

**Uniting WA**

# **Annual Report**

## **2020-2021.**



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If you need this information in a different format, please get in touch.

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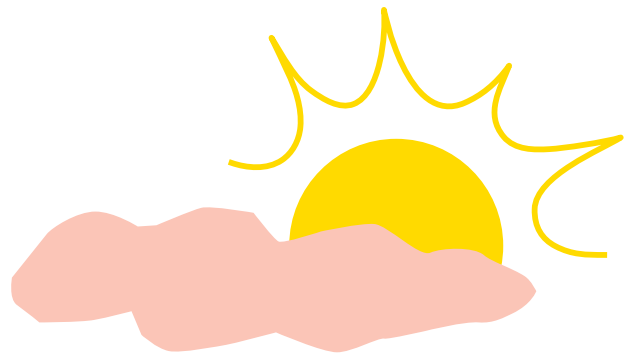
# Acknowledgement of Country.

Uniting WA 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 respects to Elders past and present.

Uniting WA kaadidj Noongar Moort Keyen Kaadak nidja boodja narnga ngaala yangka ngaalang noondakiny maar. Ngaala karnitj-djinang baalabiny kooranyi Midjiyoop boodja kepa. Ngaala maara-baron yira-ak kooralong kalyakool Bardip Yira-Maaman boodjara karroyal ngaala karodjin Koorakor birdiyar, koorra, yeyi.







# Message from the Chair and the CEO.

**Resilience and preparedness remain the focus of Uniting WA since the COVID-19 pandemic first impacted Western Australia in March 2020.**

Uniting's agile response to an ever-changing and more complex environment, and collaboration with sector partners to advocate for change, has been a cause for great pride for us as Chairperson and Chief Executive Officer. We continue to collaborate with other like-minded organisations to build on shared values and extend our collective abilities to work together.

We have remained committed to addressing our strategic goals – working with people, communities, government and the community to realise our purpose – all the while maintaining a focus on the big picture of a future in which all people can thrive. Our approach with sector partners and government has resulted in Uniting being perceived as action-focused problem solvers.

The courage and character of the Uniting team is clear - although we continuously face the potential for future COVID-related crisis. The tenuous nature of an uncertain future and the disproportionate effect on the most vulnerable members of our community inspires our teams to bring our values to life in the work we do, every day.

With a strong foundational legacy and ongoing connection to our services, we continue to build and foster the relationships with the Uniting Church and schools, as well as our fellow agencies, to forge an even stronger future for the people we serve.

In a challenging financial environment, Uniting remains committed to financial sustainability to ensure we remain able to deliver our purpose of inspiring people, enlivening communities and confronting injustice over the long term.

In order to grow and adapt in ways that are aligned to community needs, we continue to invest in our technology and systems, as well as learning and development for our people.

To address risk and respond to the increased demand for services, Uniting has focused on managing and embedding a culture of safety, quality, impact measurement. This has enabled a big improvement in our ability to share the outcomes of our work with our stakeholders.

It's important to take into account the complexity of the Uniting service mix when measuring the difference we're making at a system level – understanding the collective impact of our services will help us better demonstrate our ability to address the causes of vulnerability and disadvantage, stand for a just society and support individuals and communities to be valued and connected.

Priorities for the next year include the continuing integration of Uniting's service pathways and the creation of opportunities for system integration, so that we can better support individuals and families to address the causes of vulnerability, disadvantage and hardship.

We offer our deep thanks to Uniting's funders, partners and the people who support us. The passing of our precious Cultural Architect, Josey Hansen,

had a huge impact on us all, and we continue to feel her lasting legacy as we build on the cohesive, strong culture of collaboration among the Uniting leadership team.

We are grateful for the dedication and commitment of all our team, including our Board who have helped bring our strategic plan to life. Our people are the backbone of our success and the reason we're able to act with impact.



**Erica Haddon, Chairperson**



**Amanda Hunt, Chief Executive Officer**



# Who we are and how we work.

Uniting exists to inspire people, enliven communities and confront injustice.

We work to address the causes of vulnerability and disadvantage, and stand for a just society where individuals and communities are valued and connected.

Uniting is a community services organisation of the Uniting Church Western Australia. Our work is underpinned by our foundation: Christ invites us to serve humanity by creating an inclusive, connected and just world.

We support people experiencing complex challenges throughout the Perth metropolitan area and in the Great Southern. And we're proud to support thousands of West Australians every year.

At Uniting, we recognise the strength and connection First Peoples have to community and Country. And we believe in embracing the wisdom, stories and culture of First Peoples to achieve positive outcomes.

**Our work is guided by Uniting WA Strategic Plan 2020-2023.**



## Our values

### Compassionate

We are nurturing, generous and thoughtful in our words and deeds.

### Imaginative

We challenge convention, explore new possibilities and dare to dream for a better future.

### Respectful

We act with honesty and integrity, and open our hearts to all people without exception.

### Bold

We boldly face injustice and stand up for what is right and true with confidence and strength.

# The Uniting team

At Uniting, we're for people. Our team listens without judgement and proudly walk alongside the people we support, amplifying the voices of those in the Western Australian community who aren't being heard.

We celebrate diversity and welcome all people regardless of ethnicity, faith, age, ability, culture, language, gender identity or sexual orientation.

We work to build relationships and create meaningful connections. We partner deeply with First Peoples to build a strong future together.



## People we support

We support people experiencing complex challenges brought on by intergenerational trauma or situational crisis. This includes:

- Adults experiencing mental illness or homelessness
- Adults and children living with disability
- People at risk of being affected by family breakdown
- Children experiencing vulnerability
- Adults re-joining the community after leaving prison.



# Goals.

The Uniting Strategic Plan 2020-2023 outlines our roadmap to achieve a real and lasting social impact. We work with people, communities, government and the community sector to realise our purpose through strengthening our:

## Culture and practice

Building a strong culture and practice that enables us to walk alongside the people we serve and remain true to our foundation as a faith-based organisation.

## Partnerships and advocacy

Earning the trust of individuals, families and communities as a valued partner in addressing systemic and social inequality.

## Capacity and capability

Building a skilled, committed and dynamic workforce. Systems and processes that enable us to meet the needs of the people we support and scale our reach and impact.

## Pledge

We commit to:

- Listen without judgement, walk alongside and amplify the voices of people we support
- Build relationships to create connections and a place to belong
- Innovate, collaborate and work respectfully alongside others who share our vision to drive social impact
- Build evidence, share knowledge and measure outcomes so we know the difference we are making
- Lead the way to generate awareness and create influence
- Steward our resources responsibly to ensure we retain capacity to affect meaningful change
- Deliver quality individualised services in a sustainable way
- Reduce organisational complexity and develop new revenue options
- Partner deeply with our First Peoples to build a strong future together.



# Commitments.

## People with disability

We acknowledge the pain and suffering of all those who have experienced violence, abuse, neglect and exploitation at the hands of individuals or services. We continue to fully support the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

## Child safety

We're committed to providing a nurturing environment where all children feel safe, valued and heard. And we'll do everything in our power to safeguard children from all forms of abuse.

## Reconciliation

Many people we work with have been directly impacted by the past and present injustices faced by Aboriginal and Torres Strait Islander people in Western Australia.

Daily, we are aware of the impact on Aboriginal communities as well as individual people. We're committed to the cultural education and competency of our team, to ensure Uniting is an active contributor to Reconciliation and justice.

# The difference we make.

## Uniting WA Strategic Plan 2020-2023

### Our values unite us.

This comes to life in what we do every day.

#### Imaginative

We challenge convention, explore new possibilities and dare to dream for a better future.

#### Respectful

We act with honesty and integrity, and open our hearts to all people without exception.

#### Compassionate

We are nurturing, generous and thoughtful in our words and deeds.

#### Bold

We face injustice head on and stand up for what is right and true with confidence and strength.

Our **purpose** is to inspire people, enliven communities and confront injustice.

We address the causes of vulnerability and disadvantage, stand for a just society and support individuals and communities to be valued and connected.

### Our goals

We work with people, communities, government and the community sector to realise our purpose through strengthening our:

#### Culture and Practice

Building a strong culture and practice that enables us to walk alongside the people we serve and remain true to our foundation as a faith-based organisation.

#### Partnerships and Advocacy

Earning the trust of individuals, families and communities as a valued partner in addressing systemic and social inequality.

#### Sustainability

Attracting a broad range of investment to grow and adapt in ways that are aligned to community needs and expectations.

#### Capacity and Capability

Building a skilled, committed and dynamic workforce. Systems and processes that enable us to meet the needs of the people we support and scale our reach and impact.

#### Quality and Impact

Building services that are responsive to community needs and context, and make a measurable difference for individuals and communities.

### People we support

We support people experiencing complex challenges brought on by intergenerational trauma or situational crisis. People may be:

Experiencing mental illness, disability, homelessness

Re-joining community after leaving prison

At risk of family breakdown

Children experiencing vulnerability.

### Changing lives and communities

Achieving our goals will better enable people to:

Sustain and maintain accommodation in stable housing  
Safeguard their immediate human rights

Build and maintain positive connections within their local community

Participate in community life and feel a deep sense of belonging

Address the impacts on their family's ability to thrive

Access advocacy and other intensive supports to address the complex issues they face such as addiction

Build natural support networks and maintain their own independence.

### Our pledge We commit to:

Listen without judgement, walk alongside and amplify the voices of people we support

Build relationships to create connections and a place to belong

Innovate, collaborate and work respectfully alongside others who share our vision to drive social impact

Build evidence, share knowledge and measure outcomes so we know the difference we are making

Lead the way to generate awareness and create influence

Steward our resources responsibly to ensure we retain capacity to affect meaningful change

Deliver quality individualised services in a sustainable way

Reduce organisational complexity and develop new revenue options

Partner deeply with our First Peoples to build a strong future together.

### Our Foundation

Christ invites us to serve humanity by creating an inclusive, connected and just world.

**Uniting**

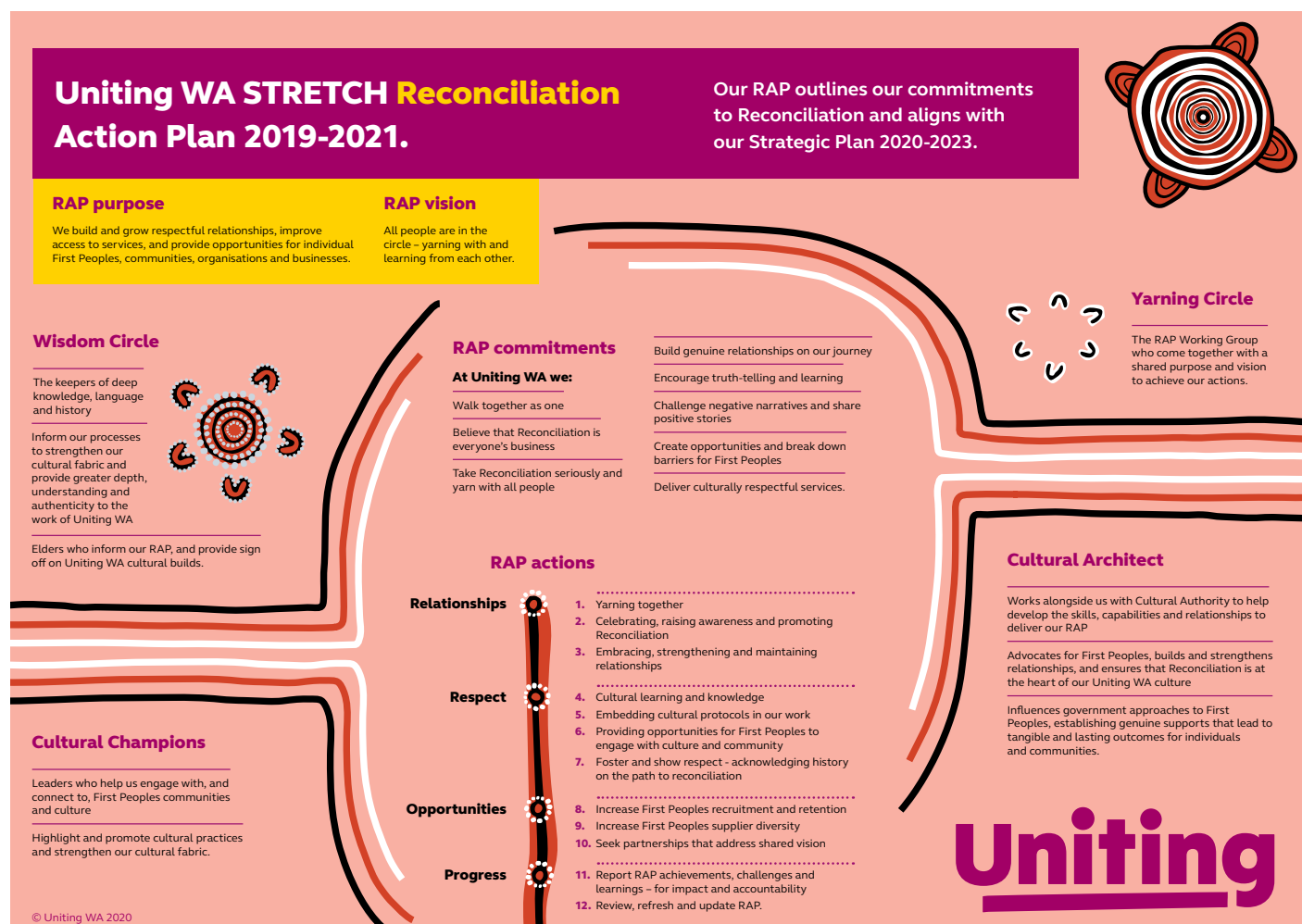
© Uniting WA 2020

By achieving the goals of our Strategic Plan 2020-2023 we will better enable people to:

- Sustain and maintain accommodation in stable housing
- Safeguard their immediate human rights
- Build and maintain positive connections within their local community
- Participate in community life and feel a deep sense of belonging
- Address the impacts on their family's ability to thrive
- Access advocacy and other intensive supports to address the complex issues they face
- Build natural support networks and maintain their own independence.

# Achieving goals: Culture and practice.

We're building a strong culture and practice that enables us to walk alongside the people we support and remain true to our foundation as a faith-based organisation.



## Our commitment to Reconciliation

We recognise Aboriginal and Torres Strait Islander Peoples' special and unique connection to lands, waters and Country.

Sadly, we lost our Cultural architect and respected Noongar Elder, colleague and friend, Aunty Djidi Djidi Josey Hansen in December 2020. This will have a lasting impact on everyone who knew her. And as part of our ongoing cultural learning, we understand that our formal grieving for Josey will last a year.

In Josey's absence, we've felt the need to collectively regroup and reconvene.

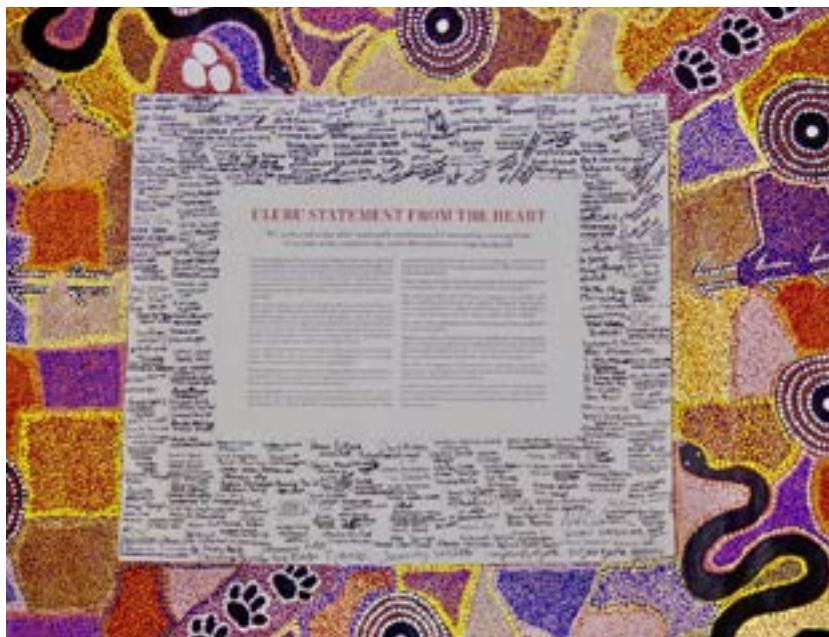
While Josey encouraged Reconciliation to be the beating heart of our organisation and supported us to feel this from our hearts, the wisdom and cultural authority she held cannot be understated. With that in mind, we're re-tracing some of our steps in order to recover and find our way forward.



## Uluru Statement from the Heart

In April 2020, Uniting team members gathered to discuss and workshop issues that have been identified but not yet actioned in response to the Uluru Statement from the Heart.

Our team reviewed the Uluru Statement from the Heart to understand its purpose and significance, so that we can understand the actions we can take, both individually and collectively, to support the Uluru Statement from the Heart. As a result of this workshop, we wrote to the Prime Minister to voice our support.



## Reconciliation Week 2021

Uniting Cultural Navigator, Tee Jay Worrigal, had his work displayed as the official artwork for Reconciliation Week 2021 banners across Perth and WA.

Tee Jay's artwork, called Gooniyandi Riwya, means 'My country, my homeland.' It features the colours of WA and symbolises the rebirth that occurs after the burning of country, a traditional part of Aboriginal culture.

Uniting was proud to sponsor a number of Reconciliation Week banners in the Perth CBD.



## Djidi Djidi Training Space

Aunty Josey had a strong commitment to sharing in the journeys of others, and we're so fortunate we had the chance to ask Josey to agree to name our new training space after her before she passed. We're so pleased to be able to acknowledge and honour her in this way.





# Achieving goals: Partnerships and advocacy.

**Earning the trust of individuals, families and communities as a valued partner in addressing systemic and social inequality is crucial to our mission.**

To raise awareness of social issues and advocate for systemic change, we collaborate in partnerships, alliances and events throughout the year.

## 100 Families WA

Uniting is a collaborating partner in the 100 Families WA research project to better understand the lived experience of people experiencing hardship and poverty, and what's required to break the cycle of entrenched disadvantage.

In August 2020, we supported 100 Families WA to release the findings of the coronavirus survey. The survey found that 46% of families used the Coronavirus Supplement to pay overdue bills or repay debt.



## Aboriginal Community Controlled Organisations (ACCOs)

At Uniting, we recognise the value of Aboriginal Community Controlled Organisations (ACCOs) taking the lead in partnerships, and we're working towards achieving this in existing and future collaborations.

In partnership with Kinship Connections, Uniting provides support and assistance to family carers. Over the past 5 years, we've also partnered with Wungening Aboriginal Corporation and Centrecare in the Beyond Youth Justice service.

This has delivered lasting, positive outcomes for young people involved with the justice system, and their families.

We partnered with Noongar Mia Mia to deliver the Lotterywest-supported Beds for Change program as part of the early response to COVID-19. The aim of the program was to provide safe and supported accommodation for rough sleepers, as well as specialised, culturally-appropriate support that enabled people to build their capacity to maintain future tenancies.



## Disrupted Festival

Uniting participated in the 2020 Disrupted Festival of ideas. We put together a panel of experts to discuss ending homelessness. The panel, including CEO Amanda Hunt, discussed what a society that prioritises safe, accessible accommodation for everyone could achieve. Our participation moved the debate forward and contributed to raising the profile of Homelessness as a key issue in Western Australian society.





# Homeless Engagement Assessment Response Team (HEART) Homelessness Partnership

Uniting partnered with St Pat's, Ruah and Wungening to form a data-informed and evidence-driven consortium to better respond to chronic rough sleeping through the provision of person-centred and trauma-informed services.

## Financial Counselling Network

Uniting is a lead agency of the Financial Counselling Network – a partnership of not-for-profit organisations and local government across Perth committed to reducing the causes and impacts of financial hardship in our community.

## For Community, By Community

A Lotterywest-supported community connector model, For Community, By Community aims to build community capacity by harnessing collective strengths across the public, private and not-for-profit sectors to build stronger connections, share ideas and expertise. The model informs a new approach to partnerships, including recommendations for a model of coordination, resource sharing and central data collection that is independent, ongoing and owned by the entire community services sector.



For Community, By Community has focused on building supports for people most at risk of disadvantage and hardship, with the ultimate goal of improving the support and services available to people with complex challenges who are at the most entrenched end of the community services spectrum.

## Perceptions of Poverty in WA

Uniting is in a coalition with Anglicare WA, Foodbank WA, Ruah Community Services, Communicare and WACOSS to advocate for tackling poverty. The coalition commissioned the Perceptions of Poverty in WA study, which found that nearly 75% of Western Australians support a permanent increase in the JobSeeker rate.

When the Jobseeker rate went up by \$225 per week due to the Coronavirus Supplement, people reported that they were finally able to meet their basic needs and afford things like healthy food, new clothes, car repairs and medical procedures. The Supplement ended in March 2021 – bringing JobSeeker down to \$310.40. We continue to advocate for a JobSeeker rate which sits above the poverty Line in Australia, which is \$457 per week for a single adult.



# Social Reinvestment WA

## Justice Reinvestment Sites

Social Reinvestment WA (SRWA) partners with and supports communities who are ready to lead local justice reinvestment approaches. They keep communities, organisations and people around the state connected on justice reinvestment, championing the work being done and helping build the evidence base required to achieve meaningful change.

Uniting supported this year's SRWA Raise the Age Campaign. Children can currently be held criminally responsible in WA from the age of 10. Uniting doesn't believe any child should be incarcerated, so we advocate with SRWA for the age of criminal responsibility to be raised to at least 14. In reality, we would like to see alternatives to incarceration being developed and implemented for young people until age 18.

## Fine Enforcement Changes

Last year, changes to fines enforcement legislation allowed people with debt due to fines to work their debt off through a Work Development Plan (WDP). The WDP can include engaging with services, so Uniting registered as a sponsor.

Over the past year, people attending our Financial Wellbeing services, or being provided with case management support by the Transitioning from Homelessness team, have been able to work off significant debt while also being supported to achieve their goals.

## Uniting Church Social Justice Commission

Our ability to address social inequality has been strengthened by our ongoing partnership with the Uniting Church Western Australia. Uniting Practice Lead - Community Engagement is an appointed member of the Uniting Church Social Justice Commission and attends their regular meetings.

As part of our work with the Social Justice Commission, we also worked with Uniting Church schools and congregations to support the Reconciliation Week virtual event in 2021. This extended the reach of the event in a COVID safe way.



## Lotterywest

Uniting has received significant support from Lotterywest this year, allowing us to make a difference in the lives of many people experiencing hardship and disadvantage.

Services and projects supported by Lotterywest include:

- Beds for Change
- Emergency Relief
- For Community, By Community
- Transforming Tranby.



## Partnerships and advocacy – achievements in brief

- Continued our partnership with the Emergency Relief & Food Access Service (ERFAS) to deliver emergency relief
- Took part in UnitingCare Australia Community Services and Disability Support Networks
- Advocated for children and young people with the Department of Communities
- Strengthened partnerships with other Community Housing Providers and peak bodies.



# Achieving goals: Sustainability.

We aim to attract a broad range of investment to grow and adapt in ways that are aligned to community needs and expectations.

## Transforming Tranby

Minister for Community Services, Simone McGurk, launched the newly-renovated Tranby Engagement Hub (Tranby) on 17 June 2021.

The renovation was facilitated by a \$1.7m grant from Lotterywest, and carried out by MKDC interior design and Shape construction services. In a WA first, the space was carefully co-designed with people with lived experience



of homelessness to facilitate an active referral and engagement model. This approach sees the team intentionally and purposefully engage with each person who accesses the service.

As a low-barrier service, Tranby forms part of an integrated community sector response to homelessness, specialising in meeting the needs of a complex cohort of rough sleepers in the Perth CBD. This includes people experiencing long-term or chronic homelessness, many of whom present with significant issues that make it difficult to access other services. : The transformation of the Tranby Engagement Hub marks a new stage in the development of this service, which has its foundational roots in the compassionate responses to community need of the Uniting Church in the City, who remain as a key supporter of our work.

## Wyn Carr House

We're partnering with Housing All Australians (HAA) to transform the historic Wyn Carr House in Fremantle into a vibrant, fit-for-purpose accommodation facility for women over 55 – the fastest growing group of people experiencing homelessness in Australia.

The project team of pro bono partners are being supported by MinterEllison as the HAA WA lead, with design and scoping now underway. We're looking forward to completion of the project by October 2022.

## Sustainability — achievements in brief

- We reduced our vehicle fleet size by 12 vehicles over the year without affecting quality of service, saving more than \$225,000 annually
- We're working to actively grow our Disability Supported Accommodation, with several new properties recently acquired to facilitate this NDIS-funded service.

# Achieving goals: Capacity and capability.

Building a skilled, committed and dynamic workforce is a priority. We're also commissioning systems and processes that enable us to meet the needs of the people we support, and scale our reach and impact.

## Client Management System

The AlayaCare client management system was successfully implemented to streamline NDIS service delivery within the Individualised Services team.

The system is now supporting the records of all completed NDIS Participant support shifts, and the billing of all Participants for all NDIS services. This positions the teams delivering NDIS services for growth, with a system that is simple, effective to use, and easily scalable

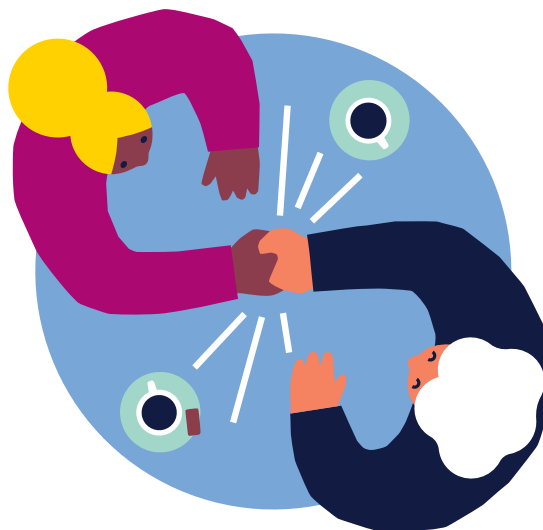
## Learning and development

Our 2020 employee survey identified learning and development as a key area for growth.

Over the past year, we've focused on training and career development opportunities for our team. Our new, dedicated learning space – the Djidi Djidi Training Space – demonstrates the value of the investment we've made towards the growth of our team members.

## Improving communication

This year, we've invested into improving internal communications platforms to address accessibility and functionality issues, with a project to develop a new intranet which is available to all employees, on any device.





# Achieving goals: Quality and impact.

Services are designed to be responsive to community need, and make a measurable difference to the lives of individuals and communities.

## Program logic

This year, program logics were developed to more effectively measure the quality and impact of the services we provide.

Program logics are a visual representation of all the elements included in service delivery – from inputs and activities, to services user groups and expected outcomes. The development of the program logic framework provided the opportunity to deepen our understanding of the issues we're working to address in the community, and to ensure that service delivery makes a measurable difference to the lives of the people we support.

## Outcomes hierarchy

The development of program logics enabled us to identify an outcomes hierarchy to guide the delivery of our purpose: inspiring people, enlivening communities and confronting injustice. While service outcomes are unique to every program and service they align to the same 8 intermediate outcomes, which in turn achieve our 4 organisational outcomes:

- People have greater housing stability
- Children and Families are safer and connected
- People are better equipped and more connected to their community
- People have their fundamental needs met.

## Quality and impact — achievements in brief

All programs and services are aligned to State Government Outcomes Measurement Framework

- Development of evaluation plans to facilitate continuous improvement of all programs and services
- Improved integration between service areas to provide wrap-around support for service users
- Processes have been developed to regularly capture the voice and feedback of the people we support
- Increased capacity to illustrate service user feedback data and trends.

# Responding to COVID-19.

## Beds for Change

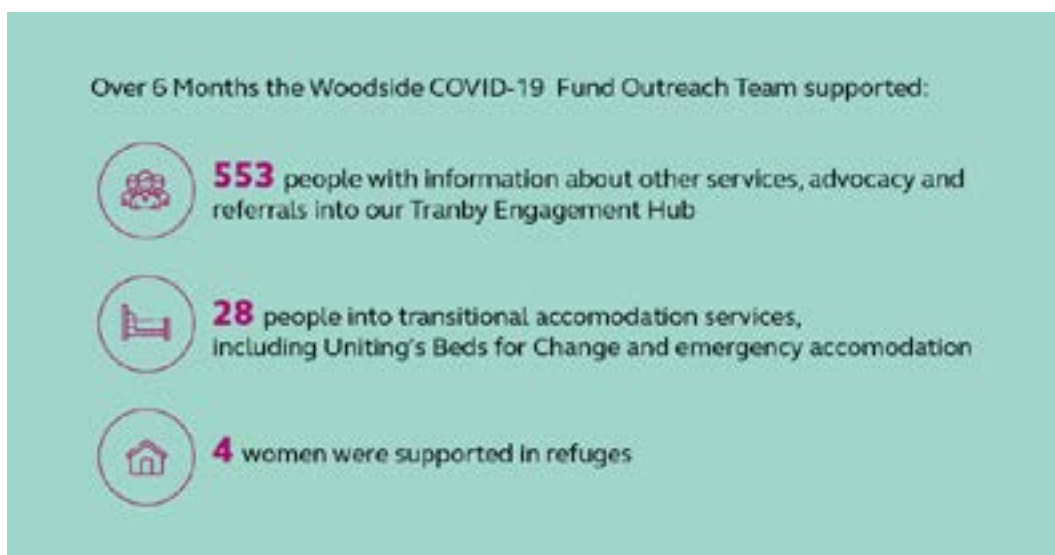
In the early response to COVID-19, there was an urgent need to locate and accommodate people sleeping rough in the greater Perth area. As well as reducing community transmission of the virus and minimising hospital admissions and fatalities, the objective was to provide support for people to begin their journey out of homelessness.

We partnered with Noongar Mia Mia and Hostel G to deliver the Lotterywest-supported Beds for Change program. People sleeping rough were provided with safe accommodation, which included specialised and culturally appropriate supports. We also engaged with residents to build their capacity to maintain future accommodation and housing tenancies.

## Woodside COVID-19 fund outreach service

A donation from Woodside funded 2 Assertive Outreach Workers, each employed for 24 hours per week and based at the Moore St Services Hub. Over a 6-month period, our team worked to better understand who was sleeping rough in the area and build rapport with people who may need connection to services. The team reported engagement with an average of 100 people per shift. Over 6 months the Team supported:

- 553 people with information on other services, advocacy, and referrals into our Uniting engagement hub at Tranby
- 28 people into transitional accommodation, for example Uniting's Beds for Change, and emergency accommodation
- Much needed connections for people using the City of Perth Moore Street Homelessness Hub to various specialist health services such as Homeless Healthcare, Royal Perth Hospital, and alcohol and other drug services such as Cyrenian House
- 4 women into refuges; and
- Built strong relationships with Orange Sky to support people accessing the laundry service.



## City of Vincent Leederville Gardens Trust – COVID-19 Grant

With the support of the City of Vincent, the Uniting outreach team was able to operate within the City to provide rapid, wrap-around support to people sleeping rough in the area.

Over 3 months the Team recorded over 416 engagements, providing information, rapport building, and advocacy. The Team provided clients with 21 phones, 24 smart riders purchased with brokerage and 337 instances of material assistance including clothing. The Team successfully made 77 referrals into accommodation.

**416**  
Engagements



**21** phones



**24** SmartRiders



**337** instances of material assistance eg. clothing



**77** referrals into accommodation

## January COVID-19 lockdown and bushfire

During the January COVID lockdown and bushfires in Perth, our team acted quickly to support our service users into emergency accommodation, including our Subiaco office.

With the support of Tradelink, we also raised \$34,000 towards the Bushfire Relief, with funds directly allocated to support impacted communities through the Uniting Church Disaster Relief and Community Recovery Working Group.





## Children's Services

Our Uniting teams from Family Group Homes, Child and Family Therapeutic Service and Futures Foster Care supported hundreds of children, young people and parents throughout the year.

### Child and Family Therapeutic Service (CAFTS)

Our CAFTS team provides therapeutic support to children, young people and families who have been impacted by child sexual abuse.

During the year, we supported over 200 children and young people. Our team has also delivered therapeutic sessions for families and caregivers to help them process their own emotions and experiences, and empower them to better support their child.

*"The group provided a safety network, both emotional and educational. The group helped me so much with learning about how trauma affects my daughter."*

### Family Group Homes

Uniting Family Group Homes (FGH) is an out-of-home care service that provides therapeutic care and support for children and young people who have experienced significant trauma and can no longer live with their families.

Our team works to support children and young people to develop the skills they need to respond to adversity, and transition out of FGH back to their family, or into adulthood.



## Foster Care

Uniting provides a specialised foster care service in Perth that connects foster carers with children and young people who unfortunately, for many reasons, are unable to live with their families and who have high support needs due to experiences of illness, disability and trauma.

Foster carers provide children and young people with a stable, secure and nurturing family environment where their fundamental daily needs can be met. This is critical for the wellbeing of children with high support needs and a history of significant trauma. The children in our care are supported to make choices about the activities they like to participate in. All children are supported to attend school, as well as the medical and therapeutic appointments they need.



We supported 12 children and young people in long term foster care placements, as well as 20 foster carers during the year.

A marketing campaign in November and December 2020 resulted in the recruitment of 3 new Uniting foster carers, enabling the team to support more vulnerable children and young people and delivering a positive return on investment. Following the success of the 2020 campaign, a larger campaign to recruit more carers was developed to run from April to July 2021.

A 3 year-old child who has experienced significant trauma was placed with foster carers who were recruited during the 2020 foster carer campaign. The young boy had travelled from the north of WA and needed to be close to the Perth Children's Hospital for his medical needs.

The new foster carers welcomed the child into their family unit which included children aged 4, 6 and 13. The family are supporting the child through a series of significant dental procedures, Perth Children's Hospital appointments and also introducing him to community activities. The child is now responding to the therapeutic placement and learning to play, laugh and engage with the carers and their children.

A young person in Uniting Foster Care has experienced significant trauma, lives with disability and is a non-verbal communicator.

He was recently supplied with a communication device which enabled him to communicate with his brothers, who are supported in a Uniting Family Group Home, for the first time.

Using the new device, Liam was able to tell his brothers for the first time:

***"I miss you," "I am okay" and "I love you".***

This was an extremely moving experience for both the children and their carers.



# Strengthening Families

Every family is different. And we believe that every family has strengths and resources that can be built on to provide a safe and nurturing environment for their children.

Our trauma-informed approach supports families to navigate the every-day challenges they face, with a focus on parenting skills and the development of coping strategies to build long-term resilience.

## Attach

Our Uniting Attach program supports parents concerned about their drug and alcohol use. It's for families with children 8 years and under and lasts for 4-6 months.

Our team also supports parents to address issues that cause harm to themselves and their children so that families remain together.



COVID lockdowns required our team to hold appointments by phone or video call, but Attach has been able to return to home visits for most of this year. Our clients are reporting a rise in mental and physical health, as well as an increased capacity to deal with Alcohol and Other Drug (AOD) related issues.

Client engagement has remained high and cancellations have dropped significantly. Parents in the program have shared that the program has an extraordinary impact, and helped them become a better parent.

We're proud of our team's strength and commitment over the challenging past year and their ability to respond to the needs of their clients.

*"I found this to be the life changing help that I needed in order to become a better parent and return to being a fully functioning individual.*

*Rachel helped me with every aspect of my life and helped me to rediscover my self-esteem, self-worth and a way to handle my emotions and deal with them without having to turn to alcohol. I will never be able to thank her and the program enough."*

## Parents Under Pressure

Our Parents Under Pressure (PUP) team supports families with children under 12 years old who are experiencing issues that may affect their parenting. These include depression, anxiety, substance misuse, family violence and financial stress.



This year we partnered with Sing and Grow to provide an 8-week music therapy program for parents and children. Sing and Grow uses music-based play to improve the quality of parent-child interactions and improve child development outcomes. The success of Sing and Grow led to the development of a regular PUP Parents Group.

Social isolation is often a key concern of parents in the PUP program. The PUP Parents Group runs during school terms to support parents to extend their community support network, and parents are also encouraged to engage via a private PUP group on social media.

## Family Carer Support Service



Family Carer Support Service is run in partnership with Kinship Connections Aboriginal Corporation, providing support and assistance to carers of children who aren't able to live with their immediate family.

Our team responded well to the rapidly changing environment this year, quickly adapting to the multiple snap lockdowns and continuing to support families.

This year, our team worked to connect carers with other supports like the NDIS. One family carer was able to access in home support, gardening support, and financial assistance to buy glasses because of their NDIS funding.

# Intensive Family Support

Our Intensive Family Support (IFS) team assists parents with parenting skills and family functioning, helping to create safe and nurturing environments for children. This includes learning about child development, family relationships and home management, with a focus on family preservation and reunification. Our team faced 2 big challenges this year:

- An increase in high-risk referrals due to Family and Domestic Violence (FDV)
- The end of the COVID housing moratorium leading to many families facing potential homelessness.

While our team is concerned about the rise of FDV referrals, it has led to an increase in access to valuable training for working with families experiencing FDV.

IFS continues to receive positive feedback from Department of Communities - Child Protection and Family Support (CPFS), and the service is consistently rated 9 out of 10.

**8/10**

felt that their family environment was stabilised

**9/10**

felt confident that their stable family environment could be maintained



## Moorditj Yorga Together Walking (Family Violence Support)

Moorditj Yorga Together Walking (MYTW) supports Aboriginal women who are experiencing – or are at risk of – family and domestic violence. The team helps women feel safe and supported, and to build the skills they need to respond to future adversity.

The end of the rental moratorium in March had a devastating impact on the people supported by MYTW. Our team found it difficult to find safe, suitable and stable accommodation for women and families escaping FDV. Several families were also forced to move out of their rental homes.

Some reported that 60% of their income was being used to pay rent due to a lack of housing options. We referred almost 80% of MYTW clients to our Financial Wellbeing Services for financial assistance or emergency relief.

Our team worked collaboratively with Relationships Australia to host the Aboriginal Family Safety Project workshop in September. The workshop engaged Aboriginal community members to contribute towards the design, development and delivery of an Aboriginal Family Safety program. Clients felt empowered about the opportunity to have their say in the design of the program.





*"I have received assistance from Maria for 6 months now. I was helped with a VRO, housing transfer, counselling, relationship problems with my kids and family, Centrelink issues and a whole bunch of other stuff.*

*I feel safe now and I felt supported and listened to. I also got my sister to go to the Young Mums group and she really thinks it's great and has helped her. I know I can also ask for help if I need it again in the future. Thanks for everything".*

We received a WA Police Community Safety and Crime Prevention Grant this year to run a group focused on empowering young mums to be independent, confident, and build their support networks. The Young Mums Group often came together with the Women's Yarning Group to share their stories and create a space for the older women to offer encouragement and advice.

Women accessing MYTW have voiced that there's not enough services and help for men wanting to change and better themselves – family is men's business too. In response, our team formed a support group for men who wanted to make these changes. Women whose partners attend the men's group report feeling safer, that their partners have shown awareness of their behaviours, and that they are applying a more positive approach to parenting. One man expressed that the group gave him the strength and motivated him to change his life and create a better future for his children.



Tom\* was referred to the weekly Men's Group by his partner, who is supported by the Uniting Family Violence team. The couple share 2 children.

Tom started attending the Men's Group on a weekly basis. In his initial assessment, Tom expressed his desire to change but didn't know how, as he felt isolated and unsupported. He reported that, during COVID-19 lockdowns, his relationship with his partner had deteriorated and his drinking had increased. He said he often felt angry and unmotivated, and found it hard to express his emotions without aggression. But he also said he wanted to provide for his family and set a good example to his children.

Through the group, Tom began to open up and built a good rapport with the facilitators. He began to use the skills he learned in relation

to his behaviour, and actively tried to improve his relationship with his partner and children. Tom reported that he was only drinking in social settings and was aware how his behaviour can change under the influence of alcohol.

The program facilitators supported Tom in his search for employment by helping him update his resume and referring him to Aboriginal employment agencies and training. He is now working part time as a warehouse operator, and feels proud that he is able to financially support his family. Tom says the skills he learned are valuable to both his home and work life when dealing with stress.

Tom's partner reported that things at home have 'improved dramatically' and feels that she is now able to communicate how she feels without feeling threatened.





# Transitioning from Homelessness.

## Transforming Tranby

This year, we engaged specialist refurbishment company SHAPE for a total refurbishment of Tranby, thanks to a \$1.7m grant from Lotterywest. The improved design – by interior designers MKDC – includes greater capacity for visiting services, improved shower and laundry facilities, a commercial kitchen, training and social enterprise facilities, and a space that is more respectful and welcoming – both inside and out.



The space opened May 2021 and has allowed greater flexibility to work with people experiencing homelessness in a respectful and dignified way, allowing an increase in visiting specialist services that will lead to improved outcomes.

The layout allows for multiple activities to happen simultaneously as well as having a strong focus on keeping everyone safe.

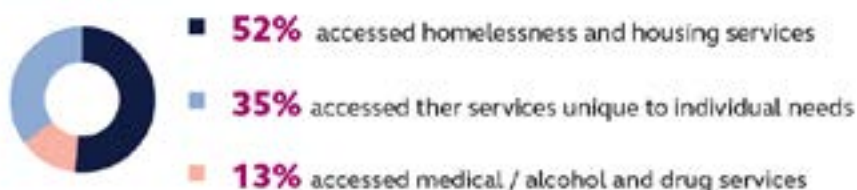
## Street to Home

The Uniting Street to Home outreach team connects and builds trust with people who are sleeping rough in the City of Perth and the City of Vincent.

The team supports people to access immediate accommodation and work with them to secure stable, long-term accommodation.

During the early response to COVID-19, the Street to Home team were deployed to locate and accommodate people who were sleeping rough in the greater Perth area as part of the Beds for Change initiative.

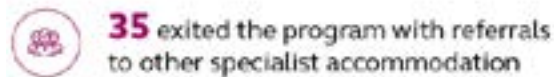
**811**  
Engagements



# Beds for Change

The Beds for Change initiative was developed to provide accommodation and wrap around support to people sleeping rough in the greater Perth area during the early response to COVID.

The program received 258 referrals during 12 months of operation, and provided accommodation and support to 126 people.



Jack\* was one of the first people to join the Beds for Change program in August 2020.

As a New Zealand resident who wasn't entitled to Centrelink benefits, Jack found himself sleeping rough and struggling without any financial, emotional or practical support. He expressed his gratitude for having a safe place to sleep, emotional support and material resources, which enabled him to focus on his next, most important goal, finding a job.

Jack was supported to update his resume, cover letter and complete job applications. He was also provided with wrap-around support including emotional support and referrals to other services when needed.

Jack was motivated and consistent in his search for a job, waking up early, using all available resources and leaving the hostel to explore different employment options on a daily basis. After a few weeks, Jack found a job working on farms in rural areas which involved being away for a few days at a time. He returned to the Hostel on his days off, catching up with Uniting team members to discuss the next goal on his list, long-term accommodation. A few weeks later, a private rental was secured and Jack moved into his own granny flat in October 2020.

# Individualised Services.

**Our Individualised Services team provides support to people with disability and those who identify as living with mental illness. These services are primarily provided through the NDIS.**

Uniting Individualised Services remains focused on overcoming the challenges of remaining sustainable while continuing to provide person-centred supports under the NDIS.

This year, Participant Reference Group meetings were localised to make it easier for our Participants to attend. These groups provide a forum for our participants, as well as their families and carers, to

share their feedback so we can improve the quality of the services we deliver.

In the Great Southern, Participants were provided with opportunities to connect with each other and their local community via a social coffee group. Participants are being supported by the team to build their skills and capacity so that they can eventually manage the social group themselves.

## Supported accommodation and community participation

Our team provides supported accommodation for adults who want to maintain independence in a shared living environment. We also cater to people who live in their own home and want support to live independently.

Everybody's journey is unique, so we also support people 1:1 to do the things they want outside of the home. This can be a new skill, following a passion or connecting with community — it's all up to the people we support.

Jacinta Hampson lives in a supported accommodation home she shares with other Uniting Participants.

At 18 years' old, Jacinta had just finished her first year of a university degree in Journalism when she had an accident that left her with catastrophic head injuries that doctors warned she would never survive.

But Jacinta fought back. After emerging from a coma and learning how to swallow, eat, walk and talk again, she began the journey to rebuild the rest of her life from the ground up. Two years after her accident, Jacinta wrote a story about her experience of adjusting to life with disability.

Now 52 years old, Jacinta was supported to publish her story as a blog on the Uniting website.



## Recovery Options

As a strengths-based, recovery-focussed support service, Uniting Recovery Options helps people experiencing mental distress and/or trauma. This service is available both within and external to the NDIS.

Participants who have expressed a desire to access the NDIS have been supported to do so by the Recovery Options team. Of the 96 participants who chose to apply for access to the NDIS, 83% were deemed eligible for funding packages –higher than the national average. All Participants with NDIS plans are now receiving increased hours of support to reach their goals and participate in their community.

# 59

Recovery Options service participants



**96** people supported to apply for NDIS funding



**83%** were found to be eligible for NDIS support

Kirsty is an accomplished artist with lived experience of mental illness. She has created and sold works – including commissioned pieces – in acrylic, oil and watercolour for many years.

By her own admission, Kirsty can be a bit introverted. She says art helps her come out of her shell.

***“Art helps me stay motivated, and it makes me feel good about myself,” said Kirsty.***

***“It helps me get through the hard times and gives me the confidence to promote myself.”***

As well as working on a children’s book, Kirsty has a goal to host an exhibition of her more recent work. She’s currently working hard to produce the required volume of work.

Kirsty has experienced periods where she wasn’t motivated and struggled to leave the house due to agoraphobia. She uses National Disability Insurance Scheme (NDIS) funding to access support from Uniting.

***“I was in a bit of a hole, I didn’t want to do anything a couple of years ago,” said Kirsty.***

Uniting provides day-to-day support to Kirsty on a 1:1 basis.

***“Uniting help me get organised around the house, they’ve helped me with budgeting.***

***We go shopping and talk about goals. We go walking, work on exercise goals. We talk about everything,” she said.***

***“I used to have panic attacks, but I don’t seem to have them as much now,” added Kirsty.***

Some of Kirsty’s art was recently spotted by the parents of Eden Knight, a Service Lead with Uniting’s Individualised Services who sadly passed away last year. Eden’s parents were wowed by Kirsty’s artwork, and so impressed by her story that they decided to purchase a painting from Kirsty and donate it to Uniting, so it could be displayed in the home where Eden worked.

They finally settled on Coastal Daisybush at the Lagoon, which will be hung at the house with a plaque to acknowledge Eden and his family.



# Your Say: disability advocacy

**Our free, confidential advocacy service promotes and protects the rights of people with disability and people with mental health challenges in the Perth metro area. Your Say is funded through the National Disability Advocacy Program.**

Uniting Your Say provided formal advocacy for 58 people with disability throughout the year. Informal advice and advocacy was provided to a further 99 people with disability, along with family, friends, and allied health professionals.

We also provided advocacy services to 7 prisoners at various prisons around Perth as part of our Prison Advocacy program.





# Reintegration.

Our Uniting Reintegration team provides Specialist Re-entry Services (SRS), including pre-release and reintegration support to men who have been incarcerated for life or indeterminate periods, or for long sentences.

## Reintegration — achievements in brief

**136**

people were supported by the Specialist Re-entry Services team

**94%**

increased their knowledge and connection to culture and community



- Through prison advocacy, a participant was encouraged and supported to obtain their driver's license while still incarcerated
- A long-term prisoner completed 10 reintegration leave sessions with the Specialist Re-Entry Services team, exposing him to the community for the first time in more than 18 years
- A participant successfully obtained employment and started working in landscaping

A participant gave an emotional thank you to the entire SRS team for the birthday card he received. It was the only birthday card he had received since his incarceration 7 years prior.

Note: All SRS participants are sent individualised birthday and Christmas cards each year signed by all team members.)

***“You listened and you did what you said you were going to do. I was pleased with the respect I was given.”***

***“Thank you for your ongoing support over the years. Your commitment and loyalty have been greatly appreciated. Your assistance has eased my transition back into the community.”***

# Community Housing.

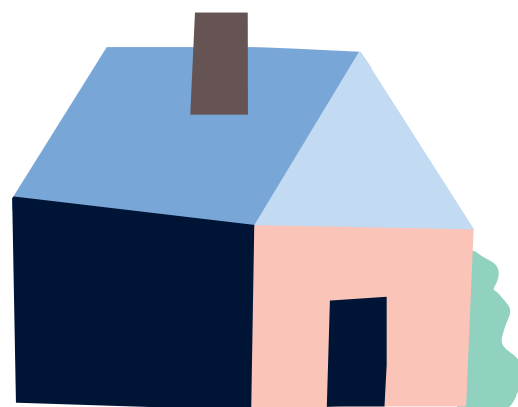
Our team provides customised tenancy support and property management services to people with disability, as well as people who identify as experiencing mental health challenges. We're a tier 2 housing provider and supported 455 tenancies across 318 properties throughout the year.

## Tenant satisfaction survey

The Uniting tenant satisfaction survey has been used for over 10 years to measure service quality and social impact of our Housing services.

The August 2020 survey shows that Community Housing maintains high rates of satisfaction with our services. Tenants also said that they are able to manage rent and money better because they're a Uniting tenant. They also feel safer because they live in a Uniting home.

Feedback provided in the survey confirms that stable accommodation enables tenants to feel secure and safe, and that having a home provides a fundamental platform to assist other aspects of their life.



## Tenant advisory forum

We recognise that our tenants have the expertise and perspective to make decisions about their own lives. The annual Tenant Advisory Forum was established following feedback from the 2020 tenant satisfaction survey.

The first advisory forum focused on repairs and maintenance, with tenants sharing their personal experiences and feedback. The forum was deemed to be a great success, with ideas put forward that were used by the Housing team to improve services. Tenants also expressed their appreciation for the opportunity to be involved and connected with other service users.



Our team managed **318** properties and **455** tenancies

**90%** of complaints were resolved, and **87%** were resolved through early intervention



**93%** of tenants were satisfied with our service



It's well known that loneliness and isolation can have a negative impact on physical and emotional health and wellbeing.

A group of 8 tenants were supported by the Housing team to visit the Perth Zoo, including transport. This provided tenants with the opportunity to connect, share stories and experiences with other tenants. This helps tenants build confidence to engage with their community, other services, and Uniting.





## Financial Wellbeing Services.

**Our Financial Wellbeing Services support people with practical advice, counselling and workshops.**

This year, almost 5,500 individuals and families were supported to better manage their money, reduce their debt and get themselves back on track.

We're also a lead agency of the Financial Counselling Network – a partnership of not-for-profit organisations and local government across Perth that's committed to reducing the causes and impacts of financial hardship in our community.

Due to additional government benefits and rental moratoriums, demand for these services temporarily reduced, although the end of the Coronavirus Supplement and lifting of rent moratoriums, has increased demand for Emergency Relief.

Our team has used the additional capacity to access community resources and develop partnerships with other services in order to improve the service provided to the community.

# 752

people accesses financial counselling services



Amount of debt presented:

## \$100,582,732

Amount of debt waived:

## \$856,347

**86** first peoples

**112** culturally and linguistically diverse people

**223** single parents

## Financial counselling clients say thanks.

*“This time last year we were in a state of grief, loss and sadness. We had no money for Christmas, no food and thought we were going to lose our house. You were so kind and gave us hope, gave us vouchers for food and helped with our bills. Not only did we have Christmas for the first time in 3 years, we even got to have a dinner at Crown! (Massive deal) We haven’t lost our house and are now on top of our mortgage payments- such a good feeling!!!*

*A year can make a huge difference and so can 1 person who sees things in a different light. Thank you for filling us with hope when things felt so dark. You make a difference with the work you do.”*

*“I hugely appreciate having had the opportunity to attend the budgeting coaching sessions and am extremely grateful for the financial skills I’ve developed.*

*It has made me feel confident and mature in my ability to identify my wants and needs, and has allowed me to maintain regular budgeting habits.*

*It was really helpful to thoroughly identify my financial goals, and map out my regular income and expenses to really work out how I can best manage myself.*

*The reassurance and encouragement in good habits forming has been invaluable.*

*I look forward to taking the skills I’ve learnt and keep applying and improving them well into the future.”*



# Philanthropy, community engagement and volunteering.

## Uniting Church Western Australia

We'd like to acknowledge the congregations, schools and other partners in the Uniting Church who have supported our important work through the year, and since our inception in 2006.

Connection with the Uniting Church community continues to grow. We honour the continuing relationship with the Uniting Church in the City, born in the work of Perth Wesley Mission and continuing with the substantial financial support that the Uniting Church in the City provides to Uniting WA. We welcome new opportunities to build on our 15 year strong relationship with Fremantle Wesley Mission community, and to collaborate with the national UnitingCare agencies network.

Our Practice Lead – Community Engagement works closely with the Uniting Church schools and colleges to inspire students who are thinkers and leaders to

foster their passion for community, and partners on various appeals and events, including the Wesley College Katitjin program and the Social Justice Youth Forum.

Many congregations and individuals provide regular material assistance support, financial donations and many hours of volunteer time. Knitted blankets, food and the genuine care offered by our Uniting Church community is deeply generous and greatly appreciated.

Donations are integral to our mission and represent a deep connection with our community and Uniting Church family. Donations enable us to provide the supports and services which lie beyond the scope of government funding, as well as enhancing established programs.

## Philanthropy

Uniting is grateful to the donors, congregation and businesses that support our programs with financial, material and pro bono service gifts. Each and every one is so appreciated.

We would also like to take the time to remember the generosity of those who chose to make a planned gift in their will, and their families.

# \$968,917

**donated** to Uniting WA with funds allocated to:



people experiencing homelessness



children, young people and families



bushfire appeal



organisational and operational support

# Volunteers

We couldn't act with impact without the support of our amazing volunteers.

# 298

amazing volunteers

contributed **1535** hours

**every month** to our

**12** community support programs



*“When I’m volunteering in Tranby, I can see the clients have a need for food and shelter – but what they seem to crave the most is for someone to talk to and listen to them, especially those experiencing loneliness and isolation.”*

# Supporters and Partners.

|   |  |
|---|--|
| 100 Families                                      | Department of Communities                  |
| &partners   | Department of Health                       |
| Aboriginal Legal Service WA                       | Department of Justice                      |
| Access Housing                                    | Derbal Yerrigan Health Service             |
| Anglicare WA                                      | East Metropolitan Health Service           |
| Art Rodgers                                       | Edith Cowan University                     |
| Ashurst   | Enex 100                                   |
| Australian Nurses Federation                      | Financial Counselling Network              |
| Bankwest  | Foodbank WA                                |
| Black Swan Health                                 | Forum Group                                |
| Blessed   | Fremantle Chamber of Commerce              |
| Centrecare  | Fremantle Mind                             |
| Chandler Macleod                                  | Fremantle Multicultural Centre             |
| Charter Hall                                      | Fremantle Rotary                           |
| City of Cockburn                                  | Fremantle Wesley Mission                   |
| City of Fremantle                                 | Jacobs                                     |
| City of Joondalup                                 | Griffiths Architects                       |
| City of Melville                                  | Hesta                                      |
| City of Perth                                     | Housing All Australians                    |
| City of Stirling                                  | Imagined Futures                           |
| City of Vincent                                   | Inclusion WA                               |
| City of Vincent Leederville Gardens Trust         | Jacaranda Community Centre                 |
| City of Wanneroo                                  | Kinship Connections Aboriginal Corporation |
| Cockburn Integrated Health                        | Lotterywest                                |
| Commonwealth Bank                                 | Marion Burchell                            |
| Communicare                                       | Meerlinga                                  |
| Community Employers WA                            | Men of the Trees                           |
| Cox Architecture                                  | Mental Health Commission                   |
| Curtin University                                 | Methodist Ladies College                   |
| Deloitte  | Metropolitan Migrant Resource Centre       |
| Department of Child Protection and Family Support | Mindaroo Foundation                        |
|   | MinterEllison                              |

MKDC  
MNG Survey  
Multiplex  
National Australia Bank  
National Disability Insurance Agency  
Noongar Mia Mia  
North Metropolitan Health Service  
Orange Sky  
Oz Harvest  
Penrhos College  
PGD Engineering  
Planning Solutions  
Presbyterian Ladies College  
Project Directors Australia  
QBE  
Quick Corporate  
Raine Square  
Reconciliation WA  
Red Cross  
Relationship Australia  
RPS Group  
RSM Bird Cameron  
Ruah Community Services  
Scotch College  
Second Bite  
Shape Australia  
Sheridan College  
Site Services Holdings  
Social Reinvestment WA  
Sophie Budd and Taste Budds Cooking Studio  
Sorooptimist  
Spacecubed  
Starting Over  
St Patrick's Community Support Centre  
St Stephen's School

St Vincent de Paul Society WA  
Tasty Fresh Trucks  
Technology One  
The McCusker Centre for Citizenship (UWA)  
The Smith Family  
The Stan Perron Charitable Trust  
The Estate of Shirley Joyce Airey  
The Estate of Shirley Elizabeth Hope Ellis  
The Estate of Patricia L Johns  
The Estate of Mr John Prickett  
Tim Davies Landscaping  
Tom Fisher House  
Tradelink  
Tranby College  
Trinity Residential College  
UnitingCare Australia  
Uniting Church in the City  
Uniting Church in WA  
Uniting Church WA Congregations  
Uniting Church of Australia  
Uniting Church Social Justice Commission  
Uniting NSW.ACT  
Uniting Vic.Tas  
UWA Centre for Social Impact  
Volunteer WA Leadership Network  
WA Alliance to End Homelessness  
WA Police  
WA Primary Health Alliance  
Wesley College  
Western Australian Council of Social Services (WACOSS)  
Wanslea Family Services  
Westpac  
Woodside Energy  
Wungening Aboriginal Corporation

# Board.

The Uniting WA Board oversees our direction and governance.

The Board is appointed by the Uniting Church Western Australia Synod.



**Erica Haddon**  
Chairperson



**Mark Webb**  
Board Member



**Alison McCubbin**  
Board Member



**David Kyle**  
Board Member



**Chris Hunt**  
Board Member



**Lisa Fini**  
Board Member



**Ron Chalmers**  
Board Member



**Jane Barker**  
Board Member

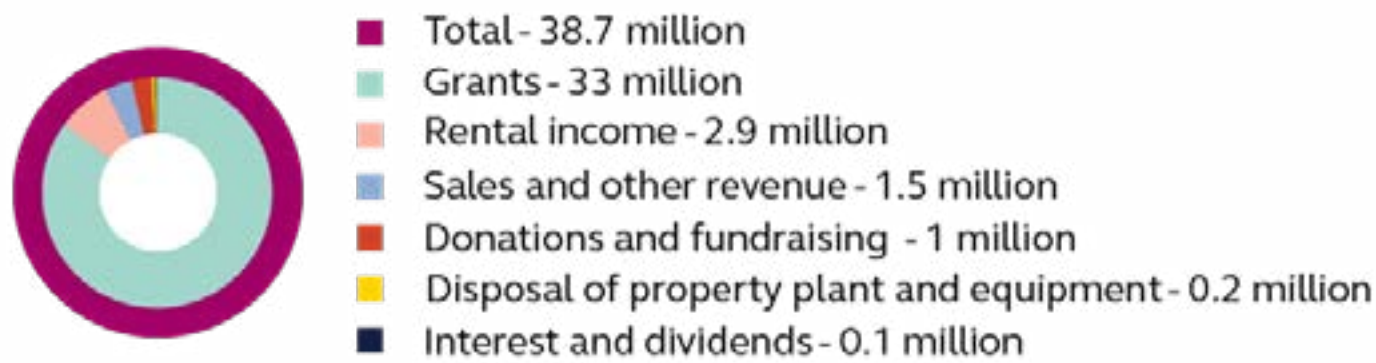


**Amanda Hunt**  
Chief Executive Officer

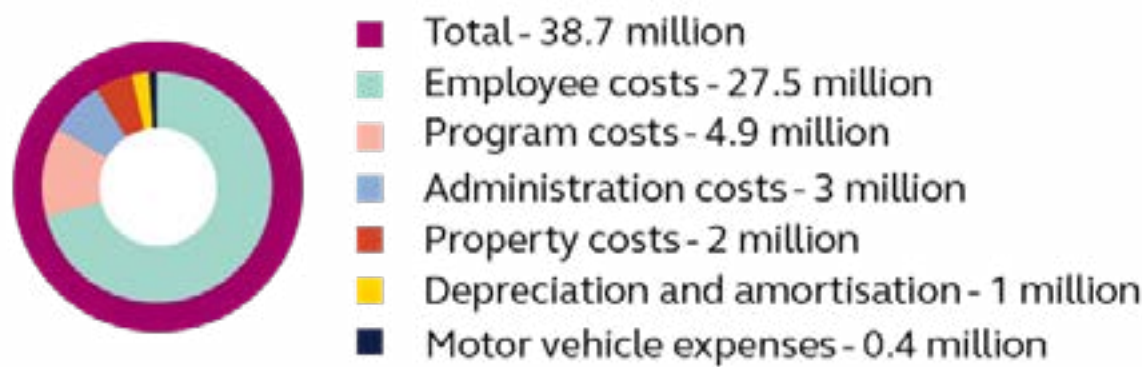


# Financials.

## 2020/21 income



## 2020/21 expenditure



## Financial performance

|  | 2020/21 (\$m) | 2019/20 (\$m) | Movement (\$m) |
|--|---------------|---------------|----------------|
| <b>Income</b>                            | <b>38.7</b>   | <b>36.2</b>   | <b>2.5</b>     |
| Grants                                   | 33.0          | 30.6          | 2.4            |
| Rental income                            | 2.9           | 2.9           | 0.0            |
| Sales and other income                   | 1.5           | 1.5           | 0.0            |
| Donations and fundraising                | 1.0           | 0.7           | 0.3            |
| Interest and dividends                   | 0.1           | 0.3           | (0.2)          |
| Disposal of property plant and equipment | 0.2           | 0.2           | 0.0            |
| <b>Expenditure</b>                       | <b>38.7</b>   | <b>38.0</b>   | <b>0.7</b>     |
| Employee costs                           | 27.5          | 28.3          | (0.8)          |
| Program costs                            | 4.9           | 3.8           | 1.1            |
| Property costs                           | 2.0           | 2.2           | (0.2)          |
| Adminstration costs                      | 3.0           | 2.1           | 0.9            |
| Depreciation and amortisation            | 1.0           | 1.3           | (0.3)          |
| Motor vehicle expenses                   | 0.4           | 0.5           | (0.1)          |
| <b>Operating surplus/(deficit)</b>       | <b>0.0</b>    | <b>(1.9)</b>  | <b>1.9</b>     |
| Redress and legal fees                   | 2.1           | 0.5           | 1.6            |
| <b>Net surplus/(deficit)</b>             | <b>(2.1)</b>  | <b>(2.4)</b>  | <b>0.3</b>     |

## Financial position

|                          | 2020/201(\$m) | 2019/20 (\$m) | Movement (\$m) |
|--------------------------|---------------|---------------|----------------|
| Current assets           | 16.8          | 20.8          | (4.0)          |
| Non-current assets       | 21.0          | 18.8          | 2.2            |
| <b>Total assets</b>      | <b>37.8</b>   | <b>39.6</b>   | <b>(1.8)</b>   |
| Current liabilities      | 8.6           | 8.8           | (0.2)          |
| Non-current liabilities  | 2.6           | 2.7           | (0.1)          |
| <b>Total liabilities</b> | <b>11.2</b>   | <b>11.6</b>   | <b>(0.3)</b>   |
| <b>Net assets</b>        | <b>26.6</b>   | <b>28.0</b>   | <b>(1.4)</b>   |

## Uniting remains in a solid financial position and expects to return to a surplus in coming years.

This position has been impacted by:

### Equal Remuneration Order (ERO)

Increased wages under the ERO were significantly above inflation and the increases in contract revenue and NDIS indexation. This resulted in an overall increase in wages costs as well as an increase relative to income.

### National Redress Scheme

Uniting is a participating institution in the National Redress Scheme for survivors of institutional childhood sexual abuse. Payments under this scheme commenced during 2019/20. Additionally, we incurred legal fees related to historic claims against Uniting as the entity responsible for the former Methodist Homes for Children / Mofflyn.

