



Annual Report

Uniting WA 2024-2025

Uniting

At Uniting WA, we exist to inspire people, enliven communities and confront injustice.

And we act with impact.

As a community services organisation of the Uniting Church Western Australia, we stand with people in need, walking alongside them to provide the understanding and support they need to move forward.

Since 2006, we’ve worked to address the causes of vulnerability and disadvantage, and amplify the voices of those in the community who aren’t being heard.

But we can’t do it alone.

Backed by supporters, partners and funders, our team of more than 400 employees and 200 volunteers is proud to deliver a range of services that have a lasting impact on thousands of vulnerable Western Australians every year.

Acknowledgment of Country

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, koora, yeyi.

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.

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Message from the Chair and Co-Chief Executive Officers.

We are incredibly proud of the strength, compassion and innovation that continue to define Uniting WA. In a time marked by rising cost of living pressures, a deepening housing crisis and growing demand for support, our teams have responded with unwavering commitment and care.

This year, more people than ever turned to Uniting WA for help, and we walked alongside them with purpose. From expanding transitional housing and Out of Home Care placements, to launching new services for people with complex needs, we've continued to grow our impact where it's needed most.

We've also deepened our advocacy and partnerships, amplifying the voices of lived experience to shift public perception and influence systems. Campaigns like The Path Home and initiatives like Recipe for Change have shown the power of storytelling to connect communities and drive change.

As we deliver on the goals of our 2023–2028 Strategic Plan, we celebrate key milestones including:

- **The launch of Integrated Intensive Supported Accommodation** a WA first service for people experiencing homelessness who have complex health challenges
- **The current redevelopment of Wyn Carr House** to provide supported transitional accommodation for older women
- **Expansion of our Out of Home Care program**, including new homes and leadership roles to support safe, high-quality care
- **Continued recognition of our people**, including awards for leadership and service excellence
- **The successful completion of our Digital Roadmap**, laying the foundation for smarter, more connected systems.

These achievements are a testament to the people behind them — our dedicated teams, volunteers, partners, donors and Board members.

We extend our heartfelt thanks to Lisa Fini, who retired from the Uniting WA Board this year after nine years of service. Lisa brought a wealth of experience in business management, human resources, marketing, financial control and planning, and was a valued member of the Finance, Property and Audit Committee since 2015. We are deeply grateful for her commitment and contribution to Uniting WA.

As we look ahead, we do so with clarity and conviction. We remain committed to walking alongside the people we support, advocating for systemic change, and building a future where everyone has the opportunity to thrive.

Warm regards,

Erica, Michael and Jen.



Erica Haddon
Chair, Uniting WA

Michael Chester
Co-CEO, Uniting WA

Jen Park
Co-CEO, Uniting WA

Our purpose, values and foundation.

Purpose

To inspire people, enliven communities and confront injustice.

Values

Imaginative

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

Bold

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

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.

Foundation

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



Uniting Church in Australia
Western Australia

A community services organisation of the Uniting Church of Australia



What we do.

We are here to make a positive impact on the individuals, families and communities we serve:

Homelessness Support

Helping people with connection and support on their journey out of homelessness.

Children and Young People

Empowering children, young people and families to heal from their past trauma and develop to their full potential.

Transitional Housing

Providing shelter through transitional accommodation and support to find a permanent home.

Strengthening Families

Supporting families to navigate everyday challenges through parenting skills and strategies for long-term resilience.

Community Housing

Long-term, affordable housing and support services for people on low incomes with a housing need.

Financial Wellbeing

Supporting people experiencing financial hardship to meet their basic needs in times of crisis and build their financial resilience.

Individualised Services

Personalised support for people with disabilities, mental health issues and individual recovery plans.

Disability Advocacy

Promoting and protecting the rights of people with disability and those who identify as having a mental health issue.

Reach and Impact.

We support people experiencing complex challenges brought on by intergenerational trauma or situational crisis. This includes children experiencing vulnerability and families at risk of breakdown, as well as people who may be experiencing domestic violence, financial hardship or homelessness, those with disability or a lived experience of mental illness, and people reintegrating into the community.

97,849 presentations

at Tranby Engagement
Hub for crisis support
and essential services

A 7% increase since 2023/24

Homelessness Support

Crisis accommodation

- 69 people accommodated at Koort Boodja
 - 44 people supported to Return to Country
- A 300% increase since 2023/24**

Street to Home outreach

- 285 people assisted through outreach
- 150 people referred to other services

Homeless Engagement Assessment Response Team (HEART) outreach

- **CBD** - assisted 1,023 people through outreach and 162 people under case management
- **North** - assisted 85 people



Community Housing

497 tenancies

supported as a Tier 2
Community Housing provider

**Managing 317
properties with 117
new tenants in 2023-24**



Individualised Services

221

participants accessing
170,216 hours of NDIS services

- 127 people assisted with Recovery Options
- **A 76% increase since 2023/24**
- 15 participants accessing Positive Behaviour Support



Financial Wellbeing

\$4,231,136

in client debt waived
A 332% increase since 2023/24

- Back to School assistance valued at \$51,400
- 1,099 financial counselling clients
- 272 Community Financial Wellbeing Workshops delivered to 2,863 people
- 105 people received 1:1 Financial Coaching

3,019 clients accessed \$873,615
through Emergency Relief



Disability Advocacy



522

referrals
to 'Your Say'
Disability Advocacy

52% of referrals
relate to issues
with the NDIS

3,063 clients

supported with
the Escaping
Violence
Payment
program (EVP)

Strengthening Families

- **Intensive Family Support Services** supported 165 families including 358 children
- **Moorditj Yorga domestic violence support** assisted 43 women in 35 group sessions
- **ATTACH In-home drug & alcohol support** assisted 70 parents
- **The Together Program** supported 4 women and their children aged 0-3 years
- **Parents Under Pressure program** supported 63 parents
- **An 85% increase since 2023/24**



Children and Young People



- **368 clients** in Children and Family Therapeutic Services
- **103 children and young people** in Out of Home Care

Transitional Housing Support

- **41 participants** assisted with our Housing Accommodation Support Service (HASS)

Reintegration

135

participants
in Reintegration
programs



Delivering Services

Deepening Partnerships

Driving Sustainability

Developing Capacity

Working together towards our strategic objectives.

As we reflect on our achievements, challenges and growth over the past year, we are reminded of the progress we are making towards achieving the goals laid out in our 2023-2028 Strategic Plan.

Delivering Services

We purposefully increase housing and accommodation assets and infrastructure options that are linked to services for people who require support.

Deepening Partnerships

We develop strategic partnerships to embrace current service delivery and realise new opportunities as a positive influencer in the sector.

Driving Sustainability

We demonstrate social impact aligned to our mission while remaining financially and environmentally sustainable.

Developing Capacity

We continue to invest, grow and develop our capability and capacity in relation to people, technology and processes.

Strategic leadership strengthens Out of Home Care.

Uniting WA’s Children and Young (CYP) People team provides a range of therapeutic, trauma-informed and culturally safe services and support for children and young people as well as support for families who are impacted by child sexual abuse.

Uniting WA is responding to growing demand for Out of Home Care (OOHC) services, where children are unable to live safely with their biological families, by increasing the number of available placements in both group and community foster care.

To strengthen this response, we have made a strategic investment in leadership across the OOHC team with three key roles:

- Senior Manager – Children and Young People Practice Excellence
- Senior Manager – Children and Young People Business Operations
- Lead – Safeguarding, Quality and Compliance.

This structure enables us to build a stronger foundation to support future growth and ensures the delivery of safe, high-quality care at all levels.

Service growth snapshot



11 children in Out of Home Care reunified with their biological families.



4 new properties purchased to accommodate children in Out of Home Care.



368 clients supported through 1:1 counselling with the Children and Family Therapeutic Services Team.



5 children were supported to Return to Country by carers to ensure cultural and emotional safety.

Children and Young People team members Jessica, Andrew and Fiona.



Foster carers, Russell, Kerrie and their son with Uniting WA team member Ashley.



Tackling self doubt in foster carer recruitment.

Following the success of our Mumness and Dadness foster carer recruitment campaign, Uniting WA launched **Perfectly Imperfect**, a new recruitment campaign challenging people's belief that you need to be "flawless" to be a foster carer.

Through targeted advertising and an interactive online experience, the campaign encouraged everyday people to recognise that if they were worried about being "perfect enough", they might already have what it takes.

Real-life insights from Uniting WA foster carers were central to the campaign's message. In a heartfelt video interview, foster carers Kerrie and Russell, who have five biological children and foster six children, assured people that they did not need to have special skills. "You just need to be caring."

"If you care, then you have something to bring," said Kerrie.

Rochelle, who has been fostering for four years, shared that she considered fostering for 15 years before signing on as foster carer with Uniting WA. As a single person, she doubted her eligibility.

"Go back to the basics," she said. "Do you have some love you can provide? Can you provide a secure environment? Can you make them feel safe and important? Any other skills can be acquired through training and support from Uniting WA."

Her only regret is not doing it sooner.

Perfectly Imperfect is helping to reframe what it means to care, and reminding people that imperfection is often the perfect place to start.

To learn more about becoming a foster carer, email fostercare@unitingwa.org.au.

Community and connection builds resilience.



Families are stronger when they are supported by services that help them build connections and relationships. Our Strengthening Families teams do just that, walking alongside parents to develop their personal capacity and connection to community.

This year, our Intensive Family Support Services (IFSS) provided trauma-informed, therapeutic support to 165 families and 358 children across the Fremantle, Rockingham and Peel areas. This included creating playgroups that offer safe, welcoming environments for parents and children to connect, grow and heal.

In Fremantle, Little Hearts at Play has supported four mums and five children. In the Peel region, the newly established Koort Ke-niny Playgroup has welcomed 10 families since June 2024. Both playgroups offer families parenting support, a connection to local services and a space where friendships can flourish.

The Together Program provided 1,675 health and wellbeing checks as part of our intensive, wrap-around support to four mothers and their children at risk of homelessness, helping them move toward long-term housing and stability. The Together Program is a collaboration with Homeless Healthcare, and made possible thanks to support from Sisters of St John of God, Minderoo Foundation and Mercy Foundation.

Moorditj Yorga – Together Walking supported 43 First Nations mothers and their children through 35 group workshops and culturally safe counselling sessions.

PUP (Parents Under Pressure) in Kwinana and Merriwa, had an 85% increase in participant numbers. We supported 63 parents with in-home counselling for challenges impacting their parenting capacity.

Attach provided in-home counselling for 70 parents working through trauma and addiction.

The Escaping Violence Payment has supported 9,516 people across WA, with over \$46 million in recovery assistance since it launched in October 2021. Delivered by Uniting WA as part of a consortium, nationally the program reached more than 101,000 individuals and distributed nearly half a billion dollars in support. The program’s impact is reflected not only in the scale of support provided, but in the lives changed through compassionate, person-centred care.

Helping families rebuild and thrive.



Uniting WA Strengthening Families Senior Manager, Tara Seaward, was named a finalist for Leader of the Year in the Not-for-Profit Sector at the 2024 Institute of Public Administration Australia (IPAA) WA Achievement Awards.

Tara has consistently championed initiatives that place families and children at the centre of support design and delivery. Her teams deliver practical and compassionate solutions to help vulnerable families coping with complex challenges — whether it is navigating the child protection system, recovering from addiction, or escaping domestic violence.

Congratulations, Tara. Your unwavering commitment to empowering families to create safer, stronger futures is truly inspiring.

Voices of Attach: journeys of change within families.

Uniting WA’s Attach team took the stage at the 2025 WA Alcohol and Other Drug Conference (WANADA), sharing powerful client stories that highlighted the program’s impact in breaking intergenerational cycles of addiction.

One client shared, “Drugs helped me cope with emotions... but once you taught me about them, my drug use started to fade.”

Attach is an outreach service supporting parents to reduce alcohol and drug-related harm, strengthen parenting, and improve outcomes for their children. In May 2025, Attach was successfully recertified under the Alcohol and Other Drug Human Services Standard. Auditors praised the program, noting “Client feedback was consistently positive, with each describing significant, life-changing outcomes.”

Attach outcomes reported by parents:

- | | | |
|--|--|---|
| 55%
feeling confident about reducing or ceasing drug use | 83%
reported having better parenting | 88%
are satisfied with the Attach service |
|--|--|---|

Empowering independence.

Uniting WA’s Individualised Services (IS) team walks alongside people living with disability, psychosocial disability, and mental health challenges. We offer practical support that is unique to each participant’s needs and goals.

Through the NDIS, we deliver these services:

- **Supported Independent Living (SIL)** provides support for people with high needs in shared living arrangements, including household tasks and personal care, as well as life skills development and connection to community
- **1:1 Community Support** helps people pursue individual interests and hobbies, learn new skills and participate in social and community events
- **Positive Behaviour Support** promotes wellbeing through person-centred strategies.

Recovery Options shows benefits of community-based mental health support.

With federally funded psychosocial supports under the NDIS facing significant reductions, Australia’s mental health system is at a crossroads. In this shifting landscape, community-based mental health programs like Uniting WA’s Recovery Options are more than just valuable — they are essential.

An independent evaluation by the University of Western Australia’s Centre for Social Impact (CSI) confirms that community-based mental health programs like Uniting WA’s Recovery Options are not only filling critical gaps in care, they are also changing people’s lives.

The CSI evaluation found that participants consistently valued the program’s flexible, strengths-based approach, describing their mentors as “life-changing” and “the best I’ve ever had.” For many, it was the first time they felt truly seen, heard and supported.

The report highlights meaningful progress of Recovery Options participants across key wellbeing domains including:

- Reduced psychological distress
- Improved coping strategies
- Stronger social connections
- Increased confidence in navigating services.

Importantly, the evaluation situates mental health within a broader social context, recognising that distress is often linked to housing insecurity, poverty and a lack of access to essential resources. The Recovery Options team accesses support from within the Uniting WA network and also collaborates with broader sector partners and community groups to help participants access essential items such as food, transport, medical care, and opportunities for community connection.

The CSI evaluation calls for flexible funding, stronger community partnerships and a diverse, lived experience-informed workforce to ensure programs like Recovery Options can continue to meet community needs.

Uniting WA participants enjoy regular catch ups to build community connection.



Our Recovery Options team supported 127 participants through the Commonwealth Psychosocial Support Program — a 76% increase since 2023/24.



Meet the Page host Valerie Preston, Uniting WA support worker, Andrew and Individualised Services for people with disability participant, Matt.

Soundtrack to a thriving life.

Matt Cuffley found his rhythm with support from Uniting WA, now he is helping others find theirs. Every week, Matt's Music Group provides a safe and inclusive space where people from all walks of life — including people experiencing homelessness, living with disability or navigating mental health challenges — find a beat and a warm welcome waiting.

Uniting WA helped find a venue which has enabled more people to join the weekly jam sessions. Fellow musician and Uniting WA support worker, Andrew, backed Matt from the start, and now both are being celebrated for their impact. Both men were nominated at WA's 2025 Disability Support Awards:

- **Andrew Hayden:** Excellence in Disability Support Work
- **Matt's Music Group:** Inclusive Communities

Both artists also hit the airwaves on Radio Fremantle, performing Matt's original track "Ridin' in the Rain" and chatting with Meet the Page host Valerie Preston.

Matt says making music has transformed his life, and he hopes his group inspires others with disability to show up, plug in, and do their thing.

Quality that puts people first.

In November 2024, Uniting WA completed a comprehensive National Disability Insurance Scheme (NDIS) Recertification Audit. In a powerful endorsement of the care, professionalism and integrity our team bring to every interaction with the people we support, the audit confirmed our full compliance with all assessed NDIS Practice Standards.

For our Individualised Services team, the NDIS Audit was not just about ticking boxes. It was about listening, learning and reflecting on how our services impact people's lives. It also affirmed our commitment to delivering safe, respectful, and person-centred services to every person we support.

Through interviews and site visits, NDIS participants shared how Uniting WA team members help them feel safe, respected and empowered. One participant said, "They're like a family to me." Another shared, "They've helped me become a better person".

Conducted every three years, the audit recognised our strengths in governance, human resource management and quality systems — areas where we were rated as demonstrating elements of best practice.

Importantly, the audit also highlighted our strong foundations in safe and responsive care, including strong policies in medication management, emergency preparedness, and safeguarding.

Uniting WA's Positive Behaviour Support practitioner was commended for their collaborative approach and commitment to reducing restrictive practices, ensuring participants are supported with compassion and respect.

Disability advocacy helping people find their voice.

Uniting WA's Your Say is a confidential program that advocates on behalf of people with disability and those who identify as living with mental health issues, to make sure their voices are heard and their rights are upheld.

Your Say Advocates often assist clients with complex NDIS issues, seeking review of guardianship orders and ensuring that human rights are upheld during complaint procedures.

Uniting WA maximises its impact far beyond what the service is officially funded to do. In the current financial year, Your Say was funded to support 37 formal clients, and by the end of the reporting period had supported 41 clients. A further 481 clients were supported informally, meaning they received a more limited number of sessions but were still offered assistance to resolve their issues.

The Your Say service is maintained at full capacity all year round, operating with a 2-week waiting period but often responding to client requests within 2-5 working days.

Your Say consistently goes above and beyond to meet community needs and in a recent audit, Auditors noted that what clients valued most was the time and care Uniting WA Advocates took to explain issues and help navigate a path forward.

In 2024-25, the Your Say team received 522 referrals, representing a 23% year-on-year increase.

Empowered by advocacy, Fran builds a new life on her terms.

After having to stop work as an Education Assistant in 2022 due to an autoimmune condition, Fran then endured a below-the-knee amputation following complications from her illness.

Facing life in a wheelchair, she struggled to find specialist disability accommodation until the Uniting WA Your Say team helped her write a new disability support plan to get approval for a more accessible, 2-bedroom unit in Perth's northern suburbs.

The mother of four speaks glowingly of the support she received, "My Advocate knew what information needed to be included in my disability plan."

Fran is enjoying her new home, where she often hosts friends and family. She has also had her car modified with hand controls, which has further added to her independence and quality of life.

"My Advocate escalated things and was able to talk to the NDIS on my behalf. Being able to depend on this service made a big difference to my circumstances."

Fran, Your Say participant.



Your Say Disability Advocacy client, Fran, with Uniting WA team member, Marissa.



Walking with people on their journey out of homelessness.

According to the Australian Bureau of Statistics, one in four people experiencing homelessness in WA live in tents or sleep outdoors, making WA the State with the highest proportion of people sleeping rough. At Uniting WA, we are increasingly seeing older women and families with children become the face of this homelessness crisis.

At Uniting WA, we respond to homelessness on several fronts: via assertive outreach services, a crisis support hub and supported crisis and transitional accommodation.

Uniting WA partners with the sector and local government agencies to deliver outreach services in the Perth metro area, including the HEART (Homeless Engagement, Assessment Response Team) rapid-response multi-agency partnership which engages directly with people sleeping rough. Originally set to conclude in September 2025, the HEART contract has now been extended to June 2026.

At Tranby Engagement Hub (Tranby), people sleeping rough have access to meals, showers and material aid, as well as 1:1 support and referrals. To better respond to individual complex needs at our Koort Boodja supported crisis accommodation service, we introduced a new Safety and Support Officer (SSO) model. SSOs bring a trauma-informed, strengths-based approach to de-escalate situations, which has significantly improved the management of heightened situations for service users. Koort Boodja has formed a strong partnership with i24s, an Aboriginal program supporting Aboriginal people who are sleeping rough and wish to return home to Country.

Uniting WA thanks its partners in the fight against homelessness.

We are proud to work with many agencies who deliver a variety of support and services for people experiencing homelessness:

- 55 Central
- Aboriginal Legal Service of WA
- Aflame Community Church
- Cana WA Community
- Centre for Asylum Seekers, Refugees and Detainees
- Circle Green Community Legal
- City East Community Mental Health Service
- City of Joondalup
- City of Perth
- City of Stirling
- City of Wanneroo
- CoNeCT (Complex Needs Coordination Team)
- Connect Community Housing
- Crisis Care
- Cyrenian House
- DAYDAWN Advocacy Centre
- Work and Development Scheme
- Derbal Yerrigan Health Service
- Edith Cowan University Psychological Services
- Entrypoint Perth
- Foundation Housing
- Graceville Centre
- Homeless Healthcare
- i24s
- Indigo Junction
- Karrinyup Rotary Club
- Luma
- MercyCare
- Mobile Clinical Outreach Team
- No Limits
- Noongar Mia Mia
- OneSight EssilorLuxottica Foundation
- Orange Sky
- OzHarvest
- Palmerston
- Passages Youth Engagement Hub
- Patricia Giles Centre for Non Violence
- Peer-Based Harm Reduction WA
- Perth Inner City Youth Service
- Perth Street Vets
- Piccadilly Lunch Bar
- Pindari House
- Pragma Care
- Australian Red Cross
- Rise
- Royal Perth Hospital
- Ruah Community Services
- SecondBite
- Services Australia
- Share Accom WA
- Short Back & Sidewalks
- St Bart's
- St Patrick's Community Support Centre
- Stirling Women's Centre
- Street Chaplains WA
- Street Doctor Perth
- Street Law Centre WA
- Sudbury Community House
- The Footpath Library
- The Salvation Army
- Thread Together
- Trinity College
- Urban Fabric
- University of Western Australia Dental School
- WA Police
- Wungening Aboriginal Corporation
- Zonta House Refuge Association

Creating moments of dignity, connection and hope.

Open 365 days a year, Uniting WA’s Tranby Engagement Hub is more than a crisis support centre — it is a lifeline for people experiencing homelessness in and around the City of Perth. In 2024, the team supported nearly 100,000 individual engagements, representing a 7% increase in requests for help from the year before.

Women made up the majority of new service users and there was a sharp rise in support requests from young adults aged 18–25, with demand rising by 128%. The number of people identifying as culturally and linguistically diverse (CALD) grew by 29% and we responded to 104 families experiencing homelessness.

In 2024 Tranby provided:

147,758
meals

3,137 referrals
to emergency and
crisis accommodation

7,772
appointments
for 1:1 support



- Behind every statistic is a story.
- **Jacqui***, a young woman facing deportation and homelessness, found safety and support at Tranby. Through coordinated care, she regained her right to live and work in Australia and is now rebuilding her life.
 - **Trish***, fleeing domestic violence with her two grandchildren, found emergency accommodation through Tranby.

*Names changed.

Someone’s mother, grandmother, aunt, co-worker, neighbour or friend.

The lack of affordable housing has impacted the number of older women experiencing homelessness, but there are other factors: adopting caring roles, taking time out of the workforce to raise a family and the consequent lack of superannuation, the gender pay gap, domestic violence, family breakdown and employee age discrimination.

The numbers of older women experiencing homelessness in Australia grew by about 40% in the decade from 2011 and 2021.*

*Specialist homelessness services annual report 2022–23, Older clients - Australian Institute of Health and Welfare

Uniting WA Chair Erica Haddon, then Minister for Homelessness and Housing, the Hon John Carey MLA, Uniting WA Co-CEOs Jen Park and Michael Chester.



Where transitional housing becomes transformational change.

Our Transitional Housing Support team supports clients rebuilding their lives after experiences of homelessness. Safe and secure housing is a vital foundation, but just as critical, are the wrap-around supports. From case management and life skills to connection with community, supports help people stabilise and regain independence. Examples of our transitional housing services are:

Homeless Accommodation Support Service (HASS): Clients can stay in transitional accommodation for up to 12 months. Last year HASS supported 44 service users in four homes. We also opened our first HASS home to cater for women aged over 55 years.

In 2026, the team will begin welcoming clients at Uniting WA’s Wyn Carr House, a purpose-designed and built supported transitional accommodation facility with wrap-around services specifically for older women experiencing homelessness.

Private Tenancy Support Service (PTTS): This service supports people at risk of being evicted from private tenancies.

Specialist Reintegration Services (SRS): 135 men, both pre and post-release, were supported to develop skills to live independently in the community. Without this support in place, many of these men would be at risk of homelessness.

Integrated Intensive Support Accommodation (IISA): A new service launched in May 2025, with capacity to support 12 people experiencing homelessness who have a complex intersection of mental health, physical health and addiction challenges.

“They call it transitional housing but it’s really about transitioning your life and learning how to put the blocks in place and rebuild.”

HASS resident.

Addressing complex needs with integrated support.

In 2025, Uniting WA launched a WA first 24/7 accommodation service designed to support people experiencing homelessness who also face acute mental health, physical health and addiction challenges.

The Integrated Intensive Supported Accommodation (IISA) program provides safe, stable housing alongside tailored, wrap-around support to help individuals stabilise, engage with services, and begin their recovery journey. This initiative addresses a critical gap for people with complex needs who require both secure accommodation and intensive, coordinated care.

Uniting WA leads the IISA program in partnership with Richmind WA and Homeless Healthcare, and is funded by the WA Department of Health. The program reflects a collaborative, cross-sector approach to tackling entrenched disadvantage and improving outcomes for some of the most vulnerable members of our community, and also assists in alleviating pressure on the tertiary healthcare system.

A second chance at life.

People can be supported to create a new life for themselves, even after a lengthy prison sentence. This was the experience of Mark*, who began working with his Uniting WA Specialist Reintegration Service (SRS) caseworker while he was still serving his sentence.

After his release, Mark moved into transitional accommodation through the SRS program, where he showed he could maintain a clean and organised home. By the time he completed his parole in November 2024, he was focused and ready to move forward.

In early 2025, with support from his caseworker, Mark secured full-time work and took the initiative to pursue further training to build his skills. Soon after, he transitioned into independent housing and is now comfortably settled in a share house.

Like so many others who completed Uniting WA's SRS program, Mark shows how people can turn around their lives with the right kind of support.

*Names have been changed to protect identity.



From sleeping rough to standing tall.

His cheeky grin and razor-sharp wit has James winning most people over in an instant. Yet many are surprised to hear that behind his boyish charm is a powerful story of trauma, survival and growth.

James experienced homelessness for about three years, sleeping rough on the streets of Perth. He is quick to say that no one was to blame for his circumstances, citing a series of bad choices that led him down the wrong path.

Surviving was brutal and life felt ugly for a long time. James rebuffed approaches from his loving family, as he was ashamed because he felt he had let them down.

The breakthrough for James was meeting support workers from Uniting WA's crisis support centre, Tranby Engagement Hub. James was later accommodated at our Homelessness Accommodation Support Service (HASS).

“I remember support workers just looking me in the eye, reaching their hand across the table and saying they could help. They told me I just had to be prepared to do the work,” said James.

Even after leaving HASS, Uniting WA team members reached out to offer encouragement to James.

James has since rebuilt his life and is working in a career he loves, renting privately and overjoyed at being reconnected with his family.

Uniting WA Lived Experience Advocate, James.

Feeling safe at home.

At Uniting WA, home is more than just a roof over your head, it is a foundation for stability, dignity and connection. These homes are part of a broader commitment to creating safe, stable environments for people navigating complex life challenges.

The Independent Living Program (ILP) provides housing alongside a supportive landlord model for people who identify as living with a severe and persistent mental illness.

Each ILP tenant is supported by a dedicated tenant support worker, who acts as their single point of contact for any tenancy-related questions or issues, and helps them keep track of their own wellbeing.

We also encourage tenants to connect with each other through a regular newsletter, social activities and capacity-building workshops, all organised by our Mental Health Liaison and Tenant Engagement Officer in partnership with the ILP team.

Most importantly, tenants are invited to share their feedback and ideas through a continuous improvement loop, ensuring they have a real say in shaping their own tenancy experience and our housing services more broadly.

As a Tier 2 Community Housing provider, we manage 317 properties, including 221 as part of our Independent Living program (ILP).

What Uniting WA housing tenants said:

84%	84%	79%
feel more settled in general	feel more secure and stable about their housing	feel safer

Uniting WA works closely with the following partners:

- Wanneroo Community Mental Health
- Osborne Community Mental Health
- Mirrabooka Community Mental Health
- Subiaco Community Mental Health
- City East Community Mental Health.



New country, new beginnings.

Alone in a new country with no family or support, Abigail felt overwhelmed and isolated.

The Zimbabwean mother-of-two had bipolar disorder which had worsened after the birth of her second child. Without a proper medication regime, she spiralled into depression. Her marriage broke down, and she said she felt judged by her local community in WA.

“In Africa, mental health is seen as witchcraft. You’re shunned,” Abigail said. “I didn’t know where to go for help.”

That changed when she connected with Uniting WA’s Independent Living Program (ILP). More than just housing, ILP offers wrap-around support including goal setting, social connection, learning opportunities and a sense of belonging.

With help from her ILP tenant support worker, Abigail found stability. She completed a TAFE certificate, secured a job, learnt to drive and bought a car. Her mental health is now well managed, and she is planning further study in mental health because: “I know what it’s like to live with a mental health issue and need support.”

As a person with strong Christian values, Abigail says she is grateful to be living in Uniting WA’s ILP and wants other migrants and those from culturally diverse backgrounds not to lose their confidence from mental health problems.

“God found me a house,” she says. “Mental health challenges don’t define you. You’re not alone and nothing is impossible.”

Uniting WA team member, Davina and Abigail, a tenant in our Independent Living Program.

Helping people get back on their feet.

The housing and cost of living crisis is affecting people across the community. We help those doing it tough through financial counselling to consolidate debt, financial coaching to improve financial literacy or Emergency Relief when things get urgent. Uniting WA Financial Wellbeing Services are supported by Lotterywest and through State and Commonwealth Government funding.

Feedback from Financial Wellbeing Services clients:

“Your financial counsellor is **not only helping me with my life challenges, but she also saved me mentally.** There are good people out there and I can have hope for a better future for my kids.”

“Thank you for trying so hard to assist me, I’d **probably have lost my house and be sleeping under a bridge right now if it weren’t for you.**”

Financial Coaches held **272 Money Management workshops for 2,863 people** and delivered 1:1 coaching to 105 people

196 families and 500 children have been supported with back-to-school assistance

Emergency Relief provided support to 3,019 clients valued at **\$873,615**

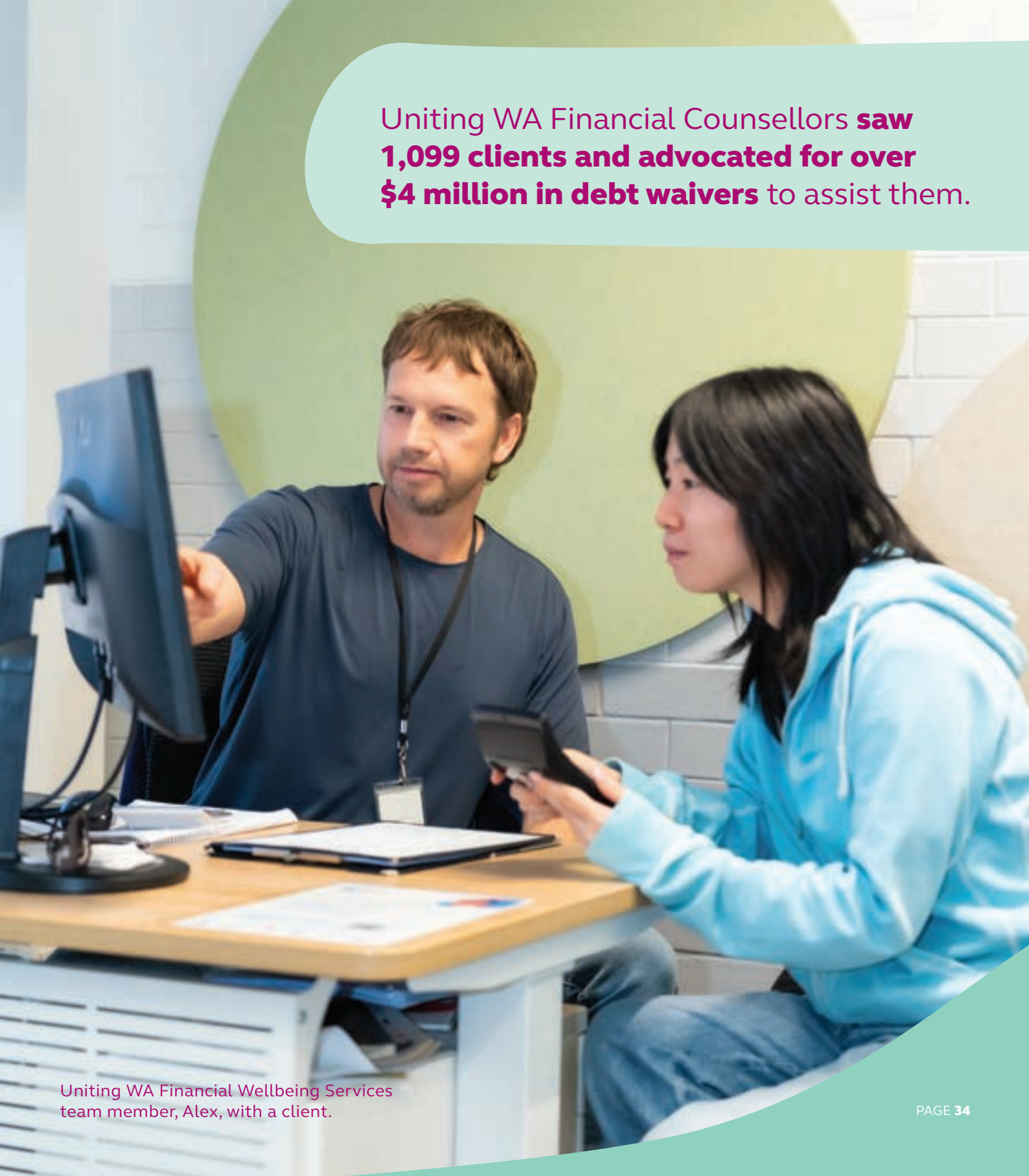


An award winning team.

Our Financial Wellbeing Services team won accolades at the 2024 Financial Counsellors’ Association of Western Australia Conference:

- **Balbeer Sidhu:**
Outstanding contribution in the field of financial counselling
- **Susan Goodwin:**
Outstanding contribution in the field of financial capability
- **Karen Mistic:**
Synergy Financial Counsellor of the Year 2024

Uniting WA Financial Counsellors **saw 1,099 clients and advocated for over \$4 million in debt waivers** to assist them.



Uniting WA Financial Wellbeing Services team member, Alex, with a client.

The Path Home: shifting the conversation on homelessness.

Homelessness is a wicked problem — but it is not impossible to solve. That was the message at the heart of Uniting WA’s 2024 Homelessness Week campaign, The Path Home. Through powerful storytelling, the campaign challenged stigma, deepened understanding and showed that with the right support, there is always a path home.

At the centre of the campaign were seven Lived Experience Advocates (LEAs) who courageously shared their personal experiences, reminding us that homelessness does not define someone’s identity; it is an experience that can be overcome.

The Path Home 2024 featured a photographic exhibition by celebrated WA photographer Jarrad Seng, featuring portraits of people with lived experience of homelessness in their current housing or accommodation. For some, this was a cosy public housing unit in suburban Perth. For others, it was the back yard of Uniting WA’s supported crisis accommodation service, Koort Boodja. We sincerely thank Jarrad for his commitment to supporting this project.

Hosted at Perth’s QV1 building. The Path Home exhibition was officially launched by then Minister for Homelessness and Housing, the Hon John Carey MLA, at an event attended by more than 100 guests from the government, corporate and community sectors. The exhibition was also featured on the cover of the Sunday Times STM magazine and on Channel Nine’s The Today Show, reaching over 600,000 people through media coverage alone.

Visitors to the exhibition were invited to scan QR codes linking to the campaign landing page, where they could explore the stories behind the images and learn how to take action.

The Path Home demonstrated the power of storytelling to connect and educate and showed us that behind every statistic is a person, and behind every person is a story worth hearing. The LEAs’ courage and honesty helped shift public perception and we thank them for driving the kind of change that only lived experience can achieve.



Uniting WA advocates with Co-CEO Michael Chester (3rd from left).

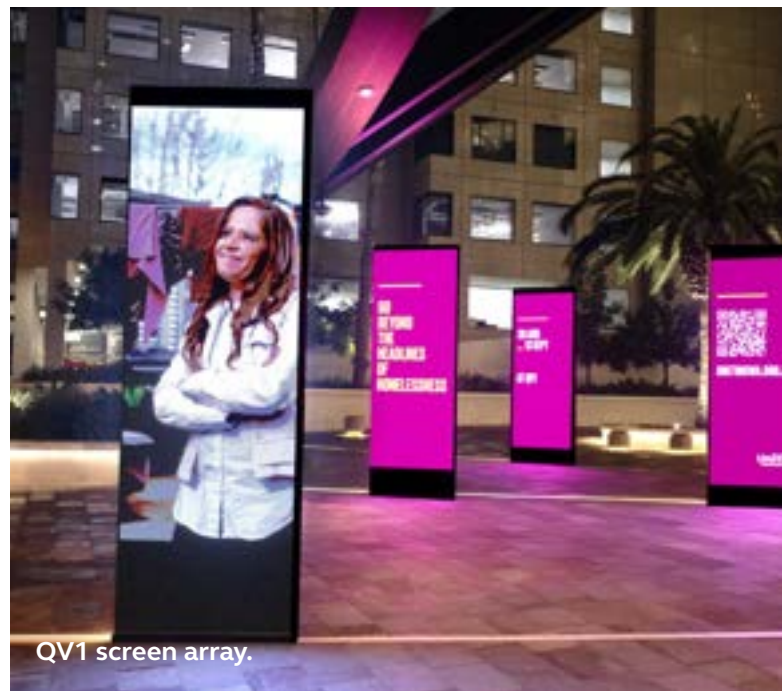
The Path Home 2024 featured a photographic exhibition by celebrated WA photographer Jarrad Seng, **sharing portraits and stories of seven Lived Experience Advocates who have experienced homelessness.** Scan the QR to learn more about the Path Home.



Photographer, Jarrad Seng, and Uniting WA Lived Experience Advocate, Gary.



STM cover story.



QV1 screen array.



Yagan Square.



Uniting WA Co-CEO, Michael Chester, being interviewed.

Storytelling for change.

The Path Home campaign was not only deeply moving — it was widely seen. The photographic exhibition and storytelling at Perth's QV1 building was amplified across high-impact platforms:

- **QV1 external digital signage:** Towering visuals lit up the Perth CBD, spotlighting the human stories behind homelessness.
- **STM magazine cover and feature:** A front-page feature in The Sunday Times STM brought lived experience into thousands of WA homes.
- **Channel Nine's The Today Show:** TV coverage amplified the exhibition and gave a national voice to the featured Lived Experience Advocates.
- **Yagan Square digital tower:** Images from The Path Home were broadcast in the heart of Perth's entertainment precinct, sparking curiosity and empathy.

These touchpoints shifted public perception — proving that when storytelling is led by lived experience, it can drive real change.

The Australian Zero Homelessness summit

Uniting WA proudly sponsored the networking event at the October 2024 Australian Zero Homelessness Summit, which was co-hosted by the Australian Alliance to End Homelessness (AAEH) and the Western Australian Alliance to End Homelessness (WAAEH).

Uniting WA's contribution centred on connection and storytelling. We facilitated an interactive mapping activity and also displayed a mobile version of The Path Home exhibition, which added a deeply human dimension to the event's conversations.



Advocacy and collaboration in action.

Uniting WA is part of a broad sector ecosystem that collaborates to influence systems, amplify lived experience and create pathways to equity. As a member of the UnitingCare Australia, Australia's largest community service network, we contribute to a shared national mission while advocating locally for systemic change and community-led solutions.

- **Uniting WA was proud to share bold ideas at Shelter WA's Homelessness Week 2024.** Ingrid Van Dorssen, Project Manager Property and Assets, was a speaker on the Panel of Dangerous Ideas.
- **Advocacy Senior Manager, Alisha Aitken-Radburn, and First Nations Cultural Advisor, Tony Calgaret, met with advisers to WA Minister for Aboriginal Affairs, the Hon Don Punch, MLA.** They discussed how to drive measurable outcomes for First Nations communities and Uniting WA's commitment to the delivery of culturally appropriate services.
- **Uniting WA teamed up with Yokai (West Australian Stolen Generations Aboriginal Corporation) to deliver emergency relief to Stolen Generations survivors** — providing essential support to First Nations families.
- **Uniting WA delivered tailored briefing packs to support strategic engagement with new Ministers following the WA State Election in March 2025,** including Minister for Child Protection and Prevention of Family and Domestic Violence, the Hon Jessica Stojkovski MLA.

A safer and brighter future for survivors of child sexual assault.

The Minister for Child Protection and Prevention of Family and Domestic Violence, the Hon Jessica Stojkovski MLA, addressed clinicians, senior leadership and sector partners at the 2025 Child Sexual Assault Therapy Services (CSATS) and Indigenous Healing Services (IHS) Conference in May 2025.

The annual conference, organised by Uniting WA and Phoenix Support & Advocacy Service, and supported by the Department of Communities, is an important learning and collaboration opportunity for professionals who work in this specialised and niche area of child sexual abuse support services.

Strengthening professional expertise in turn raises the standard of therapeutic services provided to children and their families impacted by child sexual abuse or harmful sexual behaviours.

The conference featured a roundtable discussion, a series of masterclasses for professionals, and the development of a communities of practice network to strengthen professional practice, facilitate referral pathways and enable further advocacy for survivors of child sexual abuse.



The FWC General Manager, Helena Jakupovic (centre) and Uniting WA Co-CEO Michael Chester (3rd from right) with other members of the FWC leadership group at the IPAA WA Excellence awards.

The Financial Wellbeing Collective wins IPAA WA Excellence Award

Uniting WA is proud to be part of the Financial Wellbeing Collective (The FWC), which received the 2024 Institute of Public Administration (IPAA) WA Excellence Award in the not-for-profit sector. The award recognises the FWC's innovative, collaborative approach to improving financial wellbeing in WA.

Formed in 2015, the FWC has grown into a network of 12 partner organisations, including community legal centres, not for profits, and local governments. Together, they deliver integrated support to reduce the causes and impacts of financial hardship. The FWC celebrated its 10th anniversary on 2025.

Uniting WA plays a key role in the FWC, providing frontline and support services such as financial counselling, energy coaching and marketing. These supports are increasingly vital as Western Australians face rising cost of living and housing pressures.

The FWC General Manager, Helena Jakupovic, says winning the IPAA WA Excellence Award signifies the Collective's ongoing commitment to innovation and client outcomes.

“The award win represents the tireless efforts of our partners and the collective impact we achieve through working together.

Collectively, we offer many benefits to our funders, government, industry, our partners and the people we serve — our clients,” said Ms Jakupovic.

Driven by compassion, united for impact.

Every donation, collection and act of support is a reminder that compassion runs deep in our community.

Throughout the year **Uniting Church schools and congregations collected more than 12,000 pairs of socks** to support the Tranby Engagement Hub Cosy Toes appeal. The appeal also raised more than \$3,000 to support people facing homelessness, reminding our community that warm hearts and warm feet go hand in hand.

We thank Uniting Church in the City for their generous donation of \$500,000 towards the delivery of services at Uniting WA in 2024-25. The Church’s longstanding commitment to practically support those who are facing poverty, inequality and injustice demonstrates our shared history, values and mission.

Thanks to the generosity of Uniting Church schools and corporate partners, **we received over 14,000 donated items used to make 650 hampers** packed with food, clothing, and toys for families doing it tough during Christmas.

Talented Uniting Church school students designed beautiful Christmas cards for another successful Cards that Count appeal in 2024. **Raising more than \$11,000 to provide toys and clothes to hundreds of children and families**, the appeal helped make the festive season a little brighter.

More than 1,200 students have participated in Wesley College’s Katitjin program, which helps students explore their understanding of homelessness and social justice.

Throughout the year, Uniting Church congregations showed their commitment to walk alongside those in need through their generous donations and collections of goods.

The Uniting WA team is honoured to meet with congregations and update them on our shared purpose and the work of Uniting WA. Last year, we met with congregation communities from All Saints Floreat, Trinity North, Fremantle, Noranda, Kalamunda, Northway, Wagin and St Aiden’s.



Thank you to our generous community partners including schools, churches, Rotary clubs, businesses and community groups, who facilitate donation drives and fundraisers to support the work we do.

\$33,273
from schools

\$24,900
from congregations

\$11,325
from community groups.

We were also delighted to welcome corporate volunteering groups throughout the year with teams assembling furniture and rolling up their sleeves for busy bee cleanups at Uniting WA properties, including transitional accommodation for people exiting homelessness and housing for people with disability.

Uniting WA team members and generous donors and volunteers run regular donation drives.

Uniting WA's Christmas Appeal supports children in foster care.

Jackson* is a teenager with big dreams and Uniting WA is right behind him. After recently being accepted into WA Institute of Sport, he is now training as a Paralympian sprinter.

Living with Fetal Alcohol Spectrum Disorder (FASD), Autism, global developmental delay and cerebral palsy, Jackson requires ongoing therapy and support.

Jackson has been supported by Uniting WA's foster care program since he was six months old. His foster carers, Hamish and Natasha, are part of the Uniting foster care family, providing the stability and care Jackson needs to thrive.

Thanks to the generosity of donors, last year's Christmas Appeal raised over \$51,000 for children like Jackson to get the essentials needed to live a good life, from physiotherapy and speech therapy to mobility aids and daily living support.

Jackson's story is proof that with the right support, big dreams are within reach.

*Names have been changed to protect identity.

Horses help young adults saddle up for life.



For young people in Out of Home Care, turning 18 often means stepping into adulthood without the guidance many of us take for granted. Which is why opportunities like Uniting WA's life skills camp are so vital.

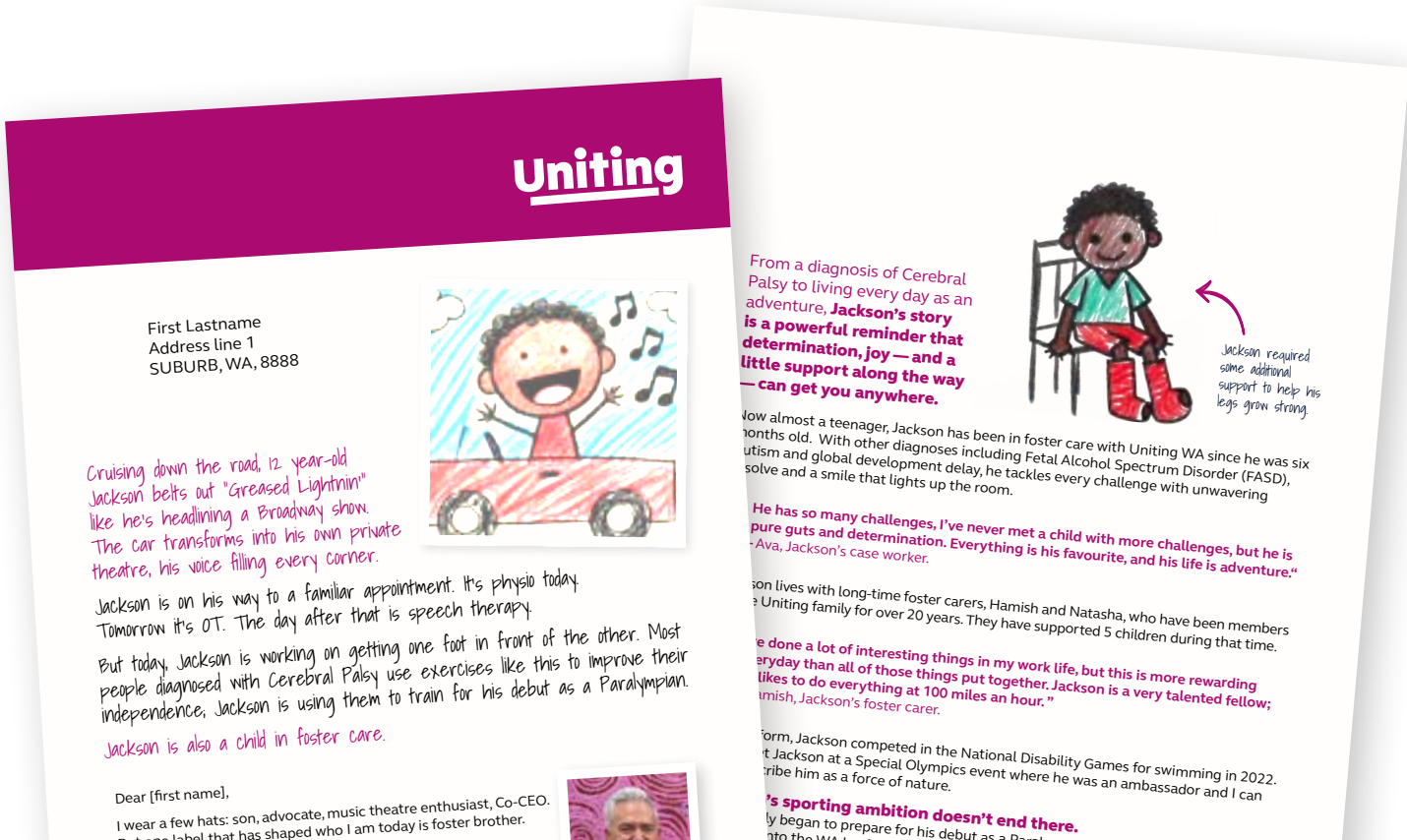
Thanks to donor support and a partnership with Horse Kinect, five young adults spent a week on a working farm learning from hands-on experiences — everything from cooking and farm management to changing tyres and horse riding.

Evenings around the bonfire sparked storytelling and a sense of belonging many in the group had not experienced before.

As Theo* put it, **"I was being taught things that parents usually teach you."**

This camp did not just teach life skills — it gave young people the belief that they can thrive. Thank you to our generous donors for making this possible.

*Names have been changed to protect identity.



\$63,000

Donated for crisis services to support people experiencing homelessness

\$51,000

Donated towards support for children living in foster care





Uniting WA team members taking part in the 16 Days in WA march.

Partnerships that power change.

Marching to end domestic violence

As part of our commitment to ending domestic and family violence, Uniting WA team members proudly joined the community in the annual 16 Days in WA march, held in November.

Walking a mile in their shoes

Uniting WA was proud to once again partner with Ruah Community Services for Walk A Mile 2024 — a powerful journey from Uniting WA's Tranby Engagement Hub to the Ruah Engagement Hub. The event brought together those who work in the sector with partners to follow the often daily journey made by people experiencing homelessness in Perth.

Tuned into the vital role of hearing

A partnership with Ear Science Institute Australia is allowing Uniting WA clients access to hearing screenings and hearing aids. Poor hearing increases isolation and strains personal relationships. We are deeply thankful for this support.

Leaving no one behind at the WACOSS conference

We were delighted to share The Path Home photographic exhibition across three days of the 2025 WA Council of Social Services Conference, and honoured to be part of a sector working hard to ensure that we leave no one behind.

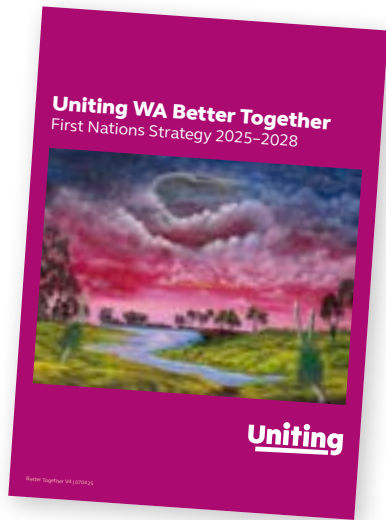
Heart for the Homeless appeal

Uniting WA joined St Patrick's Community Support Centre and St Bart's as partners with Perth radio station, Sonshine. Their annual Heart for the Homeless appeal collected almost 12,000 sleeping bags, socks and hygiene supplies for people experiencing homelessness.

Bringing our Better Together vision to life.

Uniting WA proudly launched the Better Together First Nations Strategy 2025-2028, developed collaboratively by teams across our organisation, marking a significant step in our reconciliation journey.

Since its launch, we have seen the Better Together strategy come to life in many meaningful ways, including cultural mentoring and cultural immersion for Uniting WA team members.



Recognising the role of culturally appropriate services.

Following the launch of our Better Together First Nations Strategy, Uniting WA Co-CEO Michael Chester, and First Nations Cultural Advisor, Tony Calgaret were interviewed on RTR FM’s Moorditj Mag radio program.

Hosted from Wadjuk Noongar Boodja - Mt Lawley, program hosts and First Nations Elders Jim Morrison and Tony Hansen discussed the role of culturally safe services for First Nations clients at Uniting WA.

Standing in solidarity: Uniting WA walked alongside First Nations communities during the National Sorry Day memorial held at Moort-ak Waadiny - Wellington Square. The evnt was hosted by YOKAI Healing Our Spirit (WA Stolen Generations Aboriginal Corporation) during National Reconciliation Week. Uniting WA Strengthening Families Senior Manager, Tara Seaward, joined Aboriginal Elders, Tony Calgaret and Tony Hansen, for the smoking ceremony at the National Sorry Day memorial.

Reflecting on healing a nation: Team members from our Perth, Joondalup, Fremantle, and Subiaco offices attended the Reconciliation WA breakfast hosted from Walyalup – Fremantle, via livestream. The event featured the announcement of a new redress scheme for WA’s Stolen Generations.

Practical aid: Uniting WA partnered with YOKAI Healing Our Spirit (WA Stolen Generations Aboriginal Corporation) to deliver emergency relief funds to members of WA Stolen Generations.

Artwork donation: Thank you to Yamatji Noongar artist, Anthea Corbett, who donated her beautiful artwork titled “Blind Date” to the Tranby Engagement Hub.

Better Together Strategy Artwork

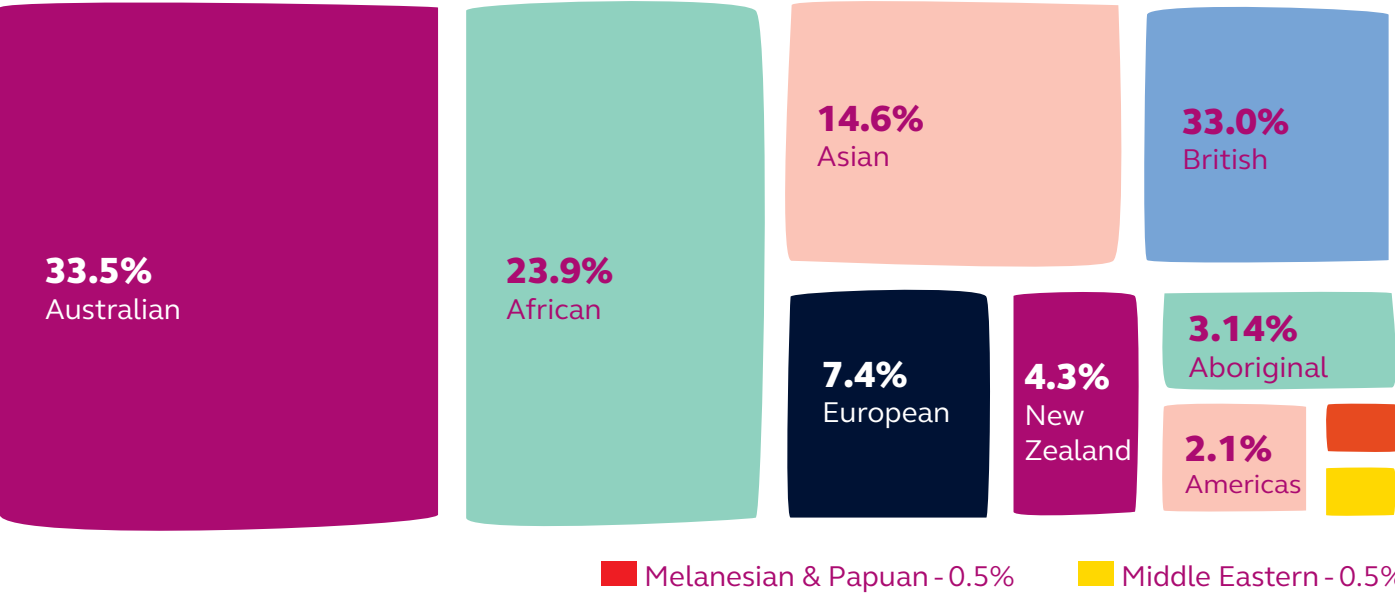
Bernie Narkle is the artist whose beautiful work was featured in the Better Together First Nations Strategy 2025-2028. Bernie is a Ballardong Noongar man with strong ties to Wadjuk Boodja (Perth).

His inspiration for this painting is described in his own words; Noongar Boodja (Noongar land) with the Balga (grass tree) flowering and images of new life during Kambarang (Springtime in the Noongar 6 seasons). The Creator Spirit, the Warlken Wargal (Rainbow Serpent) rests in the Woork (sky). The Bilya (river) he created below flows and breathes life into the Boorn (trees). The colours of the sky were chosen to represent the dawning of a new day filled with hope for a brighter future. The purple in the centre represents Uniting WA bringing about positive change.



From every corner: team members from across the globe.

In 2024-25 we welcomed 191 new team members, of which 33.5% identified as Australian and 3.14% as Aboriginal. Another 14.6% of our team had roots from our neighbours in Asia and we welcomed a wonderful 23.9% of team members from Africa.



Strong engagement, strong results.



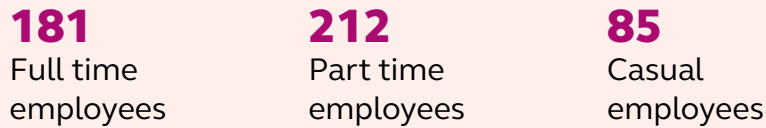
Uniting WA has seen consistent growth across all performance areas of the Employee Engagement Survey for the last five years, reflecting the investment by the Uniting WA executive team to prioritise the organisation’s most critical asset, our people.

The 2024-25 survey showed that 9 in 10 staff are satisfied working at Uniting WA and 3 in 5 staff are extremely satisfied. We are also proud to report a Net Promoter Score (NPS) of +40. This is a great indicator that many of our people feel positive about working at Uniting WA and would recommend it to others.

Our people, our most critical asset.

Our team is growing.

As at 30 June 2025.

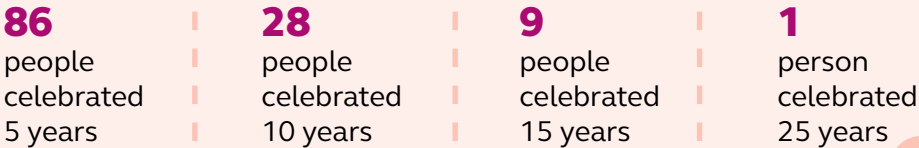


Gender diversity

Across 2024/25 we had **189 men and 393 women** in our workforce with 15 men and 26 women in leadership roles.



Milestones that matter



Investing in our people

- We supported **21 student placements**
- We rebated **134 health and wellbeing claims**
- Our staff completed **2,750 e-learning modules** and **627 training days**.



Digital transformation: Building strong foundations for innovation.

In April 2025, Uniting WA successfully completed its ambitious three-year Digital Roadmap, delivering over 30 projects to ensure systems enhance the work of our organisation.

The Digital Roadmap has significantly boosted workforce efficiency and delivered cost savings through a comprehensive review and rollout of new software, digital infrastructure and network. A major win has been the improved transparency of organisational data.

Previously, extracting insights required manual spreadsheet work; now, many teams enjoy seamless access to metrics. As one team member shared:

“Being able to find and sort data, especially for big reports that different managers need ... and to find metrics for our bigger picture objectives, **it’s much easier now.**”

With solid digital foundations now in place across many areas, Uniting WA will be consolidating more comprehensive digital solutions to further enhance impact and collaboration across the organisation.

Making change at Uniting WA.

At Uniting WA, the Change Management Office (CMO) helps make change feel less overwhelming and more empowering. The successful roll out of Microsoft Multifactor Authentication to all staff ahead of schedule is testament to how the CMO supports teams to feel prepared, confident and capable in the face of change.

Multifactor Authentication changed how staff log in to Uniting WA systems, but more importantly, it was critical for ongoing data security.

The Uniting WA Cyber Security team, who led the MFA project, recognised that this change was a big shift for staff. Partnering with the CMO, they used a people-first approach to build early awareness, encourage engagement and offered clear guidance at every step of the project.

Teams were supported to understand the change through clear communications including FAQs, drop-in workshops, reminders on computer lock screens and face-to-face Q&A sessions.

By listening to concerns and equipping staff with practical tools, the CMO team ensured change was not just implemented, but embraced.

In FY 24/25 the Change Management Office supported nine major change projects.

Uniting WA Digital and Change Management team members, Emma, Ross and Kieran.



Driving accountability for better outcomes.

Strong governance and safeguarding is not just good practice, it is how we protect what matters most. This year, Uniting WA invested in the people and systems that keep our organisation accountable, responsive and safe, because ensuring the safety and wellbeing of the people we support and our teams is at the heart of everything we do.

The Uniting WA Governance and Risk team almost doubled in 2024-25, with three new roles created to strengthen our safeguarding and compliance capabilities. These include:

- Manager, Quality and Safeguarding
- Manager, Risk and Compliance
- Governance and Compliance Officer.

This expanded team brings deeper expertise and a renewed focus on embedding safety and quality across all areas of our work.

A major milestone was the implementation of a centralised reporting system, CGR, which captures risk, incidents, complaints and feedback across the entire organisation.

Safeguarding was also a key focus in 2024-25. The Uniting WA Board endorsed a public Statement of Commitment to Safeguarding, affirming our responsibility to protect the rights and wellbeing of children, young people and adults at risk. A new Safeguarding Policy was also introduced, setting clear expectations for all team members (including Board members) to uphold safety in every interaction.

These developments reflect Uniting WA's ongoing commitment to embed safety and accountability into every part of our organisation. By investing in strong systems and skilled people, we are ensuring that safeguarding is not just a policy, but a lived practice that protects and empowers everyone who engages with our services.

We are ensuring that safeguarding is not just a policy, but **a lived practice that protects and empowers everyone** who engages with our services.



Uniting WA
Governance and
Risk team members,
Jessica, Therese,
Sue and Ryan.

Amplifying the voice of lived experience.

Lived experience is not just storytelling, it is a catalyst for change. The Uniting WA Lived Experience framework gives advocates a platform to share real insights, inform better services and transform lives.

When Emma first stepped into her role as a Lived Experience Advocate with Uniting WA, she had no idea what to expect.

For nearly nine years, she and her four children had lived out of their car, navigating the trauma of family and domestic violence and homelessness. The idea of revisiting that experience publicly was understandably daunting.

Through the Uniting WA Lived Experience framework, Emma received specialised guidance and support to share her story on her own terms, safeguarded by our trauma-informed Lived Experience framework that prioritises person-centred care, boundaries, and respect.

“The way everything was done, with all the thorough briefings, touchpoints, debriefings, written agreements and supports in place was fantastic,” Emma said.

Since joining the Lived Experience team at Uniting WA, Emma’s confidence has soared. She has participated in a research project, completed media interviews and participated in a documentary.

She says: “I never knew my story could help others, but now I know it can. I feel purpose and also a sense of community. I’ve never had that before.”

Individuals like Emma with lived experiences, whether it be homelessness, mental health challenges or family breakdown, offer unique perspectives on the impact of these challenges.

Lived experience not only informs service design and delivery, but also humanises complex issues. Storytelling makes those realities more relatable, fostering empathy, and encouraging the community to consider new and more inclusive solutions. It is a two-way street as many advocates, with new-found skills and confidence, often go on to study, secure housing, take up new hobbies, and rebuild relationships.

Paul is a soft-spoken chef who unexpectedly fell into homelessness at age 61.

He was a Uniting WA client who later joined our Lived Experience team, quickly becoming a standout speaker. Paul shares his story with corporate teams and students through our Recipe for Change team building workshops and Wesley College’s Katitjin social justice program.

“I’m just speaking from the heart, telling the truth,” said Paul. “The support I get touches me deeply.”

Since joining the Uniting WA Lived Experience team, Paul has gone on to volunteer and more recently, he returned to the workforce.

“I’ve done the work, but I couldn’t have done it without Uniting WA. The support and confidence they gave me changed everything,” said Paul.



Uniting WA Lived Experience advocates, Paul and Emma.

Harnessing the power of Lived Experience across Uniting WA.

- Tenant Advisory Forums run by our Community Housing team harness tenant insights to improve services
- Quarterly Stakeholder Reference Groups attended by Uniting WA-supported NDIS participants help shape the continuous improvement of person-centred services
- Uniting WA Lived Experience Advocates took part in a community-facing advocacy and awareness campaign, showing us that while homelessness is a wicked problem, it is not impossible to solve
- Uniting WA Lived Experience Advocates regularly speak at our Recipe for Change corporate team building workshops and school social justice programs.

Volunteers are the heart of Uniting WA.

Last year, over 250 volunteers gave more than 8,000 hours of their time. They help with everything from cooking and serving food to administration work, to donation drives and childcare. Their impact is felt in every corner of our work.

But it is not just what they do, it is who they are and the way they work that counts.

Uniting WA volunteers bring warmth, presence, and humanity to every interaction. Whether it is the comfort of a shared meal or a helping hand behind the scenes, they lift the standard of care we offer every single day. Our Uniting volunteer numbers and hours are growing — up by 15% from last year — and we could not be more grateful.

Age is just a number.

At 83-years-old, Brian Russell is one of Uniting WA’s longest-serving volunteers. He has been with Uniting WA for 13 years, never missing his Tuesday and Thursday Food Rescue runs to collect food donations from CBD businesses.

Thanks to volunteers like Brian, Uniting WA rescues more than a tonne of food each month that would otherwise end up in landfill, collecting enough food to make 8,000 meals for those experiencing homelessness. Brian’s quiet leadership and dedication have made him a mentor to fellow volunteers and a cherished member of the Food Rescue team, inspiring others to get involved.

Volunteers recognised at sundowner celebration.

Uniting WA honoured the contributions of our volunteers at a Subiaco Hotel sundowner in February 2025. Volunteer and Corporate Engagement Coordinator Erik Bibaeff said: “Volunteers are the reason our services continue to thrive, even as community needs grow more complex. It is also a two-way gift, we see many volunteers enjoying being part of the Uniting WA team and feeling a sense of purpose and joy from helping others.”

“I really enjoy it and it’s great to see happy mums.”

Vikki, Parenting under Pressure child creche volunteer

“I’m giving something back by volunteering at Tranby. I had support when I was homeless, and I can’t thank the Uniting WA and Tranby volunteers enough.”

Paul, Tranby Engagement Hub volunteer

“It’s a chance to catch up with friends and get some exercise. We’ve gotten to know the food vendors in the CBD well and you know the food we collect is going to help people who need it. **It’s good for the soul.**”

Simon, Food Rescue volunteer.



Uniting WA Food Rescue volunteers Simon and Geoff do regular runs to collect food donations from Perth CBD businesses.

A powerful lesson in cooking up change.

In 2024-25, Uniting WA welcomed 435 participants for Recipe for Change workshops and in a full-circle moment, we also welcomed back our inaugural Recipe for Change guests, TOKN Technology.

Launched in 2023, Recipe for Change is Uniting WA's team building workshop for corporate and community groups who want to learn about homelessness in Perth and give back to the community.

Recipe for Change brings participants closer to the realities of homelessness — something many people see, but often do not fully understand. Stories shared by Uniting WA team members and individuals with lived experience of homelessness offer powerful, personal insights. The stories of lived experience consistently prove to be the most powerful element of the workshops, building empathy and challenging assumptions about homelessness.

Following in-depth discussions, participants immerse themselves in a cooking challenge that mirrors the constraints faced daily by volunteers at Uniting WA's Tranby Engagement Hub, to cook tasty, nutritious meals and make a little go a long way. It is a hands-on experience that not only fosters teamwork and creativity but also deepens understanding of food insecurity and the challenges faced by people experiencing homelessness.

Recipe for Change

2,900

Meals cooked for Tranby engagement Hub

7

Lived Experience Advocates

\$63,000

raised to support Uniting WA programs.



Recipe for Change participants.

Uniting WA volunteer Cristal helps out regularly in the kitchen at Tranby Engagement Hub.



Building foundations for stability and independence.

Uniting WA is responding to the growing demand for housing designed around the needs of the people who live in it. It is about going beyond shelter and providing purpose-designed and built homes which foster independence, safety and long-term stability when backed up by wrap-around services.

In 2024–25, Uniting WA launched new housing projects to tackle the growing need for safe, stable, and purpose-built homes.

Supported Independent Living (SIL) projects — Spearwood and Riverton
Three homes are under construction to support people with disability and complex needs. Each includes dedicated carer rooms and design features that promote independence and safety. Construction reached “lock up” stage in May 2025.

Out of Home Care family homes
Four of six planned properties were secured across Perth, each with five bedrooms and two bathrooms, designed to support children and young people in residential foster care with safe, nurturing home environments.



Riverton property.

Safe, strong and starting over.

In response to the rising number of older women experiencing homelessness, Uniting WA is leading a project to renovate and refurbish Wyn Carr House — providing transitional accommodation with wrap-around support services for 12 older women.

The then WA Homelessness and Housing Minister, the Hon John Carey MLA, joined project partners to officially launch construction in November 2024.

The current redevelopment honours the heritage of both the building and the services that operated from this historic Fremantle site, which was a women’s refuge from 1978 to 2019.

The Wyn Carr redevelopment is a collaborative project between Uniting WA, the WA State Government, Housing All Australians, Lotterywest and a generous network of pro bono partners.

We extend our heartfelt thanks to our funders and supporters:



Green living, real impact.

Uniting WA has adopted a sustainable design approach across all current property developments — featuring eco-friendly elements like rooftop solar panels and waterwise landscaped gardens.

As a community service provider to some of the most vulnerable people in WA, we believe in empowering people to adopt sustainable living practices.

We extend this approach to our staff fleet cars, 37% of which are hybrid cars, getting our team from A to B sustainably.

Guiding the organisation.

Our Board



Erica Haddon
Chairperson



Alison McCubbin
Deputy Chair



Ralph Addis
Board Member



Jane Barker
Board Member



Isabel de Jesus
Board Member



David Kyle
Board Member



Liam Roche
Board Member



Alison Xamon
Board Member



Lisa Fini
Board Member (Retired)

The Uniting WA Board oversees our direction and governance. The Board is appointed by the Uniting Church Western Australia Synod. We thank retired board member, Lisa Fini, for her service.

Our Executive and Management Team



Michael Chester
Co-Chief Executive Officer



Jen Park
Co-Chief Executive Officer



Justin Bunter
Chief Financial Officer



Sue Thomas
Chief Governance Officer



Ross Bentong
General Manager
Digital & Change Mgmt



Simon Tiverios
General Manager
Property & Assets



Rhiannon Wright
General Manager
Social Services & Impact

Alisha Aitken-Radburn
Senior Manager
– Advocacy

Katherine Campbell
Senior Manager
– Individualised Services

Louise Naylor-Smith
Assistant General Manager
– Community Housing

Erin Tunncliffe
Senior Manager
– Transitional Housing Support

Jessica Brodie-Hall
Senior Manager
– Communications & Engagement

Andrew Canion
Senior Manager – Children &
Young People Business Operations

Rhys Powell
Senior Manager – Community
& Corporate Engagement

Smriti Yadav
Senior Manager
– People Services

Ryan Burge
Senior Manager – Risk,
Compliance & Safeguarding

Danielle Evans
Senior Manager
– Homelessness Support

Cathy Ray
Senior Manager
– Finance

Kyle Burgess
Senior Manager – Information
& Communications Technology

Michelle King
Senior Manager
– Individualised Services

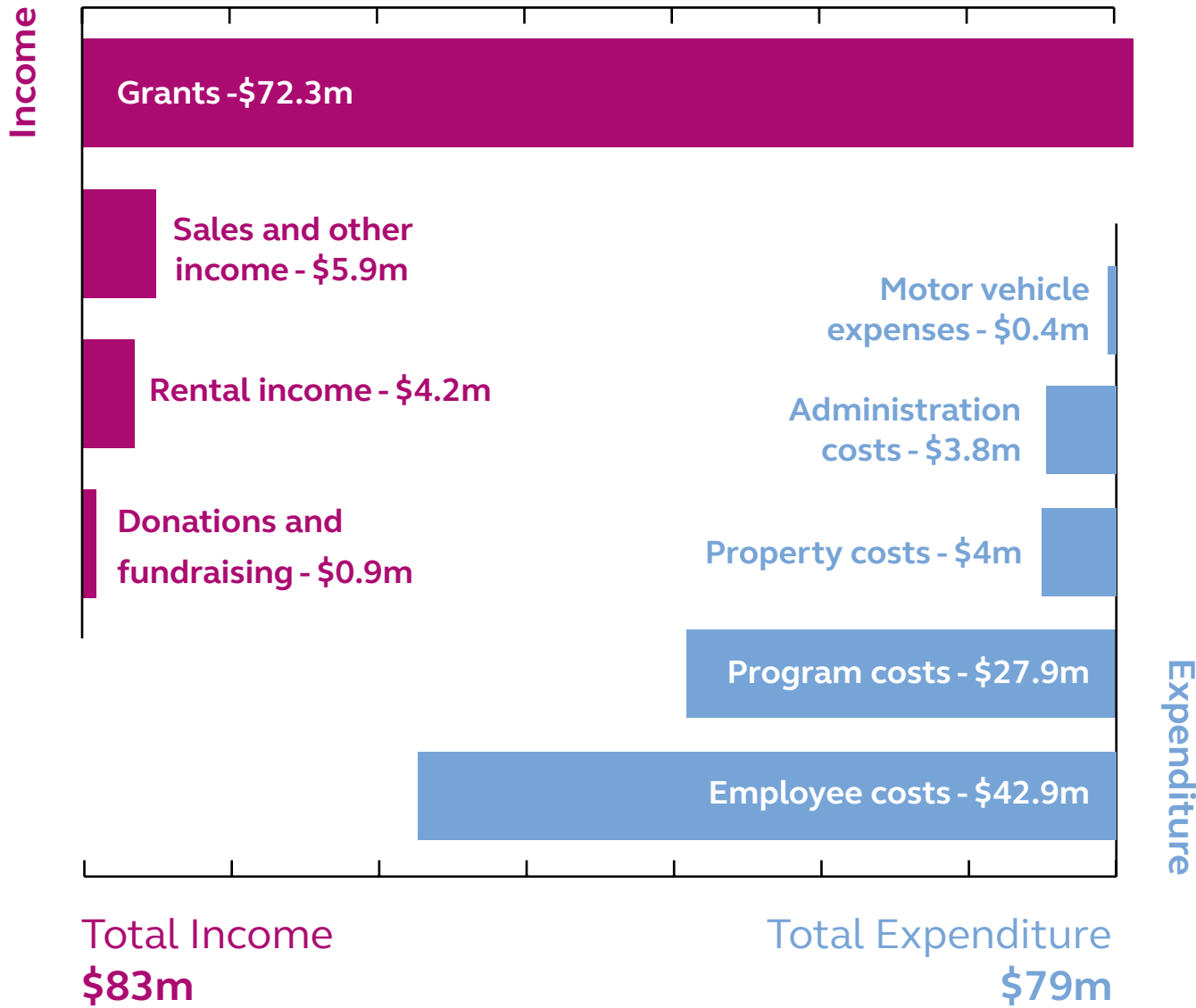
Tara Seaward
Senior Manager
– Strengthening Families

Fiona Cafferty
Senior Manager – Children &
Young People Practice Excellence

Narelle Morgan
Senior Manager – Learning
& Development

Balbeer Sidhu
Senior Manager
– Financial Wellbeing

Financial summary.



Note: The total surplus (\$4m) is made up of:

- Operating surplus (\$0.6m)
- Capital grants (\$3.1m)
- Other comprehensive income (\$0.3m)





The Hon Kim Giddens MLA and our Co-CEO Jen Park.

Our partners and supporters.

We acknowledge the dozens of community and corporate partners whose contributions of time, energy, skills, in-kind assistance, pro bono support and generous donations have had a transformational impact on the people we serve. Thank you.

Major funding bodies

We recognise and extend our gratitude to our key funding partners.

Commonwealth Government

- Department of Health and Aged Care
- Department of Social Services
- National Disability Insurance Scheme.

WA Government

- Department of Communities
- Department of Health
- Department of Justice
- Lotterywest
- Mental Health Commission
- WA Primary Health Alliance.

Major philanthropic funders

- Australian Gas Infrastructure Group
- Bendigo Community Bank Bayswater
- Mercy Foundation
- Minderoo Foundation
- Sisters of St John of God
- Stan Perron Charitable Foundation
- Technical Resources
- ToyBox Australia
- Uniting Church in the City.

Together we can do more.

Learn more about how you can get involved at unitingwa.org.au

Volunteer

Our amazing volunteers are at the heart of everything we do. We need volunteers in all kinds of roles and locations. We also welcome groups as part of corporate volunteering days.

Help us build furniture and play equipment, paint, landscape and do so much more to enliven communities.

E: volunteers@unitingwa.org.au
P: 1300 663 298

Team building

Learn first-hand about the issues surrounding homelessness and take part in a purposeful team building exercise, where you'll cook meals for Tranby Engagement Hub service users.

E: partners@unitingwa.org.au

Foster care

If you've got mumness or dadness to spare, please consider opening your hearts and homes to children in need. You'll find details about the support you'll receive as a Uniting WA foster carer on our website, or get in touch via email for more information.

E: fostercare@unitingwa.org.au

Donate

Your donations help maximise the impact of the services we provide to the most vulnerable in our community. Any gift, no matter how big or small, makes a difference. Please consider making a bequest in your will or fundraising for our services.

E: partners@unitingwa.org.au
P: (08) 9220 1222

Partner

Partner with Uniting WA to maximise value for your organisation or brand while championing social justice issues to improve the lives of people facing hardship.

E: partners@unitingwa.org.au
P: (08) 9220 1222



Uniting WA service users, Kirwan and Nathaniel.

Contact Us

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

P: 1300 663 298 | E: hello@unitingwa.org.au
Postal address | GPO Box B74, Perth WA 6838

   @unitingWA

Learn more at unitingwa.org.au

ABN 75 467 729 203

Uniting

Tranby Engagement Hub team member, Sunday,
is a popular figure with our service users.