

**Making a
Difference
in WA**



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Who we are

Supporting communities to thrive so that everyone can enjoy a life of belonging, hope and purpose.

UnitingCare West provides a diverse range of holistic programs to support people and communities so that everyone can belong and thrive. Our programs focus on the areas of strengthening individuals, families, children and communities. We provide a range of specialised supports, which aim to meet the changing needs of those most vulnerable in our community.

Our Values

At UnitingCare West we will act with:

Empathy – Showing understanding for the feelings and circumstances of others.

Respect – Valuing people, property and the environment.

Inclusiveness – Embracing and celebrating diversity.

Integrity – Working ethically, nurturing trust and upholding our principles in everything we do.

Commitment – Working together towards agreed outcomes with steadfastness and resilience.

Our actions will show:

Boldness – We bravely stand up for what is right and tackle hard to resolve problems.

Curiosity – We actively pursue new information and evidence-based approaches to influence how we work and interact with one another.

Hospitality – We approach all interactions with the people we serve with a strong customer focus and a 'how can we help?' attitude.

Creativity – We look for new and innovative ways to enhance how we work and the service we provide.

At UnitingCare West:

- We walk with people experiencing vulnerability and disadvantage.
- We listen intently, care deeply and respond to individual and community need.
- We amplify the voices of people who would not otherwise be heard.
- We provide innovative service responses tailored to individual needs, service gaps and the priorities of communities and government.
- We work in partnership with other organisations and communities to leverage resources and maximise our collective impact.
- We help people move from isolation to connection and contribution.

Acknowledgement of Country

UnitingCare West acknowledges the Noongar People as the traditional custodians of this land on which we provide our services.

We recognise their unique and spiritual connection to country and waters.

We value the oldest continuing culture in the world and pay our respect to elders past, present and emerging.

2018 UCW Board



Peter Fitzpatrick,
Chair



Glenda Campbell-
Evans, Deputy Chair



Michael Brady



Ron Chalmers



Lisa Fini



Chris Ford



Chris Hunt



Deborah Marshall



Alison McCubbin



Laurel Sellers



Mark Webb



Amanda Hunt, CEO

Report from the Chair



Socrates once said: The secret to change is to focus all your energy not on fighting for the old but on building the new. These words certainly ring true for UnitingCare West (UCW) over the past year.

The State government amalgamation of the departments that we deal with on a regular basis has involved navigating through new and different relationships and arrangements, and with the shift in how the Commonwealth now provides funding for programs (away from organisations to individuals) UCW is dramatically altering the way we deliver services to be more integrated and flexible.

To achieve this, the Board has confidence in the leadership within UCW, a highly talented team that has been assembled for their excellent capacity to manage complexity as we adapt to new programs and priorities.

I would like to take this opportunity to offer my grateful thanks to Amanda Hunt, our amazingly dedicated CEO and hard-working Deputy, Kim Brooklyn.

I am enormously proud of all members of the staff team and our wonderful volunteers for the passion that they bring to their work and their commitment to our clients. I would also like to specially mention our long serving Executive Manager Corporate Services, Mark Fuderer who resigned during the year. His hard work and excellence in his role during a time of considerable change was exemplary.

We finished the financial year in a very good position with a modest profit after excellent oversight over

financial performance and risk management within UCW. I applaud the work of the Finance Audit and Risk Committee and its Chair, Chris Hunt, for their sound governance in supporting this result.

This year we have seen some important Board changes with the departure of two long serving directors, Deputy Chair Glenda Campbell-Evans and Chris Ford.

The organisation has benefited greatly from their exemplary service and dedication to our mission.

We have been pleased with the wisdom and important insights contributed by the appointment to the Board of Ron Chalmers, the former Director General of the Disability Services Commission.

The work of our Executive Cultural Architect, Josey Hansen, on leading our 'Stretch' Reconciliation Action Plan (RAP) has been nothing short of inspiring and we have derived great benefit from her passion and enthusiasm for developing greater cultural awareness across all areas of our work.

Regardless of the changes externally and internally, we continue to walk with people experiencing vulnerability and disadvantage and our lives are enriched by their stories. We will advocate for their voices to be heard by government and the wider community.

The Board of UCW truly believes that ALL people matter and given the right opportunities to connect and contribute, they will become worthy participants in a more understanding and compassionate community.

Peter Fitzpatrick AO, AM (Mil), JP
Chair

CEO Report



As UnitingCare West evolves into a ‘soulful and purposeful’* organisation, we are committed to providing opportunities for children, individuals, families and communities to be resilient and connected. To deliver this, UCW has adopted a multi-focused approach to provide opportunities for all people to achieve the life they deserve.

As a result of this, over the past 12 months, UCW has been in a renewal process that has created a new way of working and redesigned our service ‘directorates’ into integrated and collaborative service pathways. This process has been challenging, and I want to acknowledge the resilience of our leadership team in helping to guide this, and the contributions of all those who were a part of UCW this year.

After a strategic review of programs aligning with our mission, some were outsourced to more suitable organisations; such as the Food Rescue program, with the supermarket collection component being picked up by the national organisation SecondBite. UCW did retain the Food Rescue Carts, collecting unsold food from Perth CBD cafés for people experiencing food insecurity. It’s important to acknowledge the volunteer efforts of our fantastic corporate partners in this initiative.

UCW is thrilled to enact our Reconciliation Action Plan by working alongside Kinship Connections Aboriginal Corporation, securing better futures for Aboriginal children, their families and the community.

Leadership collaborations that were launched this year with other sector partners will ensure long-term

systemic change in our community, including the End Homelessness WA campaign and the 100 Families project, and we are extremely proud to be working alongside organisations that are also committed to positive outcomes for people and communities.

We are also grateful for our continuing close ties with the Uniting Church, Uniting Forum agencies Juniper and Good Samaritan Industries and Uniting Church schools.

Being part of the broader national UnitingCare network, we’ve had the benefit of drawing on the expertise and experience of our interstate colleagues who provide innovative services.

The UCW Board has again provided great support and direction to the organisation. I’m deeply grateful to them all and thank and congratulate our Board Chair Peter Fitzpatrick AO who was awarded an Order of Australia Medal in the 2018 Queen’s Birthday Honours List for services to the community.

The last year has seen enormous transformation at UCW and the journey will continue as we work towards meeting the objectives of our strong and robust strategic pillars, detailed in this report.

The year ahead will demonstrate UCW’s commitment to be present in the lives of those we serve. The relocation project to our Inner City Connection Hub in Aberdeen Street will remind us every day of why UCW exists – to connect people experiencing vulnerability and disadvantage with community and service supports that are responsive, accessible and relevant to them.

Amanda Hunt
CEO

**Laloux, F., 2014. Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker.*

2017/18 at a glance

In 2017/18
we supported

6,444

people in Western Australia to
belong and thrive.

3,328

through
financial
counselling

918

transitioning
from
homelessness

812

accessing
individualised
services

433

through community
housing
development

294

in children's
services

166

through
re-entry services

90

in community
connection programs

199

individuals
and

204

families through
strengthening
families programs

Our three
Connection
Hubs provided

16,865

instances of emergency relief
and material assistance

Our Tranby
Centre provided

37,000

instances of support to those
experiencing homelessness

We
achieved
this with

377

dedicated staff
members

338

regular
volunteers

3

Connection
Hubs

5

service
sites

Reconciliation Action Plan

From Innovate to Stretch

UCW's Innovate Reconciliation Action Plan (RAP) 2016 – 2018 is complete and has been endorsed by both the UCW Board and Reconciliation Australia. UCW is currently working on the Stretch RAP that will further embed and expand UCW's commitment to reconciliation. Our Stretch RAP will take us into 2019 and beyond.

Renewal

A key part of UCW's Renewal phase is focused on equipping Aboriginal staff as Cultural Champions. They are a valuable cultural resource for UCW to tap into as part of our Reconciliation journey.

The inaugural Cultural Champions' Yarning Circle was held on 22 May 2018 and will be an annual event. The Yarning Circle is designed to be highly inclusive and informative to enable Aboriginal staff

to obtain insights needed to strengthen UCW's cultural understanding.

The UCW Wisdom Circle is in its initial stages of development. The Wisdom Circle will be a circle of people who hold knowledge, language and history. As required, they will suggest internal process changes to strengthen the cultural fabric of UCW.



Committed to Reconciliation



"In the coming year, UCW will mark and acknowledge all significant Aboriginal cultural events and increase engagement opportunities for staff and community to connect. Individuals will be aware, committed and confident in delivering culturally safe and secure services. We will walk together in the same direction, busting myths and telling truths.

"We can all strive to learn, share and grow: exploring our past, learning more about Aboriginal and Torres Strait Islander histories and cultures and sharing that knowledge with others. Reconciliation is everybody's business."

Josey Hansen, UCW Cultural Architect

70%

of staff survey respondents said there is a greater recognition of Aboriginal culture within UCW now than there was 12 months ago.

68%

of staff survey respondents said that in the past 12 months, they had learnt something new about Aboriginal culture that has influenced the way they walk alongside Aboriginal people.

↑x4

Staff that identify as Aboriginal at UCW; **increased** from 3 people in 2017 to 16 people in 2018.

2016 – 2020 Strategic Plan

To guide our implementation of the Strategic Plan, following are some of the actions, resources and results to ensure we are: (a) efficient and performance-focused, (b) seen and heard, (c) innovative and adaptable and most of all, (d) delivering positive impact.



Client Services

Maintaining service continuity and client numbers.

Including people we serve in program design, creation and evaluation.

Reviewing services so they are contemporary, meaningful and aligned with UCW's strategic intention and direction.

People

Investing in the development of our people.

Realigning delegations so that all of our people have the capacity to make decisions and take action.

Renewal towards Teal

Agile, purpose-driven, responsive, non-hierarchical and self-organising.

Reducing bureaucracy and administrative burden.

Opportunity Development

Understanding and predicting community sector reforms.

Service pipeline developed with pre-emptive service design.

Outcomes & Impact

Measuring everything that we do so we can evidence our effectiveness and build strong advocacy platforms.



Identity

We are known to deliver innovative place-based integrated services and as an organisation that is willing to test and try new approaches.

People

We have the internal skills and abilities to meet our strategic aims and build on these with a strong and targeted investment in learning and development (L&D).

Relationships

Enhancing our reputation as a great collaborator and extending our place-based approach with a strong presence and locally driven partnerships.

Systems & Tools

New and/or innovative systems to meet changing needs.

Ensuring our people have the right tools to get the job done.

Quality

Extend our Outcomes Framework to include measures of impact, client/staff/funder/partner satisfaction and organisational attainment of its purpose.



Clients & Stakeholders

Client and stakeholder feedback demonstrates high engagement and satisfaction.

People

L&D program engagement and demonstration of the higher order skills for self-organising teams.

High staff net promoter scores resulting in attraction and retention of high calibre staff.

Financial

EOFY results demonstrate highly attuned resource stewardship and responsible fiscal outcomes.

Our renewal process ROI includes a sustainable surplus in two years.

Being Seen & Heard

Our team presents at conferences and is invited to contribute to workshops/advocacy platforms/think tanks and government and sector round tables.

Innovations & Efficiencies

Service pathways result in demonstrably better outcomes for the people we serve and high client engagement in continuous improvement or service innovation.

Delivering Positive Impact

We have seen positive outcomes by working with people and communities in a way that is evidence-informed, integrated and meaningful.



UnitingCare West provides a diverse range of programs to support people and communities to have a sense of belonging, hope and purpose.

Community connections

Supporting people who are socially isolated to grow their networks and become better connected within the community.

Disability support

Support programs for people with disability.

Domestic violence

Family and domestic violence services providing support with crisis accommodation and personalised counselling.

Families impacted by child sexual abuse

Support for children and families to reduce the harmful effect of child sexual abuse.

Financial support

Providing free financial counselling services and assisting with emergency relief essentials, including fresh food and clean clothes.

Homelessness

A range of support services for people experiencing homelessness, or at risk of being without a place to call home.

Housing

Community housing initiatives supporting people with disability, those experiencing mental illness, former prisoners returning to the community and women escaping family and domestic violence.

Mental health support

Focussing on strength and recovery, demonstrating that people experiencing mental illness can lead highly fulfilling lives.

Out-of-home care

Providing a stable and caring home-style environment, supporting young people at times of crisis.

Parenting

Focussing on parenting and family functioning, with the aim of bringing about nurturing and safe environments for children.

Re-entry

Helping former prisoners, including those with disability, to successfully reintegrate into the community.

UnitingCare West is a Registered NDIS Provider.

Offering more opportunity to enhance the depth of support that individuals receive across a wide range of services.

Children's Services at UCW

UnitingCare West is committed to supporting and empowering people in our community, offering a broad suite of services to assist children at risk. Central to our services is the belief that all children have the right to be supported in a nurturing environment where they feel safe, valued and heard.

Our child support services include key programs such as foster care for children with high care needs, supported homes for children in crisis, support for parents with substance abuse issues, help for families impacted by child sexual abuse and support for families at risk of homelessness.

Clients supported through UCW Children's Services

CAFTS

Child and Family Therapeutic Services provides help for families impacted by child sexual abuse.

231

children and adults supported

Futures

Foster care for children with high care needs.

13 children supported

through 20 foster carers

Family Group Homes

Supported homes for children in crisis.

46 children supported

Connection at UCW

UnitingCare West is a community services agency of the Uniting Church that touches the lives of thousands of families and individuals each year.

We are part of the UnitingCare national network of more than 400 Uniting Church agencies providing community services to over 1.8 million Australians each year.



UnitingCare West provides staff, volunteers, clients and their families opportunities for non-judgemental and confidential conversations with our Chaplain. These are spaces for listening and compassionate conversation about life challenges.



Our activities and services are underpinned by the ethos of the Uniting Church of Australia.

A first for WA



In January 2018, UCW hosted the inaugural WA CSATS (Child Sexual Abuse Therapy Services) conference with staff from across the sector gathering at UCW's main office for a round table event with guest speakers, world café groups and inspiring professional development sessions.

The event offered the opportunity to discuss trends, common challenges and best practice for working with adolescents with problematic sexual behaviour. Discussions were rich and informative and importantly gave insight from a WA perspective.

This forum was another example of UnitingCare West's commitment to sharing knowledge across the sector and promoting collective impact.

Sarah's Story

Sarah (not real name) has been working with UCW's South West Metro Connection Hub for some time to address a range of complex issues.

It was through her conversations with our Administration Officer, Karen, that we identified her need for support to manage her children.

Sarah had an extensive history of drug misuse, domestic violence and homelessness, which made it difficult to care for her children.

Karen introduced Sarah to our Intensive Family Services (IFS) staff, who took her into the Building Strengths program to help increase safety in her home and build better parenting skills.

Unfortunately, not long into Sarah's journey with UCW she lost custody of her children due to severe drug use and loss of housing. This meant she was unable to continue with the IFS program.

However, Karen referred Sarah to UCW's Wyn Carr Women's Services, which assisted her with immediate housing and other support.

While in the refuge, Sarah began her journey to recovery and was able to abstain from drugs.

Karen connected Sarah with a Financial Counsellor to assist with finding ways to pay debts and bills and manage her budget.

Karen also linked Sarah with the Attach Program to learn skills in emotional management, mindfulness and attachment to prepare her for reunification with her children. Unfortunately, due to her long history of drug use, the reunification process was unsuccessful and Sarah did not meet the criteria of the Attach program. However, Wyn Carr continued to assist her with advocacy support when attending court and child protection appointments.

Sarah has made significant steps while working closely with UCW staff and is now fighting to prove she has the skills to care for her children again.

She has transitioned out of Wyn Carr's short-term accommodation into another long-term refuge. In addition, she was referred into our Indigenous Family Violence team where she is getting support to address her past domestic violence issues. She continues to receive advocacy support from the entire team as her journey continues.

Being Innovative & Adaptable

In 2017, UCW began its most significant transformation to date in the shape of an organisation-wide renewal. Fundamental changes were made to the design of the organisational structures and protocols that guide our decisions and actions. UCW is transforming to an organisation that is 'fit for purpose' to deliver Mission success.

We are proud of our renewal outcomes so far and excited by what we will achieve next.

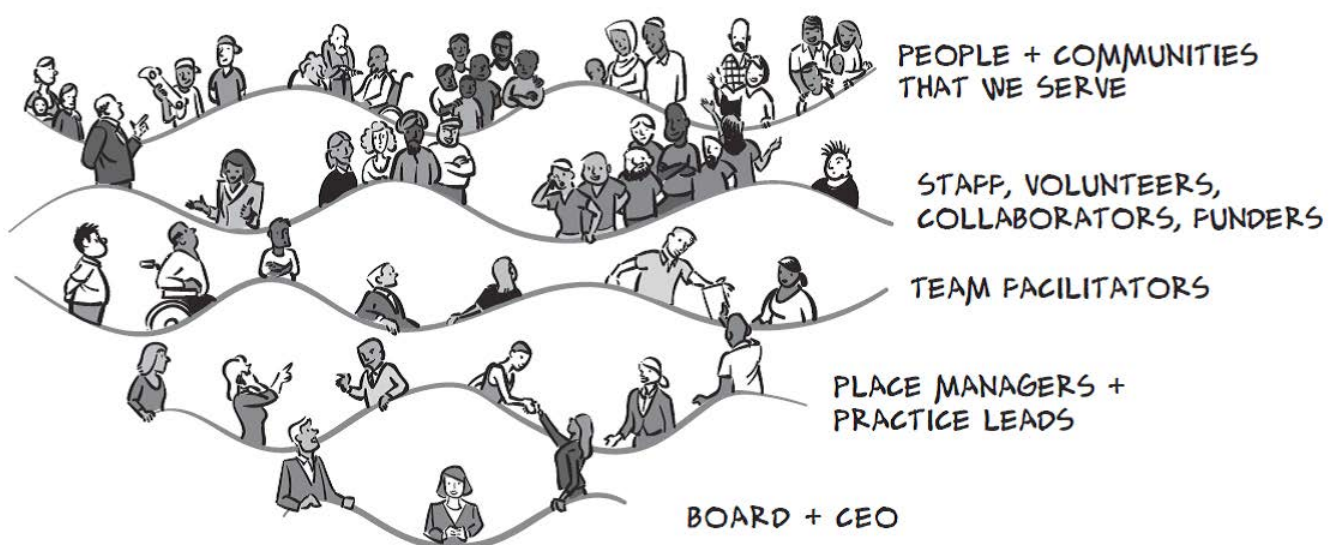
From Traditional to Teal

A significant underpinning approach for UCW's renewal is the movement from being a traditionally managed organisation towards being one that is characterised as being highly collaborative, innovative, creative, inclusive and less hierarchical and bureaucratic.

Laloux (2014)* named this sort of organisation as being Teal. Teal organisations self-organise and self-manage and the hierarchical 'predict and control' model is replaced with a decentralised structure consisting of small teams. Teal organisations aim to

liberate and harness staff, volunteer and stakeholder energy to meet organisational aims. This leads to enhanced service quality and responsiveness to current and emerging needs and significantly improved efficiencies and productivity.

**Laloux, F., 2014. Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker.*



The model above demonstrates the increasing level of engagement with people during the change process. It also identifies which groups are engaged in each organisational change stage.



Co-design

Delivering people-centred services that connect people with their communities is a priority at UnitingCare West. Co-design helps to ensure that we maintain a high standard of services that are fit for purpose. Most importantly, co-design allows us to develop programs and services in collaboration with the people who use them.

The process involves building trust with participants and establishing a long-term commitment. It allows participants to take ownership of the process and build their skill set to reach personal goals. It also generates natural support and community networks to reduce the reliance on intensive one-to-one support. The co-design process has given our participants the opportunity to build capacity as we walk alongside them on their journey.



Co-design at Recovery Options

The UnitingCare West Recovery Options team took a co-design approach with their suite of mental health support services that deliver one-to-one individualised support.

In June 2016, it became clear that there were very few groups within Perth's outer northern suburbs that could bring people together and connect them to community. To address this need, we supported the establishment of a men's group, known as the 'Men of Hope'. To create something that would best meet the needs of the men involved, we invited them to be part of a co-design process to shape the format, content and frequency of meetings and the goals and vision of the group.

Strong relationships were soon developed and 12 months later the results revealed positive outcomes for program participants. Our Outcome Star™ data showed significant improvements across multiple areas for male participants. Based on these outcomes, the co-design process was expanded and we started a conversation with participants about their interest in further group development.

Fast forward, and four additional groups have been set up since February 2018. At the heart of these programs is the concept that groups are facilitated and designed by participants for participants and supported by our team. Building personal relationships between participants and with staff, to grow sustainable, healthy social and community networks is a key focus of the groups.

Outcomes Star™

Outcomes Star™

UnitingCare West takes an outcomes-based approach to support people. It allows individuals to identify their strengths and acknowledge how far they have travelled.

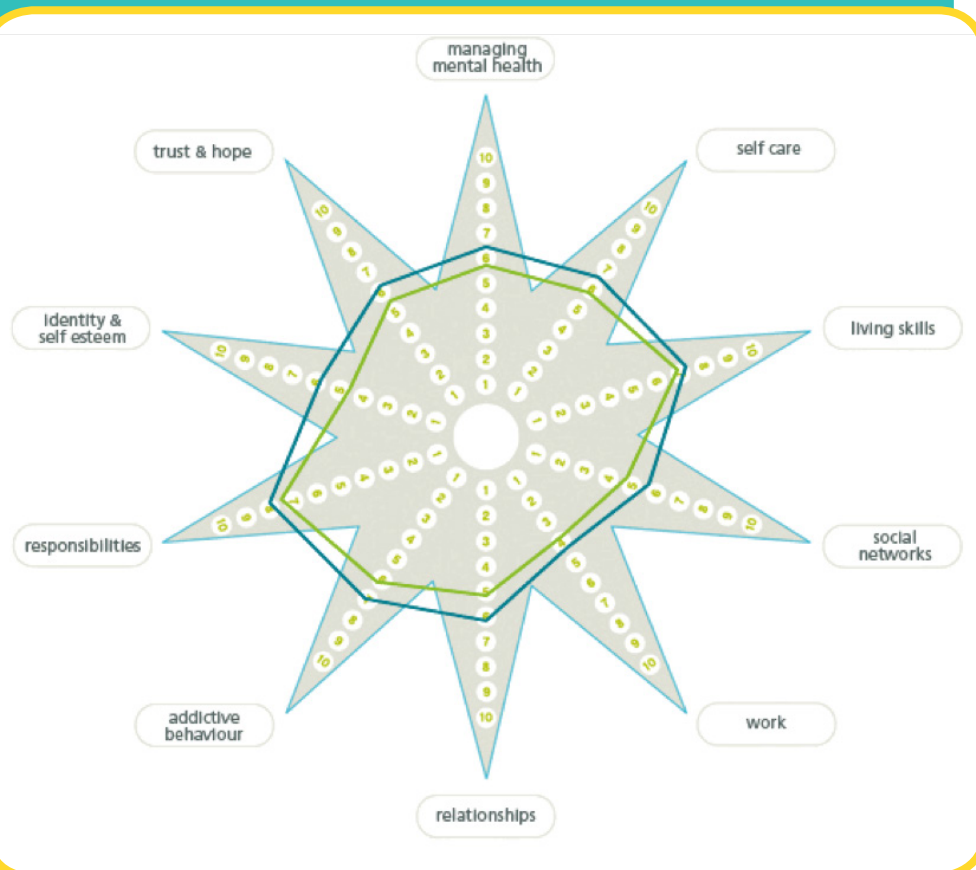
Outcomes Star™ is an innovative, evidence-based tool that supports and measures change. UnitingCare West chose to use the Outcomes Star™ because it is person-centred, uses visual representation and provides a wide range of information. It is widely accepted and we get immediate access to results, allowing for relevant, continuous improvement.

The Outcomes Star™ is designed to both support and measure change across key life wellbeing domains. All versions of the Outcomes Star™ consist of a number of wellbeing domain scales arranged in the shape of a star. The behaviour and attitudes expected at each point on each scale are clearly defined in each version of the tool and the scales are constructed around a model of change, which defines the end goal and steps along the way. The Outcomes Star™ is empowering, as it allows goals to be set that are meaningful to the individual and demonstrates how they are tracking against each wellbeing domain.

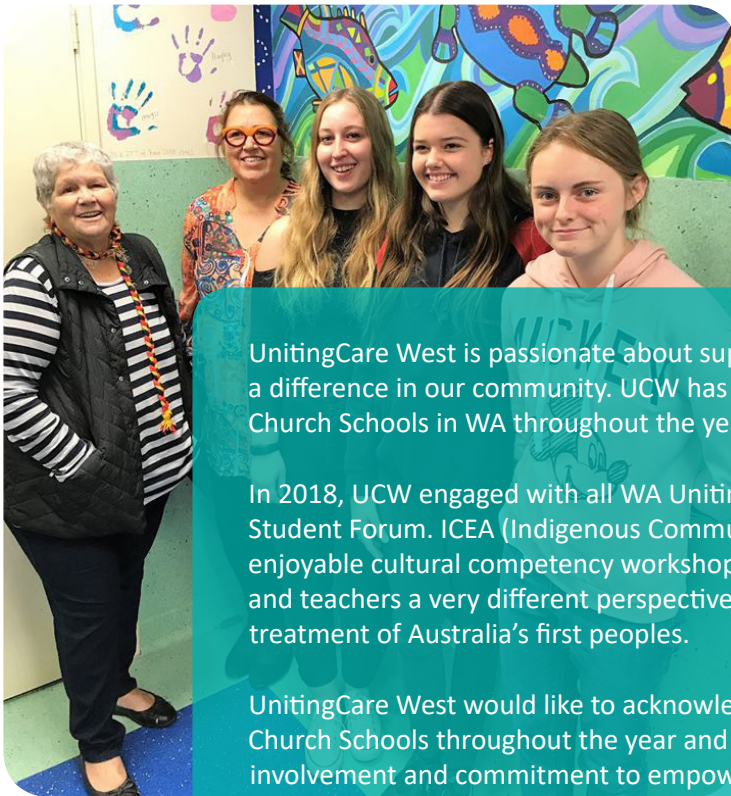
Outcomes Star™ – Personal Helpers & Mentors Service (PHaMs)

PHaMs provides one-to-one individualised mental health support services. In October 2017, we analysed the pre- and post-Recovery Star data of **170 people accessing PHaMs**.

- The average score across the ten wellbeing domains was **5.34 pre and 6.29 post**.
- A two-tailed paired test found there were **positive increases in all wellbeing domains**.
- Males had better wellbeing outcomes in the domains of **work, identity and self-esteem and managing mental health**.
- Female participants fared better in **building relationships and addressing addictive behaviour**.



Connecting Future Leaders



UnitingCare West is passionate about supporting our future leaders to learn, grow and make a difference in our community. UCW has been fortunate to again work with all of the Uniting Church Schools in WA throughout the year.

In 2018, UCW engaged with all WA Uniting Church Schools during the Connection to Culture Student Forum. ICEA (Indigenous Communities Education and Awareness) facilitated a hugely enjoyable cultural competency workshop. The Trump Takeover activity gave over 80 students and teachers a very different perspective on the historical inadequacies of the Government's treatment of Australia's first peoples.

UnitingCare West would like to acknowledge the support and involvement of all Uniting Church Schools throughout the year and to thank staff, students and parents for their involvement and commitment to empowering students to be active citizens and contribute to their community.

Wesley College is committed to taking learning out of the classroom and exposing Year 8 students to the lives of others through the Katitjin program. UCW is proud to be part of this program and support education on social justice, in particular homelessness.

Presbyterian Ladies' College has continued to strengthen its connection with UCW, with a marked increase in place-based interaction, partnering with the South West Metro Connection Hub. Students this year have been involved in a number of mini-projects providing an array of assistance to the Connection Hub. They have helped organise the marketplace, baked and prepared fresh meals and goodies to support the community.

St Stephen's School is contributing to place-based impact in the UCW Inner City and Outer North Connection Hubs. Students have been painting murals, running the marketplace,

operating the Food Rescue Carts and delivering food to the Outer North Connection Hub. They have exciting plans to kick-start new Food Rescue Cart routes in Joondalup and Whitfords, with donations going directly to the Outer North Connection Hub.

UCW also acknowledges the ongoing support of Methodist Ladies' College, Penrhos College, Tranby College and Scotch College.



Being Seen and Heard

Working with our internal stakeholders, Connection Hubs and the communities in which they work, the Community Connections team assists people by providing wrap-around holistic supports to develop natural connections and a life of hope, purpose and belonging.

The Community Connections Forum held in May 2018 as part of National Volunteer Week, brought together Uniting Church delegates, school representatives, volunteers, staff and other stakeholders to develop ideas for connecting people in our community using an asset-based community development model.



Working with the Transition from Homelessness team, volunteers are being engaged and trained to assist with the 'Transform Tranby' project.

The volunteers will greet clients as part of the Welcome Team.

They will cook hearty, balanced breakfasts alongside kitchen hands and be involved in developing a personal health care team.

Supporting UCW's Housing Service, volunteers send birthday cards to all clients in supported accommodation to let them know they are thought of, providing a sense of belonging and connection.

Uniting Church schools are participating in the birthday card project, which is planned to expand to other programs.



Community Connections

Heralding development of community at UCW A place-based approach

UCW is at the forefront of delivering a place-based approach and has adopted an integrated place-based model of service to ensure the best outcomes for our communities in the future. We currently have Connection Hubs in Fremantle, Merriwa and East Perth. A place-based approach aims to assist these communities in delivering innovative, local solutions to those who are disadvantaged by bringing together local people, organisations, public services, businesses and government. UCW has developed a localised, place-based strategy to be responsive to the current and emerging needs of the community through engagement and involvement.

The newly created Place Manager roles at UCW play a major role in local stakeholder mapping to ensure we identify and develop relationships with providers to assist service pathway designs. This helps us identify the types of naturally occurring supports available

locally and deliver seamless service offerings and community connection, that are responsive to individuals' needs.

The mapping also identifies gaps and UCW works with local providers to design and deliver supports to address these gaps where possible. In addition to the localised response from Place Managers, UCW has Practice Leads. These are subject matter experts who actively engage with external peers across the service sector to establish or build local referral pathways and links to further enhance our integrated service pathway strategy.

Externally, the role of Place Manager has been met with curiosity and enthusiasm by stakeholders and provided the opportunity to communicate UCW's vision surrounding a place-based strategy.



In designing our place-based approach, UCW uses indices from:

- Socio-Economic Index for Areas (SEIFA)
- ABS Census
- Primary Health Networks
- Banks
- Legal Aid
- SERC
- Local government
- REIWA population growth projections
- Financial Counselling Network

UCW has Service Practice Lead expertise in:

- Transitioning from Homelessness
- Strengthening Families
- Children's Services
- Community Housing Development
- Individualised Services
- Re-entry Services
- Community Connections

Client Feedback



"The knowledge and advice plus support was excellent. The information I received allowed me to take control of my situation and sort through my debts. I was educated about financial domestic abuse and UCW referred me to other services."

Sam (not real name or image)

Client satisfaction survey review

85%

of respondents said that UCW:

- Showed respect for the person and their situation.
- Made people feel welcome.
- Took an individual's culture, language, faith and strengths into consideration.
- Explained people's rights in a way that made sense.
- Listened to people and engaged them in having a say in how, when and what support was provided.
- Made sure that support plans reflected a person's needs.
- Ensured family and carers were involved to the degree that the person wanted.

92% of respondents felt safe accessing services and that the service made a positive difference.

"I am so excited to have my own place. I was ready to move from UCW and have been for a long time but I have grown so much. It has been my home for so long and I have become confident to speak up and I know you have my back and will always have my back! Thank you for all you have done for me even when I'm being a brat, you can make me laugh and help me keep myself together... UCW is a pretty good place to live if you are in care and you treat me like a person not an object like so many other places – it's been a rollercoaster!"

Helen (not real name or image) who transitioned from our Independent Living Program to Family Group Homes



Leading and Influencing

Our work towards ending homelessness in WA



As a committed member of the WA Alliance to End Homelessness (WAAEH), UCW is working alongside community sector partners to implement a 10-year strategy to end homelessness by 2028. Not just to manage it, but to end it.

The End Homelessness in WA strategy was officially launched on 13 April 2018, with supporters coming together at The Platform in Perth CBD to learn more about the 10-year journey towards ending homelessness in this state. The second stage of the launch was an unprecedented musical event in the city, led by the UWA Conservatorium of Music and co-hosted by the UWA Centre for Social Impact.

The launch was an opportunity to celebrate that we are already on the journey and working together to end homelessness in WA – a great moment to strengthen our commitment and our community to ensure that we realise our vision of ending homelessness in WA by 2028.

UCW is also collaborating with Ruah, St Patrick's Community Support Centre and the St Vincent de Paul Society on a blueprint to roll-out a number of contemporary, fit for purpose, community support centres across Perth and Fremantle. The idea is to provide unified support for people experiencing homelessness by combining our collective resources.

In June 2018, UCW became a member of Shelter WA, the independent peak body that advocates for social and affordable housing and ending homelessness. It is the 'backbone' organisation of the WAAEH.

100 Families Project – tackling entrenched disadvantage



UnitingCare West is proud to be part of the 100 Families project, a collaboration between nine community sector organisations, which aims to develop a comprehensive evidence base of the causes and structure of entrenched disadvantage in WA and what needs to be done differently to give families doing it tough a hand up. The project has recently received \$1.75 million in funding from Lotterywest.

Around 9,000 people – men, women and children – are homeless in this state on any given night, so this sort of investment in researching the underlying causes of entrenched disadvantage will be invaluable.

UCW at Financial Counselling Australia 2018 Conference

The Financial Counselling Network is a partnership of not-for-profit community service organisations and local government across the Perth metropolitan region that provides advice, assistance and education for people experiencing financial hardship.

As a member of the Financial Counselling Network, UnitingCare West was represented by Deputy CEO Kim Brooklyn at the annual Financial Counselling Australia Conference, held in Hobart, Tasmania. Kim, alongside Financial Counselling Network partners Mark Glasson and Celia Dufall, used the opportunity to describe the Network's model of delivering financial counselling through cross-organisational collaboration and discuss the recent evaluation of client outcomes.



Being Efficient and Performance-focused



Individualised Funding

Following the announcement by the State Government in December 2017 that Western Australia had signed the bilateral agreement to implement the National Disability Insurance Scheme (NDIS), two processes are occurring simultaneously to ensure the scheme will be in place by July 2020 for people supported by UnitingCare West.

One process is the transfer of WANDIS plans to NDIS plans. The other is the transition to the NDIS of those individuals in the community whose support is currently funded by other sources such as Disability Services, Home and Community Care (HACC), Department of Social Services and Department of Health.

5

UCW programs impacted:

- Recovery Options
- Community Options
- Community Connections
- My Home
- Great Southern

\$13.5m

UCW funding affected by the implementation of the agreement

680

UCW clients affected by this change across our programs

Transitioning from Block-funding

Compared to HACC, which is block-funded, structurally limited and output-based, the NDIS is an approach that focuses more on the individual. It provides unit-priced, tailored services that are flexible and outcome-based.

Services will meet goals and deliver outcomes within the parameters of individual plans, practice standards and quality frameworks.

- We will assist the people we support to understand how to request funding for what is 'reasonable' and 'necessary'.
- We will address gaps in eligibility access for the people we support.

- We will enhance opportunities for the people we support to live a good life as evidenced by measurable outcomes.

To ensure that we achieve a smooth transition, we are:

- Conducting individualised planning to ensure all participants are prioritised according to NDIS transition dates and potential gaps are identified.
- Initiating a process to develop Outcomes Stars™ for most Community Options participants.
- Developing a communications framework to inform participants and families about the impact of NDIS.

Our Team



Staff at UCW

148 Full-time
104 Part-time
125 Casual

As UCW continues through its most significant transformation to date, it is important that we acknowledge where we have come from, and more particularly where we are heading. UCW has developed protocols that guide our decisions and actions with a view to delivering an organisation that is fit for purpose and a workforce that is engaged and high performing to deliver on our mission.

Significantly, there have been fundamental changes to the design of our organisational structures that have seen us moving away from bureaucratic hierarchies of management to a more delayed, self-organising design.

UCW has created more organic, integrated ways of operating that have impacted the way in which jobs are designed and executed. As a result, there has been change that have seen us welcome new colleagues and farewell others. There have been changes to existing roles and new opportunities created within the organisation.

A key outcome of the organisation renewal is to ensure that UCW has the right structures, positions, talent and practices to deliver mission success.

We continue to strive towards being a “soulful and purposeful workplace that is authentic and full of passion” (Laloux, F., 2014).

Volunteering at UCW

People who volunteer their services to the community do so because they want to help, give back and make a difference. UCW would not be able to provide the current supports that we do without the generous contribution of our volunteers.

Areas of volunteer activity include: Family Foundation engagement, Community Options, Family Group Home mentors, Tranby welcoming teams and kitchen support, Christmas Appeal, Rainbow befriending groups and supports, Food Rescue, Housing Birthday Card project, Material Assistance and Inclusion supports.

338
regular volunteers

27,302
hours contributed

\$920,342
Value of in-kind contribution

Child Safe at UCW

UnitingCare West is committed to providing a nurturing environment where all children feel safe, valued and heard.

The Uniting Church, its agencies and institutions have been working hard to apply the learnings of The Royal Commission into Institutional Responses to Child Sexual Abuse. The final report was handed to the Australian Government at the end of 2017 and the Uniting Church has pledged publicly that it will continue to implement lessons from the Royal Commission.

It has promised that it will remain open to the insights of survivors and professionals, regularly review policies and practices in all parts of the Church and ensure that they reflect the best practice for the care and support of children.

UCW has put together a Child Safe Working Group made up of staff from across the organisation. Its primary role is to work through the National Child Safe Policy Framework and provide recommendations on making UCW a more child safe organisation.

UCW has made a public commitment that fully embraces a Child Safe culture and all people and teams in the UCW model champion child safety. We have a Child Safe Code of Conduct that provides guidelines for all staff and volunteers on expected behavioural standards and responsibilities. UCW continues to provide risk management strategies focused on preventing, identifying and mitigating risks to children and young people.





Relocation to Inner City

UnitingCare West's main office is relocating to Aberdeen Street, East Perth, following the purchase of the WA Deaf Society premises in May 2018. The relocation to the UCW Inner City Connection Hub demonstrates UCW's commitment to be present in the lives of those experiencing vulnerability in our community. Being in Aberdeen Street will remind us every day of why we exist – to strengthen opportunities for children, individuals and communities to be resilient and connected.

Construction of the new premises will begin in October 2018. The new Hub has been designed to ensure it reflects the culture and values of UCW and instils a sense of hope and purpose in everyone who enters the space. Importantly, it is an opportunity to establish a new and iconic presence for UCW and an exciting, harmonious workplace for our people.



Developing Place at Inner City

UCW's Inner City Connection Hub is in an exciting phase of searching for more creative solutions to facilitate a stronger sense of community based on deep collaboration, co-design and sense of place – not just in our precinct but also the wider inner city community.

We know that place management can deliver sustainable and resilient places, which promote social inclusion, local economy and enhanced environments. At Inner City, we are achieving this by building relationships and establishing and maintaining excellent communication with our many stakeholders and the wider community. The Inner City Place Manager is the interface and key stakeholder point of contact. Through a series of informal conversations, we have begun to develop successful partnerships with Perth City Council and our fellow tenants underpinned by real collaboration with our clients.

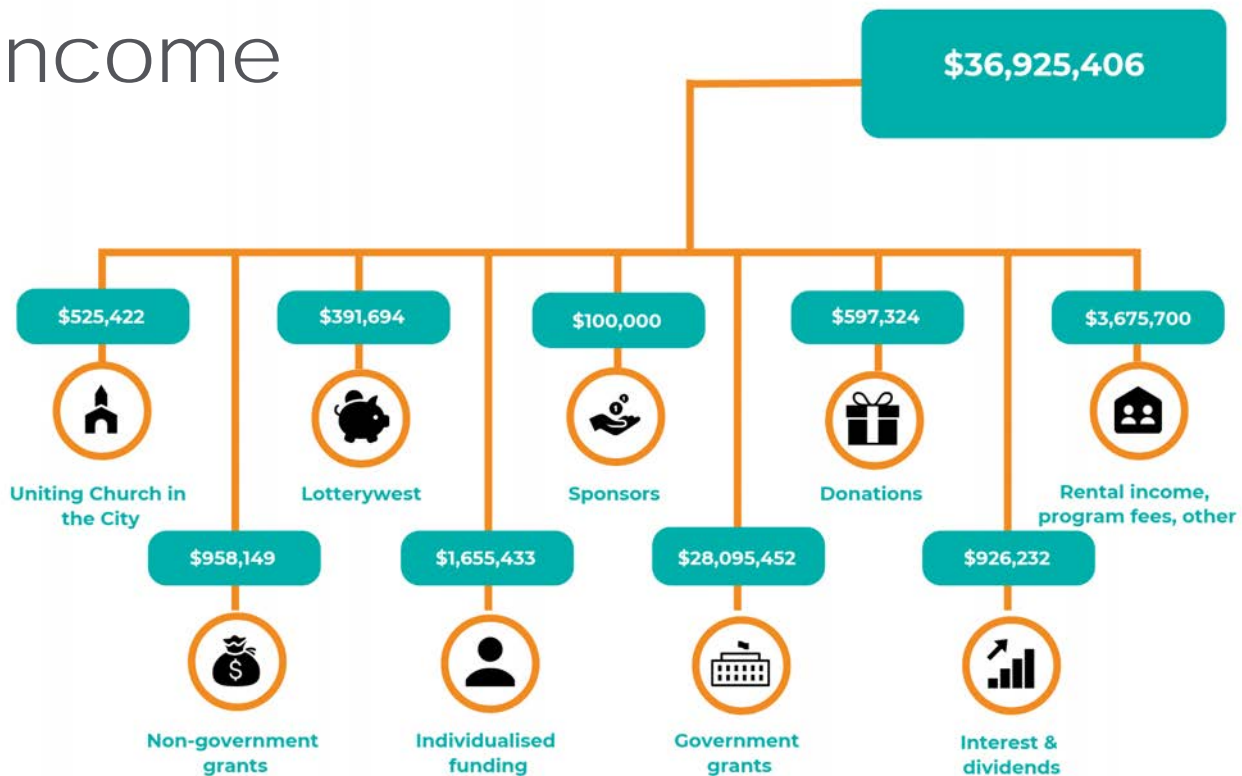


Financials

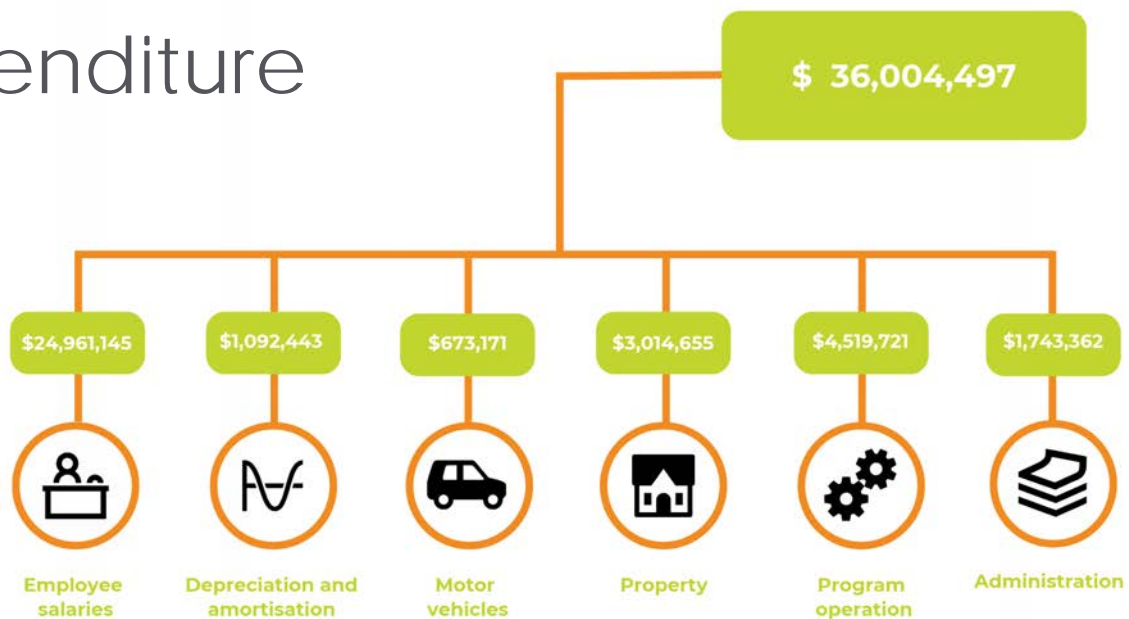
At UCW, our financial objective is to use our assets to the greatest possible advantage of the people we serve and in an effective and sustainable manner. We take the stewardship of our financial resources very seriously and always strive to maximise the value from financial activities to benefit our services.

We seek to provide transparency to our stakeholders, staff and community at every opportunity to ensure we are remaining accountable and meeting all compliance and reporting needs.

Income



Expenditure



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.

Aboriginal Organisation Partners

Be My Koorda	BKI	Wungening Aboriginal Corporation
Bidirrt	Kinship Connections	

Uniting Church & UnitingCare Partners

Good Samaritan Industries	Uniting Church in Western Australia	Uniting Church WA Synod
Juniper	Uniting Church Insurance Services	
Uniting Care Australia	Uniting Church Investment Fund	

Uniting Church Schools

Methodist Ladies' College	Scotch College	Wesley College
Penrhos College	St Stephen's School	
Presbyterian Ladies' College	Tranby College	

WA Alliance to End Homelessness Partners

Anglicare WA	Shelter	UWA Centre for Social Impact
Foundation Housing	St Bartholemew's House	Wungening Aboriginal Corporation
Ruah Community Services	St Vincent de Paul Society	

Financial Counselling Network Partners

Anglicare WA	FinUCare	Mission Australia
Australian Red Cross	Foothills Information & Referral	The Patricia Giles Centre
Blue Sky Community Group	Service	Southcare
City of Cockburn	Gosnells Community Legal Centre	Sussex Street Community Legal Services
Communicare	Midlas	The Spiers Centre

Funders

AtWork Australia	Department of the Prime Minister & Cabinet
City of Subiaco	Department of Social Services
Department of Communities	Lotterywest
Department of Corrective Services	National Disability Insurance Agency
Department of the Environment & Energy	Relationship Australia
Department of Health & Ageing	Uniting Church in the City
Department of Local Government, Sport & Cultural Industries	

Key Supporters & Partners

Alinta Energy	Engenuity Engineering	Reconciliation WA
Ausdrill	Galleria	Senses
Avivo	GR Engineering Services	Smith Family
Bankwest	Grill'd	Southern Cross Care WA
Black Swan Health Ltd	JLL	Synergy
Centrecare Inc	Lubsen PTY Ltd	Target
Charter Hall	MS Society WA	The James Galvin Foundation
Clayton Utz	NDS	Westpac
COLAB	Perth Eye Hospital	Willis



Contact us

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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.

Photographs do not necessarily represent the accompanying story, quote, or individual to which it has been associated in the report.

Names have been changed to protect the privacy of individuals.