

Annual Report

2014 - 2015



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, 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



Book corner at Family Foundations Service, which gives homeless families in need a safe place to be and the resources needed to get back on their feet

Report from the Chair

David Holden chaired the Board of UnitingCare West during 2014-15. Due to work commitments, David tendered his resignation at the June meeting and it is my privilege to present the Chairperson's report.

On behalf of my fellow Board members and the wider Uniting Church, I'd like to convey our thanks to David for his leadership of the Board for the past three years and his work on the Board for almost seven years. His wisdom and sure guidance has been valued by Board members and staff alike.

During the past year, UnitingCare West increased its revenue by more than ten percent and also increased the diversity of the revenue and resource base. This was particularly evident with the increase in the number of volunteers contributing to all aspects of the delivery of the mission of UnitingCare West.

Increasing revenue means additional capacity to assist people in the various Service Areas. More than 1,000 individuals and families benefitted from the Creditcare service, 185 families consisting of nearly 650 members were assisted in the Intensive Family Support service, and UCW provided more than 110,000 nights of housing and accommodation across the year. The Family Foundations Service continues to make a positive impact on the lives of parents and children who are homeless or at risk of homelessness. This service is solely funded by contributions from the Uniting Church in the City and community donations. UnitingCare West will continue to advocate for the needs of people who are homeless, particularly families and people with disabilities, to both the Commonwealth and the State Government.

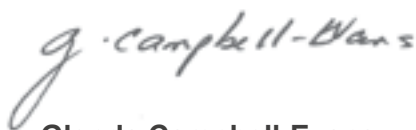
UnitingCare West is committed to ensuring staff and volunteers are equipped to undertake their duties. In March, UnitingCare West held the first UCW Leadership Conference. With changes to funding and procurement of services, Team Leaders and Managers as well as the Executive Leadership Team need to work with service participants to ensure the service outcomes meet the needs of individuals as well as of funding bodies. Investing in the development of Team Leaders is an important part of achieving these objectives. The keynote speaker at the Leadership Conference, Dr Penny Flett, inspired all those present with her insights into delivering effective and efficient services in a person centred manner.

2014-15 has been a very positive year for UnitingCare West. Details of service developments, increasing engagement with the community and significant progress on organisational development strategies has been evident throughout the year.

The CEO presented a vision for UnitingCare West in 2020 at the Annual Board Executive Leadership Retreat. This presentation commenced the strategic planning process for a new Strategic Plan 2016-2020. UnitingCare West is being impacted by a series of social and economic changes. These include the change in Government approaches to funding services, from service agreements to procuring services, and the wider impact of economic changes with decreasing revenues from traditional sources such as mining and state taxes and the increasing demand for community services as the population ages and unemployment increases. All these factors impact UnitingCare West as they cause the demand for services to those most in need to increase and the revenue available to deliver these services to decrease. The challenge for the Board through the next Strategic Plan is to ensure that UnitingCare West is able to continue to deliver on the mission of "support, serve and empower people most in need" into the future.

The enthusiasm and commitment of the Board has served the organisation well. However, it is the staff and volunteers who work in all of the service areas, both community services and the corporate areas that deliver the mission of the organisation.

My thanks to each and everyone who has made a contribution this year, ably lead by the Executive Leadership Team and the CEO of UnitingCare West.



Glenda Campbell-Evans
Acting Chair of the Board



David Holden
Chair of the Board 2014/15
Retired June 2015



Glenda Campbell-Evans
Acting Chair of the Board
from July 2015



Chris Hunt
Acting Chair of the Finance,
Audit and Risk Committee



Ian Jackson
Chair of the Human
Resources Committee



David Thomas
Chair of the Strategic Property
and Asset Committee



Michael Brady



Anton Ferreira



Chris Ford



Doug Lambert
Retired October 2014



Deborah Marshall



Rebecca Tomkinson
Retired September 2014



Sue Ash AO
Chief Executive Officer

Report from the CEO

“By 2016, the tenth anniversary of our formation, UnitingCare West aims to be recognised for the distinctive way in which we deliver the mission of the organisation.”

I wrote this comment in the 2011-12 Annual Report.

I am pleased to report that this year, UnitingCare West has been delivering on this objective. It has been a year of bringing together a number of important strands in the development of the organisation.

The Strategic Service Development (SSD) group has responsibility for developing the UnitingCare West distinctives in service delivery. The formation of the group was recommended in the Management Structure and Strategy Review (MSSR) report and implemented in April 2014. Achievements of the SSD have included the implementation of an organisation wide Outcomes Strategy that ensures individual people are able to establish their own goals and activities while at the same time, enabling UnitingCare West to access de-identified and aggregated information that assists directly with service design and delivery improvements.

UnitingCare West delivers many services seven days per week and in some cases, twenty four hours a day. The SSD has developed the After Hours Support Service so that Managers providing the service are more supported and there have been fewer after hours critical incidents in the past year.

The SSD has benefitted from the results of the annual survey of people accessing services. The survey results form a major part of the annual Most in Need research paper. Learning from the Most in Need research of 2013 resulted in the introduction of a whole of organisation training to support all staff working with people with complex needs and mental health issues. The Most in Need 2014 research contributed to the review of the all material assistance processes within UnitingCare West and a new Market Place Strategy is in the final stages of development ready for implementation in 2016. Other activities of the SSD have included preparing the organisation for the implementation of the National Disability Insurance Scheme (NDIS) and the development of whole of organisation service policies including working safely with vulnerable people and children.

2014-15 has been the culmination of a change of direction for UnitingCare West. Feedback from staff and people accessing our services has consistently encouraged the organisation to find ways to build more intentional connections between the community in which people live and where UCW services are located. More importantly, this connection needs to support two way engagement between members of the community and UnitingCare West staff and services. Volunteers and the local business community as well as service recipients and other stakeholders need to be integrated into the way in which UCW impacts the communities in which we are located.

The refurbishment of the Inner City Centre and the establishment of a Service Centre in Fremantle represent the next stage in the UnitingCare West journey towards being an organisation that is valued not just for the services it provides but for the positive impact it has on the lives of the people we work with and the communities and congregations in which we engage.

The move to Service Centres has been supported by a major investment in the information and communication systems of the organisation. UnitingCare West is now two-thirds of the way through the implementation of a whole of organisation ICT system roll out and the benefits of these changes have been demonstrated clearly this year.

At a recent Board and Executive Leadership Team (ELT) meeting, the consistent feedback from all participants related to the benefit of close, clear working relationships between the two parts of the organisation. As CEO, I wish to thank each and every member of both the Board and ELT. Working with people who are focussed on the same objectives within a strong shared commitment to the mission of the organisation means that the leadership of the organisation is cohesive. My particular and personal thanks go to David Holden, who retired as Chair of the UCW Board in June 2015. David brought to the role a clear focus on the outcomes for people using the services, safe practices within the organisation and a clear focus on sound financial management.

While 2015-16 is shaping up to be another year of structural change and economic challenge, UnitingCare West moves into that year as a stronger and more integrated organisation.



Sue Ash AO
Chief Executive Officer



In 2014, Uniting Community House celebrated its 15th anniversary while Rainbow Duncraig celebrated its 10th birthday.

Friends winding down on a Friday evening at Uniting Community House, a meeting place where socially isolated people can connect with other community members

Community Inclusion

This year has been a time of considerable change for the Community Inclusion Directorate with a change of Executive Manager and significant absences of two Service Managers. Despite this, the Directorate has seen significant growth and the continuation of quality support for people with considerable need.

A service was established in the Great Southern Region with an office in Albany. The services that were initially developed include accommodation support and community options (alternatives to employment) programs. By June 2015, there were 14 clients in the program, and with the employment of a Team Leader and 25 support staff we are now in a healthy position to continue to grow our services in this region, with further funding applications having been submitted for growth opportunities.

The National Disability Insurance Scheme (NDIS) trial has commenced in Western Australia. We have made significant progress towards the implementation of these new changes and have commenced preparation for comprehensive systems and service delivery changes to enable us to be more competitive as an organisation of choice for both clients and staff.

In October 2014 a proposal was presented to utilise our property in Carlisle to transition three young people with varying needs, aged 16 to 18, from Department for Child Protection and Family Support (DCPFS) funded accommodation to Disability Services Commission (DSC) funded accommodation. This presented an ideal opportunity to trial the transition of young people who are funded under one model to move to another. This transition period has provided UnitingCare West with an opportunity to evaluate support methods and costs.

Home and Community Care (HACC) is a major funder of our programs, however since the beginning of our contract with HACC in 2010 there have been significant service changes. As a result, a proposal was put forward to HACC for the alignment of our service costings and a request to move to a service group funding option. HACC has granted this and we are now able to provide more flexible programs that can be better tailored to the changing environment linked to the NDIS as well as enable us to attract many more clients.



Pridefest a success

True Colours hosted their Pridefest event on Friday 14 November at St Augustine's church in Bunbury. This was the first Pride event to ever be held in Bunbury!

The event was attended by close to 50 people who enjoyed an evening of fun, speeches and the Australian film '52 Tuesdays'. Guests enjoyed lovely fresh rescued food from Food Rescue who supported the event, aiding staff in planning a menu promoting fresh and healthy choices.

True Colours had US Consulate Cynthia Griffin open the event with an inspirational message of the significance of this first Pride event in Bunbury. This wonderful occasion has now set a benchmark for future True Colours Bunbury Pride events to only get bigger and better.

True Colours is a support and advocacy service for young people who are diverse in sexuality/sex/gender in the South West region.

A woman with dark hair tied back, wearing a grey jacket, is seated at a light-colored wooden desk. She is looking towards the camera with a slight smile while holding a pen over a document. On the desk, there is a black telephone, a tissue box, and some papers. The background is a plain, light-colored wall.

UnitingCare West provides a range of flexible programs that can be tailored to the changing environment linked to the NDIS, to better suit our clients' needs.

Yagmur, her husband and their young son arrived in Australia from Turkey in late 2013. The family belong to ethnic and religious minorities that continue to suffer persecution. After being unable to work or to receive Centrelink payments, they found themselves forced to beg on the streets on Perth.

Yagmur and her family have worked with UnitingCare West since 2014, chiefly with the Family Foundations Service.

"Every time the staff listen to me and try to help. Every time, they ask "How can I help you?" Yagmur said. "My son is very happy in the Family Foundations Service. He likes being able to play with other children and to paint and eat".

Yagmur, a client from Family Foundations Service, which supports families through the provision of meals, material assistance, emotional support, education assistance and advice

Sarah says “Count Me In”

Sarah Wardle is a Youth Ambassador for the national “Count Me In” campaign which promotes inclusion for people living with disability. Sarah hopes to specifically promote employment for people with disability. Sarah, who has Down Syndrome, is the first female ambassador for Western Australia.

Sarah is a participant with UnitingCare West’s Community Options South program. Since October 2009, Sarah has been going to the Willetton site, where Team Leader Sharon Ford commented on Sarah’s achievement. “Sarah is a confident and determined young lady when she wants to achieve a particular goal. Sarah is a well-liked and respected participant among her peers and staff at Community Options South. We are incredibly proud of Sarah’s nomination as a Count Me in Youth Ambassador and her commitment to promoting employment opportunities for young people who are living with disability.”

Sarah’s passion is to advocate for people with a disability to work in open employment. Sarah’s message to society is that people with a disability can develop skills and be good workers. Her personal aim is to obtain mainstream employment while working as an ambassador.



Our newly developed Pathways program is the only one of its kind in WA. This innovative service supports people who are homeless or at risk of homelessness, and who also have complex needs that might not be addressed by a single service. Pathways aims to provide practical support and link people to other supports they require in order to live safely and sustainably in their community. Pathways is currently meeting its target of 25 people and has a waiting list of referrals. HACC has made funding available to double the size of Pathways to increase its capacity at our Inner City Centre and to develop the program in Fremantle and Kwinana.

The redevelopment of Community Options was the result of an amalgamation of Take Time and Crossroads; merging with UCW to form one service area. These services have operated largely as centre based day care providers within a HACC funding managed environment. The majority of people receiving support from this service area include people with disability or mental illness and people who have had difficulties accessing mainstream activities and therefore may have an undiagnosed mental illness. Community Options is one of our largest funded programs and has a client reach of approximately 350 people. This year saw the introduction of special events to Community Options, which enable participants from across Community Options to attend events that are outside our usual program hours. Events have included concerts, meeting the Fremantle Dockers and a trip to the speedway.

Trinity Learning Centre (TLC) was closed in April 2015 after 27 years of service as a result of low completion numbers in the last two years and limited funding. A number of events were organised to celebrate the success of this service and included a key event attended by around 100 people as well as farewell events for staff. Thank you to the Uniting Church in the City for their ongoing support of TLC. We will continue to operate the Mary Box Scholarship.



Taking some time out at Tranby, a centre where community support workers engage and support people experiencing homelessness through advocacy, referral and case management

Community Living

The Community Living Directorate delivers programs across the spectrum of housing and support needs – from programs to assist street present people to reconnect to the service system through to providing a supported housing approach, to people with a persistent mental illness. The Directorate works with people who are homeless or at risk of homelessness as well as those people who have established safe and sustainable housing options.

Community Living experienced an increased demand for its services throughout the year. The challenges facing front line staff continue to build with complex issues (often drug, alcohol and mental health issues) being a recurring feature of the lives of many people who seek our support. The Directorate has also experienced ongoing change at a political, policy and program level.

A key area of focus this year was ensuring that each program is being delivered in a respectful, effective and efficient manner. Improving access to health services was also a priority over the year for many Community Living programs.

The Inner City Centre (ICC) continued to grow and expand, serving as a critical community support. ICC is busier than ever and the impact on our physical and human resources is significant. Over the year work commenced on measures to further improve the way support is provided at ICC. From this a range of actions were agreed which will see the creation of a new Community Support Officer role, greater engagement of volunteers, an improved material assistance program and a more streamlined path into ICC.

UCW's Outreach Services have been reinvigorated and rebadged as Specialist Re-entry Services (SRS). SRS has become the umbrella structure under which all of our re-entry programs sit. The TASS-ID (Transitional Accommodation and Support Services) and Accommodation and Support Services Program (ASSP) programs also rest under the Specialist Re-entry structure.

The Homeless Accommodation and Support Service (HASS) program continues to support a significant number of clients with chronic and persistent mental health issues. Over fifty percent of HASS clients experienced significant mental health issues which required ongoing support. HASS also accommodated and supported five clients referred by Partners in Recovery.

David, who lives in one of UnitingCare West's Housing Services houses through our Independent Living Program, is an artist. He recently talked about his painting 'Day Dreams' that hangs in UnitingCare West's Warehouse Café.

David said that what inspires him to paint is the décor of the place in which the painting is to feature. David said he likes to create a colour base and build on this, so at first glance it appears that only a few colours are present, but if you look closer, more and more colours come to the surface.

This was the inspiration behind the name 'Day Dreams', as his painting encourages you to simply sit and gaze at it, thus enjoying the increase in awareness of the colours the longer you look.



A client of Wyn Carr Women's Services shares her story

"I'm not ashamed to admit I am an alcoholic. At 38 when I met him the addiction had taken over and was destroying my life. My career was crumbling before my eyes, I was losing everything I had worked for and I had lost custody of my daughter. The reason I am reluctant to include these details is that they provided me with reasons to blame myself for the abuse I was experiencing. I had chosen it, it was my fault. I was a complete failure and this is what my life had come to. Even when I was lying in hospital with broken bones I believed it was my fault."

"In my opinion and in my experience, examining the victim's personal circumstances and not the abuser's actions is how our society (and a victim's friends and family) deals with domestic violence (DV). The constant questioning of 'why'; 'how did this happen to me'; 'why did you allow this to happen to you'; 'why didn't you leave'; 'what were you thinking'; makes it easy to rationalise DV. It infers there is something fundamentally wrong with you and keeps you as a victim. This was why it was hard to break the cycle and why I went back."

"It's the standard definition of insanity right? To keep doing the same thing over and over again and expecting a different result. I was insane. People in my life believe DV was a choice I made, that I was at a crossroads and I made a bad decision. It's taken me a long time to understand that this is nonsense. I don't hold any resentment towards people that feel like that because until I did the DV course at Wyn Carr Women's Services, and was given the opportunity to break down my core beliefs about my role in the DV, I believed it had been my choice."

"I recommend this eight week course to all victims. I honestly believe I would not have been able to break the cycle and would have gone back and I would be dead. Rationalising DV as a 'choice' infers to me a one off situation. It's not a one-off thing that happens. It is a process."

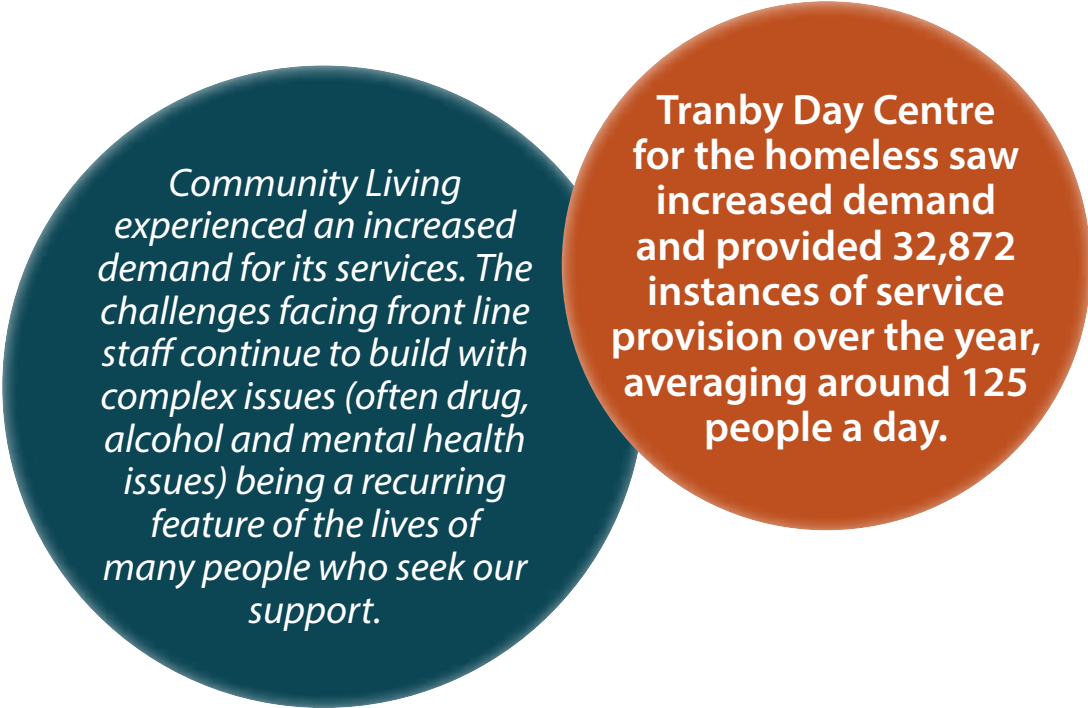
"This is how I now (18 months later) see my part in it. I 'chose' to let him into my life. Yes my life was bad when I made that choice but how he chose to treat me from that point was HIS choice. I didn't choose his actions towards me. This is the number one point I want to make. This is the message I was given that saved my life. I could not regain the power he had over me until I stopped blaming myself. Not just saying it but believing it."

"Always remember who you were before all that stuff happened that took away your shine."

"Thank you to all the amazing staff of Wyn Carr Women's Services. Their role in my journey was paramount and I will never forget all that they did for me. They helped me put the pieces of my life back together. They are angels."

Thank you to the Wyn Carr clients who are brave enough to share their story with others. Through sharing these experiences of bravery and growth we might instil the courage in others to do the same.

Artwork at Wyn Carr Women's Services, which provides short term accommodation and support for women over 18 years who are in crisis, escaping family or domestic violence



Community Living experienced an increased demand for its services. The challenges facing front line staff continue to build with complex issues (often drug, alcohol and mental health issues) being a recurring feature of the lives of many people who seek our support.

Tranby Day Centre for the homeless saw increased demand and provided 32,872 instances of service provision over the year, averaging around 125 people a day.

We have adopted the Outcomes Star framework for case management. The SRS programs are one of only a few services worldwide participating in the Justice Star pilot. HASS is using the Homeless Star. It has been encouraging that the developers of the Outcomes Stars tools, Triangle Consultants, have been very receptive and responsive to our feedback.

Family Foundations Service (FFS) has also experienced significant growth and changes. The average number of families accessing the service doubled and the issues families presented with increased in their complexity. Over the year the number of families that identified as being “at risk of homelessness” grew, reaching an average of 75% of client contacts. Important partnerships, both internal and external, were also developed.

Tranby Day Centre for the homeless saw increased demand and provided 32,872 instances of service provision over the year, averaging around 125 people a day. The complexity of issues continues to increase including mental health, general health, and drug and alcohol dependency. The Tranby team is working closely with the Pathways program to provide a collaborative approach to working with clients who have high support needs. Visiting services form an important aspect of the services delivered from Tranby Day Centre. Department of Housing services and Holyoake Alcohol and Drug Counselling Service are now operating from Tranby.

It was a very busy year for all services within the Independent Living Services Area. Tender applications, continuous improvement initiatives, two additional services, new service models, changes to funding, a new database system, staff changes, work with Uniting Church schools and advocacy is just some of the work that was carried out this year.

September 2014 saw a significant milestone as we celebrated the 30th anniversary of the Creditcare financial counselling service. In June 2015 the State Government announced that funding to this vital program will cease in September 2015, which would have an enormous impact on vulnerable West Australians. Our Executive Leadership Team is heavily involved in leading and shaping a strategy aimed at ensuring the continuation of the program and remains committed to achieving a positive outcome. We are incredibly clear about how important the program is and have been at the forefront of efforts to push the Government to rethink its approach.

Wyn Carr Women’s Services (WCWS) and the Indigenous Family Violence Service (IFV) sit under Family and Domestic Violence Services. The combination of WCWS and IFV provides clear benefits to Aboriginal women who can be referred quickly and directly to the IFV staff member who works alongside refuge staff in helping women to improve their lives. A collection of client feedback is used to determine if the accommodation at Wyn Carr Women’s Services was considered to be safe, supportive and helpful by the clients. According to client feedback, 67% of clients felt ‘much safer’, and 33% of clients felt ‘a bit safer’ after their stay at the refuge. No clients stated feeling ‘not safe’.

Community Living held its first Directorate Day in February with an inaugural theme of partnership and collaboration. The aim of bringing Directorate staff together was to build relationships across programs, look for points of collaboration and build staff knowledge and understanding of collaboration. Many staff spoke of the benefits and learning outcomes achieved on the day.



Time out at CAFTS, which offers intensive counselling for children affected by sexual abuse, and their families

Strengthening Communities

The Strengthening Communities Directorate provides opportunities for children, young people, adults, families, carers and communities to resolve past trauma, optimise strengths, build on resilience, and assist to build safe, nurturing and inclusive communities.

Service models for our Intensive Family Support (IFS), Family Group Homes (FGH) and Therapeutic and Social Support (TASS) services have been reviewed with the aim of enhancing outcomes for our clients, increasing staff engagement and role value, and also creating clear lines of support/accountability/responsibility. These changes will see services that better meet the needs of our clients and also provide a broader validation of staff skills and expertise.

The FGH model continues to evolve towards a more highly attuned service that is meeting the needs of vulnerable children with challenging behaviours. The next year will see the service model evolve further and become more mature.

The IFS team has worked hard to oversee a restructure of the program to incorporate four regionalised teams (Outer North, Inner North, Central and South Metropolitan) to better meet client needs. The service model has been evolved to be responsive to localised needs and to increase engagement with local Department for Child Protection and Family Support (DCPFS) partners in order to deliver excellent outcomes to the community. Feedback about the changing structure and model from UCW and DCPFS staff is very positive. There will be a challenge to increase the scope of the IFS services to include a full suite of services that also delivers on early intervention as well as the more traditional reunification and family preservation focused services.



Claire's definition of 'recovery'

Claire G worked with families who were experiencing crisis situations in the community services sector. This unfortunately began to take a toll on her mental health and Claire had to check herself into hospital. Claire decided she needed some help with her recovery and began attending sessions with the Personal Helpers and Mentors (PHaMs) program and group therapy sessions that take place in Clarkson at the Recovery Network Centre.

"I went to PHaMs on a Monday and Wednesday as I felt this got my week off to a good start. It helped to get out of the house. Michelle has been so great."

Michelle Albanese, Claire's PHaMs mentor, has been helping her on her recovery over the past 12 months. Claire has now started up her own business 'Elucidate' (which means to 'throw light upon something'). Her business offers services in the area of mental health including; practical hands on resources, consultancy and policy reform, training packages and professional development and providing administrative leadership.

"I decided I needed to become more resourceful and say 'yes' to things more. I'm passionate about recovery and what it means to different people." Claire would like to focus on what the term 'recovery' means in regards to mental health. Claire has recently spoken at the TheMHS conference (The Mental Health Services Conference Incorporated) which took place at the Perth Convention Centre.



A family member takes time out from Intensive Family Services, which works towards family preservation and reunification



We have been fortunate enough to secure the services of Curtin University and the University of Western Australia Schools of Social Work to undertake evaluations of our IFS and PHaMs services. These evaluations will help us highlight and celebrate the great work provided by staff in these teams while also identifying areas for improvement.

Aboriginal Family Respite and PHaMs were both represented at the Mental Health Good Outcomes Awards. Aboriginal Family Respite was a finalist in the Award for improved outcomes in Aboriginal social and emotional wellbeing, while PHaMs was a finalist in the Award for recovery-focused services or program.

The Therapeutic and Social Support Services team worked to redesign the CAFTS and Attach service areas. The redesign was underpinned by a commitment to ensuring the quality of services and ongoing staff support when the teams move to the place-based service model. The primary change was to give the two Specialist Team Leaders oversight of regionalised teams (North and South) to enable them to provide localised support and guidance.

With a focus on quality and meaningful service delivery, we have been fortunate to be able to secure the services of Curtin University and the University of Western Australia Schools of Social Work to undertake evaluations of our IFS and PHaMs services. These evaluations will help us highlight and celebrate the great work provided by staff in these teams while also identifying areas for improvement.

As a result of changes to service models, there has been a natural change to how services are structured, resulting in increased staff support and clear lines of management. The structural changes also enable staff to be located in regionalised teams, creating opportunities for staff to work in locations that are closer to where they live.

There were several recruiting challenges across the Directorate, particularly with the recruitment of FGH Carers and Senior Case Workers for the IFS team and Attach/CAFTS. The level of complexity of the work required of the Senior Case Workers meant persons with qualifications and experience were preferred. Similarly, the FGH service, while having an excellent retention rate for staff who have been with the service more than one year, had challenges recruiting enough carers and support workers to fill the rosters for all houses.

This year has seen a concerted effort placed on providing Team Leaders with a number of foundation training opportunities. In an effort to help create a stable baseline from which to support staff, all Team Leaders attended WACOSS workshops on Leading Teams and Managing Change.

We have also introduced internal training to assist staff to provide support to clients in a consistent and evidence based manner. For example, a working party was developed to implement a program to deliver Therapeutic Crisis Intervention training to all Strengthening Community staff. As a result of this focus on training, over 80 people were able to successfully complete the TCI three day training program this year. The TCI trainers are now delivering training every three months and all new staff and volunteers are required to undergo this training as part of their probation period with UCW.



2014 ERIC Award Recipients (from left to right): Ruth Reid, Dianne Const, Anne Maroni, Jane Dullard, Stephen Graham (not pictured)

Update On Our Mission

It has been eight months since the role of Mission Development Leader (MDL) changed in November 2014. The key strategies and projects undertaken include Uniting Church Engagement, Mission Alignment and the development of our new Reconciliation Action Plan.

The Uniting Church Engagement Strategy involved establishing contact with Synod and Presbytery and also with congregations where UCW has services or offices. The work of the MDL included developing the understanding of how the role links with the structure of Synod and Presbytery. The MDL established a strong relationship with the Moderator and meets regularly with them to develop our links with the Uniting Church. The Moderator has also attended our services and programs to see firsthand the work we are doing.

The message coming from congregations is that they want to increase their connection to us. The basis for the future strategy will be to continue to build close relationships and seek opportunities to work together.

The MDL enhances the understanding of our mission by actively utilising opportunities for reflection before meetings and gatherings. The Footsteps newsletter was created and new staff are given an induction on the link between the Uniting Church and UCW as well as the values and mission of UCW. The MDL also plays an active role in the link with Uniting Church Schools and is involved in the UCW School Student Forum and UCW Social Justice Conference.

The Working Group for the Reconciliation Action Plan (RAP) has been established and is actively involved in working on the plan. Our staff are very excited about the RAP and are developing significant initiatives in this space. Consideration as to how we can make our centres more Aboriginal friendly have been given to renovations at our Inner City Centre. Connections have been made with Edith Cowan University and Prof Coleen Hayward who will have an input in the process. The MDL attended a Professional Development tour with Ian Robinson (Spirit Journeys), exploring the concept of Connection with Country for Aboriginal People and reflecting on ways we can connect better with Indigenous Australians.

Robert Watson, Mission Development Leader

Robert left the role of Mission Development Leader on November 2014. At his staff farewell representatives of staff, volunteers and people across the organisation acknowledged Robert's contribution to the development and delivery of the mission of UnitingCare West.

The wider church also paid tribute to Robert's contribution as Moderator, member of the General Council of the WA Synod and his current role as Chairperson of the WA Synod working party responding to the Royal Commission into Institutional Responses to Child Sexual Abuse.

Thank you Robert and our best wishes to you and Nely as you transition to the next stage of your life together.



The Working Group for the Reconciliation Action Plan has been established and is actively involved in working on the plan. Our staff are very excited about the RAP and are developing significant initiatives in this space.



Staff and volunteers at the UCW Away Day, held annually to give people from different areas an opportunity to come together, to share learning and to hear more about the work of UCW

People and Culture

Over 600 committed, enthusiastic and skilled people support our diverse service delivery. These people include staff and volunteers who ensure that many of our services operate around the clock, 365 days a year.

People Services have supported a number of changes across the organisation throughout the year, including the closure of Trinity Learning Centre.

Along with the new Business Development and Strategy Directorate, new services have been established including the Great Southern Service Area. This new service, primarily focused on disability support, is delivered by more than 20 employees. Your Home also expanded with the establishment of the specialist Carlisle Home requiring a highly skilled level of staff.

Many of our teams have expanded including Pathways, Community Connections and Marketing and Advancement. An increased focus on key organisation-wide projects has seen the creation of a number of project officer roles.

Following on from the 2014 Management Structure and Strategy Review (MSSR), a number of changes have flowed down to reviews of service area structures including the Finance team, Creditcare, Community Options and People Services.

Operational delivery of payroll functions has been a large focus for the People and Culture team as we continue to consolidate the implementation of our organisation wide enterprise resource system (Technology One).

Our focus on leadership saw the first ever UCW Leadership Development Conference held in March 2015. This brought together more than 60 leaders from Team Leaders through to the CEO and provided input to the development of our Leadership Development Framework.

Supporting employees and volunteers across our organisation and ensuring that they are equipped with the skills to respond to challenging client behaviours has seen the delivery of PART (Predict, Assess and Respond) and TCI (Therapeutic Crisis Intervention) training, delivered to more than 250 staff and volunteers.

There has been an increase in volunteer engagement, significantly boosted by the Food Rescue Cargo Cart service and a focus on recruiting volunteers within the Family Foundations Service. Volunteers provide a valuable point of difference in UnitingCare West's service delivery and assist the organisation to reach further in supporting clients.

A day in the life of... Uniting Community House volunteer Lesley

Lesley has been volunteering with Uniting Community House (UCH) on Friday evenings for 11 years.

"I volunteer with UCH because I enjoy giving back to the community and because I love meeting new people. I am learning new things all the time."

"I have become a more patient person because of the members at the social club, as a lot of the members have mental health issues. I learned not to have any judgement about others and to handle situations differently."

Uniting Community House is a meeting place in Middle Swan where socially isolated people can connect with other community members.





The development of our new Fremantle Service Centre and refurbishment of the ground floor at our Inner City Centre will help continue to build stronger communities in those regions.

Heading out for the day with Community Options, which creates opportunities for people with disabilities to integrate and build social networks in the community

Corporate Services

UCW's Corporate Services Directorate had a very successful year providing administration, financial, system, facility and fleet support to the broader organisation.

There were several highlights in each of these areas. Amongst the most prominent achievements in the asset space was the improvement of facilities at our Inner City Centre, and the foundational work done towards the establishment of a Service Centre in Fremantle.

From a systems perspective, our focus continues to be on the establishment of processes that support the whole organisation in an integrated manner. This approach better enables us to meet the needs of all stakeholders, including clients, funders and staff.

We have made significant progress in this space through our ongoing investment in a centralised Enterprise Resource Planning (ERP) system, and our continuous improvement ethos has also enabled us to make advances in the financial management space. One of our most significant advances has been the provision of financial dashboards to all managers and executives, with up-to-date information provided on a daily basis.

The availability of this information helps our staff ensure we are using resources in the manner that best supports our organisational objectives.

A day in the life of... Nicky Byrne, Manager Great Southern

Nicky's position at UCW is responsible for managing Great Southern, based in Albany.

"I get to meet clients and families and help them develop individual plans suited to their needs. I also supervise 23 support workers and liaise regularly with the funding body Disability Services Commission."

"The amazingly steep learning curve since starting with UCW has been a real buzz. The support I have received from Perth to set up these services in the Great Southern has been such a highlight and I love the vision and values of UCW and working for an organisation that "walks its talk."

Great Southern Community Inclusion provides support for people in the Great Southern region with daily activities in their own home or out in the community.



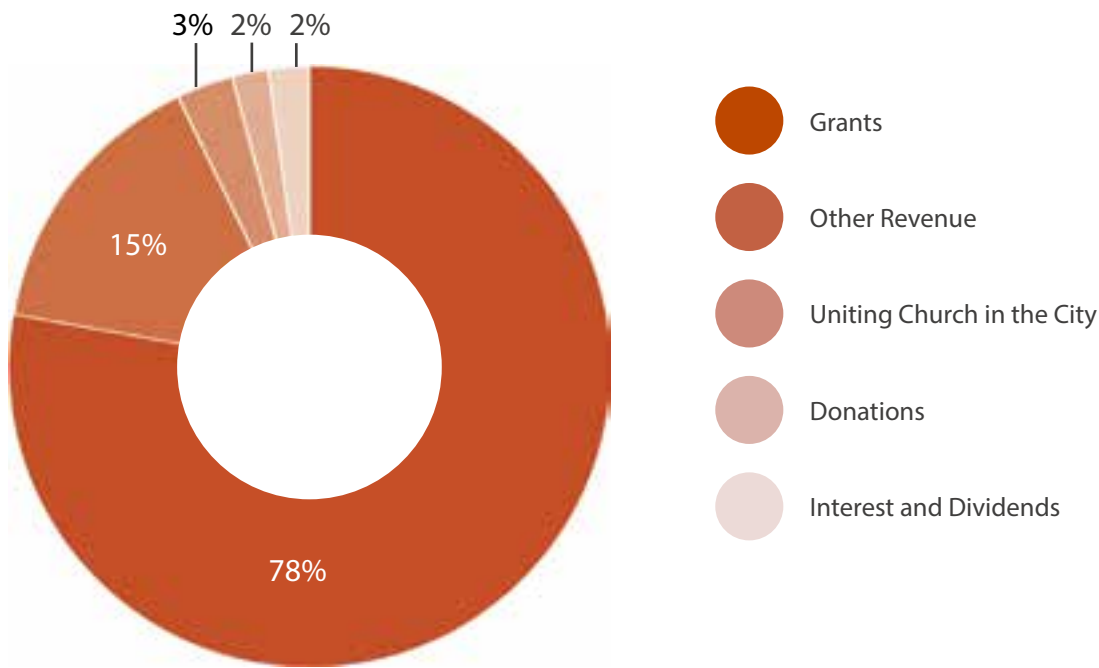


A mother and son get creative at Aboriginal Family Respite, a program which offers planned respite for Aboriginal families caring for a family member with a mental illness

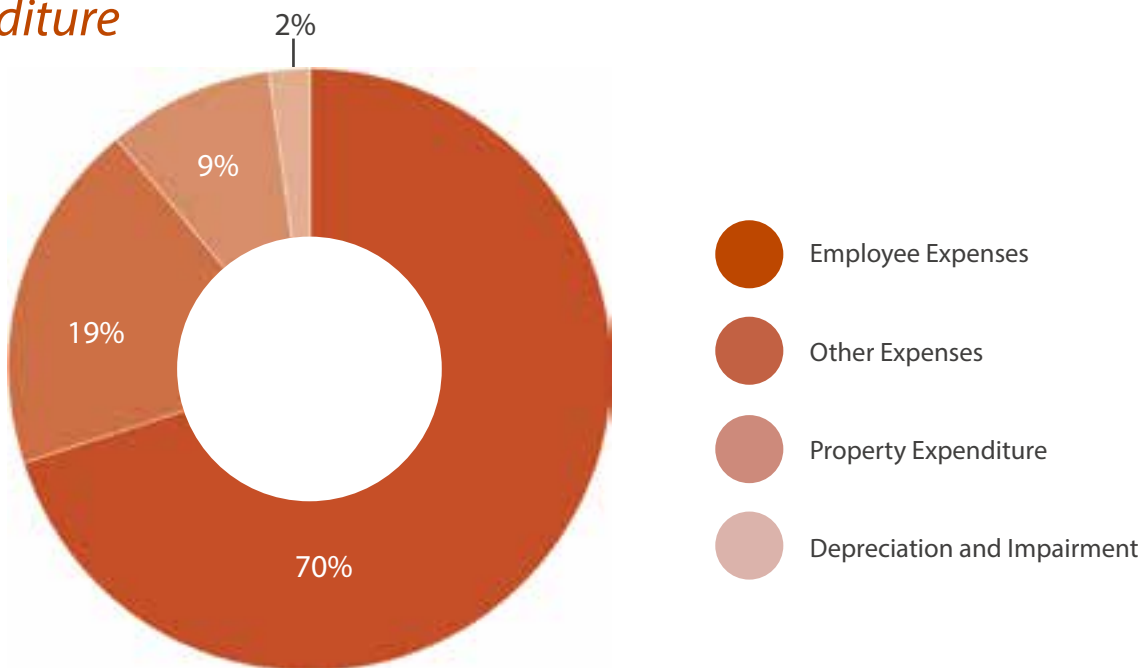
UnitingCare West continues to focus on ensuring we grow and strengthen our revenue streams, whilst also managing our costs. In the 2014-15 financial year we met both these objectives.

Highlights include a 10% increase in revenue, offset by an expenditure increase of around 4%.

Revenue



Expenditure





Food Rescue Ambassador Russell Blaikie and volunteers serve up tasty treats for Food Rescue, which aims to alleviate hunger by rescuing perishable food and delivering it to disadvantaged, vulnerable people in Perth

Business Development and Strategy

It has been an exciting first year for Business Development and Strategy (BDS), bringing both challenge and success in equal measure. Positioning UnitingCare West in light of sector reforms has been a primary focus of work for the Directorate, beginning with the development of the organisation's 2014-15 Growth and Positioning Strategy. This strategy was a core piece of work that provided a bridge between our existing and next Strategic Plan, whilst building a solid platform for the organisation from which to meet many of the challenges that the new community services environment will bring.

BDS placed a high focus on the development and implementation of an Independent Revenue Stream Strategy to grow our income from sponsorship, philanthropy and fundraising activities. Clarity of language, clear processes and the development of program specific prospectuses provided our team with the ability to build support from an increasing number of corporates in the WA business community. The plan to roll out three primary public fundraising events each year, highlighted by this year's inaugural Christmas in July Dinner Dance, will have a dual purpose to build on fundraising whilst promoting the work and profile of the organisation to the wider WA community.

Our fundraising activities throughout the year have generated very successful results. The amount raised from the Winter Appeal and Christmas Appeal increased from the previous year. Significant donations were also received from UCW's incredibly generous congregational, corporate and school donors. The Christmas Appeal was able to provide much needed support to over 1,277 people, including 768 children who received gifts. Moreover, the appeal enabled us to provide 485 food hampers to families in need.

BDS has implemented new initiatives with a view to increasing funds and our public profile. Examples of these include a UCW team entering in the HBF Run For a Reason in May 2015, and UCW holding its first street collection in Perth as part of the launch of the 2015 Winter Appeal.

The number of charities that Food Rescue supplies food to has increased to 65 a week, with the total amount of fresh food rescued and distributed this year reaching 419,022 kgs, an increase of over 100,000 kgs on last year.



The Christmas Appeal was able to provide much needed support to over 1,277 people, including 768 children who received gifts. Moreover, the appeal enabled us to provide 485 food hampers to families in need.



UnitingCare West's Warehouse Café won the major prize at the 2014 Orange Seed Project!

The prize included \$50,000 worth of marketing services from advertising agency Jack in the Box, \$50,000 advertising sponsorship package and a \$5,000 cash donation from The West Australian plus a \$10,000 Community Service Announcement package from Channel 7.



Donald at The Warehouse Café, which runs activities for social benefit at a grass roots level to benefit the community



Emma Playford is 12 years old and already a role model for her entire school and community. The Presbyterian Ladies' College (PLC) student started the "Buy One Extra" campaign at her local IGA supermarket to support UnitingCare West's Winter Appeal.

Emma urged customers to think about those less fortunate and buy an extra can of food during their shop, before donating the items to UCW to support those most in need.

Emma's story appeared in the Sunday Times, promoting giving back and community spirit, as well as being an ambassador for the work of UnitingCare West. Emma and her father David visited Family Foundations Service to get a first hand look at where all of Emma's efforts are leading to.

When they heard that over 160 people visit Tranby for breakfast each morning, Emma raised the bar for herself and set a goal to be able to give each of these people a food hamper. A huge thank you to Emma for her passion and enthusiasm to help those in need.

The wonderful commitment of the staff and volunteers in the Marketing and Advancement team has enabled UCW to achieve significant results in a number of areas including an increased social media presence through Facebook, LinkedIn and Instagram. UCW's wider media presence has also been raised through a significant increase in website news articles, media releases as well as print and broadcast media coverage.

The operational improvement of The Warehouse Café has been an area of strong focus. The Café has made significant financial improvements in terms of turnover. Increases in Café sales, consistency of processes, stronger supplier agreements and a significant reduction in food wastage have all helped The Warehouse Café significantly improve its financial performance.

BDS has also been working hard to seek additional revenue whilst raising the profile of The Warehouse Café and we are delighted to have been successful in winning two grants in the past year. The most significant and exciting of these achievements was winning The Orange Seed Project in October 2014, an annual initiative run by Jack in the Box Marketing, Channel 7 and the West Australian which guarantees significant media exposure, financial support and strategy consultation.

At the beginning of 2015 the UCW Executive Leadership Team made a strategic decision to move the Food Rescue program from the Community Living Directorate to the Business Development and Strategy Directorate.

2014-15 has been another successful year for Food Rescue. Collections from Coles and Woolworths have increased and the program has also seen a significant increase in ad-hoc donations from growers and suppliers. The number of charities that Food Rescue supplies food to has increased from 38 to 65 a week, with the total of fresh food rescued and distributed this year reaching 419,022 kgs, an increase of over 100,000 kgs on the previous year. This means that during the 2014-15 financial year, Food Rescue has provided the equivalent of a staggering 838,043 meals to people in need in the Western Australian community.

A further highlight for Food Rescue this year was the launch of the Cargo Cart Initiative in December 2014. The cargo carts, based at the ENEX 100 building in St George's Terrace, have collected over 18,000 sandwiches, wraps and rolls since they began operating. Food Rescue has been working hard to promote the work of the program with a number of events held throughout the year, topped off by the Foodies Fundraiser at the State Reception Centre in June 2015.



***With thanks to all those organisations that supported
UnitingCare West with grants throughout 2014-2015.***

State Government Grants

*Department for Child Protection and
Family Support*

Department of Corrective Services

Department of Health

Disability Services Commission

Drug & Alcohol Office

Mental Health Commission

Commonwealth Grants

*Department of Education,
Employment and Workplace Relations*

Department of Health and Ageing

Department of Social Services

Other Grants

Lotterywest

*Perth North Metro Medicare Local
Relationships Australia*

The Smith Family

Uniting Church in the City

***Shirley, a resident at Your Home, which offers community based living options and support for
people with intellectual disabilities***

Acknowledgements

UnitingCare West is greatly appreciative of the many individuals and families who give so generously of their time and resources through donations, in-kind support and volunteering. A special thank you to the main funders - the State, Commonwealth and Local Governments.

In addition, UnitingCare West would like to extend heartfelt thanks to the Uniting Church in the City, Fremantle Wesley Mission and other Uniting Church in WA congregations, as well as the UnitingCare WA Forum whose support is immensely appreciated.

In closing, thank you also to the following organisations and groups for their generous support and friendship.

Uniting Church and UnitingCare Partners



Uniting Church Schools



Key Supporters



Contact

If you would like to find out more about our organisation and work, please visit www.unitingcarewest.org.au or contact us at:

UnitingCare West
16 Sunbury Road
VICTORIA PARK WA 6100

Phone 1300 663 298
Fax 1300 663 528

www.unitingcarewest.org.au

UnitingCare West would like to acknowledge that all photographs included in this publication are used with consent of the featured individuals and thank them for their involvement.

This document is available in alternative formats upon request.

Printed on 100% recycled paper.

