

*Justice, hope and opportunity for all*



*Light at the end of the Tunnel by Richard Wong Year 9, Wesley College 2009*

# Third Annual Report

Year ended 30 June 2009

## Our Vision

Justice, hope and opportunity for all.

## Our Mission

To support, serve and empower people most in need.

## Our Values

Our Values are now reflected in "Our Working Ethos" statement which was developed in 2007.

Our Working Ethos is a statement and an expression of the shared character and guiding beliefs of the organisation, and which reflects the Christian ethos of the Uniting Church and the particular values of UnitingCare West.

Our Working Ethos has guided us in the work and activities that we have undertaken during the past twelve months.

As part of the life and mission of the Uniting Church in Australia in pursuit of justice, hope and opportunity for all, we at UnitingCare West will act with:

**Empathy:** *Showing understanding for the feelings and circumstances of others*

**Respect:** *Valuing people, property and the environment*

**Inclusiveness:** *Accepting and celebrating diversity*

**Integrity:** *Being ethical and trustworthy and upholding principles and beliefs*

**Commitment:** *Working together towards agreed outcomes with steadfastness and resilience*

## Our Journey

We are an integral part of the Uniting Church in Australia working for a transformation of humanity and the reconciliation of all creation. As a pilgrim people of vision and hope, we are a learning, growing, challenging, transformative community, open to change and always ready to discern where we can best support, serve and empower people most in need.

Key steps in the journey towards our vision will be to:

- Work together to continue to build UnitingCare West as a leading advocacy and provider organisation in the community services sector.
- Be a leading voice for social justice, influencing social policy and advocating for social change.
- Develop, value and support our staff and volunteers.
- Build a workplace based on shared values and a strong sense of belonging.
- Be a progressive and effective organisation which lives out its values.
- Develop a culture of innovation based on research, assessed need and sound models of practice.
- Direct our resources towards work in areas where other organisations are unable to go.
- Integrate and coordinate our services to meet the physical, emotional, spiritual and social needs of individuals, families and communities.
- Create collaborative relationships with Uniting Church congregations, agencies and schools, other service providers, government and industry.
- Create new ways of engaging with our service users and program participants, valuing their input, feedback and participation in our services.

## Our Identity

UnitingCare West is committed to achieving justice, hope and opportunity for all, and works to support and empower in particular those most in need in the WA community.

It is a not-for-profit community services organisation and part of the mission of the Uniting Church in Australia and UnitingCare national network.

Our organisation is founded on Christian principles and values and the particular Christian ethos of the Uniting Church in Australia.

UnitingCare West was formed on 1 July 2006 as a result of the merger of some or all of the programs and services of eight Uniting Church agencies and parish missions.

The merger increased our capacity to work together to deliver a diverse range of interrelated community services, programs and social justice initiatives, focusing on those people most in need. The agencies that formed UnitingCare West have been serving the community of Western Australia since 1830.

As at July 2009, we are delivering in excess of 30 services and programs in 27 locations in the Synod of Western Australia (the geographic area south of Broome). Our aim is to locate our services where people most in need can easily access them.

We support and assist over 30,000 families and individuals each year.

# Report from the Chair

I am pleased to present the third annual report of UnitingCare West for the year ending 30 June 2009.

From an organisational perspective, the most important task undertaken during the year has been the development of UnitingCare West's second strategic plan which will cover the period July 2009 to June 2012. The Board expects to adopt the new plan in July 2009.

In recent months, Board members, staff and volunteers have been busily working together to develop our new plan. We have also engaged in significant consultation with some of our key external stakeholders.

The new plan will build on the significant achievements of the organisation's first strategic plan which primarily focused on the merger and the first three years of establishing UnitingCare West as a new community service organisation of the Uniting Church in Western Australia. It retains a focus on our far-reaching vision of achieving *justice, hope and opportunity for all*.

The plan's overall purpose will be to set out a shared understanding of what we want to achieve as an organisation in guiding the further growth and development of UnitingCare West for the next three years, and provide new strategies to help us achieve these goals. It will enable UnitingCare West to better predict, adapt and respond to a changing environment and to community needs.

In February 2009, we were saddened to see the terrible devastation and impact of the Victorian bushfires upon our fellow Australians. Our Board committed to provide some assistance to our sister agencies in Victoria, which served these communities and to provide some support for the local staff. Within weeks, two UnitingCare West executive staff were flown to Victoria to provide whatever assistance and relief they could.

Our many partnerships are to a large part the key to our many successes. I am particularly pleased that we have continued to strengthen and build upon our existing relationships with the various Uniting Church entities, including Synod, congregations and schools.

In recent months, we have seen new initiatives come to fruition with Uniting Church schools. Our work has blossomed and deepened significantly with projects such as the Katitjin project with Wesley College, now in its third year, and the successful launch of the 2009 School Teachers Booklet at Penrhos College.

We have appreciated the ongoing financial and other support provided by the Wesley, Trinity, St Andrew's and Ross Memorial Congregations of the Uniting Church in the City. These funds and support allow us to provide a unique range of services to those most marginalised in our community. We would not be able to continue to provide these essential services without this funding and support as they do not currently attract government funding.

We remain indebted to the Uniting Church in the City and look forward to its continuing support into the future.

This year, the Board has again fulfilled its governance responsibilities and further developed its governance practices. It conducted an annual assessment of its performance, supported various Board members to undertake relevant governance training, and for the second consecutive year, an annual retreat was held with all executive staff.

In September 2008, we farewelled Reverend Des Cousins who had served as the inaugural Chair of the Board of UnitingCare West. Des' very significant contributions to UnitingCare West, and to the community service activities of the Uniting Church, were formally acknowledged at a farewell function held later in the year. I again thank Des and wish him well with his future endeavours.

In December 2008, Mr Alex Lustig resigned from the Board due to family and personal work commitments. During his term, Alex brought to the Board his particular knowledge in legal matters and his resignation was accepted with regret.

During the year, we welcomed new Board members - Dr Chris Ford, David Holden, Ian Jackson and Doug Lambert - who have each brought to the Board extensive and highly valued skills, knowledge and experience in a wide range of areas.

I wish to thank all my fellow Board members for their creative and passionate commitment to further advancing the important work of UnitingCare West. I wish to also acknowledge the visionary leadership of our Chief Executive Officer, Chris Hall, and of his Executive Leadership Team.

UnitingCare West is very proud to be able to attract staff and volunteers to work for the organisation who want to make a difference. We deeply appreciate their commitment and the exceptionally hard work they undertake, often in very challenging situations.

Finally, I wish to especially acknowledge and thank the thousands of individuals, organisations and groups who have again supported the organisation in so many different and valuable ways.

We have clearly established our identity as a faith based community service organisation of the Uniting Church and we look forward to continuing to *serve, support and empower those most in need in our community*.

**Wendie Wilkie**  
**Chair of the Board**

## **UnitingCare West Board Members 2008-2009**

Dr Anna Alderson  
Professor Colin Binns  
Dr Glenda Campbell-Evans (Deputy Chair from December 2008)  
Reverend Des Cousins (Chair until September 2008)  
Dr Chris Ford  
Mr Chris Hall (Chief Executive Officer)  
Mr David Holden  
Mr Ian Jackson  
Mr Doug Lambert  
Mr Alex Lustig (resigned December 2008)  
Dr Alex Main  
Ms Janet Renner  
Mr David Thomas  
Ms Wendie Wilkie (Chair from September 2008)

# Report from the Chief Executive Officer

It has been another highly successful year for UnitingCare West with many achievements realised and significant milestones reached across nearly every area of the organisation.

During a period in which we have gone from an economic boom in WA to a global financial crisis, UnitingCare West, like many other community service organisations in WA, has been challenged by the growing needs of many Western Australian families and individuals who experience disadvantage and social exclusion on a daily basis.

Across all our client services and programs, we have continued to see increased demand, with growing complexities associated with disturbing trends in homelessness and affordable housing, mental health, substance abuse, and unemployment.

As the effects of the recent economic downturn become evident and the impact of the Australian Government's economic stimulus package begins to wane, we have begun to witness an escalation in the number of families and individuals who have sought financial counselling and assistance. Of concern is the staggering number of individuals and families whom we have had to turn away on a weekly basis due to a lack of resources to meet this demand.

In response to community need, and in further implementing our overall property strategy, we opened major new client service centres at Merriwa and in the Perth CBD in early 2009. We continue to be indebted to Lotterywest for the financial assistance provided to enable the refurbishment of these centres. We have established these new centres confident that they will demonstrate best practice in models of service delivery and in better integrated service and program provision.

Also in response to community need, we have been able to secure new government and other funding, either to expand existing client services and programs or to establish new initiatives, particularly in the areas of mental health, accommodation support, justice services, and child

and family reunification, preservation, enhancement and treatment services. This has resulted in a significant expansion of our services and programs and in the next 12 months the establishment of new client services.

Much of our success during the past year has been against a backdrop of challenges that community service organisations have not encountered previously, or at least not to the same extent. This has included ongoing challenges that we have experienced in being able to attract and retain staff to deliver essential client services.

UnitingCare West has continued to take a major leadership role in the development of Community Employers WA, an employer body established by the community sector in WA with the principal aim of increasing government funding to the sector so that as employers we will be able to pay more just and fair salaries to staff employed in the sector.

During the year, we held a number of successful events and activities for which we enjoyed the ongoing and very significant support of our church based and corporate partners.

It has been a fascinating year when I reflect on what has happened to our world and how quickly circumstances have changed on the global and local economic and social fronts.

With relatively new commonwealth and state governments, I cannot recall a busier period of time in the political contexts in which UnitingCare West and other not-for-profit organisations have had to operate.

There has been an unprecedented level of activity in the areas of social policy development and community sector reform. We have been active in responding to the many inquiries and reviews that have been initiated by governments. Much of this work has been undertaken in conjunction with our national body UnitingCare Australia and with various State peak and other representative bodies. We eagerly await the findings and recommendations from these many reviews and inquiries.

In concluding, I acknowledge with great pride the dedicated and hard work of all our staff and volunteers who embrace daily the many challenges associated with working in the sector at a time of significant change and development. I thank them for their commitment and many achievements.

I have again had the privilege to work with a highly skilled and committed Board whose members come from a broad range of backgrounds and who collectively and individually bring a wealth of skills and experience in support of, and dedicated to furthering the vision, mission and values of our organisation.

I thank the Chair of the Board, Wendie Wilkie, and the members of the Board, and again express my appreciation to Des Cousins as the former Chair of the Board, for their personal and professional support throughout the year.

As the financial year draws to a close, we can reflect on what has been a highly successful year for UnitingCare West and what has continued to be a truly remarkable journey for us all.

I remain confident that UnitingCare West is well placed to continue to move forward and to meet the many new and exciting challenges and opportunities ahead.

**Chris Hall**  
**Chief Executive Officer**

## **UnitingCare West Executive Leadership Team at 30 June 2009**

Mr Chris Hall (Chief Executive Officer)

Mr Mark Loader (Executive Manager, Human Resources & Administration)

Mr Ken Ridge (Executive Manager, Independent Living & Accommodation Services)

Ms Lyn Shirley (Executive Manager, Community & Family Services)

Ms Fran Tilley (Executive Manager, Mental Health & Disability Services)

Mr Robert Watson (Mission Development Leader)

Ms Lesley Wilkinson (Executive Manager, Finance, Property & Marketing)

# Key Achievements

Our key achievements during the year were delivered with a focus on the five key goals and strategies of our 2007 to 2009 Strategic Plan. Some of these key achievements included:

## Service and Program Development

*To go where others are not prepared or able to go, understanding and fully responding to people most in need.*

- Secured significant increases in government and other funding to expand existing services and programs and to establish new initiatives in the areas of mental health, disability, accommodation support, justice services, child and family support, financial counselling and emergency relief.
- Established major new client service centres in Perth CBD and Merriwa.
- Introduced a best practice integrated approach in service delivery to address the needs of people who are homeless or at risk of becoming homeless.
- Opened a new eight bed transitional housing facility in Northbridge.
- Commenced planning for several innovative social and affordable housing projects.

## Advocacy and Social Justice

*To take a leading role in speaking out against injustice and oppression, influencing social policy and advocating for social change.*

- Maintained and further developed extensive involvement by management and staff in a broad range of advocacy, social policy and social justice activities at national and state levels, including involvement with bodies such as UnitingCare Australia and the Western Australian Council of Social Service (WACOSS).
- Responded to various government inquiries and reviews including appearing before the Senate Inquiry to oppose the suspension of Centrelink payments of parents in addressing school truancy issues in WA.

- Strengthened our research and evaluation capacity and expertise with various tertiary institutions and local and national organisations, including the Australian Childhood Foundation.

- Advocated for improved social justice awareness through specific activities such as the Wesley College Year 9 Katitjin Program and its focus on social justice issues in WA.

- Undertook further extensive work to develop UnitingCare West's Organisational Culture Action Plan designed to give expression to the values and ethos of the organisation.

## People Development:

*To be a leading organisation in people development, valuing our staff and volunteers as our greatest resource.*

- Undertook a key leadership role in the formation of Community Employers WA, an employer body established by the WA community sector to secure increased government funding, in order to achieve fair and just salaries for staff employed in the sector.

- Developed and implemented a *Staff Wellness Program* to support staff and volunteers in the performance of their professional responsibilities.

- Held quarterly *All Staff and Volunteer Away Days* including professional development activities and initiatives.

- Implemented enhancements to the structure of the organisation designed to substantially improve staff supervision and support arrangements and career progression opportunities.

- Introduced a range of new initiatives to achieve a reduction in staff turnover from 22% in 2007/08 to 12.66% in 2008/09.

## Profile Development:

*To be recognised as an inspirational leader in community services and programs, working with people most in need and creating justice, hope and opportunity.*

- Further developed partnership programs with Uniting Church schools in WA focusing on curriculum development, social justice initiatives, fundraising and support activities.

- Strengthened alliances with corporate partners through various activities and events such as our Corporate Golf Fundraising Day hosted by the Uniting Church Investment Fund, and our 2008 Operation Santa and Christmas Appeal sponsored by the Commonwealth Bank.

- Developed and implemented a Bequest Program with assistance from corporate partner Perpetual.

- Chosen by Mirvac WA as its inaugural charity partner.

- Benefited from the strong financial assistance and other support provided by various Uniting Church congregations, donors and other groups.

## Organisation Development:

*To achieve a well-functioning and appropriately resourced organisation to support the effective delivery of our programs and services.*

- Fulfilled all statutory and regulatory compliance, and reporting requirements in a timely and effective manner.

- Completed all reporting requirements against our 2007 – 2009 Strategic Plan and commenced development of our 2009 – 2012 Strategic Plan.

- Developed and implemented a Corporate Risk Management Plan.

- Further implemented key elements of the organisation's Overall Property Strategy.

- Implemented an organisation-wide client data collection system.

# Acknowledgements

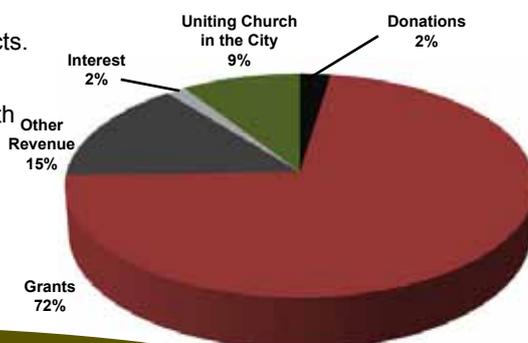
UnitingCare West acknowledges and thanks the many individuals who give so generously of their time and resources through donations, in-kind support and volunteering, and the following organisations and groups for their generous support and friendship during the year.

ABN Consolidated Holdings	Fremantle Sailing Club	Sangora Education Foundation
Accident and Health	Fremantle Wesley Mission	Scotch College
Adcorp Marketing Communications Group	Frontier Services	Serco
AGL Energy Limited	GHD Pty Ltd	Simplot Australia
ANZ Bank	Good Samaritan Industries	St David's Retirement Centre
Aon Risk Services Australia Ltd	Jones Lang Lassalle	St George Bank
Ausco	Koorliny Community Arts Centre	St Stephen's School
Australian Childhood Foundation	Kott Gunning Lawyers	Target Australia
Big W Whitfords	Leighton Properties	The Military and Hospitaller Order of Saint Lazarus of Jerusalem
Bizlink - Joondalup	Lloyd Collins Property Consultants	The Vines Resort & Country Club
BT Finance Group	Lotterywest	Toll IPEC
Canning Lions Club	Macquarie Group Services Australia	Tranby College
Centrelink	Marist Youth Care	Trinity College UWA
Christal Halliday	Methodist Ladies College	UnitingCare Australia
City of South Perth	Mirvac WA	UnitingCare Burnside
Commonwealth Bank	Mix 94.5	Uniting Church Homes
Commonwealth Government Departments	MSSA Personnel	Uniting Church in the City
Community and Public Sector Union	Parmelia Hilton Hotel	Uniting Church in WA Congregations
Community Newspaper Group	Penrhos College	Uniting Church Investment Fund
Datacom	Perpetual	UnitingCare WA Forum
Deloitte Touche Tohmatsu	Presbyterian Ladies College	Vastese Bakery
Dimension Data	QBE Insurance (Australia) Ltd	WACOSS
Downings Legal	Relationships Australia WA	WA Government Departments
Doric Construction	Richard Noble & Co	Wesley College
Edith Cowan University	Robert Walters	Westpac
Eric Hood Pty Ltd	Rotary Club of South Perth/Burswood	Wind Over Water Foundation
	Rowethorpe Retirement Village	Woodturners' Association
	RSM Bird Cameron	

## Financial Summary

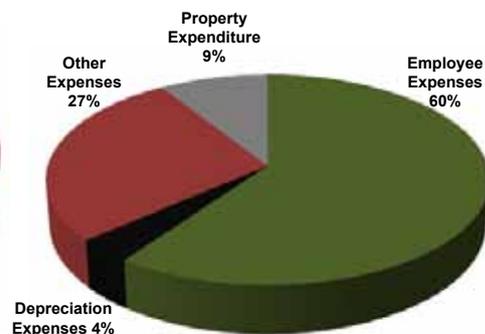
### Where our money came from in 2008-2009

- Grants made up 72% of UnitingCare West's total revenue of \$17,121,322. The majority of our funding came from State and Commonwealth Governments, Lotterywest and Uniting Church In the City. Compared to 2007-2008, grant revenue increased by 44%.
- Wesley, Trinity, St Andrew's and Ross Memorial Congregations of the Uniting Church in the City contribute significant funds on an annual basis to support UnitingCare West's programs and services and various capital projects.
- Revenue from donations doubled compared to the previous year, with two significant bequests and additional income raised from annual appeals.
- Other revenue mainly included rental, program fees, board and lodging fees.



### Where we spent our money in 2008-2009

- Of the total expenditure, 60% was expended on employee expenses in delivering programs and services.
- Other major expenses related to property and asset holdings.



## Community and Family Services Directorate

- ✎ **Attach:** Intensive counselling and support service for parents affected by alcohol and drug use, who have care or contact with children 0 - 8 years.
- ✎ **Child and Family Treatment Services (CAFTS):** Intensive counselling for families and children affected by sexual abuse.
- ✎ **Early Intervention Program (EIP):** Intensive parenting support program for young families.
- ✎ **Futures:** Long term foster care and alternative family care for children and young people with disabilities.
- ✎ **Inside Parents:** Therapeutic parenting programs for men at Acacia Prison.
- ✎ **Intensive Family Services (IFS):** Family connections and support programs working towards family preservation and re-unification; also in-home support for parents.
- ✎ **Outreach Services:** Transition and re-entry programs for offenders exiting prison.
- ✎ **Talking Realities:** Young parenting training program for pregnant and parenting young women 14 -19 years, including training as peer educators on parenting issues.
- ✎ **Transitional Accommodation Support Services (TASS):** Re-entry support services for men and women with intellectual disabilities exiting prison.
- ✎ **Trinity Learning Centre:** Educational and learning options for pregnant and parenting young women 14 -19 years. Free on site crèche services.
- ✎ **True Colours:** Support for young people with a diverse sexuality and gender.

## Independent Living and Accommodation Directorate

- ✎ **Creditcare:** Financial counselling and emergency relief.
- ✎ **HomeConnect:** Connecting people who are homeless or at risk of homelessness to rental properties.
- ✎ **Homeless Accommodation and Support Services:** Integrated response and case management for homeless or those at risk of homelessness including Tranby Drop In Centre; tenancy support, advocacy and referral; supported accommodation.
- ✎ **Housing:** Stable long term accommodation and independent living support for people with psychiatric disabilities.
- ✎ **Indigenous Family Violence Project:** Support and community development approach to address family violence issues within indigenous families.
- ✎ **Oasis:** Short to medium term accommodation for women and families leaving domestic and family violence situations.
- ✎ **Operation Santa:** Annual appeal for Christmas presents for disadvantaged families and children.
- ✎ **Street Outreach Service:** Support services for homeless people.
- ✎ **Wyn Carr House:** Short term accommodation and support for women over 18 years in crisis escaping family or domestic violence.

## Mental Health and Disability Services Directorate

- ✎ **Aboriginal Family Respite Service:** Support and respite services for Aboriginal families caring for those with mental illness.
- ✎ **Alternatives to Employment:** Opportunities for people with disabilities to participate in community, increase independence and support networks, and undertake lifelong learning.
- ✎ **Personal Helpers and Mentors Program (PHAMS):** Support for people with severe mental illnesses.
- ✎ **Rainbow Project:** Supporting and befriending people with mental illness.
- ✎ **Take Time:** Social and recreational activities, and respite for people with functional disabilities.
- ✎ **Uniting Community House:** Social and recreational activities for marginalised people.
- ✎ **Visions:** Community based living options and support for people with disabilities.



UnitingCare West  
16 Sunbury Road  
VICTORIA PARK WA 6100  
  
GPO Box B74  
PERTH WA 6838  
  
Ph: 1300 663 298  
Fax: 1300 663 528  
[www.unitingcarewest.org.au](http://www.unitingcarewest.org.au)