural considerations and protocols to build trust and work safely with Aboriginal communities.

We are progressing a priority phone line for Aboriginal people to have the opportunity to yarn with us so that we can help them get to the right place at the right time, and so that we can take their complaint verbally.

Importantly, Aboriginal people now have the option to have an Aboriginal person investigating their complaint or providing cultural insights to a non-Aboriginal investigator.

Connecting through outreach with people where they are

Improving accessibility and equity of access is also about meeting people where they are. In 2025-26, Complaint Resolution case officers participated in outreach visits and community events across metropolitan, regional and remote Western Australia.

This year, we became more focused on building ongoing and meaningful relationships with communities and stakeholders. By travelling to regional and remote communities, case officers who are directly involved in complaints learn about local issues, daily life and people's experiences accessing and navigating government services. Returning to regions over time allows case officers to follow up on issues previously raised and reconnect with stakeholders and build relationships in the community.

We recognise that some people may feel more comfortable seeking assistance in-person, and within their own community. Outreach provides opportunities to engage with people who may not otherwise access our services, increase awareness of our role and build trust. One staff member who visited Geraldton and Pinjarra reflected on

the importance of our in-person presence in regional areas:

“It's really important that our rural and remote communities are able to access our service, and I think that begins with genuine face-to-face engagement to ensure they understand what our office does, and trust us enough to help them.
- Case officer”

Case officers consistently reflected on the value of learning directly from the communities they visited. We can learn about community priorities and the cultural context of the people we serve and use this to inform our work. Following a visit to Newman and Jigalong, one staff member reflected:

“I am using this connection and experience from Newman to handle complaints from Aboriginal people in a more culturally safe way.
- Case officer”

For our case officers, outreach strengthens their connection to the purpose of their work. During a visit to a remote Aboriginal Community, Warmun in the East Kimberley, one case officer unexpectedly met a complainant from a complaint she had recently finalised:



When I recognised her name, introduced myself and said, ‘I’ve spoken to you on the phone before’, she looked surprised and smiled. It was a powerful reminder of the human aspect of our work and how valuable it can be to connect on a personal level with the people we serve.
- Case officer



By meeting people where they are, we can build trust and relationships that go beyond individual complaints and visits. These experiences help us better understand the communities we serve and inform our ongoing efforts to improve the accessibility, responsiveness and cultural safety of our services.

CASE STUDY

Improving remote community housing maintenance and explaining transfer options

An Aboriginal woman from a remote Aboriginal community spoke with an Investigating Officer from Ombudsman WA during a Regional Accessibility and Awareness Program visit. She was a public housing tenant in the remote community and was living with family members. She was concerned that their home was overcrowded and too small and that some maintenance remained outstanding. She had been unable to obtain clear answers about housing responsibilities and how to seek a larger property.

Following the Ombudsman’s involvement, the public authority inspected the property, escalated two outstanding maintenance items and issued a work order with a target completion date. The woman was also advised that she could apply for a priority transfer to seek a property more suitable for their household. The authority introduced a planned maintenance register for remote community housing so routine maintenance requests could be reviewed and grouped by trade and region. The matter demonstrated the value of clear advice about housing options and effective systems for tracking and progressing maintenance.

CASE STUDY

Ombudsman regional visit improves accessibility and leads to action on long-outstanding repairs

An elderly Aboriginal woman living in public housing in a remote community was concerned about a front fence at her property that had been damaged from an incident outside of her control. She was concerned that it had not been repaired for an extended period after raising it with the public authority. She raised the issue at one of the Ombudsman's regional visits to their community.

Following the Ombudsman's involvement, the public authority escalated the repair works that had been outstanding for two years. The public authority also issued a priority work order and maintained regular communication with the woman and her family, including apologising for the delays. The fence and gates were subsequently replaced. This case restored the security of the person's front yard and highlighted the importance of monitoring maintenance requests to ensure repairs are completed within a reasonable timeframe.

Connecting with Children and Young People

We receive complaints from and on behalf of children and young people. We continue to share de-identified information with the Commissioner for Children and Young People (CCYP) about complaints received and outcomes achieved. During 2025-26, 34 complaints commonly related to youth detention facilities, including concerns about staff conduct, conditions within facilities, placements and transfers, and access to services and supports. Complaints were also received about child protection services and interactions with other public authorities.

Children and young people remain underrepresented among complainants. Our experience suggests that they may face barriers to accessing our services including limited understanding of our role, lower literacy levels, communication difficulties and uncertainty about how their concerns will be addressed. When we receive a complaint from a young person, we contact them directly to explain our processes, discuss available options and ensure they understand why a particular approach is being taken. We may undertake a monitored

referral where we oversee the agency's response and assess whether the complaint has been appropriately addressed. Through monitored referrals, agencies have undertaken investigations, reviewed concerns raised by young people and, in some instances, taken action to address issues identified through the complaint process.

As part of our commitment to Principle 6 of the National Principles for Child Safe Organisations, we have an ongoing focus on improving how we are accessible, responsive to and understood by children and young people and their representatives. These efforts include analysing complaints received from young people, developing guidance to assist staff in handling these complaints and exploring opportunities for targeted education and awareness activities. Our aim is to ensure that children and young people are aware of their right to raise concerns and can access our services in a way that is safe and inclusive.

More on community engagement

Go to the [Supporting Vulnerable Communities](#) section for more information.

CASE STUDY

Improved communication with young people about case management

A young person complained to the Ombudsman about a public authority's communication with them and their younger siblings during its intervention with the family. They were concerned about a staff member's comments, whether their siblings were receiving appropriate support and whether a different case manager would be appointed to their siblings' case.

Following the Ombudsman's involvement, the public authority contacted the young person to clarify their concerns. It then wrote to provide the new case manager's contact details and confirm that counselling had been offered to the young person's siblings. The Ombudsman contacted the young person by phone, and they confirmed they were satisfied with the outcome. The outcome provided the young person with clarity about their siblings' support arrangements and ensured they had a direct point of contact for future communication.

Who do we work with

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

Connection with complaint agencies

We also work closely with other external dispute resolution services, including 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 connected more strongly with a broad range of advocacy and legal services, including the Aboriginal Legal Service of WA, Legal Aid WA, Aboriginal Family Legal Services, community legal centres, financial counsellors, family violence advocacy 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.

Public sector connection

In 2025-26 we focused on connecting and collaborating with the public sector to drive service improvement. We connected with agencies who deal directly with people when they are vulnerable.

We met with Consumer Protection to improve our understanding of how our offices resolve complaints. The communication between our offices is now more effective, contributing to better complaint outcomes for Consumer Protection clients.

We also connected with the Office of the Commissioner for Victims of Crime. This contributed to our understanding of service gaps for victim-survivors and also opened a channel with us for them to obtain information for their clients about complaint avenues.

Some government agencies, such as the Western Australia Police Force, make decisions that can affect a person's rights and freedoms. They may also decide what action should be taken when a person feels

unsafe. It is important that the public knows how to complain about decisions these agencies make and has confidence that their complaints to those agencies will be handled fairly.

We reached out to WA Police's internal complaints management team to improve our communication with them.

As a result, the clear and regular communication is helping us work with WA Police to resolve complaints we receive about it more efficiently and effectively. We are also gaining more meaningful insights into how WA Police can improve its response to complaints from the public.

We have been working more closely with the Corruption and Crime Commission to improve our information sharing, as allowed by legislation, and to clarify the scope of our roles for oversight of WA Police's decision making.

This is helping us take a more trauma-informed approach when a person raises concerns about WA Police and both our offices may have a role. Importantly, by working together we are reducing the risk that vulnerable people may fall through

gaps while reducing duplication in our work to more efficiently use public resources.

In 2025-26 we sought to proactively knowledge-share with public sector agencies to build service capability and accountability. This included sharing our expertise with Parliament to support its oversight of all public agencies.

By providing expert knowledge on best practice complaints handling to Parliamentary Inquiries into the Legal Practice Board of Western Australia and into the guardianship and administration system in Western Australia, our office supported Parliament to build better, more transparent public services.

Engagement with prisons

We have continued to receive a high and increasing volume of complaints from prisoners and their families.

We engaged with the Department of Justice (Corrective Services) and participated in their review of their internal complaints service, ACCESS.

We met with the Department of Justice and facilitated improved communication internally and to prisoners about the challenges it is facing and the strategies it has in place to manage delays in completing Treatment Assessment Reports.

We strengthened our working relationship with ACCESS providing clarification on our processes and how we can better assist complainants being heard at the right time.

In 2025-26 we visited:

- Wyndham Work Camp
- Casuarina Prison
- Unit 18 Juvenile Detention, Casuarina
- Bunbury Prison twice
- Hakea Prison
- Greenough Prison

During these visits, our team:

- Met with various members of the prison staff, provided information about the role of our office and discussed issues impacting the facility;
- Undertook a tour of the facility, inspected the units, health services, visits, education, recreation and work areas and the confidential mail and phone systems; and
- met with peer support prisoners confidentially to discuss their experiences, identify any systemic issues, and raise awareness of the Ombudsman's role.

After our initial visit to Bunbury Regional Prison in November 2025, we returned with staff from Aboriginal Legal Services WA, HaDSCO, Office of the Inspector of Custodia Services (OICS), Equal Opportunity Commission and the Electoral Commission. We collectively presented education to the peer support prisoners about the roles of each office to strengthen their understanding of the right place for prisoners to complain to.

Accessibility improvements for prisoners

In 2025-26 we began taking complaints by phone in a staged progression starting with people in closed environments. We have introduced warm referrals to connect complainants to the right place under our 'Right place right time' initiative. This includes introducing consent warm referrals for the prison and detention centre confidential mailing system, in collaboration with 18 other government or oversight agencies to avoid double handling, improve accessibility and timeliness for complainants.

We embarked on an educational tour of the closed environments in WA, to provide information about who we are and how we can help.

Collaborating with agencies who work in prisons

We met with the Office of the Inspector of Custodial Services (OICS) to find ways to collaborate and support our connected roles. We have scheduled our prison visits for the year ahead and arranged to conduct at least two visits together. We will provide cultural support and cooperate to ensure this is a mutually beneficially arrangement.

We committed to sharing important data to help both our agencies identify systemic trends and improve pathways for prisoners to resolve individual complaints, while working together to provide insight into the closed environment space and consider opportunities for joint inspections in future.



Image: In April 2026, our team visited the Bunbury Regional Prison with joined with the Aboriginal Legal Service WA, Health and Disability Services Complaints Office, Equal Opportunity Commission, Western Australian Electoral Commission and Office of the Inspector of Custodial Services.

What we achieved

Improvements to public administration

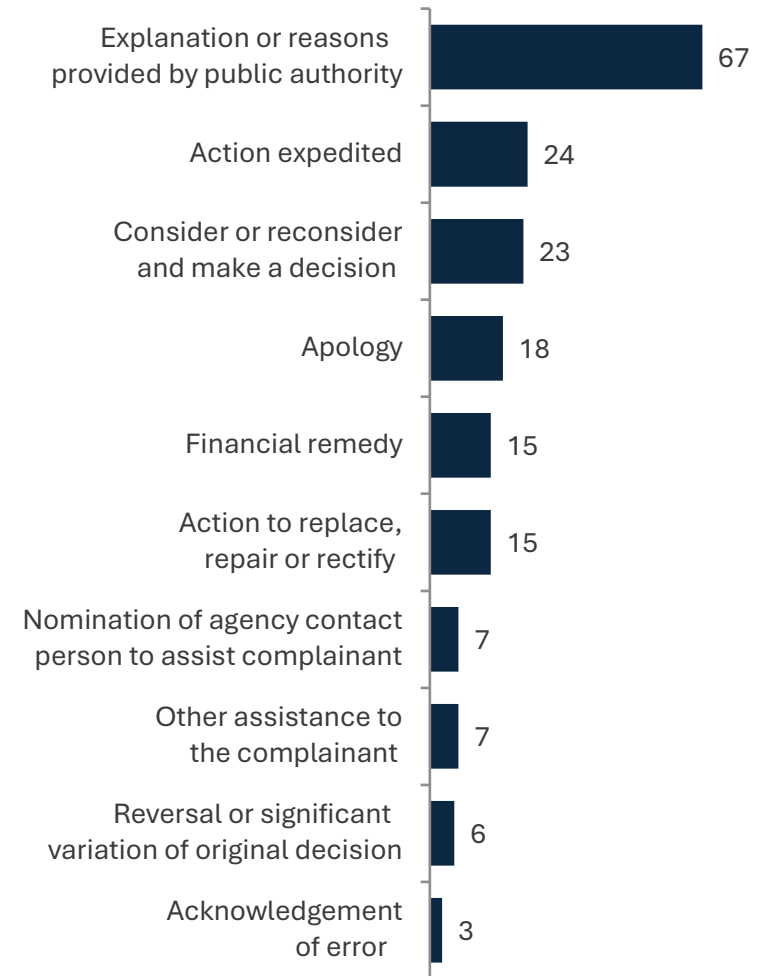
In every complaint, we try to identify outcomes that would improve public administration.

In 2025-26, we achieved 64 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 185 remedies for complainants in 2025-26 because of our investigations. The nature of the remedies is shown in the following chart.

Remedies for complainants following the Ombudsman's involvement in 2025-26



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 focussed on the complainant's journey through our complaint handling processes and introduced a number of improvements.

Improving accessibility

We improved accessibility through applying plain English principles to improve the readability of our letters, brochures, information sheets and online resources. Our website and online complaint form were replaced and have modernised our accessibility.

In 2025-26 we have taken significant steps towards increasing our accessibility for vulnerable people by undertaking a staged progression to take complaints by phone with a written record created by our staff, demonstrating a flexible and inclusive approach to the legislative requirement that complaints must be in writing.

Strengthening our capability

Throughout 2025-26, four of our senior staff continued to participate in a two-year Management Development Program to improve our leadership capability.

All staff from our Complaint Resolution branch were offered training to improve our ability to deliver trauma-informed services. 17 staff completed a 2-day Mental Health First Aid training, all Complaints staff attended a full-day workshop on Managing compassion fatigue, burnout and vicarious trauma and a further 13 staff attended plain English training to support clear and concise communication.

We also delivered targeted in-house training to ensure consistency and quality in managing enquiries and complaints, data collection, to manage risks, and improve the timeliness of responses.

Improving efficiency

In the past year, we refined our risk management strategies and triage processes to identify and respond to risk early and to reduce unnecessary duplication. We introduced a senior and secondary triage role to further reduce unnecessary delays and identify

opportunities for quick resolution of less complex matters that could be allocated to less experienced investigators.

We also reviewed our management of post closure correspondence where complainants continue to contact our office following the finalisation of a case, seeking further reconsideration or review of our decisions and case outcomes. Timely, considered and decisive responses with more streamlined processes allowed our case officers to use their time more effectively to focus on cases that were still active and requiring assessment, resolution or investigation.

Our implementation of improved communication strategies in 2024-25 including automatic replies and regular acknowledgments and progress updates through the complaint process ensured that complainants were kept informed and we were not required to manage disgruntled people who were experiencing longer than usual delays until allocation of their complaint to a case officer. We have progressively removed manual processes and reports and simplified approval processes. We continued to empower our

staff by providing more autonomy and less approval processes within staff capability.

Following a 6-month period of ‘paper lite’ case management, we were paperless on 1 July 2026. This significantly reduced time and resources and the environmental impact of unnecessarily printing large volumes of materials.

Reducing matters when we can’t help

Prior to 2025-26, more than 30% of our complaints each year were consistently for agencies that were not within our jurisdiction. The total number of out of jurisdiction complaints had been increasing year on year. This resulted in significant resources being used to manage complaints that were not for us. We implemented a number of strategies to reduce the volume of complaints that we received about agencies that were out of jurisdiction and to improve our processes to ensure efficient and timely responses.

Throughout the year, the volume progressively reduced as these strategies were implemented. By June 2026 after the launch of our new website and online complaint form, the percentage for the month had reduced to 10%. The overall

position for the full year for 2025-26 reduced to 18%, which represented a total reduction of 312 complaints.

Similarly, a significant volume of our enquiries were about agencies outside of our jurisdiction. After introducing recorded messages redirecting callers to the right agency prior to speaking with our enquiry officers, a significant volume of calls were redirected to the right agency prior to speaking with our officers. This allowed our enquiry officers to focus our limited resources on matters that were for us.

Our deliberate strategies to reduce matters we can’t help with has reduced out of jurisdiction complaints and enquiries by 55%

Similar strategies have been introduced to manage premature complaints by providing information in a timely and accessible way to encourage complainants to exhaust internal complaint processes, where appropriate, before submitting their complaint to our office.

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.

CASE STUDY

Ensuring access to support for young adults leaving care

A former carer complained to the Ombudsman about a public authority's handling of the leaving care process for two young adults who had previously been in their care. The former carer was concerned that the young adults had not received appropriate assistance, including being placed on a priority housing waitlist. After raising concerns with the public authority, the former carer approached the Ombudsman because they believed steps in the leaving care process had not been completed.

Following the Ombudsman's investigation, the public authority identified that the two young adults met the criteria for priority housing but had not been placed on the priority housing waitlist. The authority confirmed they would be placed on the priority housing waitlist with their applications backdated to reflect when they should originally have been listed. The authority also confirmed that post-care support was still available to them. This case helped to ensure the two young adults could access support and services intended to assist them in their transition to independence.

CASE STUDY

Improving complaint handling and communication

A resident complained to a local government authority about a neighbouring building development and privacy impacts. After trying to resolve the matter with the local government, they remained dissatisfied with the responses they received and contacted the Ombudsman.

As a result of the Ombudsman's investigation, the local government identified that the complaints had not been managed in accordance with its complaint management policy. The local government apologised to the resident for delays in managing their complaint, provided an update on the issues they raised and explained the investigations being undertaken. It also conducted staff training on complaint handling and commenced development of an automated system to identify, escalate and monitor complaints. This case prompted changes designed to improved complaint handling, including better systems for monitoring complaints.

CASE STUDY

Improving transparency about rubbish bin upgrade applications

A resident with a significant health condition applied to their local government for larger household waste and recycling bins. They were told that a site visit and visual inspection of their bins would normally be required before an upgrade could be approved. The resident questioned whether the local government had the authority to require a bin inspection and complained to the Ombudsman.

The Ombudsman investigated the complaint and found the local government's request for a site visit for a visual inspection was reasonable in the circumstances. However, the investigation identified opportunities to improve public information about the bin upgrade process. As a result, the local government updated its website to explain the assessment and approval process for bin upgrades. It also added information about upgrades available on compassionate grounds for people with medical conditions. These changes help residents better understand the requirements for requesting larger bins and support more transparent decision-making.

CASE STUDY

Making bond administration safer for people at risk

A tenant who was a victim-survivor of family and domestic violence and was protected by a Family Violence Restraining Order disputed the handling of a residential tenancy bond by a public authority. They told the public authority that its processes were contributing to unwanted contact, but felt that their safety concerns were not understood and that they were repeatedly required to explain their circumstances. After being unable to resolve the matter directly with the authority, they contacted the Ombudsman.

Following an investigation by the Ombudsman, the authority contacted the person, explained its handling of the matter and apologised for not listening or responding sensitively. It also introduced a system alert for bond records where family and domestic violence or a restraining order has been reported. The change helps staff identify safety concerns, avoid inappropriate contact directions and provide a more informed response to people in vulnerable circumstances while reducing the potential for systems abuse.

CASE STUDY

Strengthening safeguards for patients' personal belongings

A former hospital patient experiencing a mental health crisis complained that some of her personal belongings, including a valuable ring and clothing, could not be located after she left hospital. The public health service declined to reimburse her, relying on a property record that she disputed. After unsuccessfully pursuing the matter with the health service, she approached the Ombudsman. The Ombudsman identified gaps and inconsistencies in the property records and sought further information about how the decision had been made.

Following the Ombudsman's involvement, the public health service agreed to reimburse the former patient for the full receipted cost of the ring and offered her an opportunity to speak directly with them about her experience. They also reviewed its patient property arrangements, clarified responsibility for parts of the system and established a working group to improve oversight, standardise practices and strengthen safeguards for patients' belongings. The investigation highlighted that accurate records and clear accountability are essential to fair decision-making and to maintaining public confidence.

CASE STUDY

Independent review leads to a proportionate outcome for TAFE student

A student completing a vocational qualification was expelled from a public training provider and prevented from enrolling there again after an incident during a work placement. The student believed the penalty was too severe and raised concerns about the fairness of the disciplinary and appeal processes. Their concerns included that the allegation was not clear, whether all relevant information had been disclosed to them and whether the appeal had been independently considered. After unsuccessfully challenging the decision through the provider's internal processes, the student contacted the Ombudsman.

Following the Ombudsman's investigation, the training provider convened a new appeal panel whose members had not been involved in the original decision. The panel found that, although the student had breached the Student Code of Conduct, expulsion and refusal of future enrolment were disproportionate. The student was eligible to re-enrol and complete the remaining practical component of the qualification. The provider also introduced policies requiring appeal panel members to be independent of the original decision, clarified the rules applying to students on work placements, and provided guidance to staff about using neutral and objective language in decision-making. The outcome demonstrates the importance of fair and independent review, clear policies and penalties that reflect the nature and seriousness of the conduct.

CASE STUDY

Security upgrades approved and funded

A public housing tenant requested a public authority install upgraded security screens for their home. They said the existing security measures did not adequately address the impact of their psychosocial disability and past traumatic experiences, and that concerns about their safety were affecting their wellbeing. After the public authority declined their request for funding and advised that the decision could not be appealed, they complained to the Ombudsman. They were supported in the complaint process by a disability advocacy and support service.

Following the Ombudsman's investigation, the public authority reconsidered the tenant's supporting medical information. As a result, it made a discretionary decision to fund and install upgraded security screens at no cost to the tenant. The case highlights the importance of public authorities considering whether flexibility may be appropriate when applying policies to people with vulnerabilities or disability-related needs.

CASE STUDY

Public housing charges reconsidered after evidence reviewed

A public housing tenant who was the victim-survivor of family and domestic violence received a bill for repairs. She was told by the public authority that she was liable for damage to a door that police had forced open while responding to welfare concerns for children. The tenant disputed whether she was liable for these costs and also disputed a separate charge for pest control. After the public authority upheld the charges through its appeal process, the tenant approached the Ombudsman as she was concerned that the decision appeared not to have considered the correct police information and one of the pest-control charges was considered unfair.

Following the Ombudsman's involvement, the public authority checked the correct police record and waived the full charge of over \$2,000 for the door repairs and replacement. It also waived a further pest-control charge because there was insufficient evidence that the contractor had adequately arranged access before the second treatment. The outcome highlights the importance of checking updated evidence, considering a person's circumstances and ensuring that contractor records support charges before holding a tenant responsible.

CASE STUDY

Clarifying the status of a former tenant's debt

A former public housing tenant, represented by an advocate due to their health issues, disputed charges of more than \$8,600 for repairs and maintenance after leaving the property. The person believed the public authority's appeal process had not fairly considered relevant supporting information or evidence that other people may have occupied the property. The appeal was unsuccessful and the advocate supported the tenant to complain to the Ombudsman seeking a further review of the charges.

Following an investigation by the Ombudsman, the public authority confirmed that the debt could no longer be recovered, had been written off and required no further action from the former tenant. The authority acknowledged that it had not informed the former tenant of this outcome. The person and their advocate were informed of the outcome which removed the uncertainty and provided significant relief that the debt was no longer outstanding, while reinforcing the importance of clear and timely communication about decisions affecting a person's financial position.

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 2025-26, we received 1,900 complaints:

- 1,135 electricity complaints
- 292 gas complaints
- 473 water complaints

We also handled 133 enquiries.

We experienced a 19% increase in energy and water complaints compared to the previous year

The main issues related to:

- billing (45%)
- supply of electricity, gas or water services (15%)
- customer service (15%)

People who make complaints must go to their provider first. We assist by escalating complaints to senior officers at the member providers. In 2025-26, 15% came back unresolved by the member and we facilitated a resolution or investigated the complaint.

What we achieved

In 2025-26:

- 88% of complaints were finalised within 30 days.
- 15% of complaints we conciliated or investigated were resolved with an outcome for the complainant.
- We achieved 148 remedies for people whose complaints we resolved. This included financial remedies totalling nearly \$90,000 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](#).



WA Charitable Trusts Commission

The Western Australian Charitable Trusts Commission oversees the administration of charitable trusts in Western Australia. We can receive complaints, investigate concerns about trust administration, review trust records, and make recommendations to improve governance and accountability.

Charitable trusts support a wide range of charitable purposes across Western Australia. For Aboriginal communities, trusts are often used to manage native title settlement funds and mining-related benefits. Charitable trusts are used to manage funds for purposes including education, religion, health, welfare and environmental conservation.

Through our oversight, engagement and education activities, we promote transparency, accountability and good governance, while supporting trustees and beneficiaries to understand their rights and responsibilities.

Engagement and Education

During 2025-26, we implemented a targeted engagement strategy to increase awareness of the Charitable Trusts Commission's role

and improve access to our services. We met with state and federal government agencies, Aboriginal Community Controlled Organisations, Aboriginal corporations, community groups and beneficiaries. We undertook targeted metropolitan and regional community outreach and awareness initiatives.

The program was designed with our Cultural Safety Officer and further developed and delivered with our Moorditj Wirrin team. This improved our provision of culturally safe and accessible complaint services for Aboriginal people and other vulnerable communities. Through a “right place, right time” approach, we are building trust by helping people access the most appropriate pathway for their concerns, whether through our Office, a government agency, or by engaging directly with a trustee.

The program strengthened relationships with key stakeholders and improved our understanding of their needs, supporting the effective oversight of charitable trusts in Western Australia.

Complaints and Enquiries

In 2025-26, we received one enquiry and 22 complaints about charitable trusts.

This represented a significant increase from 2024-25, when we received three complaints. The increase reflects growing awareness of the Commission's role and improved access to our services through stakeholder engagement program and outreach activities.

The matters received highlighted key issues affecting beneficiaries and charitable trust governance, including conflicts of interest, access to information, transparency of trust funds, trust administration, expenditure of funds, and membership concerns.

These insights will inform our ongoing regulatory, education, community and stakeholder engagement activities.

Investigation into the Noongar Charitable Trust

Complaint and referral

We started our investigation following a complaint and subsequent referral from the Attorney General. The Attorney General had also received complaints from community members and organisations, including the South West Aboriginal Land and Sea Council (SWALSC). The referral focused on major transactions approved by the trustee, Equity Trustees (EQT), between 2019 and 2020, particularly the purchase of the El Caballo properties and related distributions of trust funds. Concerns included whether sufficient due diligence had been undertaken, whether the properties were purchased above market value, and whether the decisions were in the best interests of the Noongar community.

What we did to investigate

We reviewed complaints, examined documents and correspondence, obtained information from EQT and SWALSC, considered legal obligations under the trust deed and relevant legislation, and commissioned retrospective independent valuations of the El Caballo properties. We

also sought responses from EQT and SWALSC to our preliminary findings and considered additional submissions and expert valuation evidence.

Finding and outcome

We found that EQT breached its duties as trustee by failing to undertake sufficient due diligence, including obtaining an independent valuation before purchasing the El Caballo properties. We also found that the subsequent \$1.5 million distribution for refurbishment of those properties was not in the best interests of the Noongar community.

As a result, we concluded that EQT had breached its duties as trustee of the Noongar Charitable Trust and advised EQT and SWALSC of our findings, seeking submissions on the amount required to restore the trust.

We provided the [report of our investigation](#) to EQT and SWALSC and to the Attorney General. The Attorney General tabled the report in the Western Australian Parliament on 12 August 2025.

Subsequently, EQT commenced legal proceedings in the Supreme Court to challenge our findings.



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 2025-26, 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
- 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 2025-26, 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

In 2021 Parliament passed the *Criminal Law (Unlawful Consorting and Prohibited Insignia) Act 2021* (the Act). The purpose of the Act is to assist police in disrupting criminal organisations. The Act does this by empowering police to combat consorting between certain offenders and prohibit the display of insignia of certain organisations, such as outlaw motorcycle gangs.

Our role is to assess whether WA Police have complied with the provisions of Act. We do this by reviewing the records held by WA Police and ensuring that the powers entrusted to them are exercised reasonably and lawfully. We are required to report annually to the Attorney General on the outcome of this work.

Our report, 'Operation of the Unlawful Consorting and Prohibited Insignia Scheme December 2023 to December 2024', reviewed the scheme's first three years of operation and summarised the relevant monitoring period. The report was tabled in Parliament on 4 December 2025.

Monitoring of Protected Entertainment Precincts

The Protected Entertainment Precincts (PEP) Scheme commenced on 24 December 2022. It enables relevant authorities to exclude people who have behaved in violent, disorderly, indecent or threatening ways from declared areas for up to five years.

The Ombudsman's role is to independently examine how the PEP scheme is operating and its impact on any group particularly affected by it. Our scrutiny includes examining the records and practices of the WA Police Force and the Department of Local Government, Industry Regulation and Safety. We have also consulted with relevant stakeholders including local governments and peak bodies.

We are required to prepare a report on the PEP Scheme after it has been operating for three years for the Minister for Racing and Gaming who will table it in Parliament.

The report was finalised and provided to the Minister in June 2026.

We will continue to conduct regular inspections and report to the Minister as required.



Ombudsman
Western Australia

Improving services

Go to:

- [Administrative Improvements](#)
- [Major investigations](#)



Administrative improvements

Improvements through complaints

Complaints provide public authorities with valuable feedback about the work they undertake and how they can improve their services. Importantly, complaints received and handled with this in mind enable public authorities to identify any systemic, thematic or serious issues that may otherwise remain unknown. This allows public authorities to address problems as they arise and prevent the same problems impacting other customers and clients.

When we investigate a complaint about a public authority, we may identify issues around service delivery or decision-making. We resolve complaints by exploring ways the public authority can improve its systems and processes to improve its administrative practices.

While the Ombudsman has the power to make recommendations to public authorities following our investigations, we achieve most of our administrative improvement outcomes through our investigation and resolution processes.

These outcomes can include changes to business practices, changes to policies or procedures, staff training, improvements made to record keeping processes as well as updates to publications or websites.

In 2025-26, we achieved 64 administrative improvements through the investigation of complaints. This is a 25% increase on the number of administrative improvements achieved in 2024-25. These administrative improvements highlight the importance of the Ombudsman’s complaint resolution function and demonstrate how complaints from members of the public help public authorities improve their service delivery and decision-making practices.



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 2025-26, we made three 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 2025-26, there were 158 improvement actions made by organisations because of our involvement.

Improvement actions by organisations covered by the Reportable Conduct Scheme in 2025-26



Improvements through guidance and publications

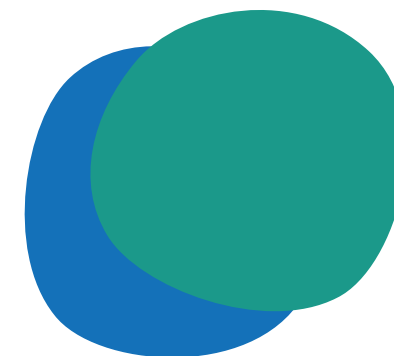
Our library of guidelines and information sheets continues to be a valuable resource for public authorities and organisations.

Our [Guidelines on Effective Complaint Handling](#) are one of the top resources downloaded from our website. We also have [Guidelines on Good Decision Making](#) 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

Our Child & Family Safety Team held 38 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 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 for systemic investigations is to improve the experience citizens have with public authorities and public administration in measurable ways particularly where such improvements may save time and money, redress a significant power imbalance, prevent harm or save lives.

Investigation standards

In 2026 we introduced our '[Investigation Standards](#)' for use when conducting our systemic investigations. These standards give the community a clearer view of how we work and explain how we use discretion, what we will focus on, and how we carry out major investigations.

In particular, the standards explain how we approach systemic investigations. These are investigations into broader issues that may affect many people. They often come from patterns we see in complaints, or from our work in areas such as child safety, family and domestic violence fatalities, and oversight of public authorities.

They include fifteen standards for the five phases of a systemic investigation and provide clear guidance for staff who are undertaking a major investigation.

The standards support our goals by outlining how consistent and good quality investigative work is performed under the *Parliamentary Commissioner Act 1971*.

We will also start publishing forward guidance on the topics we plan to investigate. This will help the community understand our priorities and where we are focusing our efforts.

Our Investigation standards are available to view on our website.



Our Achievements

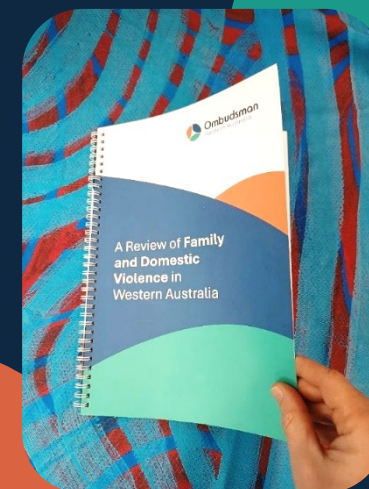
Our major reviews and investigations improve the policies and practices of organisations, reduce risk to vulnerable people and result in more consistent and accountable decision making.

On 19 March 2026, we tabled '[A Review of Family and Domestic Violence in Western Australia](#)' capturing our family and domestic violence death review work alongside a thorough point-in-time investigation of the performance of Family and Domestic Violence Response Teams (FDVRT).

We made nine recommendations to the Department of Communities and the Western Australia Police Force focused on:

- strengthening governance and oversight of the FDVRT
- improving risk assessment and data systems
- removing barriers to escalation of high risk cases
- improving support for vulnerable groups, including children
- strengthening accountability for people who use violence.

The Department of Communities and the Western Australia Police Force will report to the Ombudsman on the outcomes of this work by 1 October 2026. Both agencies have also committed to a future resample of the FDVRT data to compare results, monitor progress and support continued improvements in practice. The timing of the resample is yet to be confirmed.



Images: Top: 'A Review of Family and Domestic Violence in Western Australia' report.

Left: Justine Vassilios, Director Reviews; Alison Cameron, Principal Assistant Ombudsman Child & Family Safety; and Bevan Warner, Ombudsman, speaking to the media outside Parliament House after tabling the report



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 2025-26, we continued to monitor the implementation of Recommendation 8 from the ‘Investigation into family and domestic violence and suicide’.

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.

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.

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.

The Mental Health Commissioner has sought endorsement from agencies represented on the State Government Working Group for the Development of a Trauma-Informed Approach (Working Group) to release the Guide...

The Guide has been finalised and is now progressing internally for final approval to release...

The Guide is anticipated to be released in August 2026. Key stakeholders will be notified of its release and the Guide will be available on the Mental Health Commission’s (Commission) website...

We continue to monitor the implementation of this recommendation.



Ombudsman
Western Australia

Preventing harm

Go to:

- [Child and Family Safety Team](#)
- [Reportable Conduct Scheme](#)
- [Reviews of certain deaths](#)
- [Child Safe Standards Scheme](#)





Trauma Warning/Reader Advisory

This report contains descriptions and discussions of child abuse and family and domestic violence, 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

Child safeguarding - Statement of Commitment

The Ombudsman is committed to promoting and protecting the safety, wellbeing and rights of all children and young people, their families and carers, and all victim survivors of family and domestic violence.

In exercising our functions, we place the safety, rights and best interests of children and families **at the heart of our work**. Our work is conducted with deep respect for the experiences of all children, young people and victim survivors of family and domestic violence. We work in a child-centred, trauma-informed way and seek to strengthen safeguarding practices, improve accountability and drive better outcomes that protect children and families from harm.

We see the children and victim survivors in our work. We see their families, carers, child protection workers, teachers, early childhood professionals, and the many other dedicated professionals who work to ensure they are safe and cared for.

We are equally committed to protecting the privacy and confidentiality of the children and families who may be connected to our work. Consistent with the confidentiality obligations of the *Parliamentary Commissioner Act 1971* (WA), section 28(2), we have taken all reasonable steps to ensure that information in this report does not identify, or enable the identification of, a child or victim survivor.

Child and Family Safety Team

In January 2026, the Child and Family Safety Team (CFST) was formed, combining the following functions:

- Child death reviews
- Family and domestic violence fatality reviews
- Reportable conduct scheme

The team's unique combination of functions enables it to identify patterns, emerging risks and opportunities for system improvement across the child safeguarding landscape.

By examining both individual instances of harm and broader systemic issues, the team contributes to evidence-based reform aimed at preventing future harm and strengthening safeguards for children and families.

Establishment of the Child and Family Safety Team reflects the growing scale and complexity of our child safeguarding functions. The integration of child death reviews, family and domestic violence fatality reviews, reportable conduct scheme and Child Safe Standards implementation has created opportunities for stronger

oversight, while also increasing demand for specialist staff and corporate support.

Our team

The CFST come from many sectors of the human services landscape, sharing significant expertise in child safeguarding, policing, community law, reportable conduct oversight, regulatory compliance, administrative investigations and systemic reviews.

Our goals

- **Protect children and young people from harm** by promoting effective administrative practices across Western Australia.
- **Strengthen accountability** by providing independent oversight of organisations and public authorities responsible for the safety, wellbeing and protection of children, young people and victim-survivors of family and domestic violence.
- **Identify and address systemic issues** through child death reviews, family and domestic violence fatality reviews, thematic inquiries and cross-agency analysis.
- **Drive organisational improvement** by promoting sound administrative practice, procedural fairness, effective investigations and child-safe cultures and effective responses to family and domestic violence.
- **Support prevention and early intervention** through education, guidance, stakeholder engagement and capability building.
- **Influence system reform** by providing independent insights and recommendations that improve services. Strengthen system responses to family and domestic violence and reduce the risk of future harm.
- **Promote a connected child safeguarding system** in which families, communities, organisations, government agencies and regulators work together to keep children and families safe.

Reportable Conduct Scheme

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 aspects of our oversight role.

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.

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
- Notify the Director General of the Department of Communities (Working With Children Screening Unit) of a substantiated finding of reportable conduct.



CASE STUDY

Continuing a reportable conduct investigation when the subject employee is stood down or leaves the organisation

This case study is de-identified and is intended for learning and practice guidance.

Purpose

This case study highlights why an entity should continue a reportable conduct investigation to completion even when immediate workplace risk has been managed by standing down the subject employee, or where the employee later leaves the organisation. The child safety risk may not remain within the original employing organisation. A subject employee may seek child-related work elsewhere, and other organisations may hold information that is relevant to assessing and responding to that risk.

Background

A government organisation received information about a probationary employee in a regulated child-related setting. The concerns included professional boundaries, inappropriate physical contact, non-compliance with a workplace direction, and inappropriate communication and conduct around young people.

The subject employee was directed away from the workplace while the matter was investigated. Further review identified additional concerning conduct. Another government organisation later became aware that the same person had sought child-related work with a provider in the community.

The child the person later sought to provide services to was aware of the person's conduct in the original workplace and voiced concerns about it. Those concerns were treated as relevant risk information and shared to support risk management and the reportable conduct investigation.

The case shows that standing down or ending employment may manage immediate workplace risk, but not broader risk to children. Completing the investigation enabled the conduct, evidence and findings to be considered and shared where appropriate.

Timeline of key events

When	What happened and why it mattered
December 2024	Initial boundary concerns were identified after staff observed physical contact between the subject employee and young people. The subject employee was reminded of expected professional standards.
January 2025	The organisation issued a direction about the use of personal electronic devices and unauthorised items in the workplace.
February 2025	Available footage later reviewed by the organisation captured further inappropriate communication and conduct during interactions with young people.
March 2025	Further concerns were reported after the subject employee allegedly used a personal device and engaged in inappropriate interactions with young people. Available footage and staff reports became key evidence.
April to May 2025	The matter was referred internally for investigation. Ombudsman WA was notified, and the subject employee was formally directed away from the workplace while the investigation progressed.
May to September 2025	The organisation reviewed evidence and provided procedural fairness to the subject employee, including in relation to additional concerns identified from available footage.

July 2025

A separate government organisation became aware the person had sought child-related work in the community involving a child known to the person through another child-related role. The child voiced concerns about the person's conduct, which were treated as relevant risk information.

November 2025

The subject employee's employment with the original organisation ended.

February 2026

The investigation report found the conduct met the threshold for reportable conduct, including sexual misconduct, and that the person was unsuitable to continue in the child-related role. Relevant information was shared with the Working with Children Screening Unit.

Outcome

The investigation did not stop when immediate workplace risk was controlled. The entity continued to assess evidence, consider additional information, provide procedural fairness and determine whether the conduct met the reportable conduct threshold.

That work mattered because the risk was not limited to the original workplace. The person had sought child-related work elsewhere, and completing the investigation helped relevant organisations identify and respond to the broader risk to children, including by sharing relevant information to support child safety decision-making.

Why this matters

Immediate workplace action	Completed investigation	System-wide child safety
Standing the employee down may reduce immediate risk in the original workplace, but it does not resolve the allegation or determine whether reportable conduct occurred.	A completed investigation creates a clear evidence base, supports procedural fairness, and enables defensible findings, actions and information sharing where appropriate.	Appropriate information sharing helps relevant organisations understand and manage risk where a person seeks child-related work elsewhere, including where a child has voiced relevant concerns.

Key learning points

1. Continue the investigation to completion

Do not close or downscale a reportable conduct investigation only because the subject employee has been stood down, resigned, been dismissed, or otherwise left the organisation. The investigation should still determine what occurred, whether the conduct is reportable conduct, and what action is reasonably required.

2. Think beyond your own organisation

Risk to children can continue outside the original workplace. A person who is stood down or leaves may seek child-related work with another organisation.

3. Record and assess all relevant information

Initial boundary concerns, later incidents, available footage, staff reports and disclosures from young people may need to be considered together. Earlier concerns should not be viewed in isolation when later information suggests a pattern of boundary breaches or escalating conduct.

4. Share information where appropriate

Information sharing between government organisations can be critical where it supports child safety and risk management. A child's concerns should be given appropriate weight where they indicate possible risk.

Information sharing provisions under the Act

The Act includes provisions that support relevant information sharing where appropriate. For example, section 30AA, Protection from liability for giving information: reportable conduct scheme, applies where a person acts in good faith and gives a report, notification or information to the Ombudsman, the head of a relevant entity, or an investigator for the purposes of the Reportable Conduct Scheme.

In practice, this supports entities and government organisations to share relevant information for child safety and risk management, while still considering whether the information sharing is appropriate, necessary and connected to the reportable conduct process.

5. Maintain procedural fairness

Continuing the investigation also protects fairness. The subject employee should be given a meaningful opportunity to respond to the relevant allegations and proposed findings before final decisions are made.

6. Make the outcome useful for future risk management

A completed investigation provides a clear record of the evidence, findings and rationale. This can assist future decision-making by the entity and, where appropriate, other organisations responsible for child safety, including the Working with Children Screening Unit.

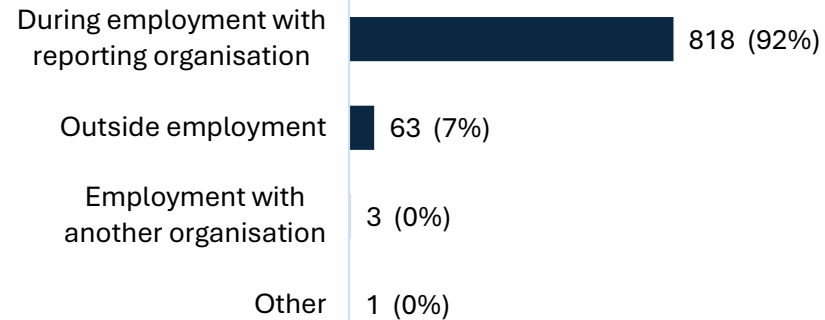
Practical message

The end of employment is not necessarily the end of risk. A reportable conduct investigation should continue to a clear and defensible outcome so child safety risks can be understood, recorded and shared where appropriate.

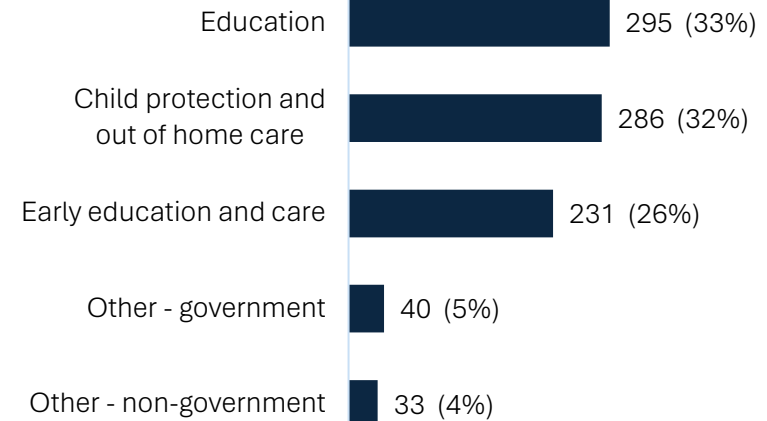
Notification data

The following data relates to the 885 notifications that were received in 2025-26 and considered within our jurisdiction.

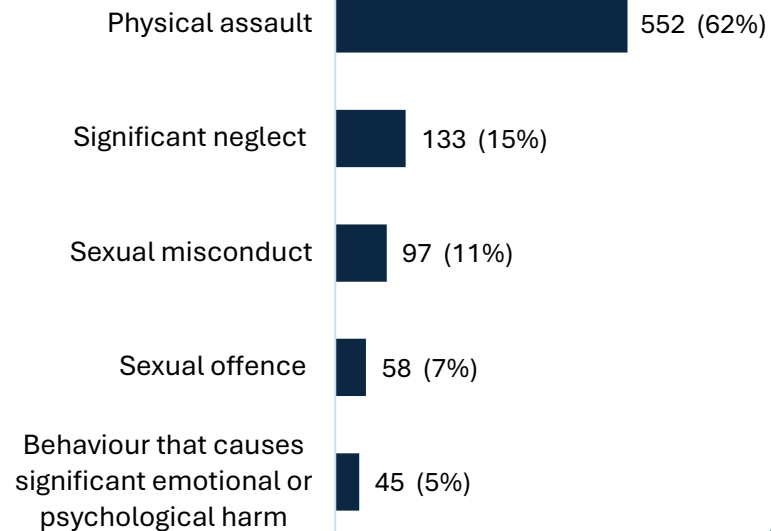
Place of conduct



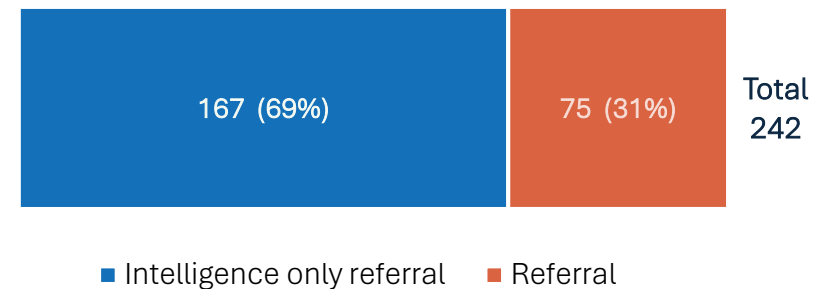
Sector



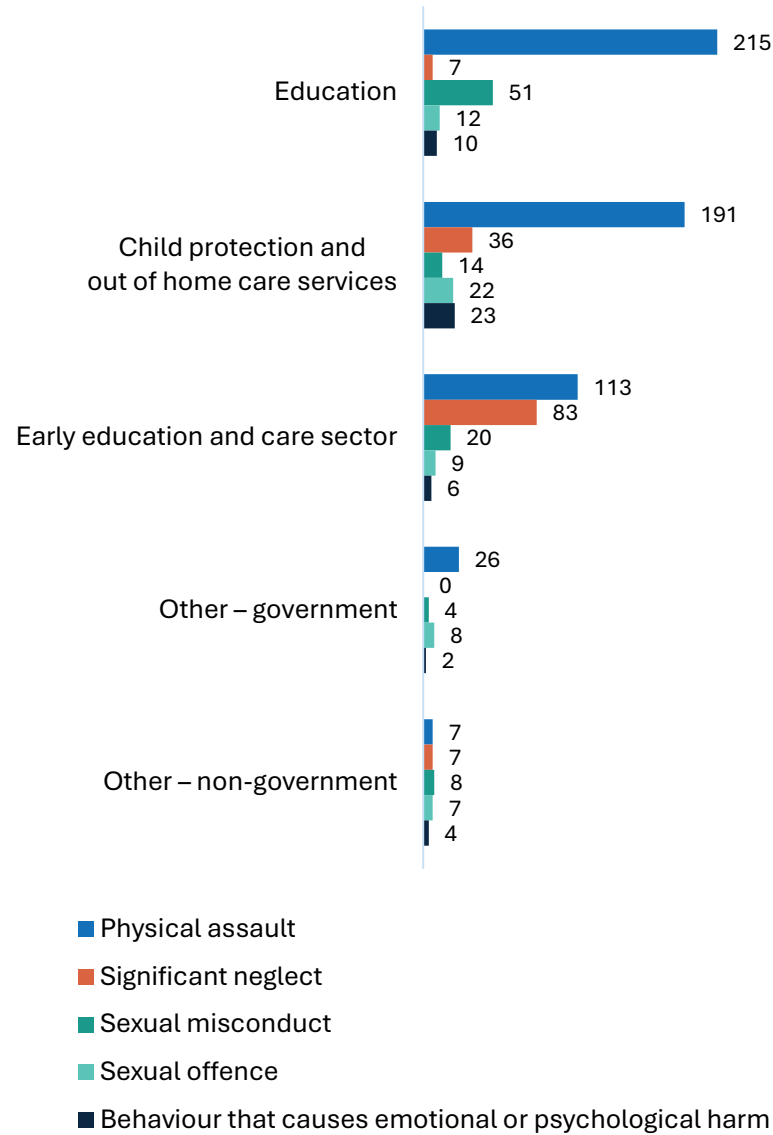
Conduct types



Working with Children Check Screening Unit Referrals

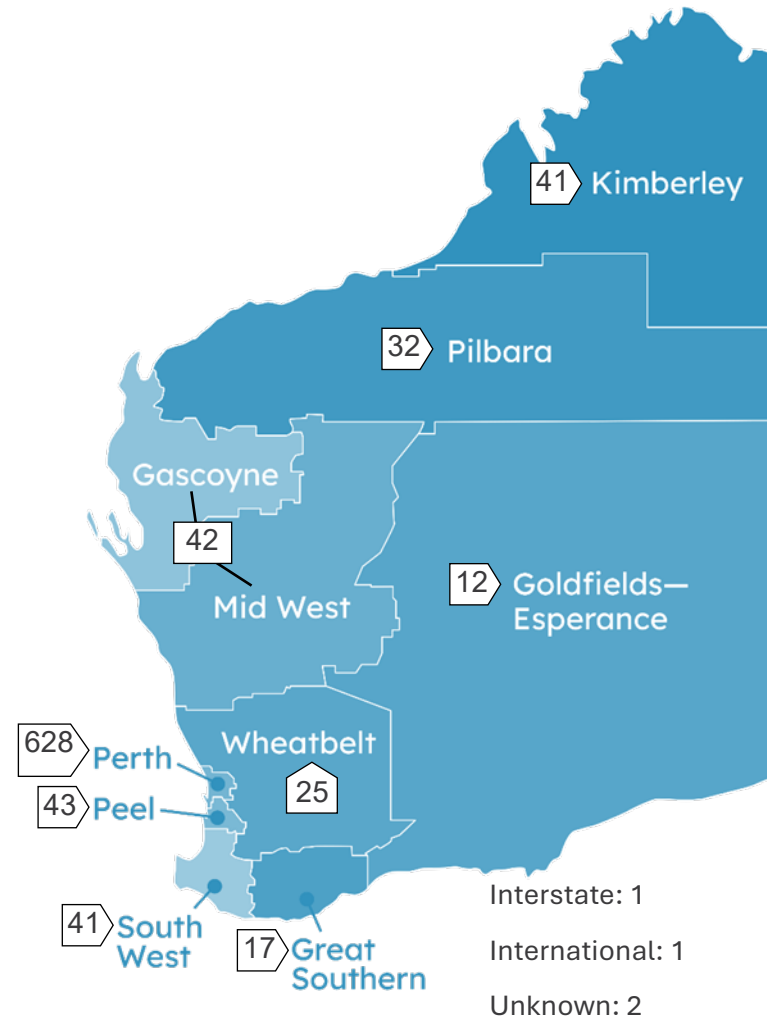


Sector and Conduct Types



Region of conduct

Number of notifications received by region.



Education and outreach snapshot

We play a role in educating and providing 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.

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 program has extended across the State, reaching communities from Kununurra and Warmun in the East Kimberley to Bunbury and Margaret River in the South West.

In 2025-26, 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 2026-27 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.



Image: We presented a 'Strengthening Child Safety within Organisations' Lunch & Learn event in Bunbury in November 2025, along with the WA Council of Social Services' Child Safe Project.

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.

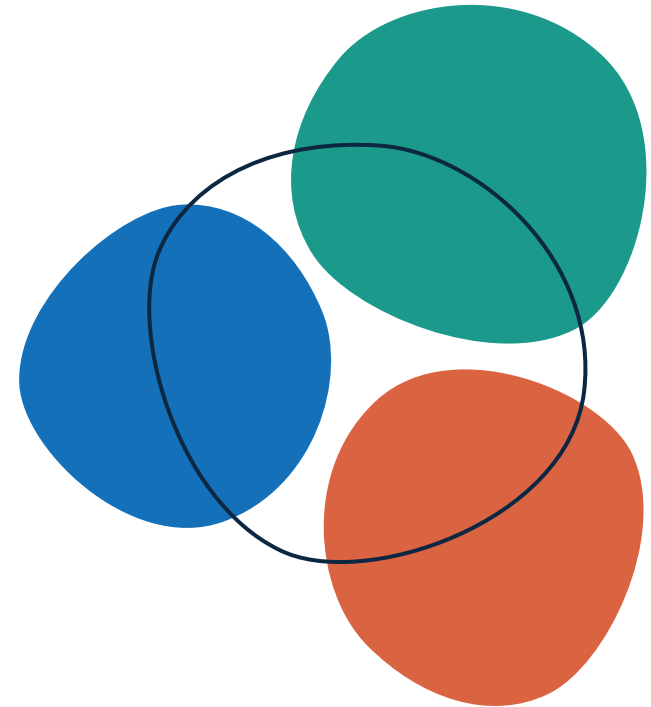
In 2025-26, there were [158 improvement actions](#) made by organisations as a result of our involvement.

Tailored Training

On 4 December 2025, we delivered reportable conduct training to Youth Justice Officers undertaking foundation training at the Department of Justice's Corrective Services Academy. The workshop provided participants with practical guidance on recognising reportable conduct, understanding their reporting obligations, and responding appropriately to concerns involving children and young people.

Through interactive discussions and scenario-based activities tailored to youth justice settings, participants explored how the Scheme supports accountability, transparency and child safety. The training strengthened awareness of the Reportable Conduct Scheme amongst emerging youth justice officers and supported capability building across the sector.

The workshop formed part of our ongoing education and outreach activities aimed at promoting child safe organisational cultures and effective responses to concerns involving children and young people.





CASE STUDY

Responding to sexual misconduct, boundary testing and misuse of trust

Purpose

This case study highlights how a reportable conduct investigation can strengthen child safeguarding outcomes when allegations are thoroughly investigated, findings are evidence-based, and relevant information is shared with child safety agencies. It demonstrates the importance of maintaining professional boundaries, assessing conduct in context, and ensuring risk information is available to support child safety decisions beyond the original organisation.

Background

A regulated child-related organisation delivering youth development and outdoor leadership programs received allegations concerning a contractor paramedic engaged to support young people during an overseas leadership trek. Concerns were raised about the contractor's interactions with a 16-year-old participant, including being alone with the child while applying cream to an intimate area, physical contact during the trek, inappropriate boundary issues, conversations involving sexual matters and drugs, and the administration of prescription medication. Following notification, the matter was reported to the Ombudsman and an independent investigation was commenced.

Timeline of key events

When	What happened and why it mattered
During the trek	Concerns arose regarding the contractor's interactions with a 16-year-old participant, including physical contact, treatment provided in a private setting and other boundary-related behaviours.
Following the trek	Information was provided by staff and the child's parent raising concerns about grooming, inappropriate conduct, sexualised behaviour and the administration of prescription medication. Incident and safeguarding reports were submitted.
April 2025	The organisation assessed the concerns and notified the Ombudsman under the Reportable Conduct Scheme.
May 2025	An independent workplace investigation was commissioned.
June to July 2025	Witnesses were interviewed, documents were reviewed and procedural fairness was provided to the contractor. Police and other relevant parties were consulted.
October 2025	The investigation concluded. Three allegations of sexual misconduct were substantiated and two allegations were not substantiated.

Following the findings The findings were reported to the Ombudsman. Information was then shared with Working with Children screening authorities to support child safety decision-making.

Outcome

The investigation found that three allegations of sexual misconduct were substantiated on the balance of probabilities. The substantiated conduct involved entering a tent alone with a 16-year-old participant and applying cream to an intimate area; walking alongside the child during the trek with an arm around the child's waist; and allowing an overly familiar physical interaction with the child while sitting together at a river location during the trek.

The investigator concluded that the contractor had crossed professional boundaries and engaged in conduct that was overly intimate and inconsistent with child safe expectations. The conduct was found to constitute reportable conduct relating to sexual misconduct.

Although the conduct occurred overseas, the matter was captured by Western Australia's Reportable Conduct Scheme because it involved a person engaged by a relevant child-related organisation. Following the substantiated findings, a referral was made to the Working with Children Screening Unit. A Working with Children Check authority in another jurisdiction later sought information to assist in reassessing the person's continued suitability to hold a Working with Children Check clearance. This enabled appropriate information sharing with relevant child safe bodies in Australia and allowed risk information to be considered beyond the original organisation.

Why this matters

Oversight role	Investigation quality	System-wide safeguarding
Ombudsman oversight supported a thorough assessment of the allegations and ensured the matter was investigated under the requirements of the Reportable Conduct Scheme.	The investigation assessed witness evidence, organisational policies, safeguarding standards and procedural fairness requirements before findings were made.	The completed investigation enabled information sharing with screening authorities, supporting broader child safety risk assessment and future decision-making about child-related work.

Key learning points

1. Professional boundaries must be maintained

Employees, volunteers and contractors who work with children must maintain clear professional boundaries. Conduct may constitute reportable conduct where interactions become overly intimate, inappropriate or inconsistent with child safe expectations, even where criminal conduct is not established.

2. Avoid situations where adults are alone with children

Organisational safeguarding standards commonly require adults to avoid being alone with children where interactions cannot be observed by others. Transparent practices help protect children and reduce safeguarding risks.

3. Assess conduct in context

A single incident should not always be viewed in isolation. The child's age, vulnerability, the adult's position of authority and the nature of the relationship are relevant when assessing whether conduct crosses professional boundaries.

4. Procedural fairness remains essential

Procedural fairness means giving a person a fair opportunity to know and respond to allegations before findings are made. In this matter, the contractor was informed of the allegations, interviewed and given an opportunity to respond to proposed adverse findings.

5. Information sharing supports child safety

The Scheme can capture relevant conduct even where it occurs outside Western Australia, where the required connection to a regulated child-related organisation exists. This enables appropriate information sharing with relevant child safe bodies in Australia to support broader child safety decision-making.

6. Investigations can drive system improvement

The organisation identified opportunities to strengthen safeguarding practices, including enhanced staff training, clearer contractor obligations, and improved supervision and oversight arrangements for future youth programs.

Practical message

Sexual misconduct may be preceded or accompanied by grooming-type behaviours, including boundary testing, overly familiar contact, secrecy, private interactions, or conduct that isolates a child from safeguards. These behaviours may also be tested in public or in the presence of other adults.

Adults may use a position of trust, professional role or access to a child to normalise inappropriate or exploitative conduct. Clear expectations, active supervision, timely escalation and evidence-based investigations help protect children and strengthen safeguarding practice.

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.

We honour all lives lost and recognise the profound impact of these deaths on families, friends and communities. Their experiences continue to inform and guide our work.

What our death reviews are about

We review certain deaths in Western Australia to identify opportunities to improve the systems and services that support vulnerable children and families.

Through our reviews, the Ombudsman may make recommendations to public authorities to strengthen policies, practices and service delivery. We monitor the implementation of these recommendations, and whether they lead to meaningful improvements.

Our aim is to support earlier, more effective responses that help keep children and families safe, so that preventable deaths can be avoided.

How we work

When we receive a notification of a death, we gather and assess information about the circumstances of the death, the person's interactions with public authorities, and any broader factors that may have contributed to the events leading up to their death. We also collect demographic and contextual information to support analysis, identify trends and inform future review work.

We assess each notification to determine whether a review is warranted and whether there are opportunities to identify lessons that could strengthen services, improve practice or support better outcomes. We consider factors such as:

- the circumstances of the death and the potential system learning
- whether the person who died, or their family, had existing vulnerabilities and contact with public authorities
- whether the death is being reviewed through other review processes (e.g. Courts or medical review), and what that review could cover

- whether the death may have been preventable, and whether there are opportunities to learn from the death and support system change.

Where we undertake a review, we examine the events leading up to the death to understand how public authorities responded and whether there were opportunities to strengthen practice and prevent future harm. We consider the effectiveness of service responses, coordination between agencies, and whether systems operated as intended.

We also analyse patterns across reviews to identify recurring themes, systemic issues and emerging risks that may inform broader investigations or thematic work.

We work closely with agencies throughout the review process to test and verify our findings. Our focus is on learning and system improvement, not individual blame. We take great care to protect confidentiality and report publicly on de-identified findings, themes and recommendations.

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 2025-26, we were notified of the deaths of 127 children and young people in Western Australia.

We identify if there have been concerns for the safety and wellbeing of the child who died, or a child relative, reported to the Department of Communities in the two years before the death occurred. Or, whether they had been in the care of the Department of Communities.

81 child death reviews were completed in 2025-26

In 2025-26, 45 children (or their child relative) had contact with the Department of Communities for child protection reasons in the two years prior to the death.

Year	Contact	No contact	Total
2021-22	47	115	162
2022-23	63	101	164
2023-24	47	106	153
2024-25	56	105	161
2025-26	45	82	127

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

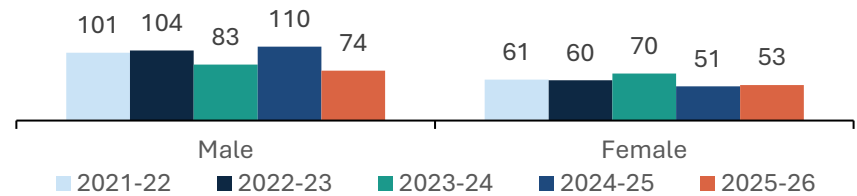
The second column indicates the number of cases where the child or family had contact with the Department of Communities within 2 years of the death

The third column indicates the number of cases where the child or family had no contact with the Department of Communities within 2 years of the death

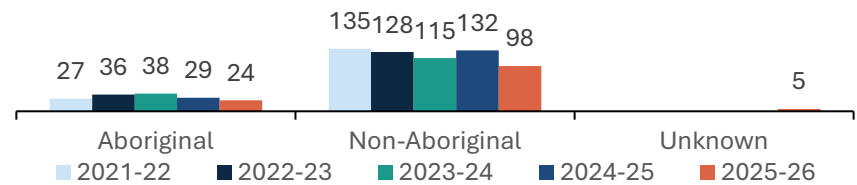
Characteristics of children who died

The charts on this page show the characteristics of the child deaths notified to us in 2025-26. This information is based on the date notified to us, not the date of death. Data may change in future reports as more information becomes available.

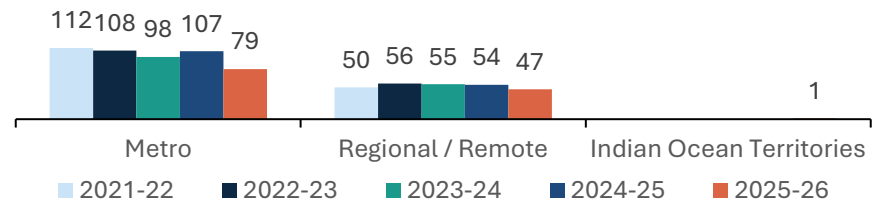
Death notification by sex



Child death notifications by Aboriginal¹ status

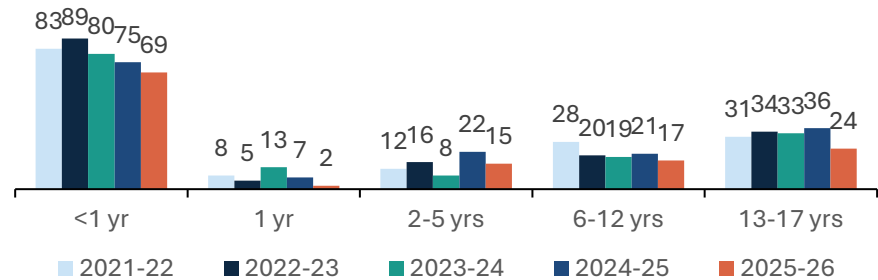


Child death notifications by location



¹ The use of 'Aboriginal' in this chart includes children who are Torres Strait Islander and children who are both Aboriginal and Torres Strait Islander.

Child death notifications by age



	2021-22	2022-23	2023-24	2024-25	2025-26
Illness or medical condition	116	103	98	97	75
Sudden, unexpected death of an infant	7	22	16	20	17
Motor vehicle accident	15	8	13	16	13
Suicide	9	13	11	14	7
Accident other than motor vehicle	5	7	5	3	0
Drowning	5	4	6	4	6
Alleged homicide	5	6	2	0	5
Other	0	1	2	7	4
Total	162	164	153	161	127

Table 2. Circumstances of child deaths in the last five years

Notification of family and domestic violence fatalities

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

- where a person is killed by a current or former intimate partner
- where a person is killed by another family member (including Aboriginal kinship relationships) or someone with which they reside
- 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 people who died aged 18 years or older. If a child dies in the context of family and domestic violence, the death is considered through our child death review process.

In 2025-26, we were notified of 12 suspected family and domestic violence homicides. Seven involved suspected intimate partner homicide and five involved a familial relationship.

We completed 30 family and domestic violence fatality reviews.

Year	Suspected intimate partner homicide	Suspected non-intimate familial homicide	In FDV context	Total notified deaths
2021-22	4	2	-	6
2022-23	10	2	1	14
2023-24	11	10	2	23
2024-25	9	5	-	14
2025-26	8	4	-	12

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



Major themes and learnings

Across both child death and family and domestic violence fatality reviews, common themes and learnings include:

- Barriers to compliance with agency policy and practice requirements, including workforce pressures, gaps in supervision and oversight, and missed opportunities for earlier intervention.
- The need for improved risk assessment and safety planning for vulnerable people.
- The need to strengthen child-centred practice by recognising children as victims in their own right and responding to their safety and wellbeing needs.
- Missed opportunities for information sharing, and coordination responses between agencies.
- The overrepresentation of Aboriginal people in deaths and the need for improvement in culturally responsive and safe interventions.
- The role of alcohol and other drug use and mental health issues in preventable deaths, and the need for

specialist expertise and integrated service pathways.

- The overrepresentation of deaths in regional WA, and the need for improved equity in service delivery across the State.

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

Our achievements

In 2025-26 we made three recommendations to agencies to improve how they support vulnerable children and to prevent or reduce the risk of future deaths in similar circumstances.

Investigation Report

On 19 March 2026 we tabled 'A Review of Family and Domestic Violence in Western Australia' capturing our family and domestic violence death review work alongside a thorough point-in-time investigation of the performance of Family and Domestic Violence Response Teams (FDVRT).

We made nine recommendations to the Department of Communities and the Western Australia Police Force focused on:

- strengthening governance and oversight of the FDVRT
- improving risk assessment and data systems
- removing barriers to escalation of high risk cases
- improving support for vulnerable groups, including children
- strengthening accountability for people who use violence.

The Department of Communities and the Western Australia Police Force will report to the Ombudsman on the outcomes of this work by 1 October 2026. Both agencies have also committed to a future resample of the FDVRT data to compare results, monitor progress and support continued improvements in practice. The timing of the resample is yet to be confirmed.

National engagement

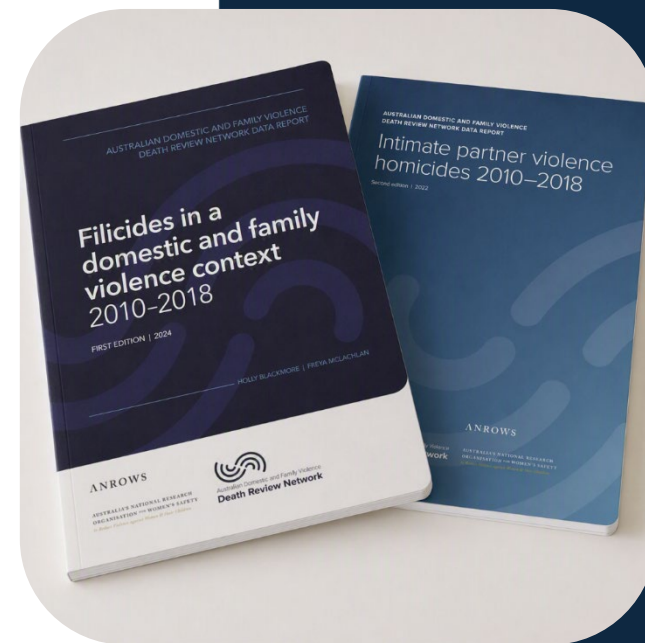
We are a member of the Australian Domestic and Family Violence Death Review Network, which brings together all state and territory family and domestic violence death review jurisdictions. The Network meets regularly to discuss common themes and to develop national datasets.

In partnership with Australia's National Research Organisation for Women's Safety (ANROWS), the following publications have been released:

- '[Australian Domestic and Family Violence Death Review Network data report: Intimate partner violence homicides 2010-2018](#)' which was released in March 2022.
- '[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.

The reports present national insights into family and domestic violence fatalities, and potential intervention points. They are available at www.anrows.org.au

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



Child Safe Standards Scheme

Independent oversight of Child Safe Organisations

In October 2025, the Government announced its intention for the Ombudsman to be the independent oversight body for organisations engaged in child-related work.

The Scheme will help organisations create places where children are safe. Places where children are respected and protected from abuse, neglect, grooming and harm. It will provide a practical framework to keep child safety at the centre of organisational culture, leadership and everyday decisions.

The Child Safe Standards adds to our work in the Reportable Conduct Scheme and Child Death and Family and Domestic Violence Reviews. Together, these allow us a holistic view.

In helping design the Scheme, we have been:

- Working with government to develop legislation. The legislation will embed the existing National Principles for Child Safe Organisations. These were endorsed nationally in 2019.
- Undertaking research, interjurisdictional reviews, sector specific consultation and engagement.
- Working on our own readiness.

The Scheme is being developed as part of the State's broader child safeguarding system.

We maintain a key focus on child safety being a shared responsibility.

Our aim is to develop a practical, workable Scheme for WA.

In the 2026-27 year, we will take WA organisations, parents and carers, families, and community along with us as we continue to develop the Scheme.

Our Commitment:

- Strong Organisations
- Safer Childhoods
- Better Futures



Ombudsman
Western Australia

Supporting vulnerable communities

Go to:

- [Connecting with the WA community](#)
- [Getting out information to those who need it](#)

Connecting with the WA community

Reaching out and connecting with the people we serve in WA is part of our broader public responsibility. There are many ways people find out about our services: from online searches, social media posts and using artificial intelligence (AI), 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 daily work that will assist the community. This year we moved from our previous website that was 18 years old and launched a new website to make it easier for people to find information and use our services.

Community outreach by our staff 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, with more frequent visits to the regions and maintaining ongoing relationships in the regions we have been to.

While outreach and engagement activities are improving awareness and accessibility, they also generate additional demand for

complaints handling, education and support services, particularly in regional and remote communities.

Out and about around Perth

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

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.

Harmony Day

In March we joined the Health and Disability Service Complaints Office at the Belmont Harmony Day. The very busy day of festivities drew a big crowd who took away bags of information and resources.

Together with the Katanning Harmony festival we also attended this year, these community events are wonderful celebrations and opportunities bringing together the rich cultural diversity of our community, and an opportunity for our staff to chat with local residents and organisations about our services.



Images: Harmony Day stalls in Belmont and Katanning.

NAIDOC Week

Recognising and celebrating NAIDOC Week aligns with our commitment to inclusion, equity and respect. The week is an important event on our calendar every July, where we attended festivals in Armadale and Mirrabooka which bring together local residents to connect with and celebrate Aboriginal culture. These events offered valuable opportunities for staff to engage with local community members and service organisations to listen, learn and build meaningful relationships.



Images: NAIDOC stalls in Mirrabooka and Armadale

Financial Counselling WA

In October we were part of the Financial Counsellors' Association of Western Australia Conference 2025, themed “Honouring the Past, Shaping the Future”. Connecting with financial counsellors shares information about how we help resolve energy and water complaints and support their vital work across the community.



WA Seniors Week

This annual event celebrates the contributions of older people in the Western Australian community and their active involvement in community life.

In November, we joined two fantastic events for seniors: Have a Go Day in Burswood Park, and Ballardong Elders and Seniors Day in Northam. Both free events for seniors, in Northam it was the first event of its kind, hosted by the Ballardong Aboriginal Corporation.

Pridefest

In November, we proudly participated in PrideFest Fairday at the Supreme Court Gardens with the vibrant, diverse and unique LGBTQIA+ community.

Aboriginal Justice Open Day

In February we participated in the Aboriginal Justice Open Day held at Marangaroo. The Department of Justice led initiative is a culturally safe one-stop-shop for official documentation and administrative services that can often take months to resolve, especially in regional areas.

Our complaint handling officers are trained in cultural awareness and cross-cultural

communication. People can also contact us using a representative or through an interpreter service, including Aboriginal interpreters.

Talks and Presentations

We delivered a series of talks including a lecture in September to the current cohort of legal students on the history and scope of the Ombudsman services at the UWA Law School. We also had a stall at UWA Blackstone Society's 'Beyond Commercial Law' careers fair.

In November we made an in-person presentation to staff of The Nationals WA Party at Parliament House. This was a unique opportunity to explain to their regional electorate officers our role, different types of complaints and how we can assist with their constituents' enquiries. We also returned to the Lorikeet Centre to talk about our services with community members in Leederville.

“[A public officer] attended the complaints workshop run by us and wanted to express how useful and informative it was, and to say thank you.
- Case officer

In December we presented a webinar hosted by Financial Counselling WA, which combined an overview of the Ombudsman's role, complaint handling process and how financial counsellors can assist their clients in making complaints.

In June, Ombudsman Bevan Warner presented to Community Leaders at the Office of Multicultural Interests' Forum, which brought together representatives of new and emerging communities who play an important role in sharing information through their networks.

Bevan spoke to community leaders about our role, our accessible website and other support like language services to make a complaint. He listened to the community leaders about their problems with government services and how we can raise our profile within their community.



Above: Justin O'Malley, Director Energy and Water, presents to electorate office staff.

Below: Bevan Warner, Ombudsman, presents at the Office of Multicultural Interests' Forum



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, collaborating with local service providers, attending local events, promotion on our website, a media release to traditional media outlets and social media targeting the local area.

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 successfully 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 Department of Local Government, Industry Regulation and Safety (Consumer Protection), Aboriginal Legal Service of WA, NDIS Quality and Safeguards Commission, Australian Financial Complaints Authority and Australian Financial Security Authority.

East Kimberley

The year of regional visits began in July 2025 in the far north of our state talking with organisations and communities in Kununurra, Wyndham and Warmun.

Events included co-hosting a networking event with the East Kimberley Chamber of Commerce and Industry in Kununurra, hosting a Lunch & Learn event for the community at the Ngnowar Aerwah Community Centre in Wyndham and meeting with community in Warmun.



Image: Ombudsman, Bevan Warner, at the East Kimberley Chamber of Commerce and Industry event in Kununurra, July 2025

The team also joined Consumer Protection's Community Connect event in Kununurra and met with a range of government and community sector organisations.

At the end of the week, staff reflected on the impact of the community engagement activities, emphasising the significance of face-to-face interactions and the privilege of being invited into communities. The team felt that the experience expanded their perspectives and offered insight into the lives of people we serve.

In March 2026 we returned to Kununurra to reconnect with stakeholders following our visit last year. Principal Assistant Ombudsman Complaint Resolution Brianna Lonnie spoke at the International Women's Day breakfast hosted by the East Kimberley Chamber of Commerce. Brianna spoke about access to justice being a human right, accessibility beginning with awareness, and creating accessible workplaces that allow women to fully participate and not limit their economic empowerment, independence or future career opportunities.



Image: Brianna Lonnie, Principal Assistant Ombudsman Complaint Resolution, speaking at the International Women's Day breakfast in Kununurra, March 2026.

Indian Ocean Territories (IOT)

We provide a complaint resolution service to the Indian Ocean Territories (IOT) for services which are provided by State Government agencies and local governments.

In September, we went to Cocos (Keeling) Islands, attending local community events on the West and Home islands, and went to Christmas Island. Through this engagement, we took enquiries and information was provided about our role, process and the further steps for lodging a complaint. Staff met with a range of service providers and local organisations to raise awareness of the Ombudsman's services, where IOT residents were able to find out about our services and bring their concerns to us.

It was also an important visit for staff to gain an understanding of emerging risks and issues which are particular to the islands. This included learning about gaps between what the WA Ombudsman and the Commonwealth Ombudsman can look into, and whether we can work with the Commonwealth Ombudsman to identify which issues each help with.

South West

In November we went to the South West to talk with local agencies, organisations and community members. Events included Consumer Protection's 'Community Connect' in Margaret River, the 'Smart2Ask Community Expo' at the South West Sport Centre in Bunbury, and 'Bring Your Bills' at the Eaton Recreation Centre. These provided opportunities for residents to talk about billing issues, consumer and legal advice, and how to resolve problems with a wide range of services.

The team met with local organisations including the South West Community Legal Centre to discuss how our services can help their clients, as well as the City of Augusta-Margaret River and the City of Bunbury. This included a visit to Bunbury Regional Prison.

We spoke with local service providers, lawyers and financial counsellors at the 'Supporting Consumers Sundowner' co-hosted with the South West Law Society in Bunbury.

Pilbara

In November, we were also in Karratha at the AGM of the Puutu Kunti Kurrama and Pinikura Aboriginal Corporation.

The AGM is an important gathering of community and a valuable place to have conversations. We were privileged to be invited to attend and talk with members about ways we can help with community concerns including about Charitable Trusts.

Adapting and improving our Regional Access and Awareness Program

In early 2026, with global factors influencing reliable access to fuel across the State, our regional travel plans were adapted to more local areas.

Smaller and shorter visits were coordinated to continue developing relationships with organisations and communities we had previously visited.



Images: Left: Staff at Smart2Ask Bunbury. Middle: Brianna Lonnie speak to lawyers and advocates in Bunbury. Right: Staff at Community Connect Margaret River

Wheatbelt

In March, we teamed up with the Telecommunications Ombudsman for the ‘Ombudsman Small Business Forum’ hosted by the Narrogin Chamber of Commerce. As part of the Chamber Connect series, the event was an opportunity for small businesses to understand when they can contact an ombudsman, what issues we can help resolve, clarity on how the complaints process works.

A stand for two days at the Woolorama, our state’s largest agricultural show outside the metropolitan area, was a key opportunity for our staff to speak with local residents in the heart of the Wheatbelt.



Later in June our team returned to the Wheatbelt at the Beverley Community Resource Centre. Together with Consumer Protection WA and Equal Opportunity Commission WA, we talked with community members about how we can help with complaints.

Great Southern

Later in March we engaged with local community at an information session at the Gnowangerup Community Resource Centre. It was also an opportunity to talk with community groups about the Charitable Trusts Commission.



We then held a stall at the Katanning Harmony Day festival, a significant multicultural event in one of the towns with the highest migrant work force.

Mid West

In June we visited Geraldton to talk directly with a range of community organisations and agencies about how we can help with complaints in the Mid West.

The team met with the Bundiyarra Aboriginal Corporation and Geraldton Streetwork Aboriginal Corporation (known locally as Streeties) at the Bundiyarra offices. We discussed the range of work the Ombudsman does and how we assist the community as the WA Ombudsman, Energy and Water Ombudsman, and Charitable Trusts Commission.

Images: Left: Staff at the Wagin Woolorama with Consumer Protection and the Telecommunications Industry Ombudsman. Right: Staff at Beverley Community Resource Centre.

By attending the Financial Counsellors Association of WA Forum held in Geraldton the same week, we were able to talk with financial counsellors in the region and put a strong focus on ways we can support communities in regional WA experiencing financial hardship. The Forum also provided insightful sessions for our team. One session that stood out was about the supports available for those entering prison to manage their finances, and where the justice system could work better to support prisoners and reintegration.

In Geraldton we also met with the Regional Alliance West and Legal Aid WA, and discussed how financial counsellors and community legal services can refer clients to us. Visiting Youth Justice Services, they discussed how we can assist young people with complaints. The team also went to Greenough Regional Prison to meet with the Superintendent, staff and Peer Support group.

Peel

In June, on World Elder Abuse Awareness Day, we teamed up with Consumer Protection WA and the Equal Opportunity Commission, at the Shire of Murray's 'Purple Pickleball' event in Pinjarra talking with community members about how we can help with complaints.



Thank you for attending and supporting our World Elder Abuse Awareness Day Purple Pickleball event last week. We appreciate your involvement and the valuable role you play in our community. Thank you again for your continued support.
- Event organiser



Images: Staff at the Financial Counselling WA Geraldton Forum

Getting our information to those who need it

We continued to look for new and meaningful ways to engage and reach people who need our services and make ourselves more accessible.

Raising awareness

In May, we sponsored the National Reconciliation Week banner program in four locations: Forrest Place in Perth, Midland, Karratha and Bunbury. This year's banner featured the artwork of Melissa Sunfly, a proud Kukatja/Ngardi woman and emerging artist, with Warlayirti Artists in the East Kimberley, who creates contemporary visual art rooted in powerful stories, deep cultural knowledge, and strong connections to Country.

The Ombudsman and other senior staff also participated in radio interviews about our work.



Image: Reconciliation Week banner on display in Forrest Place, Perth. Banners were also displayed in Midland, Karratha and Bunbury.

Online accessibility

We launched a new website in June this year to make it easier for people to find information and use our services.

The new site focuses on accessibility and clear, simple language. It has been designed to meet accessibility standards so more people can use it with ease. The language and the appearance can be changed with the Userway toolbar.

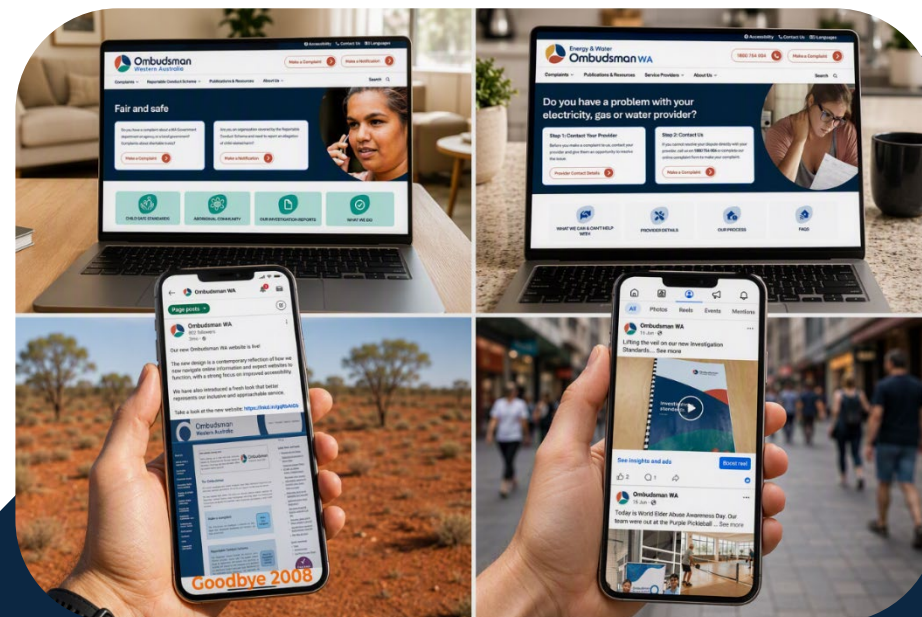
The website is easier to use, with clear menus and simple navigation. You can quickly find key services, like how to make a complaint or submit a notification. We have also made our online forms easier to use and more secure.

The new website includes:

- A Publications and Resources section where you can search our reports and publications. This also has guides, forms and information sheets for the community and organisations
- A News section with updates about our work

- A 'case studies' section with real examples of how we help people
- Information for different groups, including children and young people and Aboriginal communities
- Support for different languages, including translated information.

This year we began actively using LinkedIn as a platform to share content and news updates. Through the year this grew significantly with content shared and engaged with by professionals. Later in the year we expanded to include a Facebook and Instagram page to reach other demographics and community groups.

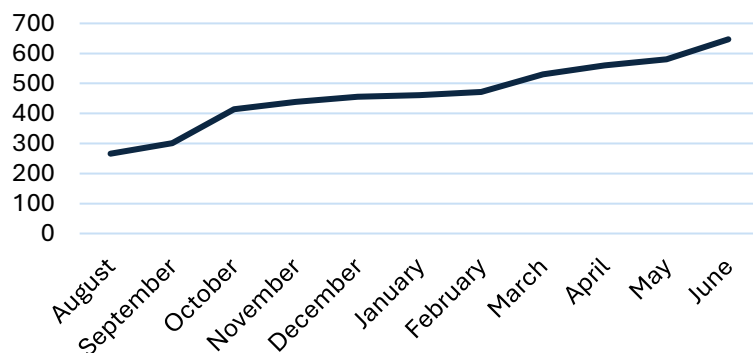


Images: Above: New websites and social media channels launched in 2026

Below: Ombudsman Bevan Warner interviewed by Nadia Mitsopoulos on ABC Breakfast, September 2025



LinkedIn followers 2025-26





Ombudsman
Western Australia

Disclosures and legal compliance

Go to:

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Independent audit opinion

OFFICIAL



Auditor General

INDEPENDENT AUDITOR'S REPORT
2026

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 2026, 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 2026 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.

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 2026, and the controls were implemented as designed as at 30 June 2026.

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 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Parliamentary Commissioner for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Parliamentary Commissioner's performance and fairly represent indicated performance for the year ended 30 June 2026.

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

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

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

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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 the year ended 30 June 2026 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 Parliamentary Commissioner 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
3 September 2026

Financial statements

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30 June 2026

Certification of Financial Statements

For the financial year ended 30 June 2026

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 2026 and the financial position as at 30 June 2026.

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.

A handwritten signature in blue ink, appearing to read "Leyla".

Leyla Nowbakht
Chief Finance Officer

03 September 2026

A handwritten signature in blue ink, appearing to read "David".

David Robinson
Deputy Ombudsman
Acting as the Ombudsman under section 6A of the
Parliamentary Commissioner Act 1971

03 September 2026

Parliamentary Commissioner for Administrative Investigations

Statement of Comprehensive Income

For the year ended 30 June 2026

	Notes	2026 \$	2025 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	14,197,899	11,737,221
Supplies and services	2.2	2,121,067	1,821,791
Depreciation and amortisation expense	4.1, 4.2, 4.3	117,490	157,130
Finance costs	6.2	4,652	16,422
Accommodation expenses	2.2	1,386,007	1,267,063
Other expenses	2.2	306,210	357,526
Total cost of services	-	18,133,325	15,357,153
Income			
Other Income	3.2	2,926,482	2,816,452
Commonwealth Grants	3.3	78,353	39,984
Total Income	-	3,004,835	2,856,436
NET COST OF SERVICES	-	15,128,491	12,500,717
Income from State Government			
Service appropriation	3.1	14,078,000	13,260,000
Resources received	3.1	326,028	308,723
Total income from State Government	-	14,404,028	13,568,723
SURPLUS/(DEFICIT) FOR THE PERIOD	-	(724,463)	1,068,006
OTHER COMPREHENSIVE INCOME			
	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	-	(724,463)	1,068,006

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

Parliamentary Commissioner for Administrative Investigations

Statement of Financial Position

As at 30 June 2026

	Notes	2026 \$	2025 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	3,143,122	4,272,168
Restricted cash and cash equivalents	6.3	22,226	5,111
Receivables	5.1	497,571	154,296
Amounts receivable for services	5.2	208,000	208,000
Total Current Assets		3,870,919	4,639,575
Non-Current Assets			
Receivables	5.1	519,659	407,527
Amounts receivable for services	5.2	2,326,000	2,251,000
Plant and equipment	4.1	137,298	38,361
Intangible assets	4.2	621,976	70,601
Right-of-use assets	4.3	66,498	62,390
Total Non-Current Assets		3,671,431	2,829,879
TOTAL ASSETS		7,542,350	7,469,454
LIABILITIES			
Current Liabilities			
Payables	5.3	643,309	492,408
Employee related provisions	2.1(b)	2,422,594	2,236,785
Lease liabilities	6.1	20,007	16,941
Contract liabilities	5.4	171,325	-
Other Current Liabilities	5.5	-	100,000
Total Current Liabilities		3,257,235	2,846,134
Non-Current Liabilities			
Employee related provisions	2.1(b)	616,213	427,188
Lease liabilities	6.1	49,883	49,089
Contract liabilities	5.4	175,438	-
Total Non-Current Liabilities		841,534	476,277
TOTAL LIABILITIES		4,098,769	3,322,411
NET ASSETS		3,443,580	4,147,043
EQUITY			
Contributed equity		1,742,000	1,721,000
Accumulated surplus/(deficit)		1,701,580	2,426,043
TOTAL EQUITY		3,443,580	4,147,043

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

Parliamentary Commissioner for Administrative Investigations Statement of Changes in Equity

For the year ended 30 June 2026

	Contributed equity	Accumulated surplus/(deficit)	Total equity
	\$	\$	\$
Balance at 1 July 2024	1,704,000	1,358,037	3,062,037
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
Balance at 30 June 2025	1,721,000	2,426,042	4,147,043
Balance at 1 July 2025	1,721,000	2,426,042	4,147,043
Surplus/(Deficit)	-	(724,463)	(724,463)
Total comprehensive income for the period		(724,463)	(724,463)
Transactions with owners in their capacity as owners:			
Capital appropriations	21,000	-	21,000
Total	21,000	-	21,000
Balance at 30 June 2026	1,742,000	1,701,580	3,443,580

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

Parliamentary Commissioner for Administrative Investigations

Statement of Cash Flows

For the year ended 30 June 2026

	Notes	2026 \$	2025 \$
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		13,795,000	12,977,000
Holding account drawdown		208,000	208,000
Capital appropriations		21,000	17,000
Net cash provided by the State Government		14,024,000	13,202,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(13,901,432)	(11,699,245)
Supplies and services		(2,009,230)	(1,768,578)
Finance costs		(5,471)	(4,809)
Accommodation		(1,351,818)	(1,252,449)
GST payments on purchases		(396,015)	(331,586)
GST payments to taxation authority		-	(7,364)
Other payments		(226,189)	(499,128)
Receipts			
GST receipts on sales		281,239	304,944
GST receipts from taxation authority		64,485	36,233
Commonwealth Grants		78,353	39,984
Other receipts		2,824,354	2,916,452
Net cash provided by/(used in) operating activities		(14,641,724)	(12,265,547)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(382,070)	(95,524)
Net cash provided by/(used in) investing activities		(382,070)	(95,524)
Net increase/(decrease) in cash and cash equivalents		(999,794)	840,929
Cash and cash equivalents at the beginning of the period		4,277,279	3,378,333
Adjustment for the reclassification of accrued salaries account		(112,136)	58,017
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	3,165,348	4,277,279

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

Parliamentary Commissioner for Administrative Investigations

Notes to the Financial Statements

For the year ended 30 June 2026

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 03 September 2026.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, the Conceptual Framework 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.

Cashflows 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 cashflows.

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, as designated as contributions by owners (at the time of, or prior to, transfer) 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:

Overview

Protecting
People's Rights

Improving Services

Preventing Harm

Supporting Vulnerable
Communities

**Disclosures and
Legal Compliance**

Appendices

- 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

	2026 \$	2025 \$
Employee benefits	12,097,308	10,388,809
Termination benefits	470,594	-
Superannuation - defined contribution plans	1,430,981	1,209,893
Other related expenses	199,016	138,519
Employee benefits expenses	14,197,899	11,737,221
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	26,625	33,399
Employee Contributions (per Note 3.2 Other Income).	(14,688)	(14,510)
Total employee benefits provided	14,209,837	11,756,109

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: are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the 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 comprised employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, GESB Super or other superannuation funds.

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

Employee Contributions: are 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

	2026 \$	2025 \$
Current		
<i>Employee benefits provisions</i>		
Annual leave	1,068,756	905,790
Long service leave	1,335,273	1,300,819
Purchased leave scheme	6,545	20,587
	2,410,574	2,227,196
<i>Other provisions</i>		
Employment on-costs	12,020	9,589
	12,020	9,589
Total current employee related provisions	2,422,594	2,236,785
Non-current		
<i>Employee benefits provisions</i>		
Long service leave	613,147	425,273
	613,147	425,273
<i>Other provisions</i>		
Employment on-costs	3,066	1,915
	3,066	1,915
Total non-current employee related provisions	616,213	427,188
Total employee related provisions	3,038,807	2,663,973

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.

Deferred salary scheme liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities giving 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'.

	2026 \$
<u>Employment on-cost provision</u>	
Carrying amount at start of period	11,504
Additional/(reversals of) provisions recognised	3,582
Carrying amount at end of period	15,086

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

	2026 \$	2025 \$
Supplies and services		
Communications	37,517	37,373
Consumables	69,526	67,821
Services and contracts	1,024,186	1,001,585
Services received free of charge expense	312,244	295,409
Insurance	82,063	75,393
Travel	74,245	38,195
Other supplies and services expenses	521,286	306,016
Total supplies and services expenses	2,121,067	1,821,791
Accommodation expenses		
Office Rental and outgoings	1,306,358	1,244,843
Repairs and maintenance	65,865	8,908
Services received free of charge	13,784	13,314
Total accommodation expenses	1,386,007	1,267,063
Other expenses		
Employment on-costs	3,582	(1,045)
Audit fee	114,465	97,220
Other	188,163	261,351
Total other expenses	306,210	357,526
Total other expenditure	3,813,284	3,446,381

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 per Memorandum of Understanding Agreements between the Office and the Department of Housing and Works 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	3.1
Other income	3.2
Commonwealth grants	3.3

3.1 Income from State Government

	Notes	2026 \$	2025 \$
Appropriation received during the period:			
- Service appropriation		13,293,000	12,500,000
- Special Acts		785,000	760,000
Total service appropriation		14,078,000	13,260,000
Resources received from other public sector entities during the period:			
State Solicitor's Office	2.2	19,676	42,662
Department of the Premier and Cabinet	2.2	292,568	252,747
Department of Housing and Works	2.2	13,784	13,314
Total resources received		326,028	308,723
Total income from State Government		14,404,028	13,568,723

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 the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at the Department of Treasury and Finance.

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 2026

	2026 Budget \$	2026 Additional Funding* \$	2026 Revised Budget \$	2026 Actual \$	2026 Variance \$
<u>Delivery Services</u>					
Item 4 Net amount appropriated to deliver services	12,885,000	408,000	13,293,000	13,293,000	-
- Parliamentary Commissioner Act 1971	785,000		785,000	785,000	-
Total appropriations provided to deliver services	13,670,000	408,000	14,078,000	14,078,000	-
<u>Capital</u>					
Item 94 Capital appropriations	18,000	3,000	21,000	21,000	-
Total Consolidated account appropriations	13,688,000	411,000	14,099,000	14,099,000	-

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

3.2 Other income

	2026 \$	2025 \$
Employee contributions ^(a)	14,688	14,510
Other recoup ^(b)	2,911,794	2,801,942
Total other income	2,926,482	2,816,452

- (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.

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

3.3 Commonwealth grants

	2026 \$	2025 \$
Indian Ocean Territories		
Recurrent grants	78,353	39,984
Total Commonwealth grants	78,353	39,984

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

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Office is recognised when the Office satisfies its obligations under the transfer. The Office satisfies the obligations under the transfer over time as the non-financial assets are being constructed. The Office typically satisfies the obligations under the transfer when it achieves milestones specified in the grant agreement and amounts received in advance of obligation satisfaction are reported at note 5.5

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	4.1
Intangibles assets	4.2
Right-of-use assets	4.3

4.1 Plant and equipment

	Furniture and Fittings	Computer Hardware	Office Equipment	Communications	Total
Year ended 30 June 2026	\$	\$	\$	\$	\$
1 July 2025					
Gross carrying amount	6,814	449,390	55,151	-	511,355
Accumulated depreciation	(6,814)	(446,068)	(20,112)	-	(472,994)
Carrying amount at start of period	-	3,322	35,039	-	38,361
Additions	-	108,351	9,547	-	117,898
Depreciation	-	(8,453)	(10,509)	-	(18,961)
Carrying amount at end of period	-	103,220	34,077	-	137,298
Gross carrying amount	6,814	557,741	64,698	-	629,253
Accumulated depreciation	(6,814)	(454,521)	(30,621)	-	(491,955)

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

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 ^(a)	3 years

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

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

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 entity, 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

	Computer Software	Software Under Development	Total
Year ended 30 June 2026	\$	\$	\$
1 July 2025			
Gross carrying amount	1,163,438	-	1,163,438
Accumulated amortisation	(1,092,837)	-	(1,092,837)
Carrying amount at start of period	70,601	-	70,601
Additions	514,490	113,440	627,930
Amortisation expense	(76,555)	-	(76,555)
Carrying amount at end of period	508,536	113,440	621,976

Software Under Development

Software under development of \$113,440 represents software projects that meet the recognition criteria of AASB 138 *Intangible Assets* but were not available for use as at 30 June 2026. Consequently, no amortisation has been recognised in relation to these assets.

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

	2026 \$	2025 \$
Computer software	76,555	91,034
Total amortisation for the period	76,555	91,034

As at 30 June 2026 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 ^(a)	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 2026 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

Year ended 30 June 2026	Vehicles \$	Total \$
Carry amount at beginning of period	62,390	62,390
Additions	24,716	24,716
Depreciation	(20,608)	(20,608)
Net carrying amount as at end of period	66,498	66,498

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 Housing and Works for the leasing of

office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Housing and Works and are accounted for as an expense as incurred.

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

	2026 \$	2025 \$
Current		
Trade Receivables	417,126	144,122
GST receivable	70,786	-
Purchased leave receivable	9,658	10,174
Total current	497,571	154,296
Non-current		
Accrued salaries account ^(a)	519,659	407,527
Total non - current	519,659	407,527
Total receivable at end of the period	1,017,230	561,823

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

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

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. During 2027-28, the Office expects to receive the accumulated balance from the Treasurer's special purpose account to fund the additional salary payments associated with the forthcoming 27-pay-period year.

5.2 Amounts receivable for services (Holding Account)

	2026 \$	2025 \$
Current	208,000	208,000
Non-current	2,326,000	2,251,000
Total Amounts receivable for services at end of period	2,534,000	2,459,000

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

	2026 \$	2025 \$
<u>Current</u>		
Trade payables	58,868	-
Accrued expenses	148,504	137,072
Accrued salaries	388,825	317,398
Accrued superannuation	47,112	37,938
Total payables at end of period	643,309	492,408

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 for the Office 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

	2026 \$	2025 \$
<u>Current</u>		
Software contracts ^(a)	171,325	-
Total current	171,325	-
<u>Non-current</u>		
Software contracts ^(a)	175,438	-
Total non-current	175,438	-
Balance at end of period	346,763	-

(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

	2026 \$	2025 \$
<u>Current</u>		
Income Received in Advance ^(a)	-	100,000
Total current	-	100,000

(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	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1 Lease liabilities

	2026 \$	2025 \$
<u>Lease liabilities</u>		
Not later than one year	20,007	16,941
Later than one year and not later than five years	49,883	49,089
Later than five years	-	-
	69,890	66,030
Current	20,007	16,941
Non-current	49,883	49,089
	69,890	66,030

Initial measurement

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 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.

	2026 \$	2025 \$
Lease expenses recognised in the Statement of comprehensive income		
Lease interest expense	4,652	16,422

6.2 Finance Costs

	2026 \$	2025 \$
Finance costs		
Interest expense on Lease Liabilities	4,652	16,422
Total finance costs	4,652	16,422

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

6.3 Cash and cash equivalents

	Notes	2026 \$	2025 \$
<u>Current</u>			
Cash and cash equivalents		3,143,122	4,272,168
Restricted cash and cash equivalents			
– Indian Ocean Territories	8.7	22,226	5,111
Balance at end of period		3,165,348	4,277,279

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

6.4 Capital Commitments

	2026 \$	2025 \$
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	-	-
	-	10,960

7. Financial instruments and Contingencies

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

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

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:

	2026 \$	2025 \$
Financial Assets		
Cash and cash equivalents	3,165,348	4,277,279
Financial assets at amortised cost ^(a)	3,480,443	3,020,823
Total financial assets	6,645,791	7,298,102
Financial Liabilities		
Financial liabilities at amortised cost ^(b)	713,199	558,438
Total financial Liabilities	713,199	558,438

(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	8.1
Changes in accounting policy	8.2
Key management personnel	8.3
Related party transactions	8.4
Remuneration of auditors	8.5
Supplementary financial information	8.6
Indian Ocean Territories	8.7

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 Changes in accounting policy

Accounting standards adopted in the reporting periods ended on 30 June 2026 require disclosure. At time of publication, no new or amending standards relevant to agencies complying with TI 7 – Requirement 7.2 were identified.

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 (\$)	2026	2025
500,001 - 550 000	1	-
450,001 - 500,000	-	1
400,001 - 450,000	-	-
350,001 - 400,000	-	-
300,001 - 350,000	2	-
250,001 - 300,000	2	2
200,001 - 250,000	2	2
150,001 - 200,000	1	3
100,001 - 150,000	-	1
50,001 - 100,000	1	2
0 - 50,000	-	1
Total compensation of senior officers	2,368,729	2,410,851

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:

	2026	2025
	\$	\$
Auditing the accounts, financial statements, controls, and key performance indicators	69,500	67,144
	69,500	67,144

8.6 Supplementary financial information

(a) Write-offs

There were no write-offs of public money and public and other property during the period.

(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 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.

	2026 \$	2025 \$
Opening Balance	5,111	(2,620)
Receipts	78,353	30,670
Payments	(61,238)	(22,939)
Closing Balance ^(a)	22,226	5,111

(a) The lower actual average cost resulted in a cash surplus, and the 2026–27 Commonwealth Budget will be adjusted to reflect the available cash balance.

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 2026 and between the actual results for 2026 and 2025 are shown below. Narratives are provided for major variances which vary more than 10% of the comparative and which are more than 1% of the following:

1. Estimate and actual results for the current year:
 - Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$17,194,000), and
 - Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$6,137,000).
2. 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 \$15,357,153); and
 - Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$7,469,454).

9.1.1 Statement of Comprehensive Income variances

	Variance Note	Estimate 2026	Actual 2026	Actual 2025	Variance between estimate and actual	Variance between actual results for 2026 and 2025
		\$	\$	\$	\$	\$
Statement of Comprehensive Income						
Employee benefits expense	1,A	12,486,000	14,197,899	11,737,221	1,711,899	2,460,678
Supplies and services	2,B	2,653,000	2,121,067	1,821,791	(531,933)	299,276
Depreciation and amortisation expense		283,000	117,490	157,130	(165,510)	(39,640)
Accommodation expenses		1,288,000	1,386,007	1,267,063	98,007	118,944
Finance costs		4,000	4,652	16,422	652	(11,770)
Other expenses	3	480,000	306,210	357,526	(173,790)	(51,316)
Total cost of services		17,194,000	18,133,325	15,357,153	939,325	2,776,172
Income						
Other Income		2,731,000	2,926,482	2,816,452	195,482	110,030
Commonwealth Grants		35,000	78,353	39,984	43,353	38,369
Total Income		2,766,000	3,004,835	2,856,436	238,835	148,399
NET COST OF SERVICES		14,428,000	15,128,491	12,500,717	700,491	2,627,774
Income from State Government						
Service appropriation		13,670,000	14,078,000	13,260,000	408,000	818,000
Resources received		440,000	326,028	308,723	(113,972)	17,305
Total income from State Government		14,110,000	14,404,028	13,568,723	294,028	835,305
SURPLUS/(DEFICIT) FOR THE PERIOD		(318,000)	(724,463)	1,068,006	(406,463)	(1,792,469)
OTHER COMPREHENSIVE INCOME		-	-	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(318,000)	(724,463)	1,068,006	(406,463)	(1,792,469)

Major estimate and actual (2026) variance narratives

1. Employee benefits expense increased by \$1.712m compared to the estimate, primarily due to additional staffing costs associated with a return to normalised staffing levels following a period of high turnover and elevated vacancy rates together with salary increases related to the implementation of the Scheme for Independent Oversight of Child Safe Organisations, one-off severance payments, the legislated increase in superannuation rates, and leave liability valuation adjustments.
2. Supplies and services expenditure decreased by \$0.532m compared to the estimate, primarily due to delays in the commencement of Alternative Electricity Scheme and some contracted services resulting in expenditure being deferred to future periods.
3. Other Expenses decreased by \$0.174m compared to the estimate, primarily due to lower than anticipated expenditure and other miscellaneous operating costs during the year.

Major actual (2026) and comparative (2025) variance narratives

- A. Employee benefits expense increased by \$2.461m compared with the prior year, primarily due to a return to normalised staffing levels following a period of high turnover and elevated vacancy rates, resulting in higher salary costs, together with salary increases related to the implementation of the Scheme for Independent Oversight of Child Safe Organisations, one-off severance payments, the legislated increase in superannuation, and leave liability valuation adjustments.
- B. Supplies and services expenditure increased by \$0.299m compared with the prior year, primarily due to higher information technology, software licensing and professional services costs.

9.1.2 Statement of Financial Position variances

	Variance Note	Estimate 2026	Actual 2026	Actual 2025	Variance between estimate and actual	Variance between actual results for 2026 and 2025
		\$	\$	\$	\$	\$
Statement of Financial Position						
ASSETS						
Current Assets						
Cash and cash equivalents		2,961,000	3,143,122	4,272,168	182,122	(1,129,046)
Restricted cash and cash equivalents		-	22,226	5,111	22,226	17,115
Receivables		29,000	497,571	154,296	468,571	343,275
Amounts receivable for services		208,000	208,000	208,000	-	-
Total Current Assets		3,198,000	3,870,918	4,639,575	672,918	(768,657)
Non-Current Assets						
Restricted cash and cash equivalents		-	-	-	-	-
Receivables		390,000	519,659	407,527	129,659	112,132
Amounts receivable for services		2,326,000	2,326,000	2,251,000	-	75,000
Plant and equipment	C	137,000	137,298	38,361	298	98,937
Intangible assets	4,D	86,000	621,976	70,601	535,976	551,375
Right-of-use assets		-	66,498	62,390	66,498	4,108
Total Non-Current Assets		2,939,000	3,671,431	2,829,879	732,431	841,552
TOTAL ASSETS		6,137,000	7,542,350	7,469,454	1,405,350	72,896
LIABILITIES						
Current Liabilities						
Payables		34,000	643,309	492,408	609,309	150,901
Employee related provisions	5,E	2,731,000	2,422,594	2,236,785	(308,406)	185,809
Lease liabilities		2,000	20,007	16,941	18,007	3,066
Contract liabilities		187,000	171,325	-	(15,675)	171,325
Other Current Liabilities	F	-	-	100,000	-	(100,000)
Total Current Liabilities		2,954,000	3,257,235	2,846,134	303,235	411,101
Non-Current Liabilities						
Employee related provisions	5,E	403,000	616,213	427,188	213,213	189,025
Lease liabilities		-	49,883	49,089	49,883	794
Contract liabilities		-	175,438	-	175,438	175,438
Total Non-Current Liabilities		403,000	841,534	476,277	438,534	365,257
TOTAL LIABILITIES		3,357,000	4,098,769	3,322,411	741,769	776,358
NET ASSETS		2,780,000	3,443,580	4,147,043	663,580	(703,463)
EQUITY						
Contributed equity		1,739,000	1,742,000	1,721,000	3,000	21,000
Accumulated surplus/(deficit)		1,041,000	1,701,580	2,426,043	660,580	(724,463)
TOTAL EQUITY		2,780,000	3,443,580	4,147,043	663,580	(703,463)

1. These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives

4. Intangible assets increased by \$0.536m compared to the estimate, primarily due to the capitalisation of costs associated with the Microsoft Enterprise Agreement and software assets under development that met the accounting criteria for recognition as intangible assets at year end.

5. Employee related provisions decreased by \$0.095m compared to the estimate. Leave liability valuation adjustments resulted in lower current provisions and higher non-current provisions than anticipated, reflecting changes in the expected timing of settlement of annual leave and long service leave obligations and their classification between current and non-current provisions.

Major actual (2026) and comparative (2025) variance narratives

C. Plant and equipment increased by \$0.099m compared with the prior year, primarily due to acquisitions of computer hardware and office equipment during 2025-26.

D. Intangible assets increased by \$0.551m compared with the prior year, primarily due to the capitalisation of costs associated with the Microsoft Enterprise Agreement and software assets under development that met the accounting criteria for recognition as intangible assets at year end.

E. Employee related provisions increased by \$0.375m compared with the prior year, primarily due to higher annual leave and long service leave liabilities following leave liability valuation adjustments. The increase comprised a \$0.186m increase in current provisions and a \$0.189m increase in non-current provisions, reflecting higher staffing levels, salary increases, and the retention of leave entitlements during the year.

F. Other Current Liability reflects the income received in advance from Energy and Water Board for website development, with the related expenditure incurred in 2025-26.

9.1.3 Statement of Cash Flows variances

	Variance Note	Estimate 2026 \$	Actual 2026 \$	Actual 2025 \$	Variance between estimate and actual \$	Variance between actual results for 2026 and 2025 \$
Statement of Cash Flows						
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		13,387,000	13,795,000	12,977,000	408,000	818,000
Holding account drawdown		208,000	208,000	208,000	-	-
Capital appropriations		18,000	21,000	17,000	3,000	4,000
Net cash provided by State Government		13,613,000	14,024,000	13,202,000	411,000	822,000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	6,G	(12,455,000)	(13,901,432)	(11,699,245)	(1,446,432)	(2,202,187)
Supplies and services	7,H	(2,371,000)	(2,009,230)	(1,768,578)	361,770	(240,652)
Finance costs		(4,000)	(5,471)	(4,809)	(1,471)	(662)
Accommodation	8	(1,163,000)	(1,351,818)	(1,252,449)	(188,818)	(99,369)
GST payments on purchases		(271,000)	(396,015)	(331,586)	(125,015)	(64,429)
GST payments to taxation authority		-	-	(7,364)	-	7,364
Other payments	9,I	(458,000)	(226,189)	(499,128)	231,811	272,939
Receipts						
GST receipts on sales		271,000	281,239	304,944	10,239	(23,705)
GST receipts from taxation authority		-	64,485	36,233	64,485	28,252
Commonwealth Grants		35,000	78,353	39,984	43,353	38,369
Other receipts		2,731,000	2,824,354	2,916,452	93,354	(92,098)
Net cash provided by/(used in) operating activities		(13,685,000)	(14,641,724)	(12,265,547)	(956,724)	(2,376,177)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets	J	(267,000)	(382,070)	(95,524)	(115,070)	(286,546)
Net cash provided by/(used in) investing activities		(267,000)	(382,070)	(95,524)	(115,070)	(286,546)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal elements of lease payments		(18,000)	-	-	18,000	-
Other payments		(20,000)	-	-	-	-
Net cash provided by/(used in) financing activities		(38,000)	-	-	38,000	-
Net increase/(decrease) in cash and cash equivalents		(377,000)	(999,794)	840,929	(622,794)	(1,840,723)
Cash and cash equivalents at the beginning of the period		3,338,000	4,277,279	3,378,333	939,279	898,946
Adjustment for the reclassification of accrued salaries account		-	(112,136)	58,017	(112,136)	(170,153)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		2,961,000	3,165,348	4,277,279	204,348	(1,111,931)

1. These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives

6. Employee benefit payments increased by \$1.446m compared to the estimate, primarily due to a return to normalised staffing levels following a period of high turnover and elevated vacancy rates, resulting in higher salary costs, together with salary increases related to the implementation of the Scheme for Independent Oversight of Child Safe Organisations, one-off severance payments, the legislated increase in superannuation, and leave liability valuation adjustments.

7. Supplies and services payments decreased by \$0.362m compared to the estimate, primarily due to delays in the commencement of the Alternative Electricity Scheme and other contracted services, resulting in expenditure being deferred to future periods.

8. Accommodation payments increased by \$0.189m compared to the estimate, primarily due to higher office accommodation, office fit-out and facilities-related costs incurred during the year.

9. Other payments decreased by \$0.232m compared to the estimate, primarily due to lower than anticipated expenditure on miscellaneous operating costs.

Major actual (2026) and comparative (2025) variance narratives

G. Employee benefit payments increased by \$2.202m compared with the prior year, primarily due to additional staffing costs associated with a return to normalised staffing levels following a period of high turnover and elevated vacancy rates, salary increases related to the implementation of the Scheme for Independent Oversight of Child Safe Organisations, one-off severance payments, the legislated increase in superannuation, and leave liability valuation adjustments.

H. Supplies and services payments increased by \$0.241m compared with the prior year, primarily due to higher information technology, software licensing and professional services costs.

I. Other payments decreased by \$0.273m compared with the prior year, primarily due to the reclassification of inter-agency leave liability transfers and employee leave entitlement reimbursements from Other Payments to Employee Benefits in 2025-26, resulting in lower expenditure being recognised as other payments.

J. Payments for the purchase of non-current assets increased by \$0.287m compared with the prior year, primarily due to expenditure on Microsoft Enterprise Agreement licensing assets and other information technology assets during the year.

Key Performance Indicators



30 June 2026

Certification of Key Performance Indicators

For the year ended 30 June 2026

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the 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 2026.

A handwritten signature in black ink, appearing to read "David Robinson".

David Robinson

Deputy Ombudsman

Acting as the Ombudsman under section 6A
of the Parliamentary Commissioner Act 1971

03 September 2026

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.

	2021-22	2022-23	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Actual	Note
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies (a)	100%	100%	100%	100%	100%	50%	1
Number of improvements to practices or procedures as a result of Ombudsman action (b)	57	75	40	57	100	73	2
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	Not applicable	100%	Not applicable	3
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	238	150	158	4

- 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

1. Nine recommendations arising from a Child Death Review were accepted. The Office also made 9 recommendations in its report entitled *A Review of Family and Domestic Violence in Western Australia*. The Office provided the agencies involved, WA Police and the Department of Communities, with an opportunity to comment on the recommendations before the report was tabled. However, it did not seek confirmation that the recommendations had been accepted. The Office will assess the implementation, and acceptance, of the recommendations after it receives progress reports from the two agencies in October 2026. The Office will report on its assessment in 2026-27.
2. The 2025-26 Actual (73) is lower than the 2025-26 Target (100) and higher than the 2024-25 Actual (57) as there are fluctuations in improvements, related to the number, nature and outcomes of investigations finalised by the Ombudsman in any given year. The number of improvements made by agencies varies significantly from year to year and is difficult to accurately predict.
3. The Ombudsman's role has been educational, focusing on working with agencies to ensure they understand their reporting and investigation responsibilities under the Reportable Conduct Scheme. This includes providing guidance on how to draft and implement effective administrative policies and procedures before moving into a compliance phase. The lack of recommendations in the 2024-25 Actual and 2025-26 Actual highlights the proactive administrative measures taken by relevant entities to prevent reportable conduct, reflecting increased awareness among agencies about the requirements of the Reportable Conduct Scheme.
4. The 2025-26 Actual (158) is lower than the 2024-25 Actual (238) as the Ombudsman received a lower number of reportable conduct notifications as many of the entities, subject to the Reportable Conduct Scheme, have improved their processes for notifying and investigating reportable conduct allegations. This reflects the Ombudsman's increased educative role, strong engagement by relevant entities, and the impact of proactive implementation of preventative actions.

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.

	2021-22	2022-23	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Actual	Note
Percentage of allegations finalised within three months	97%	96%	95%	93%	95%	84%	1
Percentage of allegations finalised within 12 months	100%	100%	100%	100%	100%	100%	
Percentage of allegations on hand at 30 June less than three months old	96%	93%	88%	85%	90%	60%	2
Percentage of allegations on hand at 30 June less than 12 months old	100%	100%	100%	100%	100%	100%	
Average cost per finalised allegation (a)	\$1,749	\$1,547	\$1,314	\$1,375	\$1,890	\$1,226	3
Average cost per finalised notification of death (b)	\$17,097	\$8,415	\$11,571	\$14,429	\$14,655	\$12,474	4
Average cost per notification of reportable conduct (c) (d)	Not applicable - the new Reportable Conduct function commenced on 1 January 2023	\$6,027	\$3,687	\$3,226	\$4,000	\$3,969	5
Cost of monitoring and inspection functions (e)	\$516,576	\$735,183	\$1,000,679	\$1,116,054	\$1,176,000	\$1,219,971	

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) Under the applicable legislation, a single incident may give rise to separate notifications from both the employer and the Department of Communities. These are reported as distinct notifications because they represent separate statutory requirements, responsibilities and outcomes.

e) This is the cost of monitoring and inspection functions under relevant legislation.

Analysis

1. The 2025-26 Actual (84%) is lower than 2025-26 Target (95%) and 2024-25 Actual (93%) primarily due to the significant increase in the number of allegations and in-jurisdiction complaints received and finalised.
2. The 2025-26 Actual (60%) is lower than the 2025-26 Target (90%) and the 2024-25 Actual (85%), primarily due to the increased volume and complexity of in-jurisdiction complaints received since December 2024. In 2025-26, there was a 30% increase in in-jurisdiction complaints. The average time to finalise complaints was 42.7 days, compared to 40 days in 2024-25. This average was maintained due to increased efficiencies, improved customer service and complaint-handling practices and a greater focus on early resolution. More complaints were resolved than were received in 2025-26 resulting in a more cost-effective service. The impact of quicker resolution and finalisation of a greater proportion of complaints led to an increase in the average age of complaints on hand. The proportion of complaints on hand that were over 3 months are more complex, require higher levels of technical expertise and require more resources. As a result, there has been an impact on the timeliness for more complex complaints resulting in a higher proportion of aged complaints.
3. The 2025-26 Actual average cost per finalised allegation (\$1,226) is lower than the 2025-26 Target (\$1,890) and the 2024-25 Actual (\$1,375). This was primarily due to a higher volume of allegations finalised during the year. With the net cost of complaint resolution remaining broadly stable, increased resolution of cases and more efficient management of out-of-jurisdiction and less complex complaints, including greater use of early resolution processes, resulted in a lower average unit cost.
4. The 2025-26 Actual average cost per finalised notification of death (\$12,474) is lower than the 2025-26 Target (\$14,655) and the 2024-25 Actual (\$14,429). This was primarily due to a higher number of notifications being finalised during the year as a result of streamline processes. With the net cost remaining broadly stable, increased throughput resulted in a lower average cost per notification.
5. The 2025-26 Actual average cost per notification of reportable conduct (\$3,969) is higher than 2024-25 Actual (\$3,226) and close to the 2025-26 Target (\$4,000). The result reflects an increase in the cost-of-service delivery and fluctuations in notification volumes during the year. The outcome remained consistent with expectations.

Other disclosures

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 2025-26.

Employment and industrial relations

As at 30 June 2026, there were 97 people (88 full-time equivalent positions (FTEs)) directly employed by the Ombudsman, including 66 full-time and 22 part-time. 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 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 2024-25 and 2025-26.

Employee Category	2024-25	2025-26
Full-time permanent	50	54
Full-time contract	11	12
Part-time permanent	30 (22.5 FTE)	28 (20.3 FTE)
Part time contract	2 (1.6 FTE)	3 (1.7 FTE)
Total	93 (85 FTEs)	97 (88 FTE)

Employee development

We are committed to developing and retaining skilled staff 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.

During 2025-26, in-house staff development sessions were delivered across a range of topics that support both organisational capability and individual growth.

These included mental health first aid, trauma-informed practice, plain English communication, ethical decision making and the practical application of artificial intelligence for leaders.



Images: Staff attending Mental Health First Aid training.

Employees are also encouraged to attend external training courses, conferences and seminars to strengthen their professional knowledge and technical expertise. Development opportunities are identified through annual performance and development discussions and are aligned to individual, team and organisational priorities. This ongoing investment in learning supports workforce capability, employee engagement and our commitment to being an employer of choice.

During the year, we continued delivery of the two-year Management Development Program for emerging leaders. The program is designed to strengthen leadership and management capability across the organisation by building skills in decision-making, people leadership and organisational performance. In 2025-26, participants focused on developing an inclusive leadership mindset, strengthening risk management capability, and leading and influencing change in a dynamic operating environment.

Workers compensation

There were no workers compensation claims in this financial year.

Other Legal Requirements

Unauthorised use of credit cards

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

Despite each cardholder being reminded of their obligations annually under our credit card policy, five employees inadvertently use the corporate credit card for personal expenses. The matter was not referred to disciplinary action as the Chief Finance Officer noted prompt advice and settlement of the personal use amount and, that the nature of the expenditures were immaterial and characteristic of an honest mistake.

	2025-26
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	10
Aggregate amount of personal use expenditure for the reporting period	\$342
Aggregated amount of personal use expenditure settled by the due date (within 5 working days)	\$342
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	\$0
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

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 2025-26 was \$8,200 (excluding GST) for recruitment advertising and promoting regional visits.

	2025-26 \$
Advertising agencies	
Initiative Media Australia Pty Ltd	7,815
Meta	305
LinkedIn	80
Total	8,200



Images: Our 2024-25 annual report was recognised at the Institute of Public Administration Australia WA (IPAA WA) W.S. Lonnie Awards for public reporting, winning the Alan Skinner Trophy and the Bronze Award in the General Government Sector of Agencies with under 100 FTEs.



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.

Our new [Disability Access and Inclusion Plan 2025-2030](#) (DAIP) commenced this financial year.

Below are some of the actions we took in 2025-26 under our new 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). We also take complaints about energy and water providers as the Energy and Water Ombudsman, and complaints about charitable trusts as the WA Charitable Trusts Commission. 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 and needs any assistance to communicate with us. We record this in our case management system for further contact. 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 2025-26, approximately 27.2% of people accessing our complaint handling service said they had a disability, an increase from 24.3% the previous year. This compares to, 19.1% in the Western Australian population.

Our new website launched in 2026 is built with accessibility at the forefront: WCAG 2.2 level AA compliant and with the Userway accessibility toolbar to assist users with additional needs.

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. 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 write to people by email rather than attach a letter. Our PDF reports and publications are screen-readable and say that they can be made available in alternative formats on request.

In 2025-26, we commenced an initiative to review all our brochures and information sheets, at the time of our new website and logo. This include making all website content written in simple English. It also means we are publishing many community publications in an accessible version in addition to the standard PDF version.

Outcome 4: People with disability receive the same level and quality of service from our people 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 employees 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.

We invite public feedback on our DAIP on our website at any time.

Major investigation projects consider consultation by the public and organisations, and include those with disability where relevant to the project.

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 employee with disability, including physical disability and neurodevelopmental disability. This includes specialised equipment and changes in work hours.

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 employees with reported disability.

Our policies and practices are inclusive and welcoming for people with disability. We

have an employee reference group, the Equity, Diversity and Inclusion Council, which includes employees with disability. In October 2025, the Equity, Diversity and Inclusion (EDI) Council hosted a Loud Shirt Day morning tea to raise awareness of hearing loss and promote inclusion for people who are deaf or hard of hearing.

Staff embraced the event by wearing colourful and creative shirts in support of the cause. The morning tea included an Acknowledgement of Country delivered in Auslan, personal reflections on the impact of hearing loss shared by staff, and an interactive quiz developed by the EDI Council to increase awareness and understanding of hearing loss in the community. The event concluded with an introduction to commonly used Auslan words and phrases.



Image: Loud Shirt Day, October 2025

This initiative reflects our commitment to fostering an inclusive workplace and building awareness of the diverse experiences and needs of the communities we serve.

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 employee, 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 employees are required to complete the AEDM as part of their Induction program. All existing employees have completed the online training, and all employees 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 employees.

The Software systems used to manage records is based on:

- RESOLVE - Case Management system
- 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 approach to all records.

Induction and training

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

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

Government Policy Requirements

WA Multicultural Policy Framework

This was the first full year of our new Multicultural Plan 2025-2030.

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 2025-26.

Policy priority 1: Harmonious and inclusive communities

We continued to increase the cultural competency and inclusion in our office. 83% of employees have completed the Diverse WA online module produced by the Office of Multicultural Interests by 31 March 2026. Our Equity, Diversity and Inclusion Council produced a calendar which includes culturally important dates. We also promoted and attended Harmony Day events in Belmont and Katanning.

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 2025-26, 27% of people who made complaint to us were born overseas and 12.2% were born in a non-main English-speaking country, compared to 34% and 19% in the Western Australian population respectively. Our new online complaint form asks people for their main language spoken at home. Where another language is identified, they are asked if they would like to use an interpreter.

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

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 (EDI) Council that has members from culturally and linguistically diverse backgrounds.

Workforce inclusiveness requirements

We are 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 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
- 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 employees 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.

Work health, safety and injury management

During 2025-26, we recorded no fatalities, workers' compensation claims, serious claims involving lost time, permanent impairment claims or respiratory disease claims. We continued to promote a safe and healthy workplace through consultation, leadership commitment, wellbeing initiatives and ongoing work health and safety management practices.



Images: Above: National Reconciliation Week activity.

Below: Staff participated in the March Against Domestic and Family Violence as part of '16 Days in WA' campaign.



Our WHS and injury management statistics for 2025-26 are shown below.

Measures	2023-24	2024-25	2025-26	2025-26 Target	Comment about outcome
Number of fatalities	0	0	0	0	Target achieved
Incidence of work-related injury or illness	0	11.75%	0	Reduce by 2% per year and 15% by 2033	Target achieved
Incidence rate of serious claims with one or more weeks' lost time	0	11.75%	0	Reduce by 2.5% per year and 20% by 2033	Target achieved
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033	Target achieved
Incidence rate of work- related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033	Target achieved
Managers and supervisors trained in: 6. Work health and safety as relevant to the PCBU's risk profile; and 7. Injury management			35%	Greater than or equal to 80% of cohort trained within last two (2) years Greater than or equal to 80% of cohort trained within last five (5) years	Eight of 23 managers and supervisors completed work health and safety related training during the reporting period. The Office is reviewing alignment of completed training with the new annual reporting requirements and will consider future training needs to support compliance with this indicator.
Percentage of workers returned to work on full duties and hours (i) within 13 weeks	0	0	0	No target	Not applicable
Percentage of workers returned to work on full duties and hours (ii) within 26 weeks	0	0	0	Greater than or equal to 70% returned to work within 26 weeks	Not applicable

Measures	2023-24	2024-25	2025-26	2025-26 Target	Comment about outcome
Agency has a WHS management system that has been independently assessed in last five years	0	0	Yes	-	-
Consultative systems:				No target	Consultative arrangements continued during the reporting period
1. Number of health and safety representatives					
a) in total;	2	2	2		
b) who have attended HSR training;	2	2	2		
c) shown as a percentage of workers;			1.76%		
d) shown as a ratio to the number of workplaces occupied by the Agency; and	2:1	2:1	2:1		
2. Name/s of health and safety committees and sub-committees	Staff Consultative Committee				

Feedback and complaints about our services

Across our public-facing services, we received 13,316 contacts in 2025-26.

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 have a [Feedback page on our website](#) and we encourage people to contact us if they have a complaint about us or a suggestion for how we can improve, or even a compliment.

Suggestions and complaints

In 2025-26, we received feedback from an Aboriginal complainant that we should have Aboriginal staff in our complaints team. We have now employed three Aboriginal staff in our Complaints team, including a Senior Aboriginal Engagement and Cultural Advisor and two Investigating Officers to improve our complaint handling services and to improve accessibility and create trust with Aboriginal people by provide a culturally safe service.

We also received feedback about our requirement for complaints to be in writing. Our commitment to continuous improvement involves increasing our accessibility and inclusion. Previously, we only accepted a very limited number of complaints verbally. We have progressively expanded our capacity to take complaints verbally, focusing on vulnerable complainants, and persons in closed environments. We will continue to expand our ability to take complaints by phone in stages while supporting our staff with training, further process efficiencies and improved technical capability to manage the increasing volume and complexity and psychosocial risks that may arise.

Requests for formal Review

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

After a case is finalised, the person may contact 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.

Complainants who are unhappy with how we handled their case can request a formal Review. The Review is not automatic and must be more than disagreeing with the outcome of their complaint. If the Review is granted, it is completed by a senior officer who was not involved in the original matter. A review is not a new investigation but will consider if the matter was handled fairly and properly by our office.

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 give it further consideration.

In 2025-26, nine requests for reviews were submitted. Eight of these complaints were regarding a public authority and one complaint was regarding an energy and water provider.

All cases were carefully examined by an independent senior officer. As at 30 June, in four cases the original decision was upheld, in one case the request for a Review was withdrawn and in four cases the Review was ongoing.

Our reviews have led to improvements in our complaint handling, including ensuring we use a trauma-informed approach that recognises individual circumstances and that we provide information about support services where appropriate. We also provide clearer explanations of our statutory role and complaint-handling processes.

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.



The complainant acknowledged the information I had provided and thanked me for calling him. He said I was the only person willing to speak with him and described me as “one of the good ones.”
- Case officer



New Integrity Investigations Team

To help improve our services, we established a new Integrity Investigations Team within the Complaint Resolution Branch. The team is reviewing how we handle complaint reviews and feedback to identify opportunities to make our services more effective, accessible and responsive for Western Australians.

Website feedback

In April 2026, we launched our new website. In the weeks following launch, we responded to people who had technical difficulties lodging online complaints. We put a message on our website asking people to let us know if they have an issue, and our front-line staff were given advice on what information to ask of people experiencing issues to help trouble-shoot, and how to make their complaint via another method.

All reported issues were escalated with our technology partner, investigated and resolved. Wherever possible, we contacted the person again to inform them of the outcome of their feedback.





Ombudsman
Western Australia

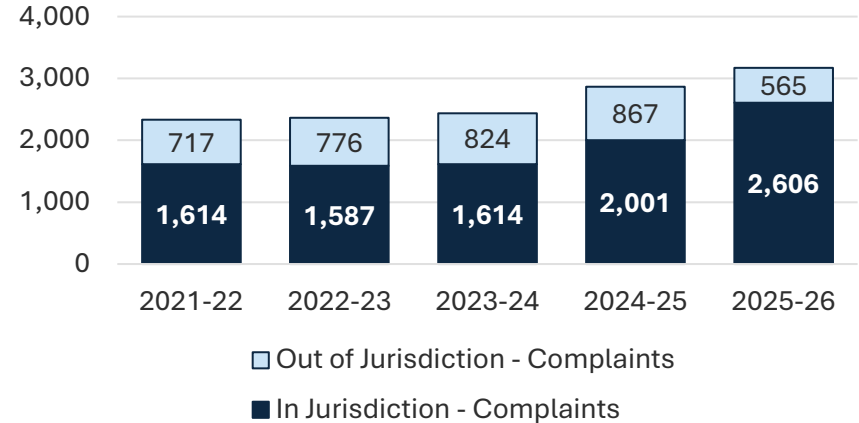
Appendices

Go to:

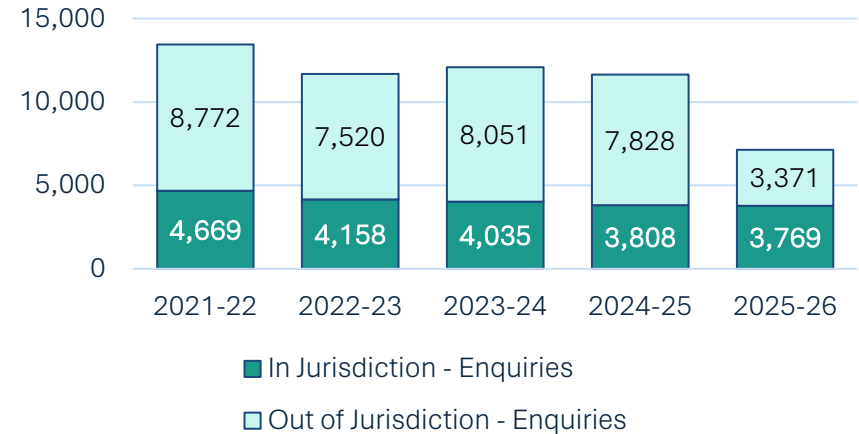
- ➔ [Appendix 1 – Complaints by government service](#)
- ➔ [Appendix 2 – Complaints by public authority](#)

Appendix 1 – Complaints by government service

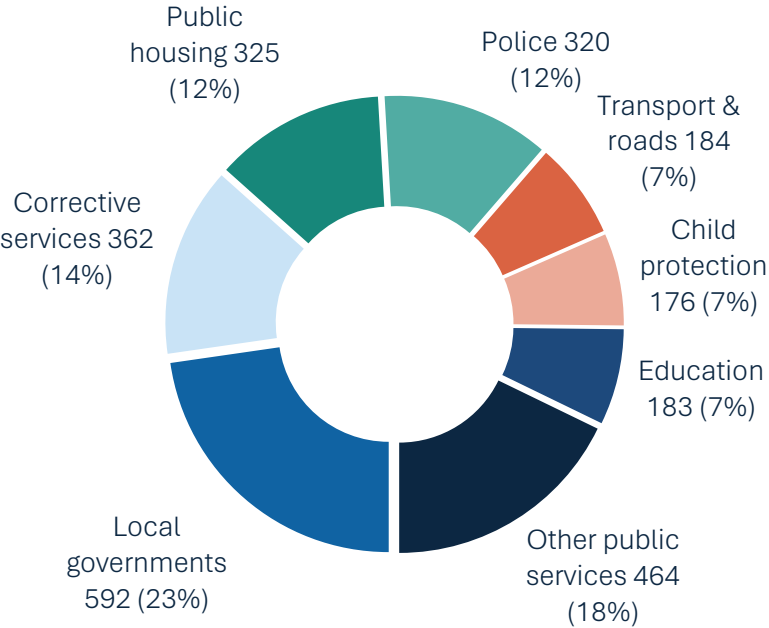
Complaints received in the last 5 years



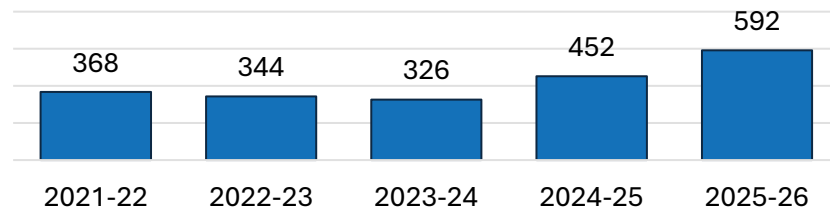
Enquiries received in the last 5 years



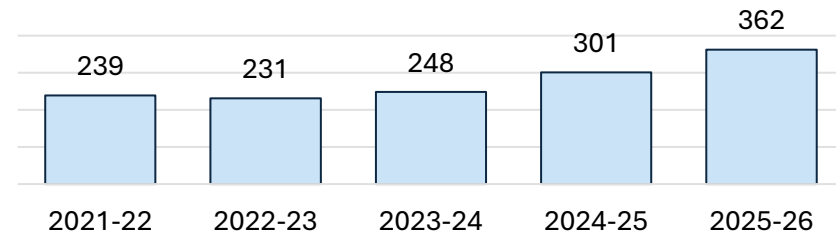
Complaints received in 2025-26 by government service, number and percentage of in-jurisdiction complaints



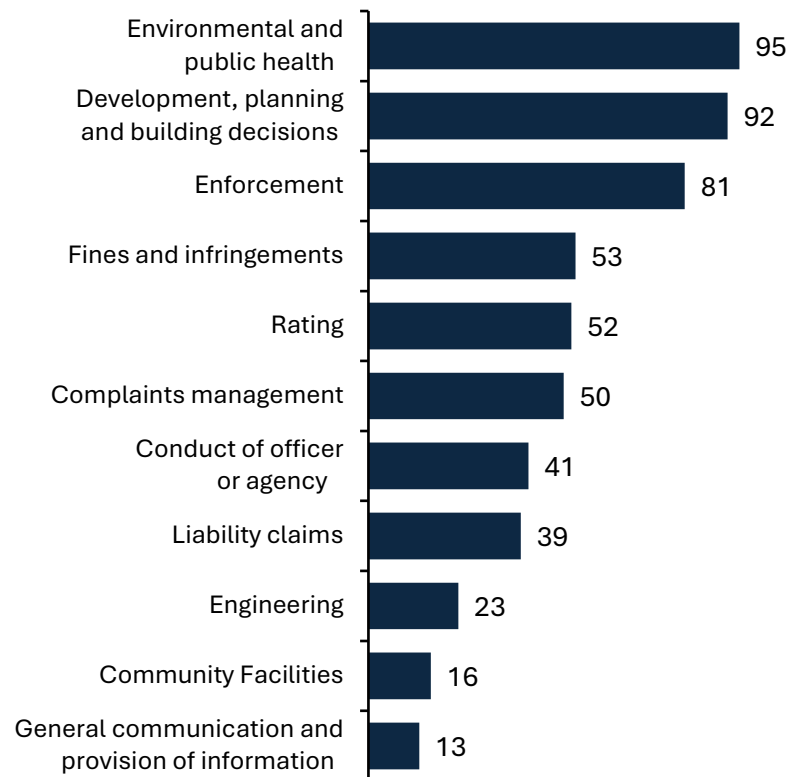
Local government complaints received



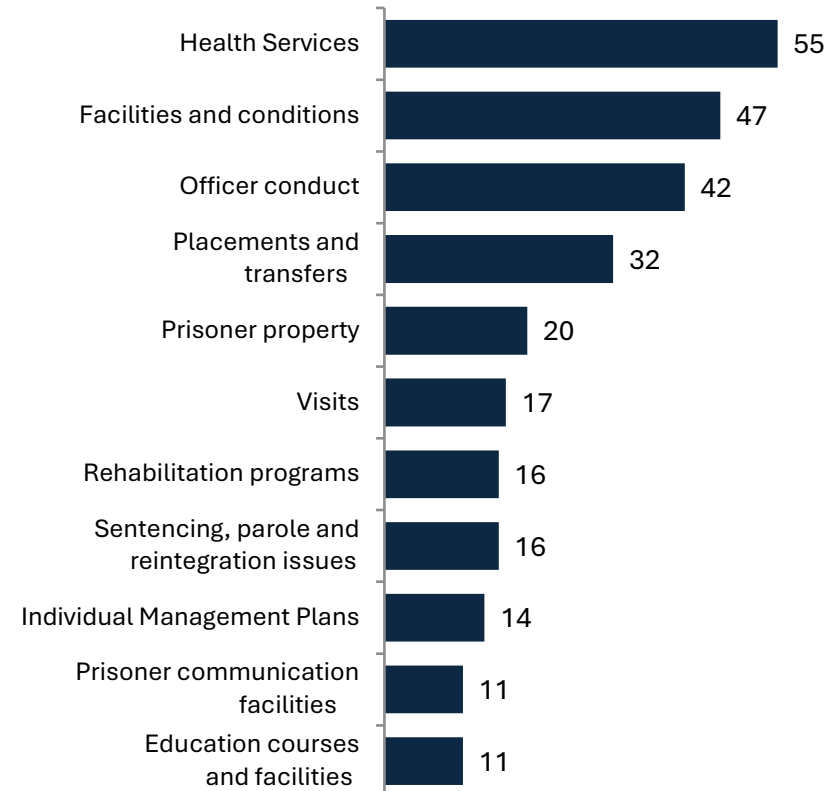
Corrective Services complaints received



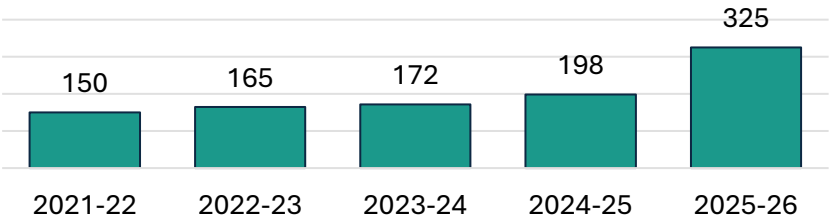
Main local government issues 2025-26



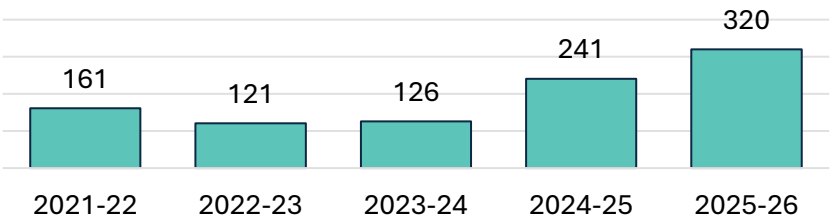
Main Corrective Services Issues 2025-26



Public Housing complaints received



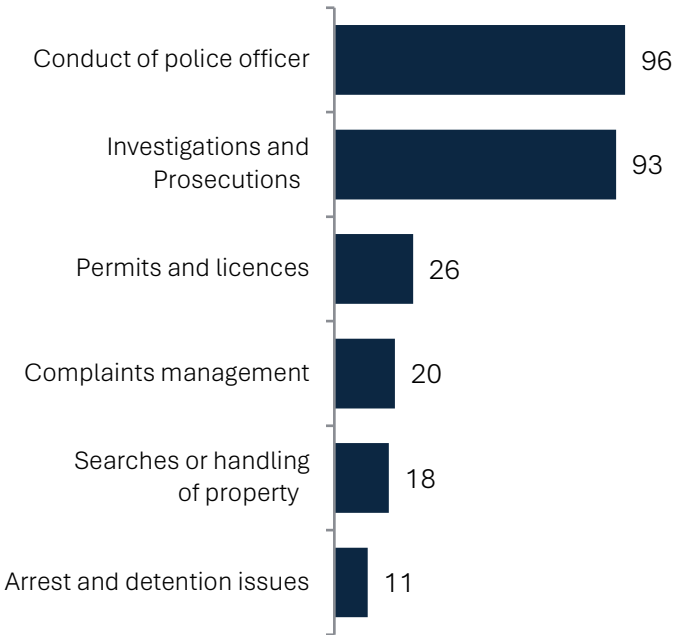
Police complaints received



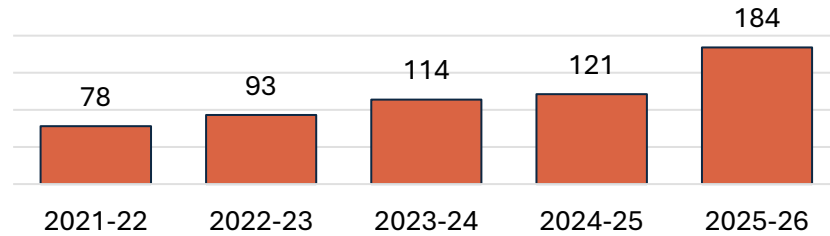
Main Public Housing Issues 2025-26



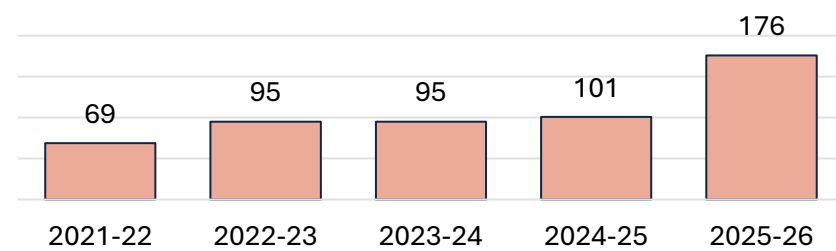
Main Police Issues 2025-26



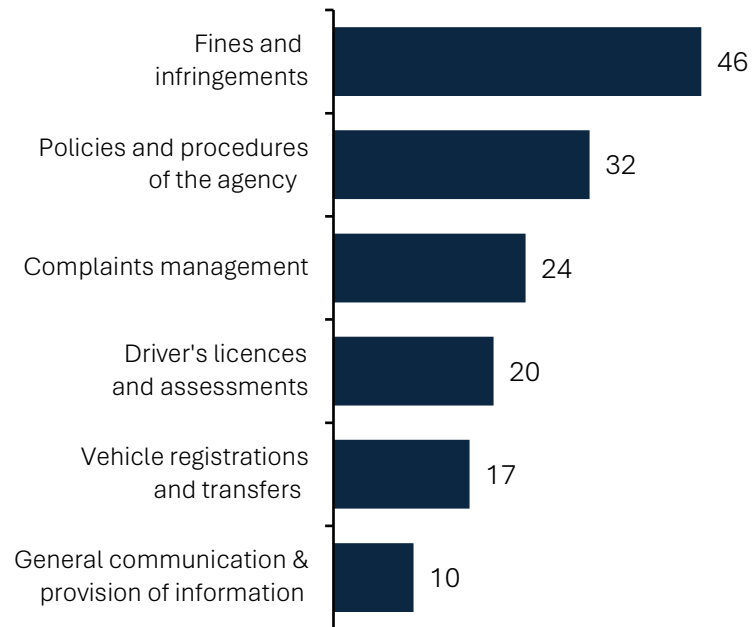
Transport and Roads complaints received



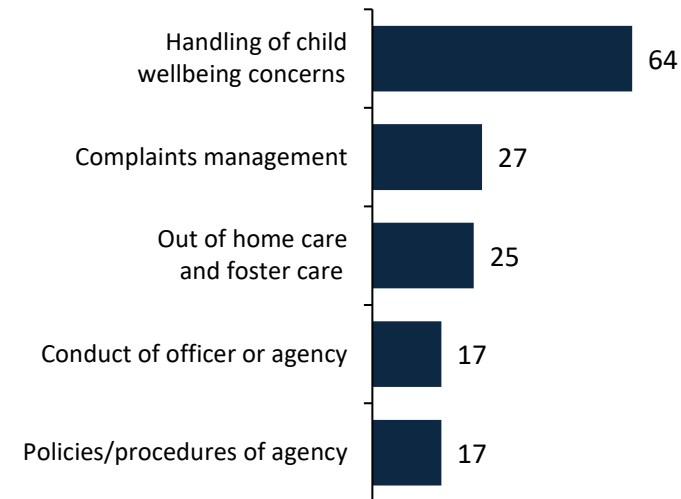
Child Protection complaints received



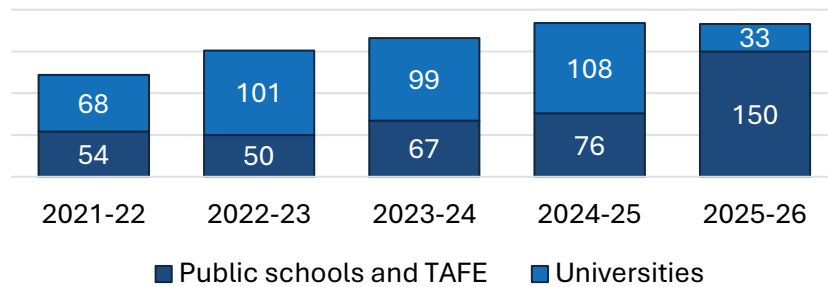
Main Transport & Roads Issues 2025-26



Main Child Protection Issues 2025-26

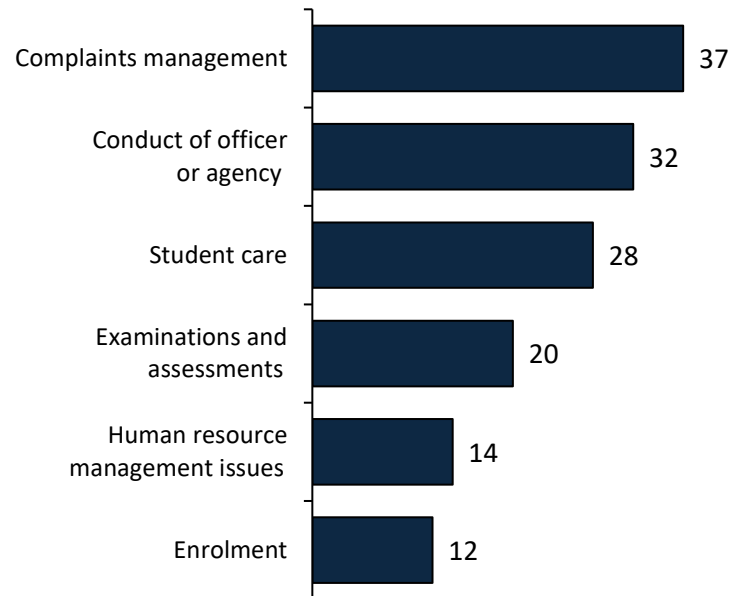


Education complaints received

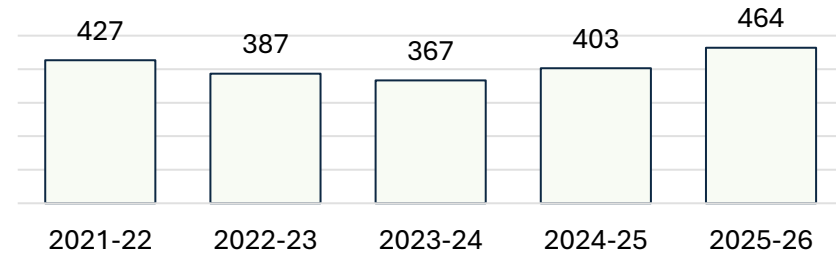


Note that in February 2025, the National Student Ombudsman commenced taking complaints about tertiary education providers.

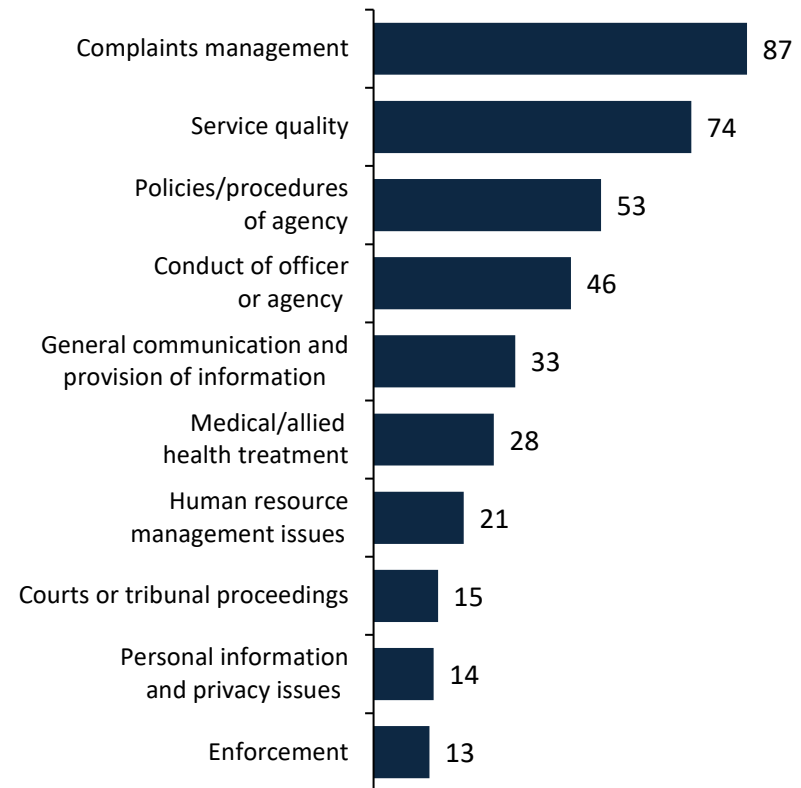
Main Education Issues 2025-26



Other public services complaints received



Main Other Public Service Issues 2025-26



Appendix 2 – Complaints by public authority

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2025--26
		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	7	1	1	1	3	1				7
Central Regional TAFE	7			4	2			1		7
Chief Psychiatrist, Office of the	2		1							1
Child and Adolescent Health Service	2		1		1				1	3
Communities, Department of	188	7	18	86	37	16		10	6	180
Construction Industry Long Service Leave Payments Board	5		2	3		1				6
Creative Industries, Tourism and Sport, Department of	5		1	2	2					5
DevelopmentWA	3	1	2		1					4
East Metropolitan Health Service	13	4	3	1	3					11
Education, Department of	114	6	17	33	19	8		9	6	98
Energy and Economic Diversification, Department of	1	1		1						2
Fire and Emergency Services, Department of	2				2	1				3
Gold Corporation	6	1			2	2				5
Government Employees Superannuation Board (GESB)	1		1							1
Health and Disability Services Complaints Office	9			5	4	2				11
Health Support Services	1				1					1
Health, Department of	8	1		1	4					6
Housing and Works, Department of	325	10	15	136	70	88		1	7	327

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2025--26
		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	
Industrial Relations Commission Registrar, Department of the	1				1					1
Insurance Commission of Western Australia	10		4	4	5					13
Justice, Department of	375	26	70	146	96	46			4	388
Landgate	6	1	4		1				2	8
Legal Aid WA	24	4	3	13	1	5				26
Legal Practice Board	26	3	2	5	4	10				24
Local Government, Industry Regulation and Safety, Department of	67	3	15	23	13	12		2	2	70
Lotteries Commission	1				1					1
Main Roads Western Australia	28	3	2	6	10	4				25
Mental Health Advocacy Service	1		1							1
Mental Health Tribunal	1		1							1
Metropolitan Cemeteries Board	2	1		1	1	1				4
Mines, Petroleum and Exploration, Department of	1									
North Metropolitan Health Service	19	1	11	4	2	2				20
North Metropolitan TAFE	13		3	5	1	2		1	1	13
North Regional TAFE	2			1	1				1	3
PathWest					1					1
Planning, Lands and Heritage, Department of	14	4	5		1	2		1		13
Premier and Cabinet, Department of the	2							1		1
Primary Industries and Regional Development, Department of	10	2	1	3	2	1				9
Prisoners Review Board	4				3					3
Public Advocate	21		4	7	4	2		1	1	19
Public Sector Commission	3	3			1					4
Public Transport Authority	39	1	8	11	10	11		1		42
Public Trustee	46	3	13	17	10	7			1	51
SERCO - Acacia Prison	38	5	9	15	7	7				43

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2025--26
		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	
Small Business Development Corporation	7		1	1	3	2				7
South Metropolitan Health Service	17	1	7	6	1					15
South Metropolitan TAFE	9	2	2	2	3	1				10
Teacher Registration Board	4							1		1
Training Accreditation Council	1				1					1
Training and Workforce Development, Department of	4		1	2	1					4
Transport and Major Infrastructure, Department of	117	4	31	34	38	13			6	126
Treasury and Finance, Department of	17	1	5	6	3	1			2	18
VenuesWest (Western Australian Sports Centre Trust)	1				1					1
Veterinary Practice Board of Western Australia	7			1	1	2				4
WA Country Health Service	12	4	6	1	2					13
Water and Environmental Regulation, Department of	9	3	1	1	1	2				8
Water Corporation	1		1							1
Western Australia Police Force	320	17	154	114	36	18		2	4	345
Western Australian Electoral Commission	1	1								1
Workcover	1				1					1
TOTAL PUBLIC SECTOR COMPLAINTS	1981	125	427	702	419	270	0	31	44	2018

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2025-26
		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		
LOCAL GOVERNMENTS										
Albany, City of	4		1	2				1		4
Armadale, City of	19	1	2	7	4	2			1	17
Augusta / Margaret River, Shire of	12		2	5	1	2				10
Bassendean, Town of	5	2			2				1	5
Bayswater, City of	12	2		8	3	1				14
Belmont, City of	10		3	4	2					9
Boddington, Shire of	2			1					1	2
Bridgetown / Greenbushes, Shire of	4		1	2	1					4
Broome, Shire of	2							1		1
Bunbury, City of	6		1	1	2	3				7
Busselton, City of	8		1	1	2	3			1	8
Cambridge, Town of	13	1	6	4	6	1				18
Canning, City of	12	1	3	2		1			3	10
Capel, Shire of	5			3		1				4
Carnarvon, Shire of	1			1						1
Chittering, Shire of	3	1			1			1		3
Claremont, Town of	5	2	1	2	1	2		1		9
Cockburn, City of	22	2	4	5	7	5		1	2	26
Cocos (Keeling) Islands, Shire of	2					1				1
Collie, Shire of	1				1					1
Coolgardie, Shire of	2		1			1		1		3
Coorow, Shire of	1									
Corrigin, Shire of	3			3		1				4
Cottesloe, Town of	4	1	3		1	2				7
Cuballing, Shire of	2		1			1				2
Dalwallinu, Shire of	2		1		1					2
Dandaragan, Shire of	3			1						1
Dardanup, Shire of	4			1	2					3

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2025-26
		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	
Denmark, Shire of	2			1	1					2
Derby / West Kimberley, Shire of	2			2		1				3
Donnybrook / Balingup, Shire of	8	1	1	2	3				1	8
Dowerin, Shire of	1		1							1
Dundas, Shire of	2	1	1							2
East Fremantle, Town of	3				1					1
East Pilbara, Shire of					1					1
Esperance, Shire of	1			1		1				2
Exmouth, Shire of	2		2		2	1				5
Fremantle, City of	9		2	2	3	1		1	1	10
Gingin, Shire of	5		2			2				4
Gosnells, City of	16	2	2	4	4	4		1		17
Greater Geraldton, City of	5	1		1	1					3
Harvey, Shire of	9	1	3	1	3					8
Irwin, Shire of	1		1							1
Jerramungup, Shire of	1							1		1
Joondalup, City of	17	1	1	8	4	3				17
Kalamunda, City of	17	4		5	4	1		1		15
Kalgoorlie / Boulder, City of	8	2	1	1	4					8
Karratha, City of	1			1		1				2
Kellerberin, Shire of	3				2					2
Kent, Shire of	1									
Kojonup, Shire of	1					1				1
Koorda, Shire of	1				1					1
Kwinana, City of	10		1	3	5	1				10
Mandurah, City of	11		3	4	3	3			1	14
Manjimup, Shire of	2	1				1				2
Meekatharra, Shire of	1				1					1
Melville, City of	25		8	6	10	6			1	31

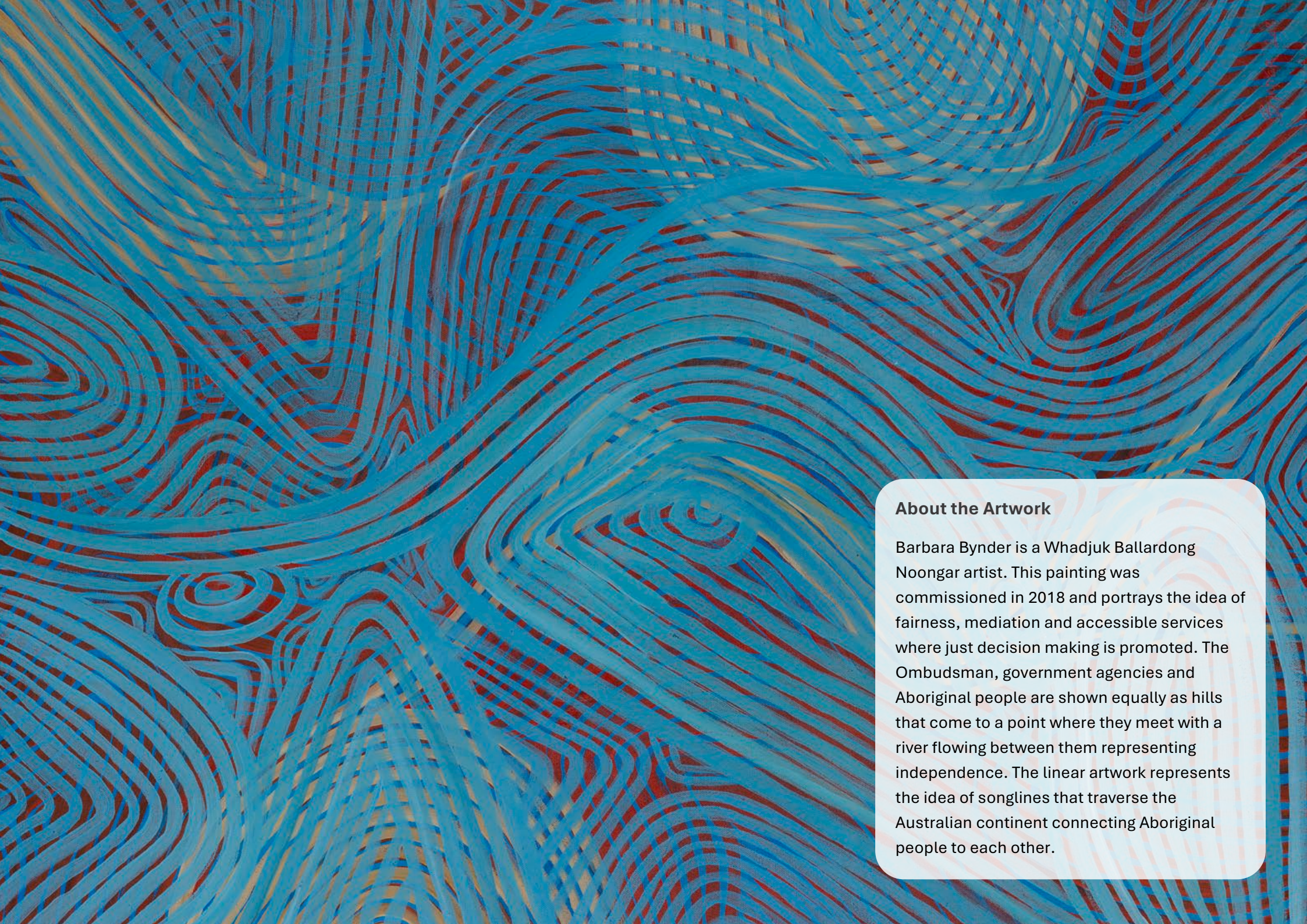
	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2025-26
		Issue not in jurisdiction	More appropriate body to handle complaint	Referred back to the public authority	Investigation not warranted	Resolved	Sustained	Not sustained, cannot be determined, or discontinued		
Mingenew, Shire of						1				1
Moora, Shire of	1	1								1
Morawa, Shire of	1					1				1
Mosman Park, Town of	6	1	1		3	1				6
Mt. Magnet, Shire of	1				1					1
Mt. Marshall, Shire of	1				1					1
Mundaring, Shire of	6		1	3	2	1				7
Murray, Shire of	5		3	1						4
Nannup, Shire of	3		1		2					3
Nedlands, City of	13	4	5	4	3	3				19
Ngaanyatjarraku, Shire of						1				1
Northam, Shire of	7	1		1	1	2			1	6
Northampton, Shire of	3								1	1
Peppermint Grove, Shire of	1	1								1
Perth, City of	29	2	15	4	8	1		1		31
Pingelly, Shire of	1			1						1
Plantagenet, Shire of	1			1						1
Rockingham, City of	23	2	3	10	4	3				22
Serpentine / Jarrahdale, Shire of	7	1	4	2	1			1	1	10
Shark Bay, Shire of	1			1						1
South Perth, City of	6	1			2	1			1	5
Stirling, City of	30	1	7	6	8	8		2	1	33
Subiaco, City of	7		2		3	1				6
Swan, City of	36	1	9	9	13	8			1	41
Toodyay, Shire of	1	1							1	2
Trayning, Shire of	1		1			1				2
Victoria Park, Town of	11		3	2	6	3				14
Vincent, City of	22	2	8	3	5	2				20
Wanneroo, City of	24		6	8	9	3			1	27

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation				Total Complaints Finalised in 2025-26
		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	
Waroona, Shire of	1	1								1
Wickepin, Shire of	1					1				1
Woodanilling, Shire of	1		1							1
Wyndham / East Kimberley, Shire of	4				1	2				3
Yilgarn, Shire of	1		1							1
York, Shire of	2	2			1					3
TOTAL LOCAL GOVERNMENT COMPLAINTS	592	49	131	151	164	98	0	14	21	628

	Total Complaints Received in 2025-26	Complaints finalised at assessment				Complaints finalised at investigation			Withdrawn	Total Complaints Finalised in 2025-26
		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	12	4	8		1			1		14
Edith Cowan University	9		13							13
Murdoch University	4		3		1					4
University of Western Australia	8		8		1					9
TOTAL UNIVERSITY COMPLAINTS	33	4	32		3			1		40

AGENCIES OUT OF JURISDICTION										
Organisation not identified	32	18	14							32
Agencies out of jurisdiction	533	101	458						1	560
TOTAL AGENCIES OUT OF JURISDICTION	565	119	472						1	592

TOTAL COMPLAINTS										
Total complaints about agencies in jurisdiction	2606	178	590	853	586	368		46	65	2686
Total complaints about agencies out of jurisdiction	565	119	472						1	592
GRAND TOTAL	3171	297	1062	853	586	368	0	46	66	3278



About the 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.



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