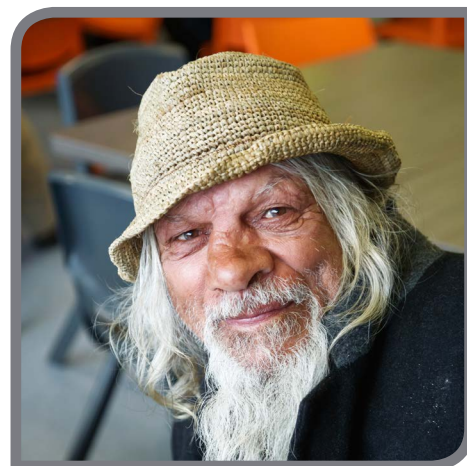


# Annual Report

## 2015 - 2016



## ***Our Vision***

Justice, hope and opportunity for all.

## ***Our Mission***

To work with people and communities so those most in need can belong and thrive.

## ***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

## **Report from the Chairperson**

UnitingCare West (UCW) was established by the WA Synod of the Uniting Church on 1 July 2006. Preparing this Annual Report has provided everyone involved with a time to reflect on the development and achievements of UCW over that decade.

Some things have stayed the same. UCW is still very distinctly part of the Uniting Church with valuable connections with members, congregations and the wider church agencies, schools, Synod and national parts of the Church. As the church changes, so do the connections but the core identity and purpose is openly evident.

The mission of the organisation still distinctly reflects the objects that were set out by the Uniting Church in the UCW constitution. During the year, the Board, staff, service recipients and other stakeholders thoroughly reviewed the mission and strategic directions for UCW for the coming three years.

UCW strives to live its mission of working with people and communities so those most in need can belong and thrive.

# Report from the Chairperson

Some things changed during the year. Dr Glenda Campbell-Evans, Deputy Chairperson of the Board and Chairperson of the Governance Committee ably lead the Board for the first six months of the year. During that time, the Board undertook the process of identifying a new Board Chairperson. Mr Peter Fitzpatrick AM was appointed by the General Council of the Synod in December and took over from Dr Campbell-Evans in February 2016.

The organisation also developed its first Reconciliation Action Plan. The Board, staff and volunteers of the organisation enthusiastically embraced making both personal and organisational commitments to work towards reconciliation in all that we do and say.

And the final change, launched at the tenth birthday celebrations was a refreshed brand. The collaborative work across all parts of the organisation established a new way of talking about UCW as well as a new logo and associated identity changes.

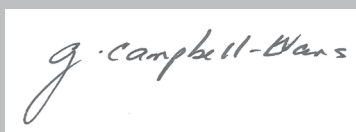
- We are committed to acting justly as well as advocating for justice. Hope is a desired response for and from all people UCW engages with – either people who are most in need or those who want to make a positive difference in the community in which we live and do business.
- Connecting with community is important if we are to achieve the best outcomes for the people we work with. It is also the joining point between Uniting Church's worship, witness and services and our mission to work with people and communities so that those most in need can belong and thrive.
- We are committed to being an organisation that leads advocacy for and with vulnerable people especially those who are most in need. We do this through partnerships and supporting service centres. We endeavour to be responsive and nimble, innovative and wise stewards of the resources made available to us by supporters and communities.

In this report you will see how our staff, volunteers and supporters have worked to deliver the mission of UCW this past year. It has been a rewarding year with many people assisted and many more people encouraged to support those most in need. Our thanks to the Board of UCW who have worked diligently to ensure the organisation has a strong mission and vision while at the same time is managed and governed effectively. Finally, our thanks to the CEO Sue Ash AO, the Executive Leadership Team and all those who have worked so hard to ensure those who are most in need belong and thrive.

We commend this report to you.



Peter Fitzpatrick AM  
Chairperson



Glenda Campbell-Evans  
Deputy Chairperson

# UCW Board Members



*Peter Fitzpatrick*  
*Chairperson of the Board*  
*2016*



*Glenda Campbell-Evans*  
*Acting Chairperson of the*  
*Board from July 2015*



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



*Ian Jackson*  
*Chair of the Human*  
*Resources Committee 2015*



*David Thomas*  
*Chair of the Strategic*  
*Property and Asset*  
*Committee*



*Michael Brady*



*Anton Ferreira*



*Lisa Fini*



*Chris Ford*



*Deborah Marshall*



*Mark Webb*



*Sue Ash AO*  
*Chief Executive Officer*



# Report from the CEO

Our tenth year has been an exciting and productive one. Outcomes for people accessing services have been increasingly self directed and measured and results from this work demonstrates the life changing experience that working with UnitingCare West (UCW) means for so many people.

As CEO it is one of the great joys to hear some of these stories: the person who enters the financial counsellors officer in deep despair and leaves with hope that their financial position can be managed; the man leaving prison with no where to live and no where to belong who finds a starting place to sort these problems by visiting the Inner City Service Centre and is linked to a range of services and options; and the woman reunited with her children after years of struggle and involvement with the Child Protection system.

Change is a constant factor for organisations as well as individuals. During September, there was time for the CEO to take three weeks away to reflect on the changes that are impacting UCW. This study was highly valuable and enabled rich discussions in the Board about culture and identity of UCW; provided a simple but useful framework for the leadership and management team to consider directions for service delivery and somewhat unexpectedly enabled UCW to lead some provocative discussions about the future of the not for profit sector in Western Australia. Copies of one of the papers developed during the study leave is available on the UCW website.

The main changes that UCW will face in the coming years are the significant downturn in Government revenue and the need to change service models; the growing emphasis on enabling people to purchase services rather than funding organisations to deliver services and an increasing number of people in the community experiencing economic hardship, alcohol and drug issues and personal violence.


The UCW Strategic Plan was developed collaboratively with Board, staff, volunteers, people accessing our services and other stakeholders involved. The Plan will ensure that UCW is well positioned to move forward into this changing environment.

People who share the values and mission of the organisation are increasingly finding a place to make a contribution. In the past five years the number of people volunteering with UCW has increased from approximately 150 to more than 600. This increase represents a very welcome addition to UCW's capacity to deliver services but also reflects a growing view in the community that people want to make a positive difference when they see other people experiencing hardship.

Our Annual Staff Survey this year reinforced the fact that the vast majority of our staff work with UCW because of the alignment of the values and the mission and services of the organisation. This means that not only are services provided in an environment where people care. Care about ensuring great outcomes; care about all people including those who may be excluded from the funded system and care about using the resources available wisely. Finding new resources to support additional service delivery has been a focus in the past year. UCW has been successful in changing the service funding mix with an expectation that these changes will be able to continue into the coming year.

Finally, my thanks to our people who have worked so hard to deliver services and continue to develop the organisation throughout the year. My particular thanks to the Executive Leadership Team and their professional approach to implementing the introduction of the Chief Operating Officer role in April.

UCW ended the year with a tenth Birthday celebration. At the celebration we set the scene for the next ten years with the announcement of a new logo and colours and even more importantly our commitment to Reconciliation through the launch of the UCW's Reconciliation Action Plan.



Sue Ash AO

Chief Executive Officer

# Inside Stories

UCW has been working for some time with a young woman living with a disability with exceptionally complex medical and behavioural needs.

Prior to coming to UCW, the young woman had spent most of her life in hospital under the care of DCPFS. The Futures team has been able to provide consistency of care and support, and this has had huge benefits for this vulnerable young person.

Sadly, her medical condition has deteriorated and she has spent recent months in hospital. The Futures staff have maintained regular contact, and a plan is in place to return her to UCW's care.

Our intention is that she will continue to live in the only place that, in recent years, she has identified as home.



Recently, a mother and her children graduated from the Newpin program after completing the full two years.

With the support of her Newpin community, the mother has made significant changes in her life to ensure that her daughters are now living in a safe environment, away from domestic violence and drug use.

She has made significant gains in her relationship with her children, has a good understanding of their needs, and is now able to respond appropriately to challenging behaviour. In addition to this, the girls are developing well.

The youngest has made impressive improvements with her speech and language skills, whilst the older child is coping well with school.





# Services

UnitingCare West appointed Kim Brooklyn as the inaugural Chief Operating Officer at the beginning of April 2016.

As the organisation's services grew and the needs of people accessing the services became more complex, it became evident that the organisation should be structured in such a way as to ensure the needs of those most in need were paramount.



# Service Centres

Since 2013, UnitingCare West (UCW) has been working towards a *Service Centre Strategy*. The Strategy will see the development of seven Service Centres in the metropolitan area, and a further two in regional areas. Each Service Centre will house co-located services, and provide a base for other UCW services being delivered in their catchment area as well as being a place for the community to connect.

The Inner City Service Centre (ICSC) on Aberdeen St, East Perth, is the longest established Service Centre. This year, the ICSC underwent a redevelopment, partially supported by the Department of Health, to provide extra counselling rooms, specialist medical rooms and a more open layout to ensure people with disabilities were able to have appropriate access to services. More services have co-located, and the renovations also prompted a move to more closely integrate the Tranby Centre, which provides services to homeless people, with the wider activities of the ICSC.

In 2015, the Fremantle Service Centre was opened. It is located near the Uniting Church Fremantle congregation and uses a purpose designed facility on Market St, Fremantle. Facilities supporting vulnerable children and families are a particular focus of the Centre which includes a play and art therapy space, and an adaptable counselling space. Previously, UCW had only offered financial counselling, emergency relief and homelessness support services in this area.

Through the Service Centre Strategy, UCW is deepening its understanding of the specific needs and strengths of each community we work in. We are developing strong community networks and collaborative relationships with key stakeholders in the Service Centre locations. Our clients benefit from easier access to the services they need. Co-location of services has also increased the ease with which we can offer internal referrals and links to other UCW services.

The Service Centre Strategy is intended to do more than make it easier for our clients to access the services they need. Each Service Centre also seeks to make deep connections with local Uniting Church congregations, local governments, businesses and community groups. Over time, we will seek to build a sense within our organisation, and within the community, that we are all interdependent - that both need and the capacity to meet that need exist in essentially the same place.





# Community Living

This year saw significant changes in the provision of Financial Counselling services in WA. UnitingCare West (UCW) was instrumental in developing a Financial Counselling Network with other providers across the metropolitan area. Nine agencies are now delivering improved financial counselling services in a unique partnership lead by UCW and Anglicare WA. Relationships with the Financial Counselling Association of WA, Financial Counselling Australia, and the Department of Local Government and Communities were also strengthened. Demand for financial counselling services has been strong throughout the year. More than one client has reported that financial counselling services provided by UCW have given them hope in a situation where they had been able to see none.

Family Foundations supports families in need by providing a safe environment most weekday evenings. Families can have a meal together, and access shower and laundry facilities. Children can play, complete homework, and take part in educational activities. UCW staff offer emotional support, material assistance, information and appropriate referrals. The number of families attending has remained fairly consistent across the year.

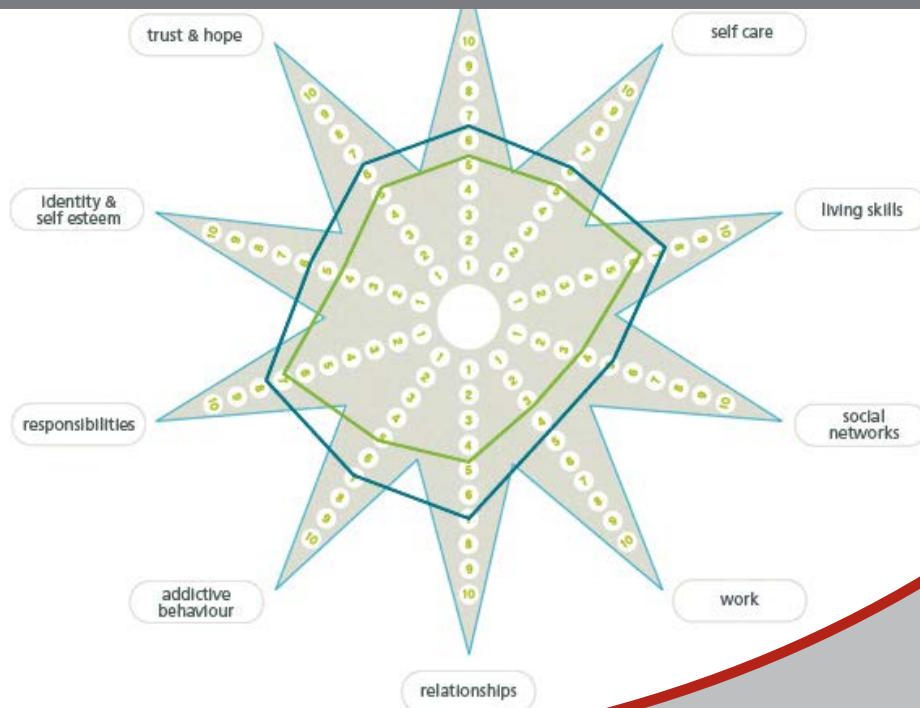
Re-entry Services provides a range of specialist services to individuals reintegrating into the community after serving a prison sentence. The program underwent considerable change and renewal over the year, with the retirement of a number of long-standing team members, and the recruitment of new staff. The team worked hard to strengthen their relationships across the criminal justice system, ensuring that all stakeholders are aware of the various programs.

Housing Services continues to deliver safe and sustainable housing outcomes to people with complex needs. Managing more than 300 houses, including the tenancies of over 220 people experiencing significant periods of mental illness, UCW's expertise in this area has been recognised in various forums, including at the National Housing Conference held in Perth in October 2015. Maintaining strong relationships with the metropolitan Mental Health Clinics is important to our success in delivering this service. In late 2015, work commenced on a strategy to increase the number of properties UCW manages, with a focus on developing a viable tenancy round operating from each Service Centre. UCW also supports a range of other service providers through property maintenance and support services.

We have seen increases in the demand for UCW's range of Homelessness Services across 2015/16. Emerging groups of people experiencing homelessness include people with disabilities, older women and a small but growing group of people who are ineligible for social service support in Australia. Uncertainty around homelessness funding and policy continues. A two-year National Partnership Agreement on Homelessness commenced on 1 July 2015. It is the latest in a series of short-term funding agreements between State and Federal Governments.

The Department for Child Protection and Family Support (DCPFS) has also commenced a review process to shape the design of all of its services currently provided by not for profit and for profit organisations. This process will include the homelessness services in WA. Despite the uncertainty, UCW's integrated and holistic range of homelessness programs places the organisation in a positive position to respond to change in this area. The review will also cover out of home care, intensive family support services and foster care services.

# Inside Stories



A 29-year old male participant has made excellent progress towards his recovery.

A few months ago he was hospitalised after displaying suicidal ideation, and he identifies with a multifaceted diagnosis.

Through his assessment and action planning, he showed a determination and courage that indicated he was motivated to work towards his recovery.

With the support of the program, he applied for transitional housing and enlisted himself in a gym with a personal trainer.

He has made contact with a social inclusion organisation, and attended his first meeting.

Over recent weeks, he has been working at a bakery, and hopes to pursue his dream of becoming a baker.



# Strengthening Communities

UnitingCare West (UCW) provides a range of out-of-home care services for children and young people. Family Group Homes care primarily for children dealing with experiences of abuse or neglect. Futures is a long-term foster care service for children and young people with high care needs. A clear trend in 2015/16 has been an increase in the complexity of behaviour of children and young people referred to the services. This has presented challenges in areas such as staff retention, and increased vacancy rates in group homes due to the difficulties in appropriate matching of children. UCW's out-of-home care activities will be impacted by the sector reform agenda described in the Department for Child Protection and Family Support's paper, 'Building a Better Future: Out of Home Care Reform in Western Australia,' released in April 2016. As noted in the paper, there are more children in care in WA than ever before. Children are likely to come into care earlier, and remain there longer. Strikingly, for the first time, the majority of children in care are Aboriginal. While many challenges are foreseeable in this area, UCW's longstanding missional commitment to those most in need continues to drive our care for this cohort.

Newpin is an early intervention program directed at strengthening family functioning, with a particular focus on the mother-child relationship. Newpin Australia's annual quality assurance assessment of UCW's program was very positive, noting that, all staff (including the volunteers) should be congratulated in their commitment...as it is obvious the mothers value it greatly.

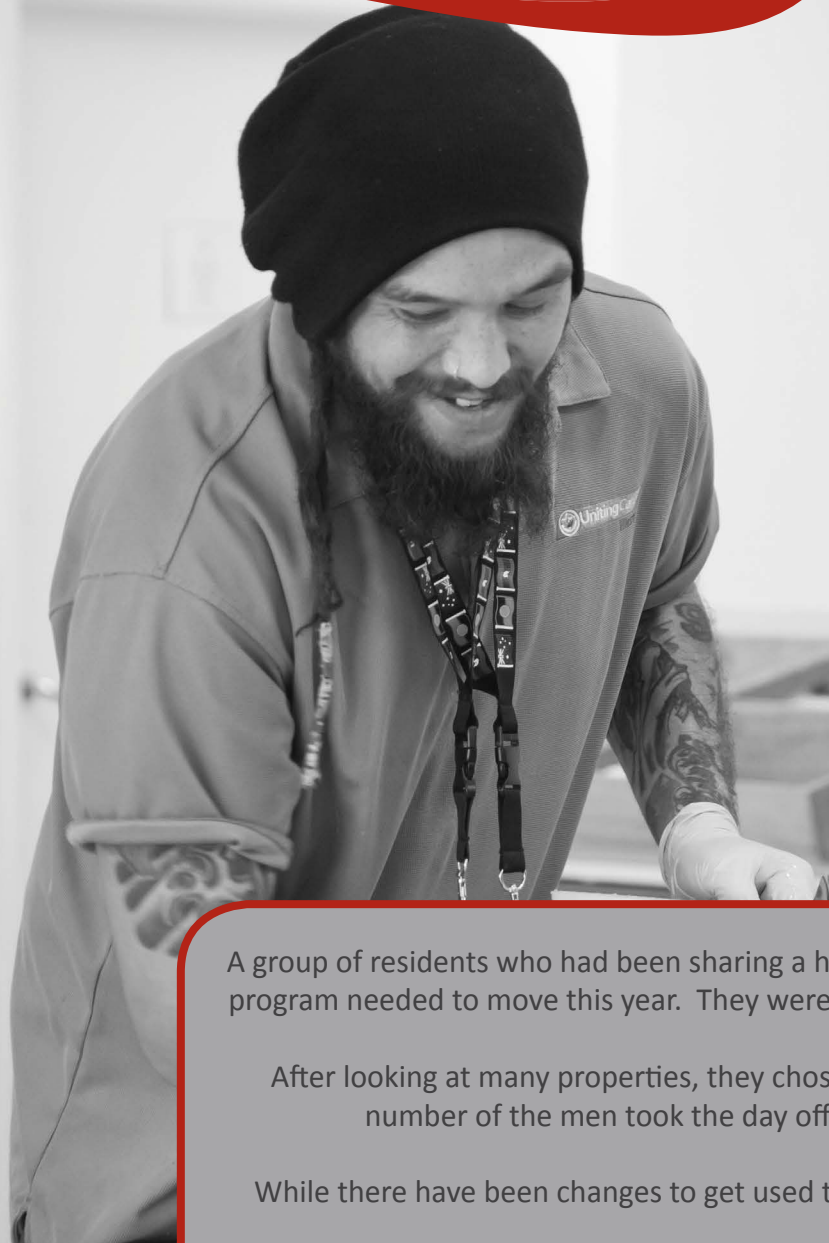
The Child and Family Therapeutic Service offers counselling to children, adolescents and families who have been impacted by child sexual abuse. In the past 12 months, they have seen an increase in families from Culturally and Linguistically Diverse (CALD) backgrounds. In many cases, the parents in these families speak little or no English. At present, there are questions about the availability of ongoing funding for interpreters for clients in this situation.

The rollout of the National Disability Insurance Scheme (NDIS) is likely to have a significant impact on both the Futures and Recovery Options services. It is anticipated that a significant amount of funding previously available for these services will be folded into the NDIS. Across 2015/16, the Strengthening Communities Directorate has participated in UCW's NDIS readiness project to map and manage the risks and opportunities of these changes.

The Recovery Options service is one of many service areas experiencing significant benefits from the rollout of the 'Outcomes Star', a framework for case management that supports clients in achieving self-determined goals. Over 2015/16, 332 participants completed Recovery Stars, with the aggregated outcomes showing improvements across all ten domains measured. A consistent challenge faced by the program is the prevalence of methamphetamine use by participants. This may not be disclosed at the time of assessment, and often hinders the recovery process. Many specialist drug and alcohol services now require a minimum of 12 weeks attendance at group or one-to-one counselling sessions. Especially where a participant's natural support systems are not in place or are no longer able or willing to provide support, many participants struggle to meet this requirement.



# Inside Stories



A group of residents who had been sharing a house through the Your Home program needed to move this year. They were keen to keep living together.

After looking at many properties, they chose a new home in Belmont. A number of the men took the day off work to help with the move.

While there have been changes to get used to, they love their new home.

They are quickly becoming familiar with new ways of commuting, and connecting with their community.



# Community Inclusion

Level Up commenced in the Kwinana area in 2016. Level Up is a mentoring and skills-development program for young people ages 18-29. Clients work together to organise community events to address issues affecting young people in their area, and work with UnitingCare West (UCW) staff to run the service through work experience positions such as reception, administration and safety. In 2015/16, UCW ran four program trials. As a result of the success of those trials, we expect to expand to eight new locations in 2016/17.

For seven years, UCW has been largely self-funding, through contributions from the Uniting Church in the City congregations, the True Colours program in south-west Western Australia. True Colours directly supports young lesbian, gay, bisexual, transgender and intersex people by providing safe spaces, and working with schools and teachers. UCW has not been able to source ongoing funding for this program and with decreasing funds available from the UCIC, UCW has needed to find alternative ways to support LGBTI young people. In light of the roll-out of the 'Safe Schools' program, we made the decision that the current True Colours program model would cease operating in December 2016. Young LGBTI people are often some of the most vulnerable people in our community, and UCW continues to be committed to supporting them. We are currently investigating alternative service and funding models and expect many young people will be able to access support through their schools and the Level Up program.

Community Connections supports people who are socially isolated to increase their networks through regular interactions with volunteers. Historically, Community Connections has been funded through the Federal Government's Home and Community Care (HACC) program. However, due to funding changes related to the implementation of the aged care reforms and the NDIS, many of the clients who access Community Connections are no longer eligible for funding. As a result, 2015/16 has seen a redesign of the service model with a decrease in the staffing of this program. The program is now running to capacity but is expected to grow as the Service Centre strategy is implemented.

Community Options is a person-centered service supporting people with a disability to maintain their independence and wellness by participating in community-based activities. The service has grown throughout the year, with many new referrals and few people leaving the service. Community Options now operates seven days per week, including evenings. With an emphasis on family contact, and the introduction of a wide range of special events, the service is gaining a very positive reputation in the community. Evidence of this includes an increase in private, fee-paying clients.

UCW's Your Home program provides supported shared accommodation for people with disabilities. In light of funding changes connected with the implementation of the NDIS, the program has been reviewed this year, with the expectation that a redesigned service model will be implemented in 2016/17.





# Strategic Plan 2016 - 2020



In January 2016 UnitingCare West (UCW) launched its Strategic Plan for 2016 – 2020. As part of the strategic consultation process, UCW reviewed and endorsed the next iteration of the organisation’s mission statement, which reflects our desire to be inclusive of all people in society.

The revised mission statement for UCW is *“To work with people and communities so those most in need can belong and thrive”*. It emphasises the aim to work in and with communities, for the benefit of all, but particularly those most in need. Moving forward, UCW looks forward to working with people and communities to advance the important work of UCW.

It remains our vision to achieve justice, hope and opportunity for all with our mission to work with people and communities so those most in need can belong and thrive.





# Organisational Development



# Preparing for Individualised Funding Models

Legislation for the National Disability Insurance Scheme (NDIS) came into force in 2013. Since then, trial areas and concepts have been introduced throughout Australia. Each trial site was unique in some aspect. The NDIS is a person-centric model, focusing on 'choice and control', and the delivery of 'reasonable and necessary supports.'

The intention is to empower people with disabilities to make choices on their own behalf about the way in which they receive services to support their needs. For organisations like UnitingCare West (UCW), this is a significant shift in the way in which funds come into the organisation. Previously, 'block funding' was given to providers, and clients were able to use those services, or not.

Funds are now allocated to individual eligible people and are portable at the participant's discretion. Organisations such as UCW must now focus not only on providing high quality services, but on concepts of quality, marketability, and financial sustainability.



# Reconciliation Action Plan

2015/16 saw considerable work to develop UnitingCare West (UCW)'s Innovate Reconciliation Action Plan July 2016 - July 2018 (RAP), which was approved on 1 July 2016. UCW is committed to proactively engaging with Aboriginal and Torres Strait Islander people and communities to improve the delivery of culturally respectful and appropriate services. We are committed to reconciliation in Australia between Aboriginal and Torres Strait Islander people and other Australians. The RAP is one way of demonstrating these commitments, embedding empathy, respect, inclusiveness, integrity and commitment in our organisational planning and work.

During the duration of this RAP, UCW will be looking at ways to enhance its workforce strategy, and to enhance the skills and diversity of our workforce. Aboriginal and Torres Strait Islander staff will play an important role in our understanding of what culturally appropriate practices and procedures will look like, as we seek to become a place where Aboriginal and Torres Strait Islander people feel welcome and valued, both as clients, volunteers and staff. Commitment to the UCW RAP implementation begins with the Board, and flows through all layers of management and staff. Service Centre Managers will take an active role in place-based implementation of the RAP.

UCW's RAP focuses on three key areas:

**Relationships** - UCW will build positive outcomes by working and developing relationships and partnerships with Aboriginal people and communities in a way that is evidence-informed, integrated, and meaningful.

**Respect** - UCW will seek to be seen and heard as an organisation that respectfully engages with Aboriginal and Torres Strait Islander people.

**Opportunities** - UCW will be a thriving and agile organisation, a sought-after partner, collaborator and employer. Reflection, curiosity, and creativity are central to our working ethos.



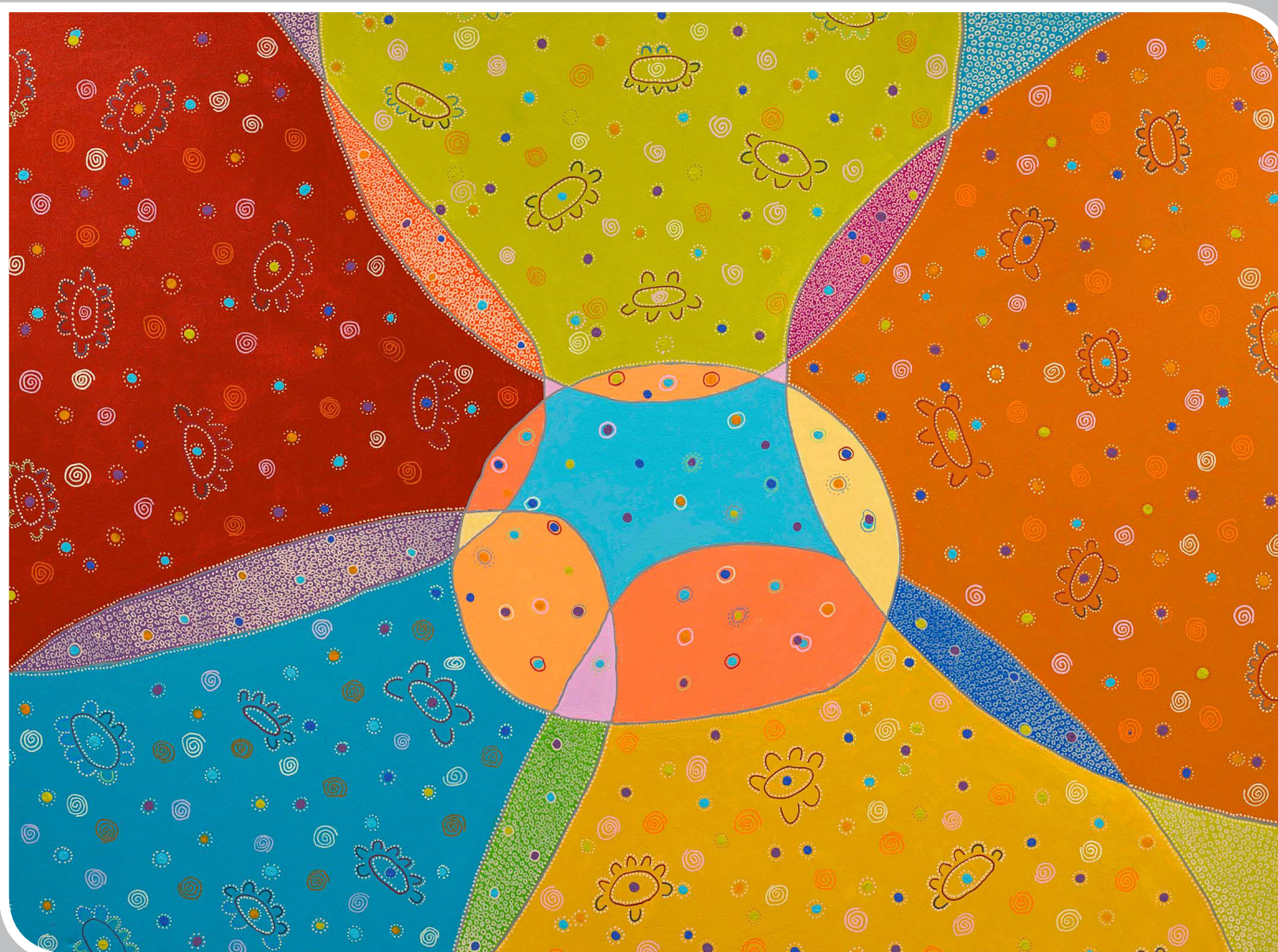


# RAP Artwork

The UnitingCare West (UCW) RAP artwork was created by Dale Tilbrook, a Wardandi Bibbulmum woman from the south-west of Western Australia.

The five main colour blocks represent the five core values of UCW, and also reflect the refreshed brand of the organisation. Within these colour blocks are Aboriginal symbols depicting the core values of UCW being incorporated into policy and actions. As these are shared with the community, they are picked up and embedded further into the community.

The 'U' shapes represent people meeting. At first, it is just UCW staff, a single colour. The introduction of different colours in the groups show staff involvement with community members, who then meet with others and so on. The final groups do not include the colours used for staff members, the implication being that the values of the organisation flow through and are adopted by the community. The use of the spiral also symbolises the continuum of sharing values and influencing community outcomes, with the large dots representing the community.



# Technology and Systems

In 2011, UnitingCare West (UCW) commenced the implementation of a 5 year Information Management Strategic Plan. This strategy included establishing the Information and Communication Technology (ICT) capacity to link all UCW business systems including Client Relationship Management. At year end, the system was so imbedded in the organisation, that it needed its own name. By majority vote of the staff, the system will be renamed UCW LInK.

UCW's key technology system is TechnologyOne. Our use of the system has continued to evolve in 2015/16. Previously used primarily to capture transactional inputs, it is now being used as a tool to drive innovative organisational outcomes. For example, TechnologyOne allows managers across the organisation to review financial data in real time against a broad range of ledgers reflecting information such as fleet costs per vehicle, and property income and expenditure per address. In certain program areas, managers are able to generate Profit & Loss information at the level of individual clients. In respect of Marketing & Advancement activities, each marketing event is being reported as a separate financial project, allowing a detailed cost-benefit analysis to be appropriately performed.

Beyond financial reporting, TechnologyOne is being used by the Facilities team to control compliance activities (such as RCD checks) for every site and Service Centre. Housing Services are doing the same for the properties they control. Compliance obligations pertaining to staff qualifications and training obligations can also be monitored through a growing range of management dashboards.

TechnologyOne has also been deployed in the new Incident Reporting and Facility Service Request processes. Details of critical incidents or facility service requests are now captured through TechnologyOne and reported in a targeted manner to a range of user groups for response.

In 2015/16, the Corporate Services team has worked with other business areas to prototype functionality within TechnologyOne to respond to NDIS and other individualised funding models. Related to this, we are also working on the ability to accept payments from individual clients via BPAY; this facility is expected to be available from July 2016.

UCW's ICT team has been critical to the successful roll-out of TechnologyOne. Although we experienced a number of significant challenges across the year, including hardware failures and power outages that brought down the main server room, system continuity was maintained at a high level. The ICT team worked to minimise disruption and maximise staff safety and data security. The ICT team also delivered two major projects during the year. With Lotterywest funding, the phone system was upgraded in a manner that 'internally connected' all UCW sites. The team also transitioned UCW's datacomms from Telstra to Amcom, a change that is expected to result in considerable financial savings.



# Assets, Facilities & Fleet

The Assets team is a relatively new group within UnitingCare West (UCW). In 2015/16, they have developed and distributed handbooks detailing a range of topics and information in respect of both Fleet and Facilities management.

The Facilities team has played a central role in the successful upgrade of the Inner City Service Centre, and the development of the Fremantle Service Centre. They have also rolled out security improvements across multiple sites, and changes to fit out at Sunbury Road in line with changes to the organisation's structure.

The Fleet team managed the transition of UCW's fleet leasing arrangements this year. They have identified a focus on vehicle and driver safety as a priority for next year.





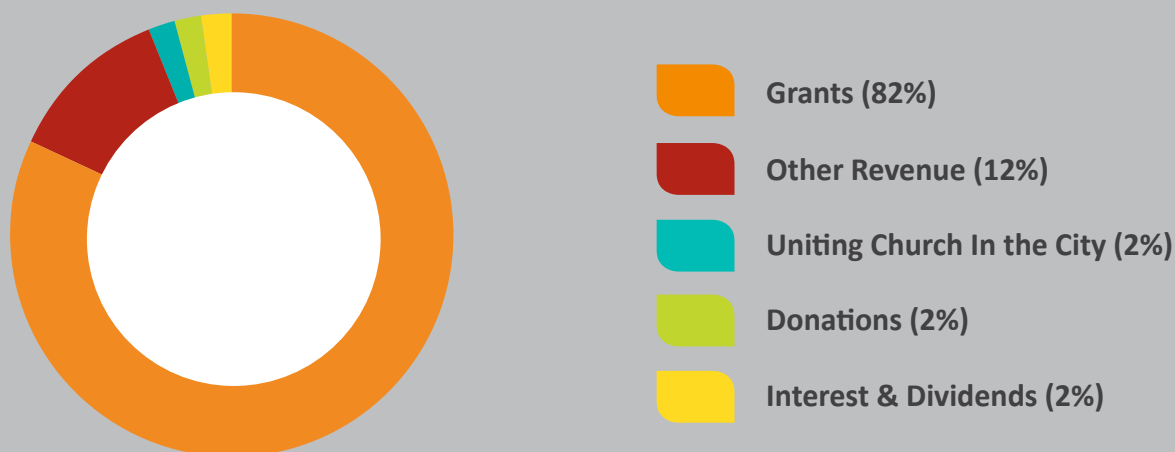
# Finance

The Finance team have made important strategic progress over 2015/16. For the first time in the organisation's history, five-year forward estimates were produced, providing management and the Board with clear insight into some of the financial challenges facing the organisation.

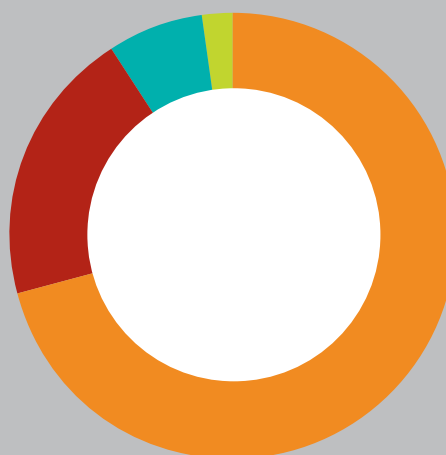
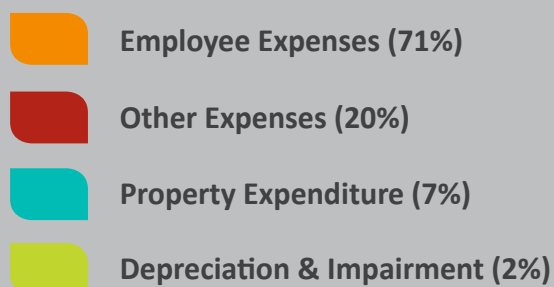
A draft investment strategy was also prepared for the first time. This enabled the Finance, Audit & Risk Committee to have a rich discussion about how UnitingCare West's balance sheet might be used to greater effect.

A cash flow model has also been created to help the organisation with the key challenge of projecting and managing cash flow as more of our services move into the realm of individualised funding.

## Revenue



## Expenditure



# People and Culture

UnitingCare West's (UCW) diverse range of services are delivered by a workforce of more than 800 highly committed, enthusiastic and engaged employees and volunteers. Working with people and communities so those most in need can belong and thrive, our workforce ensure the effective operations of services day and night, year round.

The 2015/16 financial year saw a number of strategic People and Culture programs delivered across our organisation. The successful re-negotiation of UCW's Employee Collective Agreement provides a pivotal industrial relations foundation for our workforce to deliver on our new Strategic Plan. Strongly supported across the organisation, the new agreement recognises the diversity of role types in a range of services and supports our workforce being innovative and adaptable delivering responsive services to our clients.

Recognising the fundamental role of our more than 60 leaders in roles from Team Leader to CEO, the new Leadership Framework articulates the leadership behaviours our people need in order to achieve the outcomes in our Strategic Plan. With an emphasis on innovation and agility the framework provides a basis for leadership development and succession planning. To support our emerging leaders, UCW has partnered with our fellow West Australian UnitingCare agencies, GSI and Juniper to deliver a 12 week leadership program with a mix of classroom and on the job learning. Graduates of the program consistently provide feedback indicating their leadership skills, knowledge and confidence has grown significantly, assisting them to be more effective leaders.

*"I considered myself very fortunate to have been chosen for the leadership program. Leading up to the commencement of the leadership program I was intrigued as to what I would learn and be able to transfer back to my role. I found the participation from the entire group of fellow participants to be really positive. Along our journey I learnt a lot from them on their background, experiences and what leadership qualities they showed.*

*As the program progressed I found I was able to transfer skills and knowledge I acquired to work situations. The overall feeling I got out of the program was being able to focus on the things that mattered and things that I could control. Prior to the program I would often feel frustrated by situations that I couldn't control and which caused undue stress."*

**Lyndon Nilsson Food Rescue Team Leader**



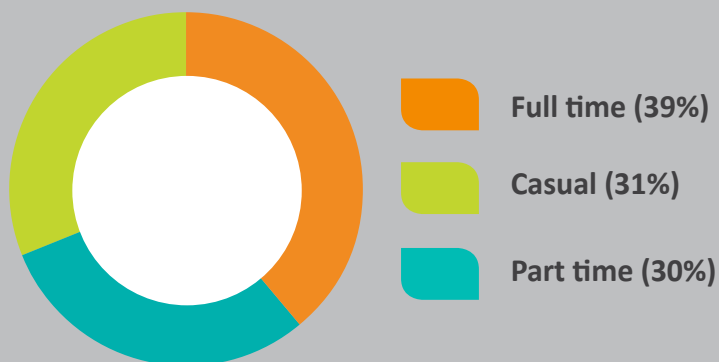
# People and Culture

The work health and safety of our employees and volunteers continues to be a workforce priority. All employees and volunteers participate in a range of safety related training and a number of programs were held to raise safety awareness across the organisation. Numbers of workers compensation cases continued to decline and UCW's incident management and response systems have been further improved to provide swift responses to managing issues.

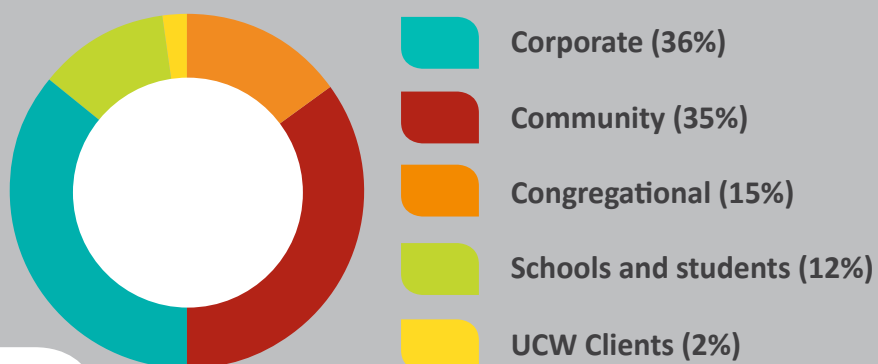
Volunteer contributions to UCW services have more than tripled in the last four years. Engagement with volunteers from congregations, corporates, schools, client base and the community provides valuable assistance in almost all of our services, including the service support areas. Recognising and celebration our volunteers is important and included a range of activities held on National Thank a Volunteer Day, 5 December, the annual volunteer afternoon tea held in February and a number of activities held during Volunteers Week in May.

The annual Away Day, held on 1 July provided a fantastic opportunity for all of our employees and volunteers to come together and celebrate making a difference in our communities. With a focus on 'joining the dots' the Away Day provided opportunities for our workforce to contribute to our Strategic Plan, provide a range of improvement ideas and also feedback on their overall view of work. The Away Day also provided an opportunity to recognise and celebrate the five recipients of our annual ERIIC Awards, coordinated by UCW's Mission Development Leader and awarded to employees and volunteers nominated by their colleagues, who demonstrate UCW's values in their work. 2015 recipients were Fiona Cafferty, Karen Griffin, Wayne McOnie, Darlene Newitt and Helen Robinson.

## Employees



## Volunteers





# Inside Stories



In 2016, UnitingCare West (UCW) launched The Warehouse Gallery; an inclusive gallery space that provides a platform for emerging artists experiencing disadvantage to display their artwork.

Each exhibition will last between six and eight weeks, commencing with an opening night event. All artwork will be for sale with proceeds going towards the artists and to sustaining the gallery.

The Warehouse Gallery Opening Night attracted wide interest and was very well attended. The Mayor of Subiaco, Heather Henderson, and the Chair of UCW, Peter Fitzpatrick AM, formally opened the gallery.

The City of Subiaco provided a grant that helped complete physical upgrades including lighting and picture hanging.

A volunteer curator was recruited to select and hang artwork for the ever-changing collection of work by community artists who may not otherwise have a chance to publicly display their art.





# Connecting with Communities



## The Warehouse Café

The Warehouse Café is a social enterprise café in Shenton Park that connects people in the community and supports people who are living with a disability. Open for breakfast and lunch five days a week, along with private bookings, the Café provides opportunities for training, building life skills, and the possibility to move into open employment.

A three-year strategic plan for the Café was finalised in December 2015, with the goal of increasing the financial sustainability of the project. As part of the plan, furniture has been upgraded, a community art gallery has been opened, and plans are in place to establish a second-hand book shop area.

The Warehouse Café will be open six days per week from September 2016 (closed Mondays).

## Food Rescue

Food Rescue aims to alleviate hunger in Western Australia by rescuing perishable, fresh and nutritious food from cafes, caterers, supermarkets and wholesalers and delivering it to disadvantaged and vulnerable people.

Food Rescue is made possible through a number of corporate sponsorships, and over 2015/16, teams from our corporate sponsors, as well as students from Christchurch Grammar and other individuals helped in roles such as administration, driving, collecting food, sorting and packing.

On average, the Manager of Food Rescue speaks with at least two community service or special interest groups about the work of Food Rescue every month. The volume of food collected this year increased by over 13% to 478,000kgs, and volunteer in-kind hours rose by over 10% to approximately 741 hours per month.

On Thursday 19 May 2016 Food Rescue ran its Foodie Fundraiser at the Old Brewery in Crawley.

Shak Shuka authentic Moroccan food, The Trustee, The Shorehouse and Taylors Coffee & Art House all donated their time along with providing an array of food for the guests at the event.

Supporters enjoyed fine wine, craft beer and food stations, all to help Food Rescue feed over 11,000 Perth people in need.





# Christmas in July

UnitingCare West (UCW)'s inaugural Christmas in July Dinner Dance was held on Friday, 24 July 2015. Her Excellency the Honourable Kerry Sanderson AC, Governor of Western Australia was Patron and the event was held in the Government House Ballroom.

UCW made an initial three year commitment to this event. In 2015, our goal was to grow UCW's supporter database, operate a cost-neutral or small surplus event and raise the organisation's profile in the community.

We exceeded these goals.

Our long-term goal is that the event will become an annual landmark fundraising event for the whole of UCW, and one that generates significant revenue in the coming years.



# Schools

UnitingCare West (UCW) has long-standing relationships with Uniting Church Schools across Perth, as well as with the wider education network.

The 2015 Annual Social Justice Conference was again well received by students and teachers. We also received a positive response to the second UCW Student Forum.

A range of presenters spoke on the theme, 'Be The Change,' including a moving presentation from a client of UCW's Wyn Carr Women's Services, which provides crisis accommodation and support to women seeking refuge from domestic or family violence.

This year we also held a School Chaplain Morning Tea. Our intention is to repeat this next year as part of our strategy of engaging different groups within Uniting Church Schools with the work of UCW.





# Unleashing Your Creativity

In early 2016, in collaboration with 360 Health + Community, Ruah, Advanced Personnel Management (APM), TPM, and Partners in Recovery, UnitingCare West (UCW) ran a series of 11 free workshops for people living with persistent mental health issues, their families, friends and carers.

Musical workshops such as African drumming, singing, song writing, 'junk' instrument creation and hip hop, as well as photography, art, dance and comedy were offered.

The program culminated in a showcase at the WA Ballet Centre, with Peter Rowesthorne as Master of Ceremonies.

The Creative Arts Project was a new initiative for UCW, giving people who are experiencing mental health challenges, the opportunity to participate in a series of creative workshops as an outlet of expressing their thoughts and feelings in an art form.

Many were clients of UCW or other community service organisations. Participants in the workshops presented their artistic and creative achievement at the Creative Arts showcase event on Wednesday 25 May at the WA Ballet Centre, Maylands.





# Main Funding Sources

With thanks to all those organisations that supported UnitingCare West with grants throughout 2015-2016.

## Government Funders

City of Subiaco  
Department of Child Protection & Family Support  
Department of Corrective Services  
Department of Health  
Department of Local Government & Communities  
Department of the Prime Minister & Cabinet  
Department of Social Services  
Disability Services Commission  
Lotterywest  
National Disability Insurance Agency

## Other Funders

360 Health & Community  
AtWork Australia  
Black Swan Health Limited  
Inclusion WA  
Relationship Australia  
  
Uniting Church in the City



# 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.

In addition, UCW 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 wholeheartedly appreciated.

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

## Uniting Church and UnitingCare Partners and Schools

Good Samaritan Industries  
Juniper  
Methodist Ladies' College  
Penrhos College  
Presbyterian Ladies' College

Scotch College  
St Stephen's School  
Tranby College  
Uniting Care Australia  
Uniting Church in Western Australia

Uniting Church Insurance Services  
Uniting Church Investment Fund  
Wesley College

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Eureka Legacy Foundation  
Galvin Family Foundation  
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HWL Ebsworth

Stan Perron Charitable Trust  
Stormflower  
Westpac  
Willis

## Key Supporters

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South Perth  
Target  
Woods Recruitment  
Workit Workwear

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