

Justice, hope and opportunity for all



Second Annual Report

Year ended 30 June 2008

Our Vision

Justice, hope and opportunity for all.

Our Mission

To support, serve and empower people most in need.

Our Values

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
- Inclusiveness
- Respect
- Integrity
- Commitment

Our Journey

We are an integral part of the Uniting Church in Australia working for the 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.

Our key steps in the journey towards our vision continue to be to:

- Work together to build UnitingCare West as a new organisation, including taking a lead role in the community services sector.
- Develop, value and equip our staff and volunteers.
- Build a workplace based on shared values and a strong sense of belonging.
- Develop a culture of innovation based on research, assessed need and sound models of practice.
- Direct our resources to go where others are not prepared or able to go.
- Integrate and coordinate our services to meet the physical, emotional, spiritual and social needs of individuals, families and communities.
- Strengthen our advocacy role, speaking out against injustice and oppression.
- 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 a not-for-profit community service 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 has increased our capacity to work together to deliver a diverse and wholistic range of community services, programs and social justice initiatives, focusing on those people most in need in our community.

UnitingCare West has a rich and accomplished history now spanning 178 years of providing essential community services to the people of Western Australia; advocating with, and on behalf of, members of our community who experience disadvantage and marginalisation.

Taking Action

We will deliver our Strategic Plan through:

- Service and Program Development
- Advocacy and Social Justice
- People Development
- Profile Development
- Organisational Development

Report from the Chair

It is with pleasure that I present the second annual report of UnitingCare West for the year to 30 June 2008, which marks the end of another highly successful year of operation.

The past twelve months has seen UnitingCare West strengthen its strategic position and progress a number of important initiatives as part of implementing our current *Strategic Plan January 2007 to June 2009*.

Importantly, at the end of our second year of operation, we are beginning to move into the next phase of our development, no longer solely characterised by a focus on effecting the merger of the agencies and parish missions to establish UnitingCare West.

Rather, there is now a strong sense of building UnitingCare West with its own particular identity as a community service organisation of the Uniting Church committed to achieving justice, hope and opportunity for all, and working to support and empower in particular those most in need in the Western Australian community.

Together, staff, volunteers and Board members worked to develop Our Working Ethos, which articulates the shared character and guiding beliefs of UnitingCare West, and which reflects the Christian ethos of the Uniting Church and the particular values of UnitingCare West.

Like many other community service organisations in Western Australia, UnitingCare West has encountered increasing and complex challenges across a wide range of areas such as heightened accountability, compliance and demand for service requirements, and workforce planning issues.

In response, we have developed and commenced implementing a number of strategies to address these issues including an organisational growth and sustainability strategy, a corporate risk management plan, and various innovative staff recruitment and retention strategies.

Additionally, we are building on existing, and establishing new, partnerships across the life of the Uniting Church and with governments, business and other community service organisations, both locally and nationally. These partnerships are integral to UnitingCare West being able to satisfactorily fulfil its mission and realise its vision.

The Board met its governance requirements, and further developed its governance practices. This year, we commenced a number of new initiatives which included an annual assessment of the Board's performance; support for Board members to undertake relevant training in governance related matters; adoption of a number of governance policies to guide the Board's operations and decision making processes; and an annual retreat held for Board and executive members. Organisation-wide planning and reporting arrangements are now in place.

In addition to the existing Finance, Audit and Property Committee and the Senior Staff Salaries and Conditions Working Party, the Board established a Property Strategy Advisory Group to assist it with its planning for our future property and building requirements.

Membership of the Board remained stable during the past twelve months. Wendie Wilkie joined the Board in September 2007 and immediately took leave of absence from the Board in order to take up the role of Mission Development Leader in a transitional capacity. Wendie returned to active membership of the Board in June 2008 and we are very pleased to welcome her particular gifts and talent to the Board.

I would like to take this opportunity to acknowledge and express appreciation and gratitude to the Uniting Church congregations and schools, and the many thousands of individuals, organisations and groups, both within and external to the Church, who continue to support the important work of UnitingCare West on a daily basis.

UnitingCare West has again benefited from, and greatly appreciated, the strong financial assistance and other support provided by the Wesley, Trinity and St Andrew's Congregations of the Uniting Church in the City.

I must make special mention of Lotterywest which has continued to assist the establishment of UnitingCare West by providing significant amounts of funding this past year for the purchase and refurbishment of a number of our buildings.

In concluding, I advise that I have decided not to renominate for the position of Chair and therefore my time on the Board of UnitingCare West is due to expire in September 2008. I am immensely proud to have been associated with the formation of UnitingCare West and its many achievements during the past few years.

In a relatively short period of time I have witnessed UnitingCare West become a well established community service organisation of the Uniting Church in Western Australia, committed to operating as an integral part of the Church's ministry, with a professional suite of client services and programs, a highly dedicated and committed team of Board members, staff and volunteers, with a sound financial and capital base.

I pay tribute to my fellow Board members, to the Chief Executive Officer, Chris Hall, other members of the Executive Leadership Team, and to all staff and volunteers for their unrelenting dedication and commitment to advancing the important mission of the organisation.

I leave the Board with immense satisfaction and with the belief that UnitingCare West is well placed to continue to perform a key role in Western Australia in speaking out against injustice and oppression, and in advocating for, and working with and on behalf of those people in our community who are most in need.

Revd Des Cousins
Chair of the Board

UnitingCare West Board members
2007-2008

Dr Anna Alderson

Professor Colin Binns

Dr Glenda Campbell-Evans

Revd Des Cousins (Chair)

Mr Chris Hall (Chief Executive Officer)

Mr Alex Lustig

Dr Alex Main

Ms Janet Renner

Mr David Thomas

Ms Wendie Wilkie (appointed September 2007; leave of absence September 2007 to June 2008)

Report from the Chief Executive Officer

UnitingCare West has accomplished a great deal during the past twelve months.

As a relatively new organisation, we have honoured our commitment to build on the rich and accomplished history which UnitingCare West inherited at 1 July 2006; a history which now spans 178 years of the Uniting Church and its antecedents having provided essential community services to the people of Western Australia.

Some of our key achievements in the past year have been:

- Active participation by staff in the implementation of all aspects of the organisation's current *Strategic Plan January 2007 to June 2009*;
- Expansion of existing client services, programs and the development of a number of innovative service initiatives in response to assessed community need; and the formation of new partnership and consortium arrangements with other community service organisations and tertiary institutions;
- Completion of a number of major internal reviews and forward planning activities in relation to service and program areas;
- Improved integration and co-ordination in the delivery of our client services and programs;
- Successful negotiation between management and staff of a three-year employee collective agreement;
- Completion of the implementation of an integrated organisation-wide IT and communications system, with Uniting Church Homes as our IT service and support provider;
- Development and implementation of our overall property strategy and the securing of major funding from Lotterywest for refurbishments of buildings in Perth CBD and the northern suburbs;
- Strengthening of existing, and development of new and innovative partnerships with the corporate sector, Uniting Church schools and congregations, and other key stakeholders;

- Successful project management of the Wesley properties redevelopment in the Perth CBD on behalf of the Uniting Church in the City;
- Involvement in a broad range and large number of advocacy and social justice activities at both local and national levels; and
- Leadership of various sector initiatives aimed at addressing the inadequate levels of government funding to the not-for-profit community sector and the resulting poor salaries and working conditions for staff employed in this sector.

During the year, we have witnessed unprecedented high levels of demand for assistance across all our services and programs by the many Western Australian families and individuals who are being left behind by the State's current economic boom. These have been challenging times with many families and individuals presenting with increasingly complex problems compounded by WA's current housing affordability crisis.

Significant increases in living expenses, food costs and petrol prices, and a growing incidence of mental health issues and substance abuse are just some of the factors impacting negatively on the quality of life for many families and individuals.

We remain committed to working with governments, business, the not-for-profit sector and the community to plan ahead and respond to the growing needs of those who already have been, or are at risk of being, left behind during these times of great prosperity.

During the year, we held a number of highly successful corporate events including:

- A Community Expo in December 2007 which showcased our various service and program initiatives to our local community and our supporters;
- Launches of the Attach and HomeConnect programs;
- Our Inaugural Annual Public Meeting;
- 30th anniversary celebrations for Wyn Carr House; and
- 20th anniversary celebrations for the Trinity Learning Centre.

I wish to acknowledge the achievements of staff and volunteers who have continually excelled in their commitment to provide quality services and programs in an increasingly challenging and complex environment.

I thank the Chair and members of the Board for their strong strategic leadership and direction throughout the year.

I wish to record on behalf of the whole organisation, our deep appreciation and gratitude for the enormous contribution which Des Cousins has made during his time as Chair. He performed a key leadership role in the merger process and the formation of UnitingCare West.

Des was the Chair of the Interim Board of UnitingCare West for the period from September 2005 to 30 June 2006, at which time he was also Chair of the Board of Wesley Mission Perth; and on 1 July 2006 accepted the position as inaugural Chair of the Board of UnitingCare West.

I wish to record my personal thanks to Des for the professional support and guidance he has provided to me during this time, as I have greatly valued his wisdom and the opportunity of working together on such an important and rewarding journey.

As a community service organisation, we are now united in our vision to seek to achieve justice, hope and opportunity for all, to influence social and public policy, and to help empower those people most in need in our community.

Chris Hall
Chief Executive Officer

Executive Leadership Team at
30 June 2008

Mr Chris Hall (Chief Executive Officer)

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

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

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

Mr Robert Watson (Mission Development Leader)

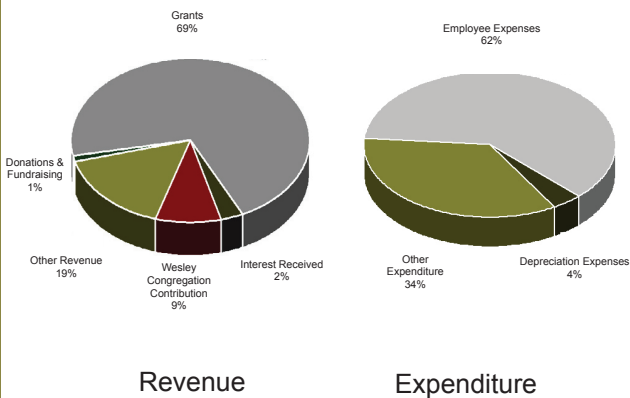
Ms Wendie Wilkie (Mission Development Leader)

Ms Lesley Wilkinson (Executive Manager, Independent Living & Accommodation Services)

Ms Ann Witt (Executive Manager, Finance & Administration)

Financial Summary - Year Ending 30 June 2008

Assets	2008
Cash Assets	5,979,967
Receivables	1,329,382
Other	118,878
Property, Plant and Equipment	12,179,491
TOTAL ASSETS	19,607,718
Liabilities	Less
Payables	2,628,941
Provisions	776,659
TOTAL LIABILITIES	3,405,599
NET ASSETS	16,202,118



Revenue	
Donations and Fundraising	134,301
Grants - Recurrent, Non-recurrent and Capital	7,917,997
Interest Received	246,608
Wesley Congregation Contribution	993,876
Other Revenue	2,182,140
TOTAL REVENUE	11,474,922
Expenditure	
Employee Expenses	6,634,966
Depreciation Expenses	423,597
Other Expenditure	3,651,324
TOTAL EXPENDITURE	10,709,887

In relation to the 2007/08 financial year surplus, the Board is progressing with the implementation of the organisations property development strategy

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.

Adcorp Marketing Communications Group
AGL
ANZ Bank
AON
Armadale Hospital
Ausco
Austereo
Australian Pensioners Association
Bakers Delight Hillarys
Big W Whitfords
Bizlink Joondalup
Brumby's Whitfords
Bunnings Merriwa
Caesars Plumbing & Gas
Centrelink
City of South Perth
Commonwealth Bank
Commonwealth Government Departments
Datacom
Deloitte Touche Tohmatsu
Derbarl Yerrigan Health Service
Dimension Data
Doric Construction
Downings Legal
Edith Cowan University
Fremantle Wesley Mission
Geographe Enterprises
Good Samaritan Industries

Grange Securities
Greens
Halliburton Australia Pty. Ltd.
Housing Industry Association
Innovative Hair Loss Solutions
Jones Lang LaSalle
Kings Park Walkers
Kott Gunning
Leadership WA
Lloyd Collins Property Consultants
LotteryWest
Marist Youth Care
Macquarie Group
Methodist Ladies College
Mirvac
Muffin Break Carillion City
Penrhos College
Perpetual
Presbyterian Ladies College
QBE Insurance (Australia) Ltd
Radio 92.9
Radio 96 FM
Richard Noble & Company
Ricoh Business Centre
Rotary Club of Mill Point
Rotary Club of South Perth-Burswood
RSM Bird Cameron
Scotch College

Serco
Sorooptimist International
State Government Departments
St. Stephen's School
Swan Masonic Lodge
Target Australia
The Body Shop
The Vines Resort & Country Club
The Military and Hospitaller Order of Saint
Lazarus of Jerusalem
Thrifty Car Rental
Toll IPEC
Tranby College
Uniting Church Homes
Uniting Church in the City
UnitingCare Australia & agencies
Uniting Church in WA Congregations
Uniting Church Investment Fund
WA Police and City Watch Emergency
Services
WACOSS
Wesley College
West Australian Doctors Orchestra
West Coast TAFE
Westpac
Willetton Senior High School
Woodturners' Association

Directory of Services

Mental Health and Disability Services Directorate

- Rainbow: Supports and befriends people with psychiatric disabilities.
- Take Time: Provides recreational and respite opportunities for people with functional disabilities.
- Uniting Community House: Provides social and recreational activities for marginalised people in greater Midland.
- Visions: Community-based living options for people with intellectual disabilities.

Community and Family Services Directorate

- Futures: Provides long-term foster and alternative family care for children and young people with disabilities.
- Attach: An intensive, multi component intervention for parents with alcohol and drug problems, who have care of or contact with their children aged between 0-8 years.
- Intensive Family Services (IFS): Comprises of a Family Connections and Building Strengths program working towards family preservation and reunification.
- Mofflyn House: Works in collaboration with other services agencies and churches to support families residing in the Merriwa and Clarkson communities.
- Our Mob, Our Kids, Our Community: Provides ante/post natal support service for young Aboriginal parents in the Armadale area.
- Outreach Services: Transitional and re-entry programs for ex-offenders.
- Talking Realities: Young Parenting Program training for pregnant and parenting women aged 14-19 years; and Talking Realities presentations to high school students by trained Peer Educators on young parenting issues.
- Trinity Learning Centre: Educational and learning options for pregnant and parenting women aged 14-19 years, including Years 10 to 12 CGE or TEE through Schools of Isolated and Distance Education; as well as some TAFE external studies. Crèche services are provided free of charge for the children of enrolled students.
- True Colours: Support for young people with a diverse sexuality or gender.
- Inside Parents: Therapeutic parenting program for male offenders at Acacia Prison.

Independent Living and Accommodation Directorate

- Creditcare: Provides financial counselling services and emergency relief.
- HomeConnect: Building a pool of rental properties within the private rental market to connect homeless people, or those at risk of becoming homelessness, with accommodation options.
- HomeLink: Assists families and individuals to access and retain private rental accommodation.
- Housing: Provides stable long term rental accommodation for people with psychiatric disabilities to allow them to live independently in the community.
- Indigenous Family Violence Project: Provides a community development approach to address family violence issues within indigenous communities in the Fremantle, Cockburn and Melville areas.
- Oasis: Provides short to medium term accommodation for women leaving situations of domestic or family violence.
- Residential: Provides short to medium term housing for homeless men or those requiring support towards independent living.
- Street Outreach Service: Identifies and works with people in the Perth and Fremantle CBD areas who are homeless and in need of services and support.
- Tranby: Provides welfare, advocacy and day support to homeless people and those at risk of homelessness.
- Wilf Sargent House: Provides short to medium term housing for men and couples who are homeless or require support towards independent living.
- Wyn Carr House/Oasis House: Provides short term accommodation and support to woman over 25 years of age; in crisis, escaping domestic or family violence.
- Operation Santa: Delivery of Christmas presents for disadvantaged families in need.

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