



wacoss

WA COUNCIL *of*
SOCIAL SERVICE

*Ways to make
a difference*

WACOSS Annual Report

2016-2017

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ABOUT US

The Western Australian Council of Social Service (WACOSS) represents three hundred member organisations and individuals, and more than five hundred organisations involved in the provision of community services to the Western Australian community.

As one of nine peak social service councils across Australia, we partner with a national network to magnify our expertise, resources, and impact. We ensure that Western Australia is represented on a national stage.

Our commitment to genuine collaboration is through capacity building and a shared resourcing approach, and seeks to be the voice of the community service sector as a whole. Our participation on consultative committees and forums helps us to understand the sector and community needs in an environment of complexity.

Building trusted relationships with government and non-government influencers enables the voice and knowledge of community sector organisations, and those with lived experience, to reach government.

Tackling hard issues, and challenging systems, behaviours, and attitudes that contribute to inequality, exclusion, and disadvantage helps inform and influence policy to change the lives of those facing adversity.



Ways to make a difference

OUR VISION

An inclusive, just, and equitable society.

OUR MISSION

We advocate for social change to improve the wellbeing of Western Australians and strengthen the community services sector that supports them.

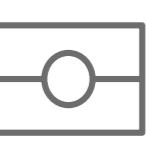
OUR VALUES



DIVERSITY



COLLABORATION



INDIGENOUS CULTURE



ETHICS



INNOVATION



HUMAN RIGHTS



RECOGNITION



PRESIDENT'S REPORT

It has been a pleasure to take on the role of President of WACOSS following the departure of Steve Joske in the first part of 2017. Steve's commitment and contribution to WACOSS has been significant over the last six years. His calmness, clarity, and ability to inspire through the spoken word have been wonderful contributions to the governance of WACOSS. We also bid farewell to Irina Cattalini, and welcomed Louise Giolitto, who was appointed Chief Executive Officer in November 2016.

It was wonderful to have the opportunity to come together at our New Year Sector Breakfast at the beginning of the year, the Emerging Issues forum, Emergency Relief forum, and the very successful launch of the *2016 Cost of Living report* - all critical work in creating a just and equitable society where no one is left behind.

The State election in March 2017 marked another period of change, and a tightening fiscal environment. We hope that the changes in government architecture lead to a greater collaborative effort with citizens, the sector, and government to find sustainable solutions to wicked problems. All too often it is those who are placed in the most disadvantaged position, who bear the brunt during changing economic and social conditions, including increasing inequality and poverty. The role of our sector is therefore critical to ensure that service provision and advocacy for our most disadvantaged citizens is sustained.

I would like to take this opportunity to thank the WACOSS team, ably led by Louise Giolitto, for their work and commitment throughout the year. Despite tough economic conditions, WACOSS continues to be supported by our member organisations and we have seen a growing confidence from our members to make their voice heard. This makes the role of the organisation so much easier, and we are all inspired by the dedication, persistence, and quality of service that members provide to those most in need.

A handwritten signature in black ink, appearing to read "Debra Zanella".

Debra Zanella
President



CEO'S REPORT

The past year has been one of considerable reform and transformation at all levels of Government. WACOSS continues to focus on being a strong and effective advocate, supporting people and communities placed in vulnerable situations in a time of a declining Western Australian economy. On behalf of our members, WACOSS has worked to position itself as a considered and valued voice to Government, with deep expertise, strong values, and unwavering drive for social justice.

We are pleased to welcome the new State Government's commitment to working with the sector in establishing the Supporting Communities Forum. We believe the best policy and programs come when the power of people's voices is combined with the collective efforts and strategies that are proven to work.

This year also saw the launch of the *Not-For-Profit Landscape Report*, which provides unprecedented insight on the social and economic impact of the Not-for-Profit (NFP) sector, which is a very large and important part of the Western Australian economy.

Western Australia has more than 240,000 people living in poverty, and numbers continue to grow. More than 9,600 are homeless, half of which

are under the age of 25. Numbers such as these can be daunting and fail to show the faces of those affected. Amplifying voices of those with lived experience of disadvantage is key to addressing this. WACOSS members and fellow peak body networks have been a driving force in this work, particularly in the lead up to the 2017 State election, bringing people's stories to campaigns and strategies to break the cycle of disadvantage.

I would also like to acknowledge the leadership provided by my predecessor Irina Cattalini, whose strategic capability, collaborative relationships, and immense hard work have contributed to so much of the organisation's successes over the past twelve years.

WACOSS is guided by strong leadership in the Board and Strategic Reference Group, who provide invaluable advice. I would particularly like to thank Debra Zanella, who took on the role of President mid-term. Debra's remarkable patience and wisdom has made me feel thoroughly supported in our first year together at WACOSS.

Lastly, but certainly not least, I would like to thank WACOSS staff for their fearless and tireless efforts that make our achievements possible. I am continually humbled and privileged by their talent and commitment.

I am honoured to be part of an organisation working towards a humanity that treats every person with respect and care, and I look forward to continuing this work with WACOSS toward a just and fair society that leaves no one behind.

Louise Giolitto
Chief Executive Officer

WACOSS BOARD



DEBRA ZANELLA

CEO | RUAH



AMANDA HUNT

CEO | UnitingCare West



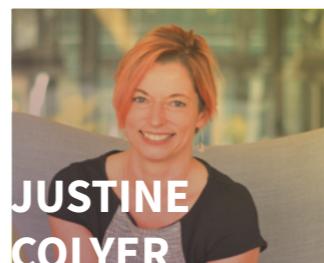
ASHLEY REID

CEO | Cancer Council WA



JUAN LARRANAGA

State Manager | Save the Children



JUSTINE COLYER

CEO | Rise



MICHAEL PIU

Deputy CEO | St Patrick's Community Support Centre Limited



PAUL MCMULLAN

CEO | Outcare



MARK FITZPATRICK

CEO | Telethon Speech and Hearing Centre



KATHLEEN GREGORY AM

CEO | Foundation Housing



JENNIFER O'MULLANE

CEO | Local Drug Action Groups Inc



FIONA WHITE-HARTIG

Chair | Regional Development Australia Pilbara

BOARD MEMBERSHIP 2016-2017

PRESIDENT

Debra Zanella, from February 2017
Steve Joske CSC, to February 2017

VICE-PRESIDENT

Mark Fitzpatrick

BOARD MEMBERS

Kathleen Gregory AM
Ashley Reid
Justine Colyer
Amanda Hunt
Juan Larranaga
Jennifer O'Mullane
Fiona White-Hartig, from October 2016
Michael Piu, from April 2017
Paul McMullan, from April 2017
Vicki O'Donnell, until March 2017

FINANCE COMMITTEE

Juan Larranaga, Chair
Jennifer O'Mullane, Board Member
Fiona White-Hartig, Board Member
Paul McMullan, Board Member
Allison Leonard, Co-opted
Siew Cheah, Co-opted

GOVERNANCE COMMITTEE

Mark Fitzpatrick, Chair
Ashley Reid, Board Member
Amanda Hunt, Board Member
Jennifer O'Mullane, Board Member
Michael Piu, Board Member



The staff at WACOSS are a small but dedicated team, whose output for 2016-2017 was impressive for a crew of just nineteen. This was a significant year if solely for the fact that our highly regarded CEO, Irina Cattalini, left the organisation after twelve years of service to the sector. In November, Louise Giolitto stepped up from Director, Sector Services and Development, to lead the organisation as the new CEO.

STAFF MEMBERS 2016-2017

Louise Giolitto, Chief Executive Officer (from November 2016)
Irina Cattalini, Chief Executive Officer (to November 2016)
Beth Jones, Executive Support Officer

SOCIAL POLICY
Chris Twomey, Director
Dr. Jennie Gray, Manager Social Policy, Poverty and Equity
Sue Nye, Manager, Policy and Programs
Graham Hansen, Policy Officer
Demelza Rogers, Program Support Officer
Carin McCashin, Project Officer Community Engagement
Pauline Gallacher, Project Officer Community Engagement
Dianne Casotti, Learning and Development Officer (to September 2016)
Felicity Townsend, Program Support Officer (to June 2017)

SECTOR SERVICES AND DEVELOPMENT
Louise Giolitto, Director (to November 2016)
Stuart Reid, Managing Consultant
Maree Jones, Event Coordinator
Bernie Fisher, Program Officer (to January 2017)
Morgan Eales, Project Officer (temporary contract)
Jasmine Trethewey, Project Officer (temporary contract)
Bree van Haeften, Program Support Officer

Officer
Jenny Day, Program Support Officer (temporary contract)
Disa Swan, Program Support Officer (temporary contract)

CORPORATE SERVICES

Steve Crotty, Director
Kylie Persak, Finance Officer
Sharon Chibanda, Finance Officer (to September 2016)
Candelle Nestor, Communications and Membership Officer
Monika Fitzpatrick, Administration Officer (to March 2017)
Gustavo Walker, Program Officer
Ubaid Khan, Intern (to February 2017)
Jaime Castilla Riasco, Intern
Julia Mendes, Intern

VOLUNTEERS

We would also like to acknowledge: Bianca Carbone from the UWA McCusker Foundation



CHAMPIONING SOCIAL WELLBEING FOR COMMUNITY RESILIENCE

As a strong champion for the social wellbeing of Western Australians, the organisation provides evidence-based policy, with a focus on influencing decision-makers and leaders, and providing platforms for the community to communicate, educate, and lead public debate.

WA STATE ELECTION 2017

Western Australia went to the polls in March to elect its representatives in State Parliament. In the lead up, WACOSS coordinated an umbrella campaign for the WA Peaks Forum's election advocacy under the theme *What If It Was Me?*

The election campaign was launched at the WACOSS New Year Sector Breakfast at Mount Eliza House, Kings Park, which was attended by politicians from all sides of politics. Both the Honourable Mark McGowan and the Honourable Colin Barnett addressed the audience, and set out their visions for WA and the sector.

The campaign's theme invited Western Australians to question the sort of state they wanted to live in, and the support available to them, and people they care about. With inequality and disadvantage increasing, the theme attempted to personalise the discussion. WACOSS took the challenge to the candidates in the election that we could choose a fairer future for all – it was just a question of priorities.

A number of election forums were run by different peaks throughout the election. WACOSS partnered with the Financial Counsellors' Association WA (FCAWA) to run a Poverty and Inequality Forum, with speakers including the Honourable Alison Xamon from the Greens (WA), the Honourable Simone McGurk from Labor (WA), Chris Twomey from WACOSS, Helen Creed from Community Legal Centres Association, and Bev Jowle from FCAWA. Members of the Liberal and National parties were also invited to participate.

The election campaign provided an opportunity for WACOSS to build on its relationships with then current and future members of parliament. Following the election, WACOSS immediately set to work and had nine ministerial meetings within only a few weeks of polling day.

The post-election environment has seen WACOSS continue to actively engage with State Government representatives about the concerns of the sector, and facilitating consultation and engagement with human service providers as we enter a new phase of reforms. The ability of WACOSS to provide frank and fearless advice to support the community services sector and those placed in disadvantage and vulnerable situations continues to be of critical importance. Times of significant change can be challenging, but provide us with the opportunity to make a significant contribution in delivering a better future for the Western Australian community.

PRE-BUDGET SUBMISSION

The 2017-2018 Pre-Budget Submission (PBS), *The Future in Our Hands: Smarter Services, Stronger Families, Resilient Communities*, proposed a range of strategic policy recommendations and evidence-based and costed budget priorities. As always, our annual Submission provided WACOSS with the leverage to continue influencing the agenda and commitments of government.

Submissions were delivered to key stakeholders including Ministers, Shadow Ministers, Directors General and other heads of Departments, drawing attention to the policies and funding priorities relevant to their portfolios. Key stakeholders were also offered an opportunity for a briefing, which many accepted.

Despite this budget cycle varying from the usual one, due to a State election and change of government, WACOSS was very pleased to see that some of the new and significant reform processes are aligned with the recommendations in the PBS, reflecting the impact of one of our signature pieces of work.

EMERGING ISSUES FORUM

The Emerging Issues Forum is a strategic event that provides analysis to inform the service and planning needs of executives of community service organisations. The Forum in April featured an economic analysis from Professor Alan Duncan, a political analysis from ABC's Andrew O'Connor, and a panel of key leaders and researchers who responded to audience commentary and questions, including Senator Rachel Siewert from the Greens and Helen Creed from Community Legal Centres Association. Following the Forum, emerging issues briefings were facilitated with relevant Ministers, Directors General and their executive teams.



COST OF LIVING REPORT

The 2016 *Cost of Living Report*, released in October at the Anti-Poverty Week launch event hosted by Bankwest, highlighted emerging trends for affected or at-risk households and individuals, and provided up-to-date analysis to the community sector and WA Government about the extent of financial adversity that people in WA face. The report modelled three low-income households to investigate the adequacy of their income to provide a basic standard of living in line with agreed community standards, and again showed the hardship many households in the state experience. High rates of unemployment and underemployment, and the increasing casualisation of the workforce, are placing pressure on low-income households.

The launch was attended by Andrea Mitchell MLA, then Minister for Child Protection and Mental Health, on behalf of the Premier Colin Barnett, as well as stakeholders from across government and non-government sectors.

BIG DATA EVENTS

In the first week of April, WACOSS hosted a week of events on Big Data, with international, national, state, and local presenters. These events provided a opportunity for the community sector and government departments to work together to better understand what data is available, existing data linkage projects, and how these can improve service delivery.

Presentations and masterclasses touched on everything to do with data and the community sector: Big data; micro data; data matching; data linkage; using data to target, monitor, evaluate, and change services; opportunities to collaborate in the use of data; turning stories into data, and data into stories. The events reviewed the use of data to drive decision-making and resource allocation, which helped build on a previous submission on *The Review of Data Linkage in Western Australia*. The information gathered from these forums continues to influence WACOSS submissions to government.

SELF-DIRECTED SERVICES

Many in the community services sector are committed to empowering service users, and for many agencies self-directed services will be a funding model of the future. This being an emerging trend that the sector may need to understand and be prepared for, WACOSS hosted a week of events to expose the sector to rigorous thinking about the values that underpin self-direction and personalisation, and showcase individualised services which are focused on the capacity of people and their families. The week had a practical orientation, to help prepare the sector to adapt to client-centred

funding models, be able to make better use of resources and partnerships with service users and their communities, and build provider capacity to implement co-design and self-direction models and practice. Thought leaders and policy makers attended a roundtable and forum, as well as a masterclass on designing self-directed support for children in care, people with disabilities, and individualised support for people living in complex systems.

BEYOND BANK BREAKFAST

Beyond Bank sponsored a sector development and engagement event at Frasers Restaurant in Kings Park, as part of their corporate responsibility obligations. A mix of current and emerging sector leaders and innovators attended a discussion facilitated by Professor David Gilchrist, reviewed the medium- and long-term environment for community services, and touched on a range of emerging issues, barriers, and opportunities. We hope to build on the partnership with Beyond Bank and develop a series of events involving different groups of invited guests tackling key issues in our sector and community's future.

PARTNERSHIP FORUM

Our large submissions lay the foundation for our annual work, and provide evidence-based policy solutions for sector advocacy.

Over the year, WACOSS convened a range of collaborative activities that emerged from our engagement with reform processes linked to the Delivering Community Services in Partnership (DCSP) Policy and Partnership Forum. This included shared consultations and needs analysis, championing service co-design processes, advocating for greater inclusion in program development and service procurement, and provision of resources to the sector to build co-design capacity.

Although Partnership Forum activities were put on hold during the State election and remain on hold awaiting the establishment of the Supporting Communities Forum, we have been working closely behind the scenes with the Department of Premier and Cabinet and the Department of Communities to assist the development of a new forum, and to facilitate consultation with the sector about the new Government's human services reform agenda.

SUSTAINING A VIBRANT SECTOR, RESPONDING TO THE NEEDS OF DIVERSE COMMUNITIES

As the peak body in the community service sector, WACOSS seeks to enhance the capacity of the sector, and to support its member organisations with solutions and consultancy in the ever-changing landscape. Building capacity is a strategic focus, as is working collaboratively with partners.



LANDSCAPE REPORT

Western Australia's Not-for-Profit Landscape Report was an opportunity for WACOSS to highlight the importance of the community services sector as a significant driver of the WA economy. Community service organisations in WA employ 7 per cent of the State's workforce - three times as many workers as agriculture, forestry, and fishing, and just behind manufacturing and mining at 7.4 per cent and 8 per cent respectively.

WACOSS partnered with Curtin University Not-for-Profit Initiative researchers Penny Knight and Professor David Gilchrist who demonstrated the power of data to make the case for the sector's economic significance, as well as its social impact. Engaging with key stakeholders, the Report's working group featured key members from Departments of Treasury, Finance, and Premier and Cabinet. The launch in February, hosted by Bankwest, was well-attended by a wide cross-section of people from the community sector.

The Lotterywest-funded Report used Federal and State data to produce an environmental scan of the sector's size, diversity, sustainability, and economic and social significance, providing a baseline for measuring the sector's development into the future.

EQUAL REMUNERATION ORDER

WACOSS and Community Employers WA (CEWA) engaged the Curtin Not-for-Profit Initiative to investigate the impact on services of the 2012 Equal Remuneration Order (ERO), which provided significant annual pay increases through to 2020 to address historical gender imbalances in pay in the community sector.

Aware of growing concerns about the impact of these increases not being matched by corresponding adjustments in organisations' incomes, WACOSS obtained Lotterywest funding to undertake a comprehensive review.

The resultant report launched in June, titled *The 2012 Equal Remuneration Order: Sustainability Impacts on Human Services Delivery in Western Australia*, written by Professor David Gilchrist and Penny Knight from the Curtin Not-for-profit Institute, shows that 65 per cent of programs run by the organisations surveyed were negatively impacted by the Equal Remuneration Order, by more than 10 per cent, with consequent threats to services and organisational sustainability. It found that 11 of the 19 organisations surveyed would be under financial stress as a result. Participants reported that they were 'likely to reduce output, reduce quality, reduce quantity, and stop providing services or fund the extra expense from existing assets'. The report was provided to WACOSS and the sector, and formed the basis for numerous submissions calling for the issue to be addressed in future State Budgets.



Re-branding from Emergency Relief to Community Relief and Resilience was a strategic adjustment, reflective of the reality of meeting basic needs.

EMERGENCY RELIEF

Following a review and re-focus of WACOSS's Emergency Relief portfolio, and in order to elevate the profile of this work, the position of Manager, Social Policy, Poverty and Equity was created. Responsible for providing leadership on issues of poverty and equity and to help build the capacity, effectiveness, and collective voice of the sector, the role took a strategic approach to the coordination of the state-wide committee.

The role involved regular regional travel for a six-month period with the purpose of connecting with local forums in the Mid-West, Great Southern, and Kimberley areas, in addition to regular participation in the various metropolitan forums.

The re-branding of supports provided in this service space, from Emergency Relief to Community Relief and Resilience (CRR), was another strategic adjustment, developed by committee members. This expanded focus reflects the reality that the need for stability, security, and sustainability in meeting basic needs are crucially interrelated, shaped by a multitude of complex factors, and that early intervention is imperative. The growth in the average number of providers attending the monthly CRR forum, and increase in regional and sector representation on the State Emergency Relief Committee (SERC), reflect this momentum.

CONSULTANCY

WACOSS has continued to provide cost-effective, high quality consultancy services to its members, and to other organisations in the community sector, local government, and State Government. Consultancy services included capacity building projects, strategic and operational planning, social impact, co-design facilitation, environmental scans, situational analysis, and adherence to the *Associations Incorporation Act 2015*.

During the year, DropIN reached 2,000 users per month.

DROPIN

DropIN is the community sector's free and interactive collaboration platform that connects the wider community. Since its launch in 2015, it has shown significant growth in popularity across the sector, with monthly increases in new "spaces" created. The platform has reached a monthly average of 2,000 users who generate more than 7,268 page views every month.

DropIN Solutions commenced in August, and has built an impressive

reputation for providing professional design services at affordable rates for the sector, including work for Ngala, Volunteering WA, Shelter WA, and St. Patrick's. DropIN Solutions will expand to add social media and marketing consultancy solutions in the near future to meet the specific needs of the community services organisations.

Another offshoot of DropIN is the ER Connect portal - a real time online emergency relief services directory with more than 150 listings. Over the course of the 2016-2017 financial year, the portal received more than 11,000 visits. Similarly, DropIN's customised online platform for the Early Years Networks across WA, *The Connecting Early Years Network Portal*, has shown excellent growth.

ASSOCIATIONS INCORPORATION ACT 2015



The *Associations Incorporation Act 2015* came into effect on 1 July 2016, creating a framework of regulation for not-for-profit organisations in Western Australia. WACOSS previously secured a grant from the Department of Finance to create resources and support, including workshops, a dedicated webpage for resources, a quiz, and assistance with analysis and re-drafting of Constitutions.

Associations have until 30 June 2019 to bring their Constitutions in line with the new legislation and WACOSS will continue to provide consultancy services to assist organisations' transition to the new Act.

BUDGETLINK COMMUNITY

The emergence of self-directed services has seen an emphasis on financial management and associated costing and pricing requirements in the sector. WACOSS partnered with the Department of Finance to develop a financial budgeting and reporting software tool, to assist small to medium organisations with financial management.

BudgetLink Community allows users to develop costing models, forecasts, and full budgets, and is able to connect to off-the-shelf accounting products, which enables quick and easy preparation of a variety of financial reports.

TRAINING AND EVENTS

WACOSS provides professional development opportunities to members of the community services sector, to build skills, knowledge, and programs within their organisation.

Two key events during the year were the Self-Directed Services, and Big Data and Social Investment events. Both were multi-day events which included a major forum and smaller masterclasses.

PERCENTAGE OF TRAINING AND EVENTS BY CATEGORY



CUSTOMISED TRAINING AND CONSULTANCY

The demand for customised training and consultancy remains consistent with the previous year. Organisational development training is the most popular, topics of which include business and strategic planning, constitution reviews, and a variety of governance training. WACOSS continues to build a good rapport with a range of trainers and consultants, who have developed a great depth of knowledge and experience.



DIPLOMA OF LEADERSHIP AND MANAGEMENT

WACOSS has partnered with MODAL for the past fourteen years to deliver the Diploma of Leadership and Management, aimed to improve leadership capability in the not-for-profit sector. During the last financial year the course increased by four additional units, which led to a restructuring of schedules for assessments in future programs.

SUPPORTING COLLECTIVE EFFORTS OF OUR MEMBERS TO SHAPE SOCIETY

The diversity of WACOSS member organisations represent the broad scope of the organisation's work. Stakeholder engagement with our members, networks, and committees help focus our work, and support the efforts of the community service sector.



NOONGAR CHILD PROTECTION COUNCIL

Aboriginal children are over-represented in child protection and out-of-home care. At the start of this reporting year, the number of children in out-of-home care in WA totalled 4,658, with 53 per cent of those children Aboriginal. Of Aboriginal children in care only 44 per cent of those live with family carers.

Removing children from their families is a deeply traumatic experience, for the child, the family and their communities. The short- and long-term consequences can be profound, particularly for those families already carrying trauma of stolen generations.

WACOSS was approached by Aboriginal leaders to play a role in the development of a council, and following a series of workshops with key leaders from the Noongar community, the Noongar Child Protection Council (NCPC) was formed.

As a peak body comprised of Elders and Leaders connected to Noongar communities and Aboriginal community-controlled organisations, the vision of the NCPC is to ensure the rights of Aboriginal children in the WA child protection system are protected, and that children and families are connected to community, culture, and country. The NCPC and WACOSS are also partners with the Secretariat for National Aboriginal and Islander Child Care (SNAICC) Family Matters Campaign.

The NCPC believes that all Aboriginal children and their families have a right to grow, learn, and thrive, surrounded by love, culture, and connected communities. They will play an important role in assisting Noongar families to connect with Aboriginal Community-Controlled Organisations (ACCOs) who can provide advice or support. They will also play a leadership role in reforms to the child protection system, including a shift to earlier intervention and intensive family support services, a capacity building strategy for ACCOs, the development of more culturally appropriate services, and increasing numbers of Aboriginal staff. Most importantly, Aboriginal children will have a strong local ally and advocate.

With funding from the Department of Child Protection and Family Support the NCPC is pleased to have been able to appoint a Coordinator who will commence in November 2017. They will be based in the WACOSS Office but report to the NCPC. This presents an exciting opportunity for both WACOSS and the NCPC to build mutually beneficial relationships for the benefit of the people we support.

CONNECTING COMMUNITIES FOR KIDS

The Cockburn and Kwinana Early Years Partnership Project was established using aspects of the collective impact model and Platforms Framework. Now called Connecting Communities for Kids (CCK), the Project brings together senior leadership and practitioners across State Government, local government, and the community sector in a new way of planning and implementing human services. The Project aims to ensure Cockburn and Kwinana achieve parity with the Perth metropolitan area in the five Australian Early Development Census (AEDC) domains by 2024, by improving the coordination of existing services and establishing an environment for effective service planning, prioritisation, and delivery.

Connecting Communities for Kids takes a place-based approach to partnership and collaboration.

The Project is overseen by the Joint Commissioning Committee, chaired by WACOSS and the Department of Communities. This independent Project is sponsored by the Woodside Development Fund and was launched by the Honourable Anthony Simpson, the then Minister for Local Government and Community Services.

Through sustained community effort, CCK has demonstrated that a place-based approach to collaboration can deepen engagement with local families.

CONNECTING EARLY YEARS NETWORKS PROJECT

Early Years Networks (EYNs) across Western Australia play an important role in supporting children and their families, and the Connecting Early Years Networks Support Project (CEYNSP) continues to provide valuable support to the 49 networks across the state. Funded by the Department of Local Government and Communities, the CEYNSP is guided by an outcomes framework with two key aims - improved outcomes for children and families as a result of the collaboration and actions of the EYNs, and state-wide early years strategic direction and policy development. An evaluation of the Project showed that the resources and opportunities that the Project provides are highly valued by EYNs.

In August, following the advice of the CEYNSP Reference Group, an alliance was formed to develop a resource to support Local Government and EYNs in collaborating to improve outcomes for children. This alliance was between the CEYNSP, the Department of Local Government and Communities, the Western Australian Local Government Association, the Local Government Managers Association, Better Beginnings for WA Libraries, and representatives from the Cities of Wanneroo, Rockingham and Gosnells, and the resultant resource was widely promoted and distributed to all relevant stakeholders in March.

Additional resources and in-kind support for CEYNSP have been secured from Department of Local Government and Communities, enabling the co-located project to continue for an additional 12 months at the Centre for Parenting Excellence.

OUR MEMBERS

The 2016-2017 year has proved challenging for our members, with considerable changes in funding, policy, and leadership across the WA community sector. However, overall satisfaction is high at 96.6 per cent, and the united voice of our membership has remained strong, with 284 members during the year. An equally high proportion of our members, 96.9 per cent, consider WACOSS membership value for money.

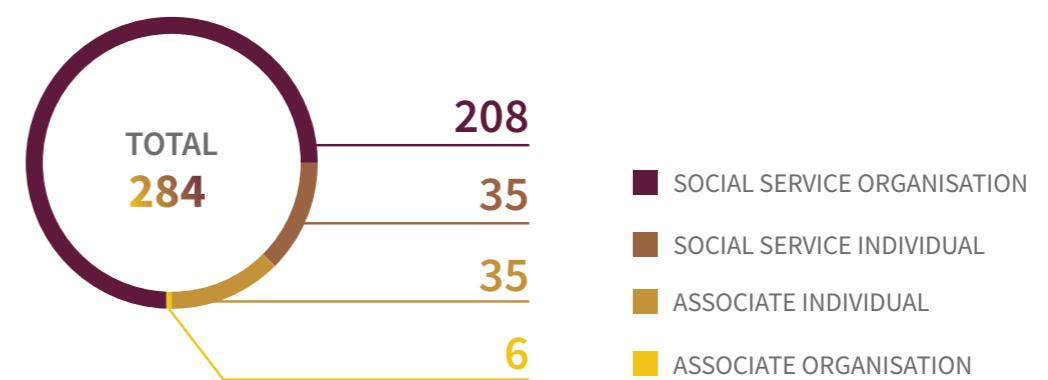
Internal activity was dynamic, with numerous initiatives to improve services to members, including a full review of our service delivery model. This review gave way to exciting improvements for membership including the launch of our new website and upgrades to member benefits and services.

CO-DESIGN TOOLKIT

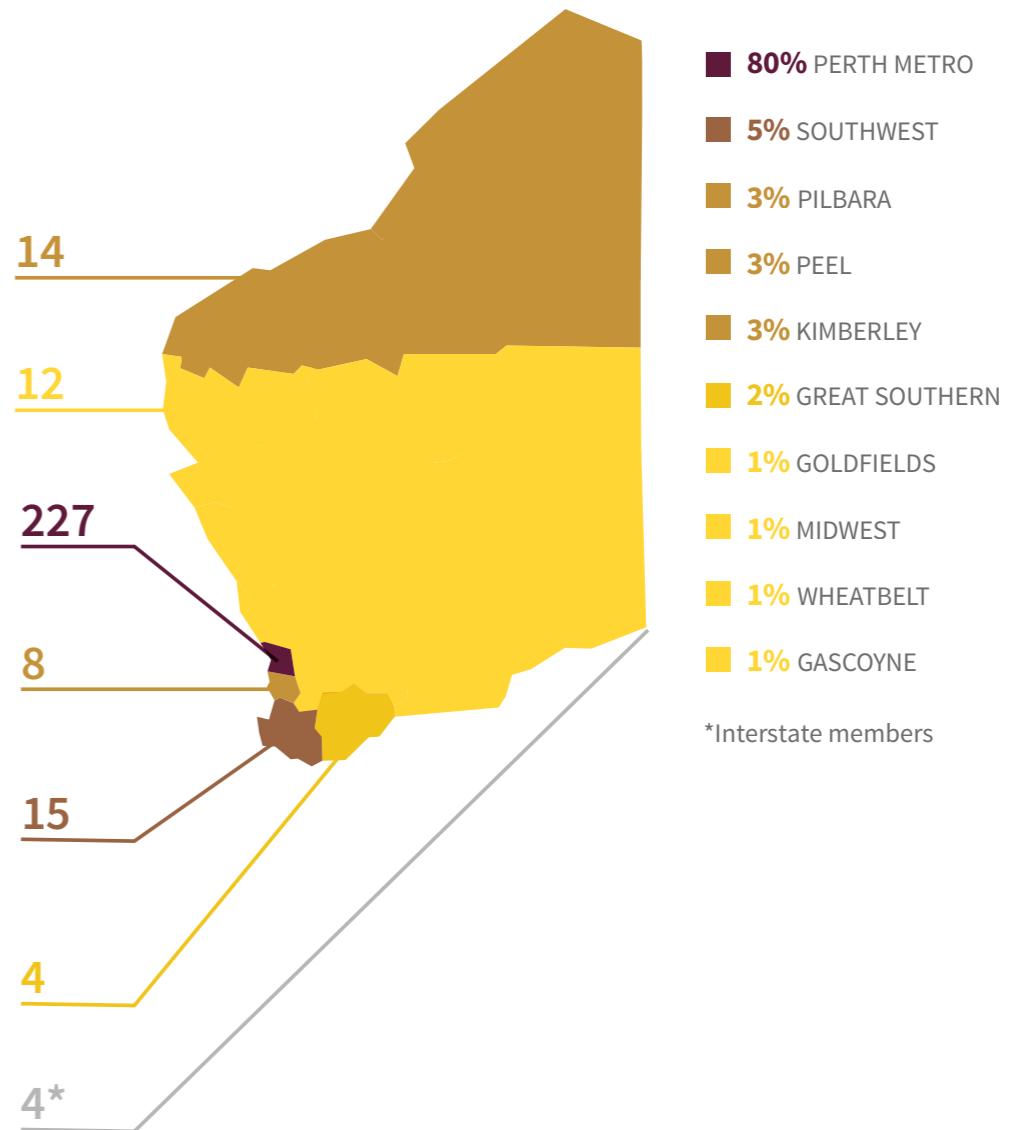
Making sure people have a genuine say in the design of the programs and services they use was the key driver for development of the WACOSS Co-Design Toolkit. The Toolkit provides a range of tools for government agencies and community organisations to ensure genuine partnership with service users to produce a more responsive and people-centred service system.

A co-design roundtable held in December of approximately 50 government, community sector, and consumer participants helped clarify the definition and principles of co-design in the WA context. WACOSS staff and consultants subsequently created the Toolkit based on review of the research and their experience of WA Co-Design and other procurement processes.

MEMBERS BY MEMBERSHIP CATEGORY 2016-2017



MEMBERS BY REGION 2016-2017



AMPLIFYING THE VOICE OF OUR SECTOR

WACOSS's governance structure is led by its members, and leverages these networks to activate on particular issues of concern. WACOSS builds trusted relationships with government and non-government influencers, to facilitate more effective communication of community sector organisation expertise and community experience.

Roundtable, ERA Consumer Consultative Committee, Health and Education Industry Training Council Board, Partnership Forum Outcomes Framework Steering Committee, ERA Consumer Consultative Committee, National Consumer Energy Roundtable, Youth Justice Reference Group, CC4K Joint Commissioning Committee, State Emergency Management Committee.

WACOSS connects decision-makers with industry stakeholders on key issues, to provide strategic recommendations and broker important sector research.

Successful collaboration and consultation relies on the diversity of our membership.

To reflect the voices of our sector and ensure our policy and advocacy work is well informed, WACOSS engages with a vast network of organisations, which carry broad scope in the community service sector. This grounds the organisation's advocacy in reliable, best-practice, evidence-based policy.

WACOSS amplifies the voice of the community service sector as a whole, and is committed to genuine authentic collaboration through a shared resourcing approach, with a focus on ending poverty, inequality, and social injustices.

WACOSS directly coordinates a number of issue based committees and reference groups, with the specific intent of understanding and strategically responding to the needs of the community services sector, and enhancing their capacity to meet the needs of the vulnerable and disadvantaged people they serve. In 2016-2017 these included the WA Peaks Forum, the WACOSS Children's Policy Advisory Council, the Connecting Early Years Networks Reference Group, the State Emergency Relief Committee, the Community Relief and Resilience Forum, the Partnership Forum Caucus, and the WACOSS Strategic Reference Group.

WACOSS is recognised as an independent leader of the community service sector in Western Australia and is bi-partisan in its approach. As such, WACOSS is also present and influential on a significant number of consultative committees and reference groups hosted by government and other agencies, institutions, and independent authorities.

Some examples of such committees include the Child Safety Directors' Group, Community Sector Roundtable, Community Development



LEADING A STRONG, INNOVATIVE & SUSTAINABLE ORGANISATION

As a supportive organisation, WACOSS encourages leaders that build and progress the long-term objectives of the organisation and the sector, and empowers staff to participate in the sustainability and viability of the organisation, and the role it plays as peak body of the community services sector.



RECONCILIATION ACTION PLAN

The year saw the WACOSS 2016-2018 Reconciliation Action Plan (RAP) officially endorsed by Reconciliation Australia, with the RAP's formal launch in November proving to be a simultaneously humbling and inspiring event.

In development of the RAP, WACOSS worked with Reconciliation Australia to identify and refine deliverables and actions within the work we do to measurably progress towards reconciliation, with the resultant plan developed into a booklet available online and in print.

WACOSS was also extremely fortunate to work with Jilalga Murray, an Indigenous visual artist inspired by the Pilbara region. Jilalga contributed striking artwork for the RAP incorporating the WACOSS colours with an interpretation of the Pundul Tree, which she explains are hardy, standing strong and tall on the land and in the community, and with falling seeds suggestive of the spreading of reconciliation and relationships all around.

WACOSS was fortunate enough to be joined for the launch of the RAP by some very honoured guests, including Dr Noel Nannup, a well-respected Noongar Elder, story teller and cultural guide, who provided a warm Welcome to Country, and Mary Cowley, Inaugural Co-Chair of Reconciliation WA, who officially launched the RAP and provided inspiring context for the potential impact of Reconciliation Action Plans.

The launch also featured a screening of the short documentary film *Recognise*, produced by Attila Bak. The film was introduced by Alan Carter, also Inaugural Co-Chair of Reconciliation WA, who gave background to the *Recognise* campaign, which has built a groundswell for constitutional recognition of Australia's first peoples.

WACOSS thanks all who contributed to the development of its 2016-2018 Reconciliation Action Plan, and looks to its future developments and potential outcomes with bright and hopeful anticipation.

INFORMATION AND COMMUNICATIONS TECHNOLOGY PROJECTS

With support from Lotterywest, WACOSS was able to invest in a modern Information Communication Technology (ICT) solution to improve our service to members and the WA community sector.

To improve services for our members, WACOSS undertook a review and redesign of our service delivery model and internal systems, and engaged a full upgrade of all ICT hardware. We migrated our systems and email to the Cloud, upgraded to a high-speed fibre optic internet connection, and phased in the use of the Office 365 application suite. Feedback from staff has been very positive, with significant impacts on efficiency and productivity.

The organisation commissioned the build of a new website and Customer Relationship Management (CRM) solution. In June a new website was launched, which showcases the brand and aligns with the organisation's innovation. Feedback of the new website has been very positive. Intuitive design has improved and stakeholders have identified the ease of access to key resources, information, news, and publications.

Computer system upgrades have seen an increase in efficiency and productivity.

RESTRUCTURE

The financial year saw the WACOSS Board and Executive, as part of the strategic plan, review the organisation's staffing structure. As a result of the review, a new staffing structure will be implemented on 1 July 2017. The primary changes to the structure will see the responsibilities of Sector Services and Development split between the Social Policy and Corporate Services teams, resulting in a flatter structure of two teams. Changes reflect the growth in the policy team as well as the creation of the new Deputy CEO position.

FUTURE WORK

2016-2017 was a busy year for the WACOSS team, as we developed submissions, funding proposals, and new partnerships which are coming to fruition in 2017-2018. This expansion of our work and responsibilities will complement WACOSS's core business.

Future work and expansion will continue to enhance the overall value of the council to members and the sector.

FOOD COALITION FRAMEWORK

WACOSS was nominated to oversee the co-design of a strategic framework for the WA charitable food sector, following consultation with service providers, initiated by Lotterywest. This will include program mapping, enhancing sector capacity, service model development, and systemic advocacy.

UTILITIES CONSUMER REPRESENTATION AND RESEARCH

WACOSS prepared applications to the Ministers for Water and Energy to represent consumer interests in Western Australian utilities markets and undertake research, policy, and advocacy work that promotes the wellbeing of people placed in vulnerable and disadvantaged situations. In addition to a full-time equivalent staff member, the funding will include resourcing to enable regular data-sharing and analysis, consultations with regional front-line community services, and the production of a biennial research report. WACOSS is also exploring the possibility of partnering with energy utilities to undertake a pilot research project on consumer hardship in 2017-2018, in collaboration with the Bankwest Curtin Economic Centre.

DISASTER RESILIENT COMMUNITY ORGANISATIONS

A successful application to the Natural Disaster Resilience Program provided the resources for WACOSS to deliver training in 2017-2018, building the disaster resilience of community organisations. Training will be provided in 17 locations around the state using the Australian Council of Social Service (ACOSS) Resilient Community Organisations online resources, which helps agencies to benchmark their current levels of preparedness and work on resilience.

PILBARA PROJECT

Lotterywest approved funding for WACOSS to lead and support coordinated community service delivery in the Pilbara. WACOSS will play a key role in the identification and implementation of new partnership opportunities and innovations in local service provision, and contribute to ensuring that the needs of the sector and region are known and represented in state and national social policy. The project will commence in 2017-2018.

PEAKS CAPACITY BUILDING PROJECT

Lotterywest has approved an application from WACOSS for a Peaks Sector Support project. This funding will provide an opportunity for WA community services peak bodies to apply for small grants to facilitate training, or consultation, or co-design processes with their members on an issue of strategic and immediate importance.

REGIONAL TRAINING

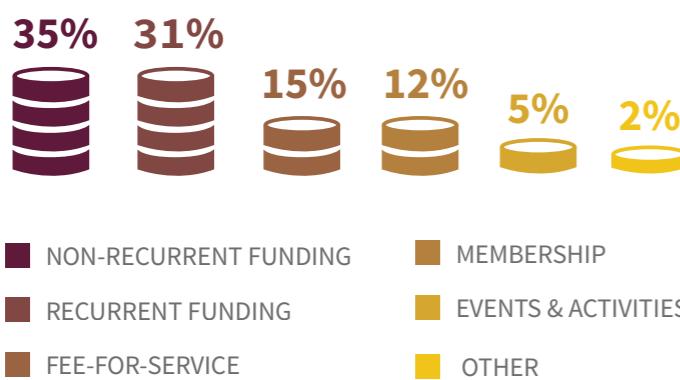
Lotterywest has approved funding for WACOSS to provide training throughout regional Western Australia. WACOSS will consult with organisations in each region to identify their training needs, then design region-specific training programs.

FINANCIAL SUMMARY

The financial position of WACOSS remains stable with net assets of \$902,832, a decrease of \$3,098 on the previous financial year. At balance date, 94 per cent of total assets were held in cash or receivables. Current assets coverage of current liabilities is 1.8 : 1

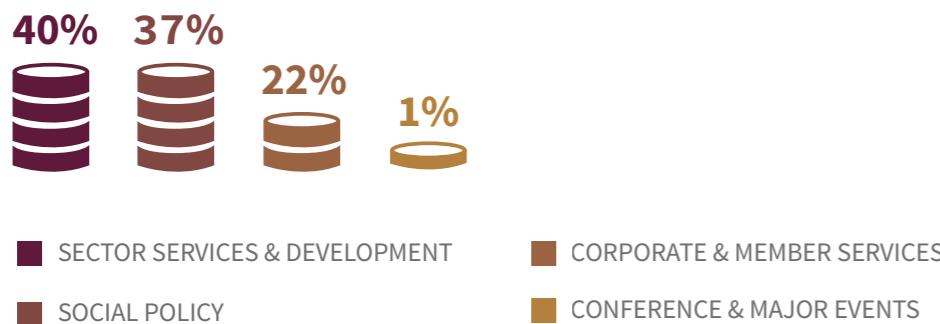
INCOME

Total income for the Financial Year 2016-2017 was \$2,381,935. Government funding (66 per cent) remains the primary source of revenue. Other significant sources of revenue were Fee-for-Service Training (15 per cent) and Membership (12 per cent).



EXPENDITURE

Total expenditure for the Financial Year 2016-2017 was \$2,385,033 presented below in the four primary activity areas. It should be recognised that the nature of the Association's activities are such that individual projects and major events have the capacity to alter individual expenditure areas materially year-on-year.



STAKEHOLDER ENGAGEMENT & REPRESENTATION

WACOSS continues to work with the community in growing the sector through its involvement and representation with the following committees, boards, and forums.

STAKEHOLDER ENGAGEMENT

| | |
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| ACOSS Climate and Energy | Child and Parent Centre Steering Committee (CPCSC) |
| ACOSS Health Policy Network | City West Lotteries House Board |
| ACOSS Housing and Homelessness | Community Employers WA (CEWA) Board |
| ACOSS Income Support and Employment Policy Network | Community Sector and Development Industry Reference Committee |
| ACOSS Media & Comms | Community Services, Health & Education Industry Training Council Board |
| ACOSS Community Sector Policy Network | Community Development Roundtable Working Group |
| ACOSS Tax | Community Development Roundtable |
| ACOSS Directors | Community Sector Roundtable for Child Protection |
| Anti-Poverty Week State Committee | Consumer Protection Advisory Committee |
| Aboriginal Affairs Community of Practice | Department of Corrective Services - Youth Justice Services Reference Group |
| AEMO Consumer Forum | Economic Regulation Authority Consumer Consultative Committee (ERACCC) |
| ACNC CSI Advisory Group | |
| Centre for Social Impact (CSI) Advisory Board | |
| Centrelink Community Consultative Meeting | |
| CEOs for Gender Equity | |
| Child Safety Director's Group | |

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|--|---|
| Electricity Code Consultative Committee | State Emergency management Committee - Recovery |
| Community Relief and Resilience Forum - WACOSS Committee | South East Metropolitan Emergency Relief Forum |
| Hardship Utility Grants (HUGS) Steering Committee | Social Ventures Australia - WA Fund Advisory Committee |
| HART (Housing Advisory Roundtable) Committee | South West Metropolitan Partnership Forum |
| Joint Commissioning Committee | Strategic Regional Advisory Council – Kimberley and Pilbara |
| <i>Local Government Act 1995 Review Reference Group</i> | UWA Social Policy & Practice Research Consortium |
| Law Access Stakeholder Advisory Group | Western Australian Council on Homelessness |
| Midland ER Network | Water Code Consultative Committee |
| Noongar Child Protection Council | Water Corporation Customer Advisory Panel |
| National Consumer Roundtable on Energy | |
| North Metro Emergency Relief Partnership Forum | |
| Partnership Forum Co-Design Working Group | |
| Partnership Forum Outcomes Steering Committee | |
| Partnership Forum Strategic Group | |
| Partnership Forum Funding and Contracting Committee | |
| Social Reinvestment WA Campaign Committee | |
| Steering Committee for the Centre for Parenting Excellence | |
| Shelter WA Advisory Committee on Homelessness | |

PARTNERS & SUPPORTERS

PARTNERS, SPONSORS, SUPPORTERS & FUNDERS

| | |
|--|--|
| Aboriginal Health Council WA | Department of Corrective Services |
| AnglicareWA | Department of Finance |
| ANSON | Department of Local Government and Communities |
| Australian Council of Social Service | Department of Social Service |
| Australian Red Cross | Department of the Premier and Cabinet |
| Australian Scholarship Fund | Disability Services Commission |
| Bankwest | Ethnic Communities Council of WA |
| Beyond Bank | FinWA |
| Bankwest Curtin Economic Centre | Financial Counsellors' Association WA |
| Castledine Gregory | Financial Counselling Network WA |
| City West Lotteries House | Foodbank |
| City of Cockburn | Geraldton Regional Community Education Centre |
| City of Kwinana | Google |
| Commissioner for Children and Young People | Hesta |
| Community Housing Industry Association | Hope Community Services |
| Community Legal Centres Association (WA) Inc | Horizon Power |
| Connecting Up | Housing Authority WA |
| Curtin Not-for-Profit Initiative | Kleenheat |
| Curtin University of Technology | Linkwest WA |
| Bankwest Curtin Economics Centre | Local Drug Action Group |

Local Government Professionals Association
Lotterywest
Jacaranda Community Centre
McCusker Foundation
MODAL
Morgan Stanley
Ngala
Reconciliation WA
Regional Development Australia - Pilbara
Regional Services Reform Unit
Relationships Australia
Reliance Partners
Richmond Wellbeing
Rise Network
Rod Lillis, Crunch Accounting
Ruah Community Services
Shelter WA
Slater and Gordon
Social Policy Practice and Research Consortium, UWA
Spiers Centre

St Patricks
St Vincent de Paul Society
Starting Over Support
Synergy
Telethon Kids Institute
Tenancy WA
The Salvation Army
UnitingCare West
University of Western Australia
Western Australian Network of Alcohol & other Drug Agencies
Western Australian Association for Mental Health
WA No Interest Loans
Water Corporation
Western Australian Local Government Authority
Women's Community Health Network
Woodside Development Fund
Youth Affairs Council of Western Australia
YMCA

WACOSS CONSULTANTS & TRAINERS

Anthony & Linda Soteriou - Aboriginal Choice (Australia) Pty Ltd
Dee Roche - Dee Roche Leadership Development Consultancy
Eric Dillon
Grace Minton - Inspiration Factory
Grace Mugabe - Financially Empowered
Graham Castledine - Castledine Gregory Law & Mediation
James Back - Reconciliation WA
Jane Forward - Jane Forward Management Consultancy
Jenny Gleeson - Lifeworx
Jo Buontempo - Kasali Migration and Visa Services
Joel Levin - AHA! Consulting

Katrina Bercov - WAAMH
Ken Hayward
Kylie Hansen - Turnaround Group
Leighton Jay - Sotica
Luisa Wing - Vermelho
Martin Gregory - Martin Gregory Consulting
Michael Geelhoed - Employment Law Society
Peter & Violet Dhu - Corporate Communication Experts
Ron Jones - Atwick Ferres
Shelley Kissing Doyle - Bluebottle Consulting Theo Nabben
Shirley van Schagen - Direction 4ward
Theo Nabben
Todd Hutchinson - PeopleRich

MEMBERS

SOCIAL SERVICE ORGANISATIONS

Access Housing Australia Limited
Accessability WA
AccordWest
Adoption Research & Counselling Service (Inc)

WACOSS REFERENCE GROUPS

2017 State Election Working Group
Children's Policy Advisory Council (CPAC) - WACOSS Committee
Communities for Children Joint Commissioning Committee
Connecting Early Years Networks Reference Group
Peaks Forum - WACOSS Committee
Self-Directed Services Reference Group
State Emergency Relief Committee
WACOSS Strategic Reference Group

55 Central Inc
Aboriginal Alcohol & Drug Service Inc
Aboriginal Choice (Australia) Pty Ltd
Aboriginal Health Council of WA

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| Advocacy South West Inc | Centacare Kimberley Association Inc | Esperance Crisis Accommodation Service | Habitat for Humanity (WA) Inc |
| Advocare Inc | Central Agcare Inc | Even Keel Bipolar Support Association Inc | Haemophilia Foundation WA Inc |
| Airport City Community Services | Central Desert Native Title Services Ltd | Facilitatrix | Harold Hawthorne Community Centre |
| Albany Youth Support Association | Centre for Asylum Seekers, Refugees and Detainees | Family Day Care WA Inc | Harvey Community Resource Centre Inc |
| Allambee Counselling | Centrecare Inc | Family Inclusion Network of Western Australia Inc | Headwest |
| Anglicare WA | Child Australia | Financial Counsellors' Association WA Inc | HelpingMinds |
| Armadale Community Family Centre | Childcare Association of WA Inc | FinUCAre | HepatitisWA Inc |
| Association for Services to Torture and Trauma Survivors | Chrysalis Support Services Inc | Foodbank WA | Holyoake Australian Institute |
| Australian Association for Infant Mental Health Inc. WA Branch | Citizens Advice Bureau of WA Inc | Foothills Information & Referral Service Inc | Hope Community Services Inc |
| Australian Association of Social Workers WA Branch | CLAN WA Inc | Forum for Directors of Indigenous Organisations (FDIO) | IBN Corporation Pty Ltd |
| Australian Christian Churches WA | Coeliac Society of Western Australia | Foundation Housing Ltd | Identity WA |
| Australian Red Cross | Communicare Inc | Fremantle Multicultural Centre WA Inc | In Town Centre Inc |
| Avivo Live Life | Community Employers WA | Fremantle Women's Health Centre Inc | Indigo Junction |
| Blackwood Basin Group | Community First International Ltd | Genetic and Rare Disease Network | Injury Control Council of WA |
| Bladder and Bowel Health Australia Inc | Community Legal Centres Association (WA) Inc | Glyde-In Community Learning Centre Inc | Italo-Australian Welfare and Cultural Centre Inc |
| Blind Citizens WA Inc | Community Vision Inc | Goldfields Women Health Care Centre | Jade Lewis and Friends Inc |
| Broome C.I.R.C.L.E. Inc | CommunityWest Inc | Goodstart Early Learning | Jewish Care WA Inc |
| Busselton Family Centre Inc | ConnectGroups - Support Groups Association WA Inc | Gosnells Community Legal Centre Inc | JOC Wellness & Recovery |
| Calvary Youth Services Mandurah Inc | Eastern Region Domestic Violence Services Network Inc | Greenfields Family & Community Centre Inc | Joongari House |
| Cancer Council Western Australia | Echo Community Services | Growing Change Australia Ltd | Justice, Ecology and Development Office, Catholic Archdiocese |
| Carnarvon Family Support Service Inc | Edmund Rice Centre Mirrabooka | | Kalparrin |
| Catalpa Homeless Foundation | Employment Law Centre of WA Inc | | Kanyirninpa Jukurrpa |
| Catholic Outreach | EON Foundation Inc | | Katanning Regional Emergency Accommodation Centre Inc |
| Centacare Family Services Geraldton | Escaire Inc | | Key Assets |
| | | | Kidsafe WA Inc |

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| Kira Incorporated | New Life Welfare (WA) Inc | Ronald McDonald House Charities Western Australia | St Vincent de Paul Society WA Inc |
| Knights of the Southern Cross | Newman Women's Shelter | Rostrata Family Centre Inc | Starick |
| Kwinana Early Years Services Inc | Ngala Community Services | Ruah Community Services | Sussex Street Community Law Service Inc |
| LAMP INCORPORATED | Ngarliyarndu Bindirri Aboriginal Corporation | Samaritans | Tenancy WA |
| Langford Aboriginal Association | Northern Districts Community Support Group | Sandalwood Family Centre | The Claddagh Association of Western Australia |
| Leading Age Services Australia (Western Australia) Inc | One World Centre | Save the Children WA | The Family Planning Association of WA Inc |
| Life Without Barriers | Orana House Inc | Second Harvest (Australia) Incorporated | The Learning and Attentional Disorders Society of WA Inc |
| Linkwest Inc | Outcare Inc | Shelter WA | The Salvation Army WA Social Program |
| Living Proud Inc | Palmerston Association Inc | Shine Community Services | The Shopfront |
| Local Drug Action Groups Inc | Parkerville Children and Youth Care | So Change Inc | The Spiers Centre Inc |
| MacKillop Family Services | Pat Thomas House Inc | Social Ventures Australia Ltd | Therapy Focus Ltd |
| Margaret River Community Resource Centre Inc | Patricia Giles Centre Inc | South Coastal Womens Health Services | Tom Price Youth Support Association Inc |
| Marnja Jarndu Women's Refuge Inc | Peel Community Development Group | South Lake Ottey Family & Neighbourhood Centre Inc | Tuart Place |
| Meerilinga Young Children's Foundation Inc | Peel Youth Services Inc | South West Aboriginal Medical Service | Uniting Church Community Service and Outreach Network |
| Melville Cares Inc | People with Disabilities WA Inc | South West Counselling Inc | UnitingCare West |
| Men's Outreach Service Inc | Perth Asian Community Centre | South West Emergency Care for Children Inc | Volunteer Task Force Inc |
| MercyCare Ltd | Perth Inner City Youth Service | South West Refuge Inc | WA AIDS Council |
| Midland Information Debt and Legal Advocacy Service Inc | Playgroup WA (Inc) | Southcare Inc | WA Blue Sky Inc |
| Midland Women's Health Care Place Inc | Reconciliation WA | Southern Districts Support Association | WA Network of Alcohol and Other Drug Agencies |
| Milligan Community Learning and Resource Centre Inc | Regional Counselling and Mentoring Service | Spirit of the Streets Choir | WA No Interest Loans Network Inc |
| Mission Australia | Regional Development Australia Pilbara | St Bartholomew's House Inc | Wanslea Family Services |
| Moorditj Koort Aboriginal Corporation | Relationships Australia Western Australia Inc | St John of God Outreach Services | Waratah Support Centre SW Inc |
| Murdoch University Guild of Students | Richmond Wellbeing Incorporated | St Patrick's Community Support Centre | Waroona Community Resource Centre Inc |
| Nardine Wimmin's Refuge Inc | Rise Network Inc | | |

| | |
|--|--|
| Welfare Rights & Advocacy Service | Yorganop Association Incorporated |
| West Stirling Neighbourhood House | Yorgum Aboriginal Corporation |
| Western Urban Associates (WA) Inc (Street Chaplains) | Youth Affairs Council of Western Australia |
| Wheatbelt Agcare Community Support Services Inc | Youth Futures WA Inc |
| Women's Council for Domestic & Family Violence Services (WA) | YouthCARE |
| Yaandina Family Centre Limited | Zonta House Refuge Association Inc |
| YMCA WA | |

ASSOCIATE ORGANISATION MEMBERS

| | |
|---|---|
| Annie Buckeridge | City of Swan Lifespan Services Community Development Team |
| City of Cockburn - Community Development and Services | EthicalJobs.com.au |
| City of Nedlands- Community Development Department | IKON Institute of Australia |
| | Owl Learning Australia |

ASSOCIATE INDIVIDUAL MEMBERS

| SOCIAL SERVICE INDIVIDUAL MEMBERS | | | |
|-----------------------------------|------------------|----------------------|-------------------|
| Adrian Munro | Irina Cattalini | Mark Fitzpatrick | Simon Colquhoun |
| Amal Ihdayhid | | Michelle Gust | Sonia Hall |
| Ann Deanus | James Paxman | Michelle MacKenzie | Theophilus Nimene |
| Ann White | Jessica Karlsson | Miranda iok In Baker | Vicki Hamersley |
| Anna Presser | | Nicholas Casson | |
| Anne Jennings | Joe Calleja | Noel Harding | Vik Jeyakumar |
| Cameron Poustie | Jorgen Mackie | Raelene Walter | Violet Dhu |
| Cynthia Moyo | Kate Bullow | | |
| Elizabeth White | Kylie Hansen | Richard | |
| Francis Lynch | Lisa L Baker | Mavros | |
| Frances Tubridy | Louise Lamont | Sally Gamble | |
| Graeme Carty | Maria Harries | Shannon Calvert | |
| Graham Cox | | Shauna Gaebler | |

| | | | |
|----------------------|--------------------|-------------------|---------------------|
| Alanna Clohesy | Donna Dulemba | Lorraine Gibson | Shirley van Schagen |
| Amber-Jade Sanderson | Jeff Simper | Lynn MacLaren MLC | Simon Mills |
| Angela Lemon | Jo Giuseppa Wilkie | Mary Gurgone | Simone McGurk |
| Anne Courtney | Kate Goodman | Menzies Goyder | Stephen Dawson |
| Christina Kadmos | Kathryn Choules | Nandita R Naroth | Sue Ellery |
| Dave Kelly | Ken Travers | Rewi Lyall | Sue Lines |
| Diana Ryan | Linda Savage | Sabrina Haines | Zuhair Muhsen |
| | Lisa Bower | | |

HONORARY LIFE MEMBERS

| | |
|----------------------|----------------|
| Anne Sinclair | Peter Sirr |
| Brenda Harper-Nelson | Terri Coughlin |
| Moira Rayner | |



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a social enterprise by WACOSS

WACOSS stands for an inclusive, just, and equitable society. We advocate for social change to improve the wellbeing of Western Australians and to strengthen the community services sector that supports them.

