

Uniting WA

# Annual Report

2021-2022



# Table of Contents.

Acknowledgement of Country.	3
Message from the Chair and the Co-CEOs.	4
Who we are and how we work.	6
Goals.	8
Commitments.	9
The difference we make.	10
Achieving goals: Culture and practice.	11
Achieving goals: Partnership and advocacy.	12
Achieving goals: Sustainability.	16
Achieving goals: Capacity and capability.	19
Achieving goals: Quality and impact.	21
Responding to COVID-19.	22
Services.	
Children and Young People.	23
Strengthening Families.	25
Transitioning from Homelessness.	29
Individualised Services.	34
Your Say: disability advocacy.	36
Reintegration.	38
Community Housing.	39
Financial Wellbeing.	41
Escaping Violence Payment.	44
Our supporters and partners.	45
Board.	47
Financials.	49

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

**Uniting WA**

**ABN** 75 467 729 203

**P** 1300 663 298 **F** 1300 663 528

GPO Box B74, Perth WA 6838

**[unitingwa.org.au](https://unitingwa.org.au)**

Uniting WA Annual Report 2022.



# Acknowledgement of Country.

Uniting WA acknowledges 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.





# Message from the Chair and the Co-Chief Executive Officers.

**As we (hopefully!) leave the COVID-19 pandemic behind us, we reflect on how much change and uncertainty we have had to absorb over the past two and a half years. This has been particularly true in the community services sector, where the impacts have been keenly felt. Lack of affordable housing and cost of living pressures continue to push the demand for services, while a tight employment market has placed immense pressure on service providers working to meet the needs of the growing number of vulnerable people in our community.**

In the midst of these pressures, Uniting WA has remained focused on its strategy to work with the people it supports, government, sector and other partners, as well as the wider community, to create a just society in which all people can thrive. We are constantly encouraged by the resilience and compassion of the Uniting team as they support people through these challenging times.

A change in CEO is a significant moment for any organisation, and in the past year Uniting has successfully negotiated this transition following the departure of Amanda Hunt in December 2021, after almost five years at the helm. During her time leading Uniting, Amanda brought about substantial change, building the structure and culture needed for a contemporary community sector organisation. Some of the major achievements during her leadership included re-branding from UnitingCare West to Uniting WA, the co-locating of Uniting's head office with the services offered from Aberdeen Street and the refurbishment of Tranby Engagement Hub into a respectful and inclusive space for those experiencing homelessness.

In a bold and innovative approach, Jen Park and Michael Chester were appointed Co-CEOs in May 2022 after effectively leading the organisation through a period of ongoing change and development following Amanda Hunt's departure. Having worked together for three years in their previous roles as Chief Organisational Development and Change Officer and Chief Operating Officer, Jen and Michael share a closely aligned vision of what the organisation should be, how it should operate, what the culture should be, and how Uniting should move into the future. Good communication and clear responsibilities are

proving key to the success of the shared leadership model. While Michael manages the services side of the organisation and Jen oversees the corporate functions such as finance, HR and marketing, shared KPIs provide a clear focus to drive strategic intent and direction.

A concentrated effort to manage costs over the past year has resulted in a better financial result for 2021-2022 than was expected. A review of all service pathways by external consultants Baxter Lawley provided valuable professional development for Practice Leads, as well as important commercial insight for the Board and Executive. In turn, this has contributed to a more collaborative budget process for 2022-23, led by Uniting's recently appointed Chief Financial Officer, Justin Bunter.

Uniting continues to respond to legal claims and redress applications arising from the Royal Commission into Institutional Responses to Child Sexual Abuse. To date, Uniting has contributed more than \$2m to claims by former residents of Methodist Homes for Children/Mofflyn. Although we continue to struggle to meet these costs out of operating income and reserves, we remain committed to responding to complaints of past abuse in a manner that promotes healing.

Some highlights of the year include joining a national consortium of UnitingCare agencies to deliver the Federal Government's Escaping Violence Payment (EVP) trial nationally, successfully novating the Family Carer and Support Services Contract to Kinship Connections Aboriginal Corporate, and commencing the reimagining of Wyn Carr House. You can read more about these highlights in the following pages.



We value the relationships and partnerships we share with Uniting Church congregations, schools and colleges. We deeply appreciate the generosity of our Uniting Church community in supporting our work with material assistance, financial donations and many hours of volunteer time. We're especially grateful for the ongoing financial support from Uniting Church in the City towards the delivery of services, which totalled \$650,000 in 2021-2022.

Looking to the future, Uniting WA's Strategic Plan for 2023-2026 is currently under development. The strategy is framed by an external environment that presents enormous challenges including increasing fundraising and operational costs, contracting constraints, strong competition for talent and competitive wages. Government policy changes and regulatory pressures, both state and federal, also contribute to the challenges and uncertainty.

A thriving not for profit sector is vital for the future productivity and wellbeing of Australia, and Uniting WA is committed to meeting the challenges we face by embracing the power of AND:

- Creativity AND Discipline
- Innovation AND Execution
- Humility AND Audacity
- Freedom AND Responsibility
- Cost AND Quality
- Short Term AND Long Term
- Prudence AND Courage
- Analysis AND Action
- Idealism AND Pragmatism

- Continuity AND Change
- Realistic AND Visionary
- Values AND Results
- Purpose AND Sustainability

Pursuing both sides of the “AND” with equal vigour is fundamental to success in this challenging world whilst ensuring that we never lose sight of our mission and the people we serve.

In the following pages, you'll read some of the inspiring stories that flow from the day-to-day interactions between our team and some of the people we support in our community. We want to thank our talented and committed team members for living our values and bringing our purpose to life through the complex and challenging work they do every day.

We also want to thank the members of our Board who volunteer significant time and effort in ensuring Uniting will continue as a strong and viable organisation long into the future. We acknowledge the valued contribution of Mark Webb who joined the Board in 2015 and stepped down in March 2022.

And of course, we want to thank all of our “like-minded” and “like-hearted” stakeholders who play key roles in the success of Uniting, whether it be through volunteering, philanthropy, partnerships, collaborating, influencing, advocating and spiritual guidance, to name a few of the many contributions. Your commitment and support in whatever capacity is acknowledged and valued – our success rests on you as you continue to invest in us.



**Erica Haddon,**  
**Chairperson**



**Jen Park,**  
**Co-Chief Executive Officer**



**Michael Chester,**  
**Co-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 Western Australia. We're proud to support thousands of Western Australians every year.

At Uniting, we recognise the strength and connection First Nations Peoples have to community and Country. We believe in embracing the wisdom, stories and culture of First Nations 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.



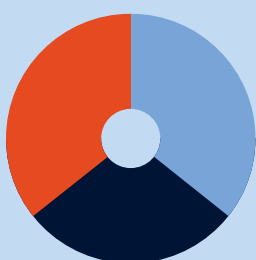


# The Uniting team

At Uniting, we're for people. Our team listens without judgement and proudly walks alongside the people we support, amplifying the voices of the most vulnerable members of the Western Australian community.

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

## This year our team was made up of 404 employees



● **149** full time

● **146** part time

● **109** casual

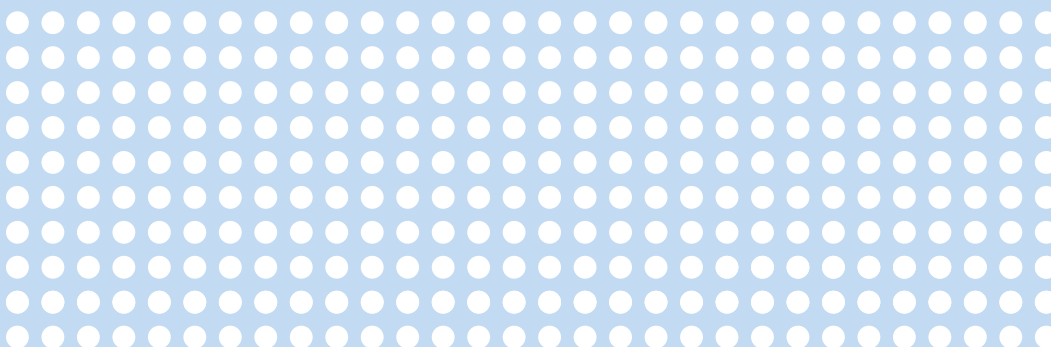
**7** identify as First Nations Peoples



**8** Board members



Supported by **300** volunteers



## 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 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.

## Sustainability

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

## Quality and impact

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

## 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 effect meaningful change
- Deliver quality individualised services in a sustainable way
- Reduce organisational complexity and develop new revenue options
- Partner deeply with our First Nations Peoples to build a strong future together.



# Commitments.

## People with disability

We're committed to providing high quality, compassionate person-centred care to people with disability in an environment of transparency, accountability and continuous improvement.

We acknowledge the pain and suffering of all those who have experienced violence, abuse, neglect and/or exploitation. 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.

This year we've published our Child Safety and Wellbeing Approach which informs our journey in upholding our Commitment to Child Safety and guides implementation of the National Principles for Child Safe Organisations at Uniting.



# 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 community
- Participate in community life and feel a deep sense of belonging
- Address the impacts of 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.

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

## Our commitment to Reconciliation

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

With an increasing number of First Nations Peoples accessing our services, it's more important than ever that we provide cultural training and operational support to our teams, enabling them to work effectively with First Nations Peoples as service users.

A new Reconciliation Action Plan (RAP) Working Group has been established to continue our journey. We have taken the first steps to review, refresh and develop a new Innovate RAP to guide us forward.



## Building our LGBTIQ+ diversity

Our BOLD Collective supports LGBTIQ+ diversity within Uniting and represents our commitment to inclusion.

Members of the Uniting team marched in the 2021 Pride Parade to the theme of R.E.S.P.E.C.T. We wore heart-themed clothing to reflect Uniting's value of respectful which means we open our hearts to all people. Our costumes and props linked to the "love is love" movement, which promotes acceptance of love regardless of class, race, gender or sexuality.



# Achieving goals: Partnership 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.

## Raising awareness of social issues

Uniting is committed to raising awareness of significant social issues to achieve positive change for the people we support. We have engaged with Government and political stakeholders to showcase our work and approach to key priorities.

We focused our advocacy efforts on:

- Identifying solutions to overcome barriers at the intersection of the National Disability Insurance Scheme (NDIS) and State Government responsibilities such as Health, Justice and Child Protection
- Homelessness, including Return to Country
- Supported accommodation models for people exiting homelessness, men leaving prison and children leaving care
- Housing barriers to pathways out of poverty.

## 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 2021, we supported the publication of the 100 Families WA report, which included insights into hardship and disadvantage in Perth, Western Australia. We also supported the Sonder art exhibition featuring artists with lived experiences of hardship and disadvantage and participated in a five-part 'Change Series' focusing on how we can improve systems that help people exit disadvantage.







Uniting Participant, Damian Watt, was interviewed as part of the 100 Families WA 'Change Series' which focussed on how systems can be improved to help people exit disadvantage.

Damian also displayed and sold his pieces of art at the Sonder art exhibition. The exhibition provided a platform for artists with lived experiences of disadvantage to share their work and stories. Sonder was organised and supported by 100 Families WA, uneARThed and Self Made Indigenous Corporation.

## Aboriginal Community Controlled Organisations

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



In partnership with Kinship Connections, Uniting has provided support and assistance to the Family Carer Support Service (FCSS) since July 2018. A Memorandum of Understanding between Uniting and Kinship Connections was established in 2019, with the support of Uniting's former Cultural Architect and Senior Executive, Aunty Josey Hansen, who was also Kinship Connection's Chairperson. In late 2021, with the support of the Department of Communities, it was agreed that the contract would be transferred to Kinship Connections. The transition was achieved in June 2022 and marked the first time a community services contract has been novated to an ACCO in Western Australia.

## Financial Counselling Network

Uniting is one of the lead agencies 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.

Uniting partnered with the Financial Counselling Network for several initiatives, including the development and implementation of the:

- Financial Wellbeing Hub, a 12-month pilot providing an entry point for people seeking financial wellbeing services, including community education and financial coaching and crisis support
- 12-month pilot to support the transition of the financial coaching model co-designed with Keystart
- Emergency Relief and Food Access Service.

## Homeless Engagement Assessment Response Team (HEART) Homelessness Partnership

Uniting partners 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.

This partnership also includes support to the Safe Perth City Initiative, enacted in early 2022 to expand outreach to rough sleepers and address anti-social concerns in the Perth CBD.

In April 2022, the Hon. John Carey MLA joined our HEART team on the front line as they engaged with people sleeping rough in the city. We thank the Western Australian Government for setting aside funding in the 2022-23 State Budget to extend this important program.

## Family Foundations

In partnership with Sudbury Community House and thanks to a two-year grant from Lotterywest, Uniting's long-running Family Foundations program relocated to Mirrabooka in August 2021.

Formerly, Family Foundations was running one afternoon a week. The program is now running Monday to Thursday, with a focus on structured parenting skills. Uniting is proud of the program and the practical skills it's providing to Western Australian parents.

## Lotterywest

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

Services and projects supported by Lotterywest include:

- Emergency Relief
- Family Foundations



## Social Reinvestment WA

Uniting supported this year's Raise the Age Campaign. In Western Australia, we send children as young as 10 to prison. Uniting doesn't believe children should be incarcerated, and we advocated with Social Reinvestment WA 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 the age of 18.

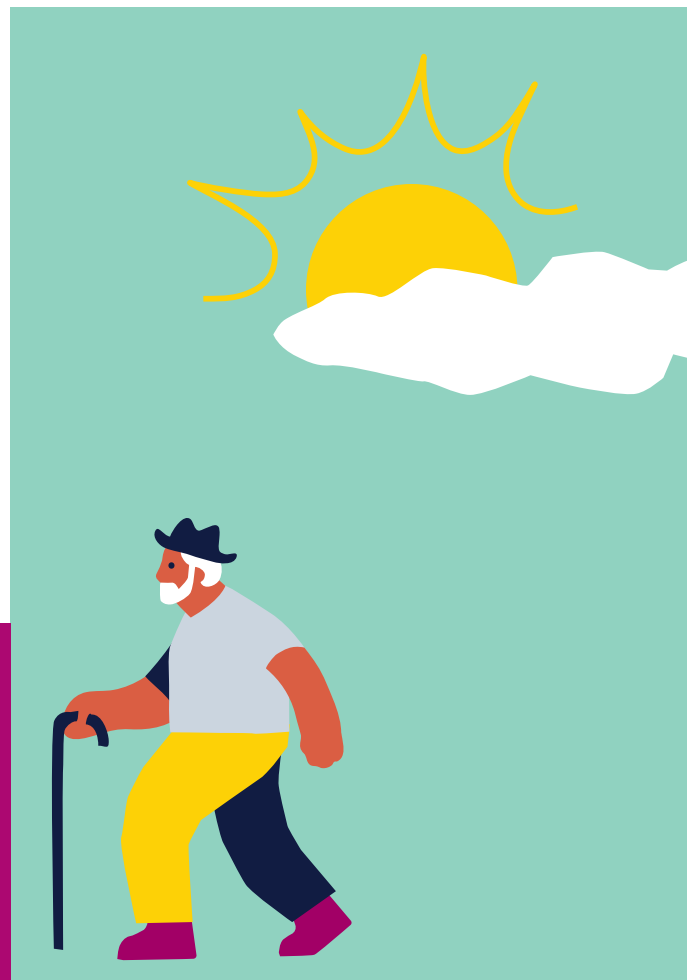


## Uniting Church Social Justice Commission

Our ability to address social inequality has been strengthened by our ongoing partnership with the **Uniting Church Western Australia**. Our Practice Lead Community Engagement attends meetings of the **Uniting Church Social Justice Commission**, which creates opportunities to share expertise, knowledge and resources in response to social justice issues of importance to the Uniting Church and Uniting WA.

## Uniting Church Disaster Relief and Community Recovery

Our Practice Lead Community Engagement attends meetings of the Church's Disaster Relief & Community Recovery Committee (DRCRC). Donations to the Uniting WA Bushfire Appeal 2021 have been used to support the DRCRC to appoint a part-time Disaster Relief Chaplain who has provided support to 117 people in the Gidjegannup/Wooroloo community affected by the fires of 2021.



## Partnerships and advocacy – achievements in brief

- Partnered with Foodbank WA for our 2021 Christmas Appeal and to establish Mobile Foodbank locations in Two Rocks and Yanchep
- Joined the Business News Hearts and Minds initiative as an inaugural member to share the Uniting WA brand story with new audiences, raise the profile of not-for-profit organisations and highlight the challenges facing our most vulnerable community members.

# 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.

## Reimagining Wyn Carr House

Over the last 12 months, the transformation of the historic Wyn Carr House has achieved major milestones. The iconic building has been reimagined into fit for purpose and respectful transitional accommodation for women over 55 who are at risk or experiencing homelessness.

In 2021, Uniting partnered with Housing All Australians (HAA). This partnership attracted some of Perth's largest property development consultancy firms to contribute over \$1m in pro bono services and construction material to help make this project a reality.

In June 2022, City of Fremantle Council unanimously approved plans for the development. The development will include extensive restoration of the original house and a contemporary two-storey addition to the rear of the block, which provides accommodation for 12 women at any one time.

In early 2022, we successfully obtained over \$3m in State Government funding to support the Wyn Carr project. Together with philanthropic donations, this funding will deliver the restoration of the original house and the construction of the new building. Western Australia's largest Aboriginal-owned construction business, Marawar, has been engaged as the builder. Construction is expected to commence in late 2022.

Wyn Carr House had a long history of housing women, operating as a refuge from 1978 until 2019 when it was considered no longer fit for purpose. The redevelopment will honour the heritage of the building and the services that have operated from Wyn Carr House. Uniting WA's ownership of the property and shared history with the Fremantle Wesley Church and community provides a unique opportunity to create a real and sustainable impact for at-risk women.



## Disability housing growth

In late 2021, Uniting purchased a property in Secret Harbour for our NDIS-funded Supported Independent Living program. New residents moved into the property in June 2022. It's a spacious and modern home with plenty of room for family and friends to visit. A granny flat on the property also facilitates residents transitioning to independent living in a safe environment, with Uniting team members available onsite for support at all times.





# Property development pipeline

The development feasibility assessment of a Uniting property in Armadale has commenced, with options prepared to build up to 30 new houses for low to moderate income earners. Development of this property is expected to provide long-term housing referral options for people and families experiencing housing stress, and for people exiting Uniting service pathways.

Concept designs have been prepared to build up to 14 long-term houses for women on low to moderate income at a property in Melville. It's intended that this property will support women transitioning from Wyn Carr House into more stable and secure long-term housing.

## New services launched

We have launched two new services this year:

### 1. Positive Behaviour Support

The Uniting Positive Behaviour Support (PBS) service launched in February 2022. As a person-centred NDIS provider, we use evidence-based strategies that are responsive to a person's needs to reduce the occurrence and impact of behaviours of concern.

We work with Participants and their circle of support to improve their wellbeing and quality of life. Our approach is based on overarching values, including choice, participation, and equality of opportunity. The PBS service is available to NDIS Participants or on a fee-for-service basis.



### 2. Children's Counselling Service

In March 2022, we launched our fee-for-service Children's Counselling Service from our newly refurbished office in Subiaco. The service supports children, young people and their families to manage and overcome the challenges and struggles they face in their daily lives.

Our team of counsellors have decades of collective experience working with children and young people with complex support needs. They adopt a person-centred and trauma-informed approach, meaning that counselling and support is tailored to meeting the unique needs of each client and their families.

The Children's Counselling Service offers evidence-based Play Therapy, a non-directive process that allows children to work through difficult feelings, memories and experiences at their own pace.

Uniting provides a safe, non-judgemental space to encourage a therapeutic relationship that facilitates healing and growth, along with the development of self-esteem, resilience and healthy relationships for children and young people.

## Delivering BillBuddy

In conjunction with a consortium of not-for-profit service organisations, we participated in an initiative to co-deliver a web and mobile application called BillBuddy with ClimateClever, a local Western Australian social enterprise. This application will assist low-income households to measure, track and reduce their utility bills and environmental footprint.



### Sustainability – achievements in brief

- We reviewed our fleet of vehicles with an objective to reducing our carbon footprint
- We incorporated solar passive design principles into the design of all new property developments to achieve reductions in energy consumption and related costs
- We prepared a sustainability program which will see photovoltaic solar panels installed in Uniting properties over the next two years, which will reduce resident's day to day living expenses.

# Achieving goals: Capacity and capability.

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

## Investing in our people

In July 2021, we launched the Willy Wagtail Scheme to recognise outstanding performers and provide professional development opportunities that wouldn't normally be funded in the sector, complementing the pursuit of career development.

Learning and development opportunities are granted to team members who are nominated and demonstrate the Uniting values through outstanding performance and commitment.

## New supervision and development cycle

In line with our focus on developing Uniting team members, the new supervision and development cycle has streamlined the experience of team members in relation to supervision, development and career progression. This future-focused approach has enabled purposeful and targeted investment in each team member's career, facilitating an employment relationship based on reciprocal benefits and mutual commitment.



# Planning a digital future

This year, our Organisational Solutions team developed a Digital Roadmap detailing a three-year improvement and digital transformation plan. We're committed to achieving cost-savings, efficiencies and clearly defined outcomes as we enhance our digital technology.

A considerable number of projects have been identified and split across four main streams. It's intended that more projects will be added to the Digital Roadmap over time.

We're continuously improving our cyber security capability and systems to respond to the changing external environment.



Digital Strategy	Linking our digital work to our strategy objectives through a Digital Strategy
Digital Projects & Sustainment	Ensure consistency in the way we plan, implement and evaluate Digital Projects through standardised project management, change management, and ongoing sustainment
Digital Enablement	Ensure Digital Enablement through integrated and accessible digital systems, aligned business processes and staff with necessary digital knowledge and skills to undertake their roles
Digital Infrastructure	Build safe and secure Digital Infrastructure where risks are mitigated, and plan for digital change in new technology, our business, and in our sector.

An illustration of a bright yellow sun partially obscured by a white, fluffy cloud. The sun has several wavy yellow lines radiating from it. The background is a light blue gradient.



# 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.

## Lived experience and the service user voice

The 'service user voice' refers to any and all expression of the views, opinions, needs, experiences and outcomes of individuals, families and carers who have previous or current involvement with our services. It provides the richest and most important information about the quality and safety of the services we provide. It informs at the individual, organisational and systemic levels, guiding our advocacy and informing program and organisational direction.

Uniting is in the early stages of developing a Lived Experience and Service User Voice Framework that will provide a clear structure for understanding the value of lived experience and the thinking behind the capture of the service user voice. It will clarify terminology in this space and provide an overarching plan of what we need to do and suggestions on how we will do it in each of our

service pathways, giving examples of activities, based on research, that best suit service users in that area. It will provide the guiding principles that inform the practice and will outline the remuneration structure for the time invested by our lived experience ambassadors.

We will listen with compassion. We will learn with respect. We will be bold and act with imagination to develop and improve our services and the sector as a whole.

## External audits

We achieved compliance in a number of external audits during the year, including NDIS Quality and Safeguarding, Community Housing Regulatory Framework, Your Say, Independent Living Program, Reintegration, Futures, Family Group Homes and Attach. Auditors noted the "genuine commitment to quality improvement" shown by Uniting WA team members and service users.

## 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
- Increased capacity to illustrate service user feedback data and trends.

# Responding to COVID-19.

## COVID-19 vaccination hubs

The State Government mandated Community Care Services Worker (Restrictions on Access) and COVID-19 and Booster Vaccination Directions. We complied with these directions across the whole organisation with minimal loss of workforce. Uniting continues to comply with all public health and social measures.

The Tranby Engagement Hub, in conjunction with the Department of Health, was utilised as a COVID-19 vaccination hub for people experiencing homelessness and the staff that support them. We also coordinated vaccination hubs at our inner-city hub for Participants in our disability accommodation program and Uniting team members.

## COVID-19 frontline response

Uniting team members displayed exceptional professionalism and dedication in implementing COVID-19 response protocols and adapted service delivery.

Our COVID-19 Working Group met regularly to review response protocols and to ensure we complied with Government requirements. We also communicated internally and externally, ensuring all stakeholders were provided with the most current information.

While Uniting has not been immune to the impacts of COVID-19, we have shown flexibility and creativity in an ever-changing environment. We are fortunate to have the calibre of the workforce we do, who have shown strength and adaptability in a challenging environment.

## Flexible work practices

The continuation of the COVID-19 pandemic exacerbated and demanded the use of dynamic strategies to alleviate ongoing resource and workforce capacity pressures. In response, Uniting enhanced the flexibility of work practices across the organisation, recognising the importance of the hybrid model as a mitigating strategy.

## COVID-19 recovery packs

We prepared and delivered 139 recovery packs to about one-third of our workforce to help Uniting team members feel more comfortable on their road to recovery. The packs contained a vitamin booster drink, hot lemon drink, thermometer, pain relief medication, anaesthetic cough lozenges, disinfectant wipes, sore throat gargle treatment, jelly beans and resource information.

“I just wanted to say how grateful and appreciative I am for my bag of goodies that was left on my doorstep by a COVID warrior fairy last night. It is just such a **simple but extremely thoughtful and heart-warming** gesture and I feel so overwhelmed and proud of the organisation I work for. I am truly thankful and wanted to just let you know how warm and gooey it made me. My children were astounded, couldn't believe that my workplace would care so much, a lovely insight for them to see **the value in working for an employer that values you.**”

## Working with Government and sector

Uniting worked closely with Government agencies and peak sector bodies to seek guidance, share information and provide input into various welfare-related responses.

In March 2022, Uniting proposed and implemented a Rough Sleepers COVID-positive Transport Response to provide a solution to improve the timeliness of transport for rough sleepers who tested positive at a homelessness day centre or in transitional accommodation.

The Department of Communities, National Disability Insurance Scheme and the Mental Health Commission supported Uniting by providing masks and rapid antigen tests.

# Children and Young People.

Our Children's Counselling, Child and Family Therapeutic Services, Foster Care and Family Group Homes teams, supported hundreds of children, young people and parents throughout the year.

## Child and Family Therapeutic Services (CAFTS)

The Uniting 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 220 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 counsellor made my daughter feel comfortable and safe, she was able to get her to attend sessions with me due to her nurturing personality."

"My son always felt comfortable in every session he attended... he now regulates his emotions."

"I was able to get support and help. It makes me feel like my problems matter. Having my counsellor there made me feel like I was valued and boosted my self-esteem."

## 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.

We said farewell to one of our young people who turned 18. The young person had lived in one of our Family Group Homes for the past five years. The young person successfully transitioned to an Independent Living Program home under the NDIS scheme, where she joined her sister.

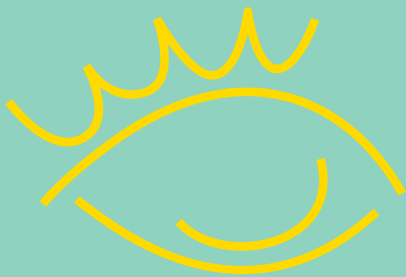


# Foster Care

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 14 children and young people in long term foster care placements, as well as 23 foster carers during the year.



**A 9-year-old child who had been living in a Uniting Family Group Home moved in with his new foster carer just before Christmas. The timing couldn't be more perfect, and the child and carer enjoyed Christmas together for the first time.**

Our Family Group Home and Foster Care teams collaborated behind the scenes to ensure a successful placement. They worked together to support the child and carer in building rapport and transferring knowledge of strategies and routines that supported the child in his Family Group Home placement. This approach meant that the child could be an active voice in his care planning.

## Transitional High Needs Program

In September 2021, we were selected as a Preferred Respondent for the panel refresh of the Transitional High Needs Program.

The Transitional High Needs Program provides intensive therapeutic intervention to children and young people between the ages of 12 to 18 for a short to medium term with the intention of transitioning the child or young person into less

intensive services as they respond to therapeutic intervention.

Through this service, children and young people with complex and extreme needs can be accommodated and supported in the same placement without having to transfer to a new service provider as the needs of the child or young person reduce.



# 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 developing of coping strategies to build long-term resilience.

## Attach

The Uniting Attach program supports parents concerned about their drug and alcohol use. It's for families with children eight years and under and lasts for four to six months.

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

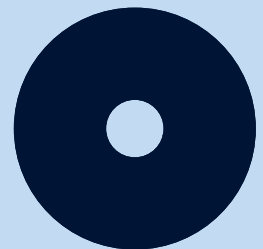
The Attach program continues to build a strong relationship with the Perth Children's Court. The Children's Court has started a pilot for a therapeutic court whereby young parents are supported to address their barriers to ensure they can work towards having their children back in their care. The reputation of the Attach program is strong, resulting in Djinda Service, a law service based at the Children's Court, also referring parents to the Attach program.



## Parenting Under Pressure

The Uniting 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.

**100%**  
of clients  
reported



- Increased knowledge and skills in effective parenting strategies
- PUP strategies had a positive impact on their child/ren

We supported a mum and her child who had been self-harming.

We helped the mum struggling with feelings of shame, guilt, shock and loss of confidence in her parenting.

Through psychoeducation, addressing stigma and introducing safer alternatives to self-harming, we were able to help the child.

A joint session with the mum and child was also held to open communication between them.

With the help of our PUP program, the mother-daughter dynamic improved. Fears and concerns were alleviated, and the child's school attendance improved.

# Family Carer Support Service

Since 2018, we've partnered with Kinship Connections Aboriginal Corporation to deliver the Family Carer Support Service. From 1 July 2022, the service transitioned to Kinship Connections, the first time such a transition with the Aboriginal Community Controlled Organisation has occurred in Western Australia.

The Family Carer Support Service provides support and assistance to carers of children who aren't able to live with their immediate family. This year, over 80% of the referrals have been for Aboriginal

family carers. Engagement with these family carers has been strong and the outcomes positive.

**"I have developed skills through workshops you had organised to understand the impact of trauma on the brain and how to respond to difficult behaviours. I am now in a position where I am practising more self-care therefore able to support the kids better in daily challenges. I feel I am in a much better state of mind and healthier due to your great support and help."**

## Intensive Family Support

The Uniting Intensive Family Support (IFS) team assists parents with parenting skills and family functioning, helping to create safe and nurturing environments for children. This support includes learning about child development, family relationships and home management, with a focus on family preservation and reunification.

The IFS team in Fremantle partnered with Child Protection Family Support (CPFS) and the Fremantle Women's Health Centre to deliver a playgroup for young parents who have grown up in the care system and are now facing challenges in raising their own children.

This partnership aims to provide a safe, non-judgement and free-flowing space for mums to engage, connect and strengthen their relationship with their children and other young mums.

**"You had so much to offer families who are in need and are so supportive in all areas."**

**A successful case closure occurred for a mum who had many years of on and off involvement with CPFS and other local agencies.**

The Mum had learning difficulties and appeared never to have been able to retain nor put into practice the skills and strategies presented to her. Our IFS senior case worker engaged with the Mum differently, utilising ongoing role plays and scenario settings to learn and implement the parenting skills required. The Mum is now a confident parent and feels ready to continue this without service involvement.

**Three children were brought into care under protection orders due to neglect, emotional and physical abuse, and methamphetamine use by both parents, Matt\* and Claire\*.**

Matt and Claire were referred to an alcohol and other drugs counselling service and a family domestic violence service. They also completed the Circle of Security program and attended the Caring Dads program.

In November 2020, our IFS team began working with Matt and Claire. Engagement with them was difficult and limited sessions could be provided. At the beginning of 2021, a new Uniting Senior Case Worker started working with the family and provided intensive parenting support to Claire. Matt was not engaged at this point and still displayed controlling behaviours towards Claire.

Later in 2021, a meeting was held, and Claire was able to provide safety network members, which resulted in the children being allowed sleepovers. Since then, contact has increased, and all three children are now reunified. Matt has also started to engage with our Senior Case Worker and is sharing his struggles.

This is a good example of how our programs work with clients at their pace, to ensure the service is person-centred, resulting in the three children returning to a family and not remaining in the out of home care system.

# Family Foundations

Family Foundations is a drop-in service for families, providing a safe space to share a meal, connect with their community and access a variety of support services. Uniting is proud to partner with Sudbury Community House in Mirrabooka to operate this service.

A two-year Lotterywest grant has enabled us to expand the Family Foundations program with Sudbury Community House and to work towards a long-term sustainable funding model.

We're grateful to our volunteers who help with the preparation of meals and connecting with our families. It's a privilege to be of service to our families and have them trust in us to help with their journey in life.

**33** families accessed the service

4 team members helped with running the service



Single father James\* recently reunified with his two-year-old son Zac\* following removal by CPFS. James and Zac were referred to Family Foundations by the Sudbury Early Learning Centre, where Zac had been provided with a placement by CPFS.

James was able to access informal parenting support for specific challenges he was having as a new parent. James found the support helpful, and the information provided was easy to understand and practise to apply to his and Zac's specific needs.

James' confidence grew in his parenting ability, and he was linked to the Work and Development Permit Scheme by Family Foundations. As a result, he could work off his fines, ensuring he would avoid a custodial sentence.

Family Foundations advocated for James at his CPFS meetings. Through his involvement with Family Foundations and the Early Learning Centre, we were able to support James with observation reports on Zac which reassured CPFS that James had turned a corner and would close his case with CPFS.

James was grateful for the support provided by Family Foundations and Sudbury Community House.





# Moorditj Yorga Together Walking (Family Violence Support)

“Thank you for the ongoing support I have received and not letting me give up. I can’t believe I’ve got a job now. Life is really starting to look good.”

Moorditj Yorga Together Walking (MYTW) supports Aboriginal women who are experiencing or are at risk of family domestic violence. The team helps women feel safe and supported, and to build the skills they need to respond to future adversity. 100% of MYTW clients reported having increased skills to manage future problems.

Our team strengthened their relationship with the Fremantle District Family Domestic Violence (FDV) Coordinator. This relationship has enabled discussion about how the police and FDV services can better work with Aboriginal victims of FDV. A working group with bi-monthly meetings was formed to improve communication between the client group and police and to strengthen ties with other local organisations.

**4** clients from the women’s and men’s groups attended the Status Employment Services event hosted by the Moorditj Job Expo



**1** client was supported to obtain his forklift ticket and was offered a FIFO job



**1** client completed her training with the Wirrapanda Foundations Vocational Training Employment Centre





# Transitioning from Homelessness.



**Every night, up to 900 people sleep rough across Perth, and over 9,000 people experience homelessness in Western Australia**

## Tranby Engagement Hub

The Tranby Engagement Hub is an engagement and referral service for people who are in crisis and sleeping rough in and around the City of Perth. Our team provide essential services such as showers, laundry and food. We work 1:1 with people to understand their individual needs and support them to access services that are right for them.

Tranby is a safe and supportive environment where people are welcomed exactly as they are. We operate a low threshold model of service, placing as few barriers as possible for people experiencing or at risk of homelessness.

We support people to develop the capacity and skills they need to move from crisis towards secure long-term accommodation. We offer this support through our team of Crisis Support Workers, Key Workers and Tenancy Workers, while also partnering with visiting agencies to provide medical, legal, alcohol and other drug support, counselling and advocacy services.

This year, we had 42,770 presentations of people requiring support at Tranby.

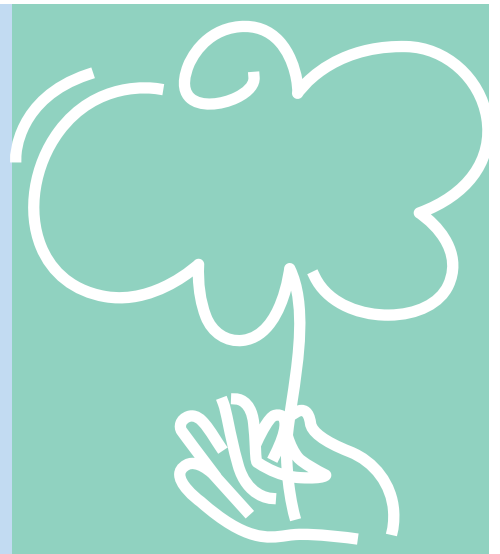
## Street to Home



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 works with them to secure stable, long-term accommodation.

**This year, there were  
1,241 engagements.**



## HEART responsive outreach service

HEART is our newly funded responsive outreach service, collaborating with St Pat's and Wungening and funded by the Department of Communities.

Our HEART team focuses on the Perth central business district and works within the Safe Perth City Initiative to provide referral pathways into accommodation such as Koort Boodja and Boorloo Bidee Mia.

The service works in close liaison with the Western Australian Police Force, City of Perth Rangers and Roo Force in targeted outreach with some of Perth's most complex rough sleepers to engage them in supports.

# 719

## Engagements

**398** were sleeping rough or experiencing homelessness

**50** individuals were connected with supports



# Koort Boodja

To address the growing issue of rough sleeping and homelessness in our city, we operate a transitional accommodation program called Koort Boodja. The program was developed following the success of Uniting's Beds for Change initiative.

In addition to accommodation, Koort Boodja provides wrap-around case management support for up to 30 people at one time including couples, families with adult children, and single men and women.

**69**  
people  
accommodated

**95%**  
occupancy rate



Of the 69 people accommodated:

- 12** people referred via our Street to Home team
- 17** people referred via the HEART team via the City of Perth Safe City Initiative
- 39** people referred via the HEART team
- 1** person referred via a crisis referral

Our team supported:

- 8** people to transition into longer term accommodation at Boorloo Bidee Mia
- 6** people to return to live with family members
- 3** people to transition into our Homeless Accommodation Support Service program
- 2** people to obtain Homeswest accommodation
- 2** people to transition into the Salvation Army Family accommodation program
- 2** people to re-establish contact with their children who were in the care of CPFS
- 1** person to transition into the Cyrenian House rehabilitation program

**The Koort Boodja program supported a couple who have been sleeping rough for a number of years. They accessed homelessness services for support over this time and have transitioned into their own Housing property.**

They accessed Koort Boodja through the HEART referral pathway and with case management support while they were residing at the service, they were able to accept the Housing property, access furniture and goods necessary to move into a property and have been settling in well to their new home.

This shows the journey of people who are marginalised and experiencing multiple barriers into other mainstream accommodation and how Koort Boodja, which operates under a low threshold model, is providing opportunity for highly complex and vulnerable people to transition out of homelessness.



# Homeless Accommodation Support Service

The Uniting Homeless Accommodation Support Service (HASS) provides accommodation for up to 12 months with holistic case management for adults who are at risk of or are experiencing homelessness.

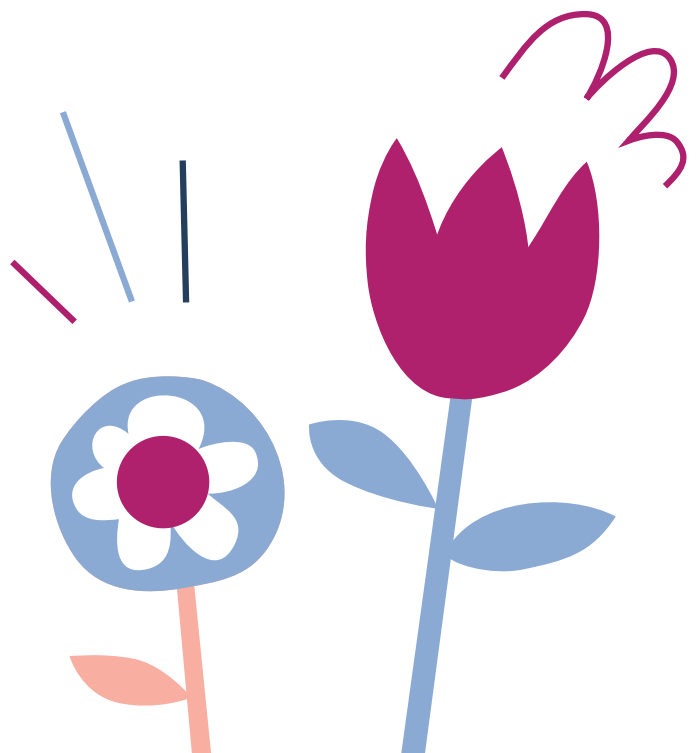
We have five shared-accommodation properties across Perth with onsite case management and support available five days a week.

We supported 81 people throughout the year.

A man with a terminal cancer diagnosis was provided safe and dignified accommodation during his final months of life. During this time, the HASS team advocated with a charity to take his children to a West Coast Eagles game, and this was one of the last recreational activities the man was able to enjoy with his children before he passed away.

A client who was accommodated in the HASS program after being released from prison commenced training towards a Certificate IV in Mental Health.

Upon entering the HASS program, a young person who had a long history of polysubstance abuse accessed alcohol and other drug support. The young person applied to study at university and transitioned into on-campus accommodation and commenced his course.



# Individualised Services.

Our Individualised Services team provides support to people with disability and those who identify as living with mental illness. These services primarily provided through the NDIS, adopt a person-centred approach that supports people to build capacity and achieve their goals.

## Supported accommodation and community participation

In mid-July 2021, residents in the Carlisle house transitioned from the Children and Young People service to be supported by Uniting's Individualised Services team. This transfer provided an opportunity for continuity of support for four young people, all aged 18 and over, to work towards adult independence and to align their supports to the complexities of the NDIS.

Uniting received a grant from the City of Albany to purchase a tricycle and start a cycling group. One Participant was so excited about the first cycling session that he dusted off his own tricycle, had it serviced and arrived early for the second session. Prior to the organised bike rides, the Participant regularly declined to participate in structured exercise.

### **Sam\* lives in supported accommodation in the Great Southern and is a big fan of Delta Goodrem, listening to her music most days.**

With our support, Sam had the opportunity to travel to Perth to see Delta live in concert at the RAC Arena.

Leaving his house and getting out of his comfort zone was something Sam had to overcome to realise his dream of seeing Delta. Sam was nervous but rose to the challenge and embarked on the road trip to Perth.

Sam picked his hotel and the room he wanted to stay in, what and where he wanted to eat, and even where his support person should park the car. Sam learnt how to use elevators and discovered he was not keen on heights.

Sam thought the concert was amazing and it was a moment he will never forget. His confidence has grown, and Sam can't wait to plan for his next adventure.



### **Johnny\*, a former child in care, came to be supported by Uniting after experiencing a period of homelessness.**

At the time, Johnny needed 24/7 support to build his daily living skills. In the past 12 months, Johnny has graduated from a seven-week TAFE course in culinary skills and learned the skills he needed to move into a place of his own.

Johnny is very excited to be living on his own with minimal support.

# 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.

**100%**  
reported being  
able to recognise  
early warning  
signs that impact  
their health and  
wellbeing

**39** Recovery Options service participants

**80%** reported progress toward their recovery plan goals and were better able to manage their mental health

**60%** reported they were better able to manage their supports and services

**40%** reported they were able to implement strategies or seek support

## Jane\* was referred to Recovery Options in July 2020 after a hospital admission.

At the time she was experiencing high levels of distress, was overwhelmed by her care-giving responsibilities and had limited social networks.

Jane identified that she wanted to study beauty therapy and eventually find employment in the industry. With the support of her mentor, Jane put strategies in place to reduce distress and enrolled in a beauty therapy course. Jane completed the 12-month course and started applying for jobs.

Jane obtained a casual role with a beauty therapy franchise and initially started working a few hours a week. Due to her commitment, Jane's employer offered additional training opportunities to enhance her skillset and full-time hours.

Jane has made new friends through her workplace and goes out for social occasions when she isn't working. Jane's self-esteem has increased, and she has balance in her daily life. Her mental health has improved, and she has not been in hospital since she engaged with the service in 2020.



# 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 50 people with disability throughout the year. Informal advice and advocacy support was provided to a further 196 people with disability, along with family, friends, and allied health professionals.

We also provided advocacy services to eight people with disability at various prisons around Perth as part of our Prison Advocacy program including family, friends, professionals and support networks.

**Increasingly, the Uniting Your Say Disability Advocate is asked to support people with disability who are engaged with the Justice system but who might not continue on this path if they had access to the right supports.**

**Uniting Your Say supported John\*, a young man facing the high likelihood of being sentenced to a term of imprisonment.**


While John had NDIS access for a psychosocial disability, he had limited funded supports to manage his functional impairments and build his capacity and independence. This situation was identified as a key factor leading to the circumstances surrounding his offending.

Uniting's Your Say Advocate supported John in securing an increase in funding that allowed his lawyer to demonstrate that John would be appropriately managed in the community and was no longer a risk.

John received a conditionally suspended sentence and remains in the community with the correct supports.







“I feel very fortunate that I was put in contact with Vernon to assist me with my problems at a time when I was too ill and in hospital to deal with the agencies involved. It enabled me to focus on getting my health back and not being continually stressed by being harassed.”

“Thanks we are so happy we got a great outcome. We are so grateful for all your help and support and we wouldn’t have been able to get through the process without you. Have a great Christmas and all the best for 2022. Having access to expert help when you are so stressed out is life changing.”

“I just wanted to say thank you for all your help and guidance, you have helped us more in the last couple of days than anyone since we began looking for help. I do have some great news (client) will be trying out the Men’s Shed tomorrow and he is very excited about attending, thanks again, we really appreciate it all.”

# 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.**

This year, we celebrated 40 years of delivering Reintegration Services. The UnitingCare Outreach Services originated at Wilga, 250 kilometres south of Perth, in 1982.

Accommodation at a timber mill owned by Reg and Norma Shepherdson was used as a base to help prisoners reconnect with the community.

Although Outreach Services are no longer provided at Wilga Sanctuary, our Reintegration Services team carry on the legacy, providing support to adult men who have been in contact with the justice system.

The number of community-based Reintegration Participants securing employment increased due to the impact of COVID-19 and border closures. Workplaces became more flexible with community order obligations due to skilled workforce shortages.

**150** people were supported by the Specialist Re-Entry team

**88%** of current participants reported improved confidence in crime free life

## **John\* was referred to our SRS team in 2016.**

During his time in custody, John graduated with an undergraduate degree in sociology and social policy and completed a graduate diploma in art. John also completed all rehabilitative programs available to him, including voluntary courses.

Released in mid-June 2021, John continued to actively engage with our SRS team. With support, John had his tattoos removed and successfully gained his driver's, forklift and HR licences while maintaining two part-time casual jobs.

In late 2021, John secured full-time employment as a dangerous goods driver. With the support and guidance from our SRS team, John is linked in with social supports and is enjoying time spent with his family and new social network.



**“Uniting WA is a fantastic and wonderful organisation providing guidance, assistance and mentoring for released inmates who have lost connection with the outside world. Your work provides a conduit for people to reconnect and to realise that there are genuine and caring people who do not see them for what have done but for who they can be. Your efforts are valuable beyond measure. I am truly grateful to have been given the time and effort that I have and I wish all of you every success in the future. May all those who follow me feel as truly blessed as I feel today.”**

# Community Housing.

Our Community Housing 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 516 tenancies across 318 properties throughout the year.

## Institute of Public Administration Awards

The Uniting WA Housing Services' Independent Living program was awarded for Excellence in the Not-for-Profit Sector at the 2021 Institute of Public Administration Achievement Awards (IPAA) in December 2021.

Our Independent Living Program was recognised by IPAA for its supportive landlord approach, which combines specialist housing and tenancy management with person-centred mental health support services to deliver tangible and lasting outcomes for the people we support.



## Tenant satisfaction survey

The Uniting tenant satisfaction survey has been used for over 11 years to measure service quality and social impact of our Housing services.

The August 2021 survey shows that Community Housing maintains high rates of satisfaction with our services. Despite already high satisfaction rates, the feedback, and results from the 2021 survey indicated an improvement in overall satisfaction levels by 2% from the previous year, now at 95%.

Our tenants indicated in the survey that they were feeling more settled and safer. Tenants also mentioned that were able to manage rent or money better as a Uniting tenant.



Our team managed **318** properties and **516** tenancies

**95%** of tenants were satisfied with our service

**94** out of **99** tenants said they'd recommend our service to a friend or family member

## Tenant advisory forum

We recognise that our tenants have the expertise and perspective to make decisions about their own lives. In September 2021, we held our annual tenant advisory forum and tenant engagement was the theme of the forum.

The tenant advisory forum is a great way to obtain feedback and ideas from tenants on service delivery and to ensure that Uniting tenants play a key role in continuous improvement to the services they receive. The forum was also a great opportunity to connect our tenants with each other, our Uniting Community Housing team, and our services.

# Shelter WA Supportive Landlord Resource Development Reference Group

Our Practice Lead for Community Housing was invited to become a member of the Shelter WA Supportive Landlord Resource Development Reference Group. Following the impact of the COVID-19 Pandemic, Shelter WA received funding from Lotterywest to develop a Supportive Landlord Framework, Resource Development and Training package to support social and community housing staff to build skills in the delivery of a supportive landlord service.

There can be challenges for community housing staff managing the tension that can exist between the delivery of professional tenancy management of social housing and sustaining the tenancies of vulnerable cohorts where there is a commercial or community risk. The aim of this reference group is to develop the supportive landlord model and build resources for the sector to try to support staff to meet these competing objectives.

## Workshops were held during the month of July for tenants to learn computer skills.

Three sessions were held in the new Tranby Lotterywest computer room focusing on computer basics. The tenants enjoyed learning new skills and the workshops increased their confidence. The tenants loved their certificates with one tenant saying she could not wait to show her friend. Thank you to Luke Firth from Perth Computer Coaching for facilitating the session.



## A mother of one of our tenants contacted our Community Housing team about the positive impact the Independent Living Program has had on her son.

His parents thought it was time for their son to gain independence and mentioned this was the first time he had moved out of home.

The tenant's mother said her son had been doing well in his property, learning to cook, and was looking forward to starting activities such as swimming.

She also said they were grateful for the Independent Living Program and that her son's tenant support worker was lovely.

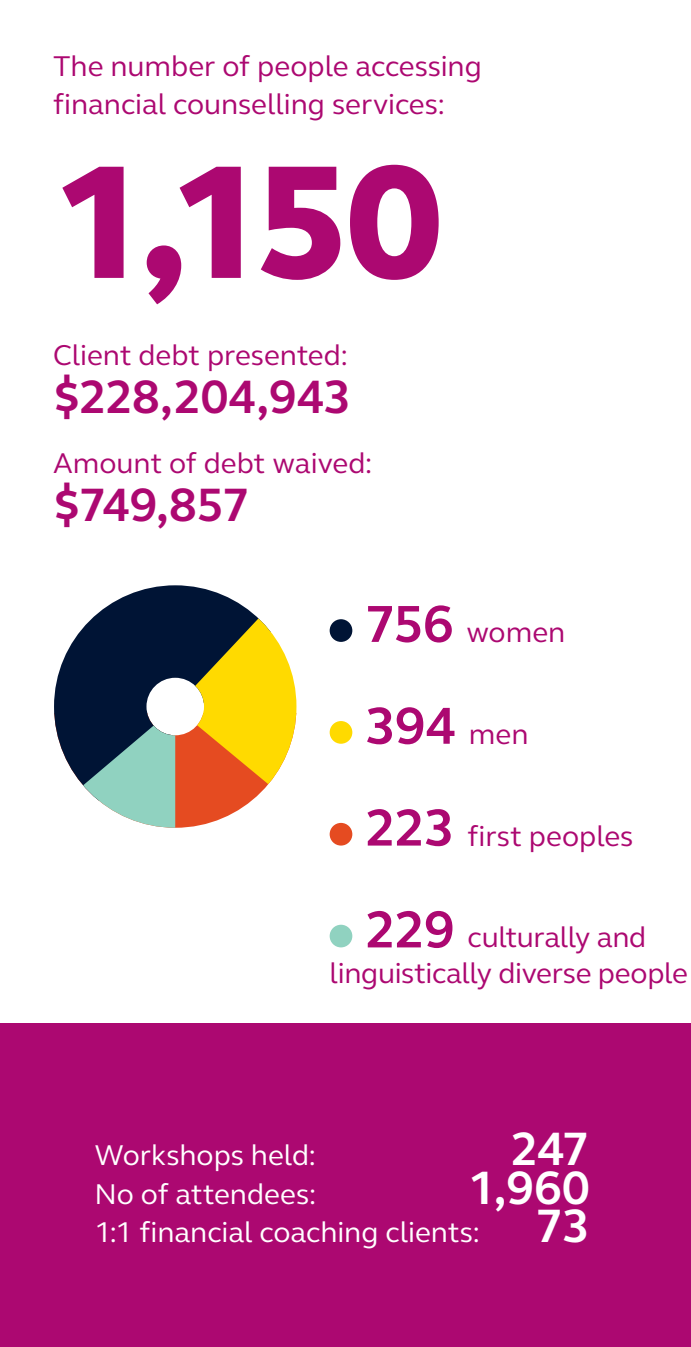
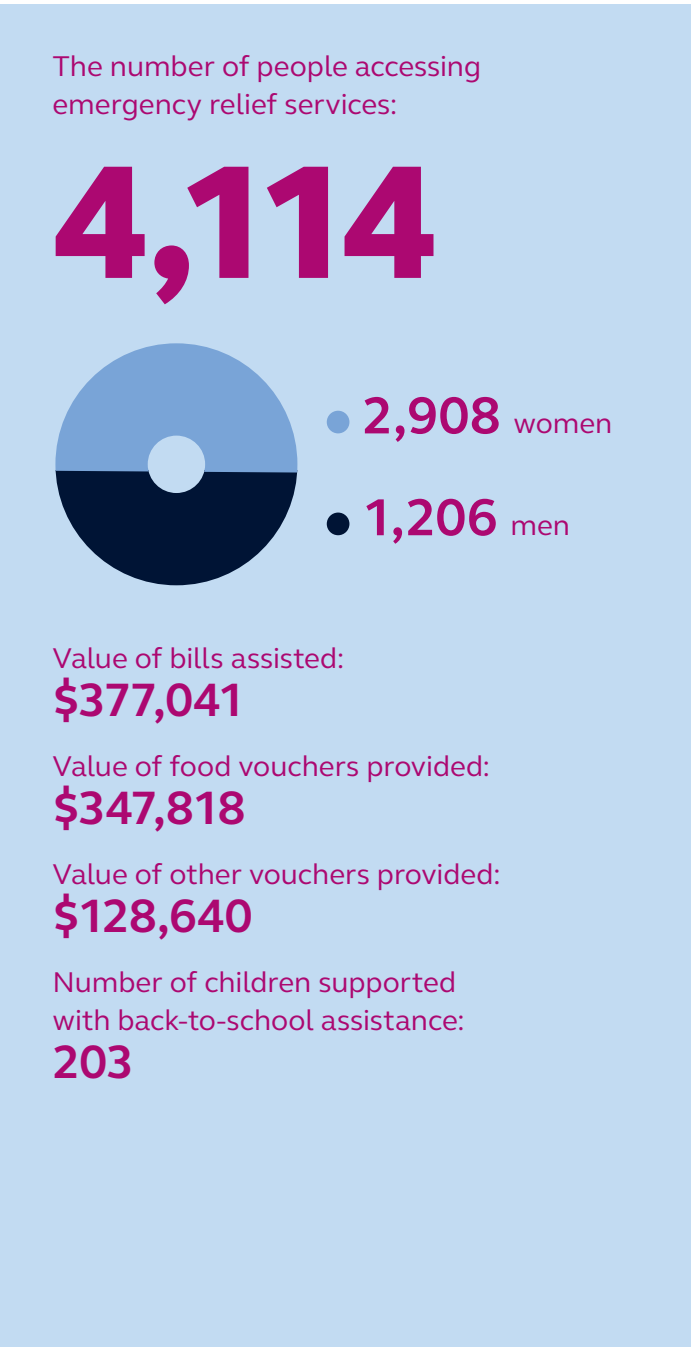


# Financial Wellbeing.

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

This year, almost 5,264 individuals and families were supported to better manage their money, reduce their debt and get themselves back on track.

Our Emergency Relief service continued to assist clients struggling to maintain their private tenancy. This included managing brokerage requests from organisations working with private tenants.



## Financial Counselling Network

We're 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.



## Establishment of new mobile Foodbank locations


We proudly supported the expansion of two new Mobile Foodbank locations in Perth's northern suburbs. Working with Foodbank WA, new locations were established in Two Rocks and Yanchep, helping individuals and families experiencing food insecurity.

## 2022 Consumer Protection Richard Fletcher Award


Our Financial Wellbeing Services team was named as a finalist for the 2022 Consumer Protection Richard Fletcher Award, recognising our contribution to the advancement of consumer protection.



## Financial counselling clients say thanks



“Thank you very much for your email. Andrew\* is back doing FIFO so his mental health has improved significantly, and things are looking so much brighter on the financial side of things. Thanks again for helping us through our difficult situation last year – I really don’t know what we could have done without you!”



“From my heart I want to thank you for your help. It is a miracle what you have done. I don’t have words to describe how grateful I am. Thank you again.”

“I received some wonderful news from James\* today about my financial situation and it was such a relief to have a wonderful outcome. I wanted to say a very big thank you for giving me an appointment with this very caring person. He is a very big asset to your organisations, and I’m so thankful to you all for being so caring and thoughtful.”

# Escaping Violence Payment.

The Escaping Violence Payment program is available for people 18+ who have recently experienced intimate partner violence, have a changed living situation and are experiencing financial stress.

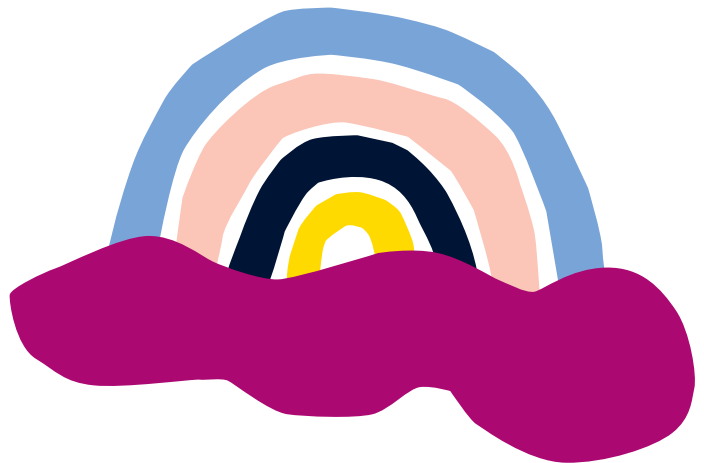
In October 2021, in a first for Uniting WA, we joined a national consortium led by Uniting Vic.Tas for UnitingCare agencies to deliver the Federal Government's Escaping Violence Payment (EVP) trial nationally.

The trial is part of the Federal Government's \$1.1b budget commitment to help end violence against women and children. Part of this package includes a two-year trial of a new EVP, providing up to \$5,000 in financial assistance to leave a violent relationship.

Uniting WA is delivering the EVP pilot in Western Australia, providing financial assistance and wrap-around support to assist people to escape intimate partner violence. This includes violent or threatening behaviour that is:

- Physically, verbally or sexually abusive
- Emotionally, spiritually or psychologically abusive
- Economically abusive
- Threatening, coercive, or seeks to control or dominate the other person.

It's estimated that the program will help up to 12,000 individuals annually.





# Our supporters and partners.

Uniting seeks to form relationships and partnerships within the community where we deliver our programs and services. We're immensely grateful to all our supporters and partners for their kindness and generosity over the past financial year.

## Uniting Church Western Australia

We 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.

A Memorandum of Understanding is in place to make clear the intention of the Uniting Church of WA, Uniting Church Schools and Uniting WA to work collectively together on community service projects.

We honour the continuing relationships 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. The Fremantle Wesley Mission community is a vital supporter of our emergency relief fund at our Fremantle office and Keeping Kids Engaged program and we acknowledge the Fremantle Wesley Mission for their continuing support.

We value the relationships and partnerships we share with Uniting Church schools and colleges.

Our Practice Lead – Community Engagement works with the schools and colleges to support service-learning, community service, fundraising and volunteering via their Service and Citizenship programs.

Many congregations, schools and individuals provide regular material assistance support, financial donations and many hours of volunteer time. Knitted blankets and beanies, toiletries, food and genuine care offered by our Uniting Church community is 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 support and services which lie beyond the scope of government funding, as well as enhancing established programs.



Uniting Church in Australia  
Western Australia

## Major funding bodies

Uniting relies on funding support to deliver our programs and services. We acknowledge and thank our major funding bodies:

- City of Stirling
- Department of Social Services
- National Disability Insurance Scheme
- Department of Communities
- Homeless Healthcare
- The Smith Family
- Department of Housing
- Lotterywest
- WA Primary Health Alliance
- Department of Justice
- Mental Health Commission

# Philanthropy

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

We acknowledge and recognise the generosity of those who chose to make a planned gift in their wills, and their families.

**\$880,000+** Fundraising and Donations

**200+** Individual and Organisation Donors.  
More than donors and in-kind supporters

**\$650,000** from Uniting Church in the City

**2** Bequests

**8** Uniting Church Schools and Colleges

**\$300+** Cash for Containers

**21** Congregations

**100+** In Kind Donors

# Volunteers

We couldn't act with impact without the support of our amazing volunteers. The difference they make is seen every day as they help Uniting forge stronger connections with the people accessing our services. Volunteers are our advocates, and they work hard to create a safe space, making people feel valued and respected.



**300** incredible volunteers  
contributed about **6,000** hours to  
our community support programs.

“Through support services like Uniting WA I found many supports to get back on my feet, which inspired me to support people that may have been going through similar experiences. This motivated me to apply to volunteer at Uniting WA Tranby Engagement Hub.” – Tranby Engagement Hub volunteer.

“I have been inspired by the many clients that use Family Foundation services – their tenacity in adverse circumstances, positive attitudes to their challenges and their ability to overcome them – forces me to re-evaluate my own life and thank God for the many blessings.” – Family Foundations volunteer.

# 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

Mark served as a member  
of the Board from 2015  
until March 2022.



**David Kyle**  
Board Member



**Chris Hunt**  
Board Member



**Lisa Fini**  
Board Member



**Ron Chalmers**  
Board Member



**Jane Barker**  
Board Member



**Alison Xamon**  
Board Member



**Amanda Hunt**

Chief Executive Officer

From March 2017 until  
December 2021.



**Michael Chester**

Co-Chief Executive Officer

Interim Co-Chief Executive  
Officer from December 2021  
until May 2022. Appointed  
Co-Chief Executive Officer  
May 2022.



**Jen Park**

Co-Chief Executive Officer

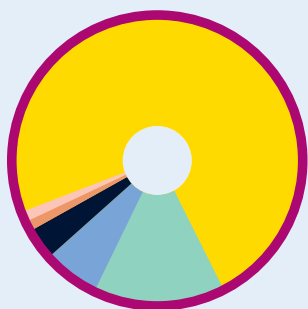
Interim Co-Chief Executive  
Officer from December 2021  
until May 2022. Appointed  
Co-Chief Executive Officer  
May 2022.



# Financials.

## 2021/22 income

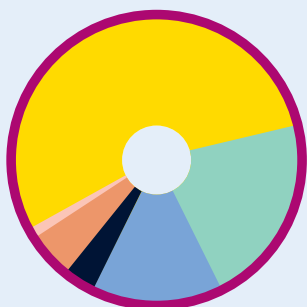
Total  
**\$42.3**  
million



- **36.1m** Grants
- **3.3m** Rental income
- **1.9m** Sales and other income
- **0.9m** Donations and fundraising
- **0.1m** Interest and dividends
- **0.1m** Profit on the disposal of property plant and equipment

## 2021/22 operating expenditure

Total  
**\$40.7**  
million



- **28.6m** Employee costs
- **7.1m** Program costs
- **2.9m** Administration costs
- **0.7m** Property costs
- **1.1m** Depreciation and amortisation costs
- **0.3m** Motor vehicle costs

## Financial performance

	2021/22 (\$m)	2020/21 (\$m)	Movement (\$m)
<b>Income</b>	<b>42.3</b>	<b>38.7</b>	<b>3.6</b>
Grants	36.1	33.0	3.0
Rental income	3.3	2.9	0.4
Sales and other income	1.9	1.5	0.4
Donations and fundraising	0.9	1.0	(0.1)
Interest and dividends	0.1	0.1	0.0
Disposal of property plant and equipment	0.1	0.2	(0.1)
<b>Expenditure</b>	<b>40.7</b>	<b>38.7</b>	<b>2.0</b>
Employee costs	28.6	27.5	1.1
Program costs	7.1	4.9	2.2
Property costs	0.7	2.0	(1.3)
Administration costs	2.9	3.0	(0.1)
Motor vehicle expenses	0.3	0.4	(0.1)
Disposal of property plant and equipment	0.1	0.2	(0.1)
Depreciation and amortisation	1.1	1.0	0.1
<b>Operating surplus/ (deficit)</b>	<b>1.6</b>	<b>0.0</b>	<b>1.6</b>
Redress and legal fees	1.5	2.1	(0.6)
<b>Net surplus/ (deficit)</b>	<b>0.1</b>	<b>(2.1)</b>	<b>2.2</b>

## Financial position

	2021/22 (\$m)	2020/21 (\$m)	Movement (\$m)
Current assets	17.5	16.8	0.7
Non-current assets	21.8	21.0	0.8
<b>Total assets</b>	<b>39.3</b>	<b>37.8</b>	<b>1.5</b>
Current liabilities	11.2	8.6	2.6
Non-current liabilities	1.0	2.6	(1.6)
<b>Total liabilities</b>	<b>12.2</b>	<b>11.2</b>	<b>1.0</b>
<b>Net assets</b>	<b>27.1</b>	<b>26.6</b>	<b>0.5</b>

## Contact Us

If you would like to find out more about our organisation and work, please contact us at:

Uniting WA

**P** 1300 663 298 **F** 1300 663 528

[hello@unitingwa.org.au](mailto:hello@unitingwa.org.au)

GPO Box B74, Perth WA 6838

**[unitingwa.org.au](http://unitingwa.org.au)**

**Uniting**  
**WA**