

Uniting NSW.ACT

Annual report

2018/19



Uniting

Front cover image: Uniting Westmead Independent Living resident Ganga (right) plays with a new friend at Uniting Airlie Preschool Oatlands, one of our 56 early learning services across NSW and the ACT.

We are Uniting.

Uniting is responsible for the social justice, community services and chaplaincy work of the Uniting Church in NSW and the ACT.

We provide care and support for people through all ages and stages of life, with a focus on people experiencing disadvantage and vulnerability.

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

We celebrate diversity and welcome everyone exactly as they are.

Resident Fatma (left) bonds with care worker Imelda (right) at Uniting Illowra Waverley, one of our 73 aged care facilities across NSW and the ACT.







We acknowledge Aboriginal and Torres Strait Islander peoples as the original and ongoing custodians of the lands and waters on which we live and work.

We recognise the continuing sovereignty of First Peoples in New South Wales and the Australian Capital Territory, and their absolute right to self-determination.

We serve our obligation to co-create a national dialogue of truth that proudly embraces Australia's First Peoples' history, culture and rights, for present and future generations.

We pay our respects to all Elders – past, present and emerging – and to all Aboriginal and Torres Strait Islander peoples and communities.

Our Reconciliation Action Plan artwork by Charmaine Mumbulla, a proud Kaurua/Narungga woman, reflects Ngumba-Dal, meaning 'unity/union/as one' in the Wiradjuri language. It pays tribute to the diversity of Aboriginal lands and languages across NSW and the ACT where Uniting supports people and communities with the delivery of vital services. The vibrant circle unites us across the 4 landscapes of desert, forest, coast and mountain, centred by a cross symbolising our work through Christ. A lilly pilly fruit blooms in the heart of the circle, representing nourishment and growth.

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Message from our Chairperson.



Heather Watson
Chairperson

“Uniting, as part of the Uniting Church’s Synod of NSW and the ACT, is called to respond to God’s mission to strive for an inclusive, connected and just world. Our people, our commitment, and our resources place us well to access emerging opportunities and to face the many challenges ahead, including the complexity of regulation, growing funding pressures, changing customer expectations and increased competition.”

The Uniting NSW.ACT Board acknowledges Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples. This year, the Board renewed its commitments to the First Peoples of NSW and the ACT through adoption of the *Uniting Innovate Reconciliation Action Plan 2019-2021*, outlining aspirations and goals from both Aboriginal and non-Aboriginal voices, declaring a future together under Uniting stewardship.

In December 2018, the Uniting NSW.ACT Board endorsed an ambitious vision of Uniting in 10 years’ time, that balances mission, social impact and sustainability. The strategy journey was undertaken by the Board and Executive over an 18-month period, to give life to the Uniting Church’s pledge made at the Inaugural Assembly of June 1977 – to strive for an inclusive, connected and just world that seeks to eradicate poverty, and identify and correct injustices.

Uniting’s vision for 2030 builds on the Future Horizons principles endorsed by the Board in December 2017. These principles, co-created with the Synod, identify innovative strategies and programs in locations and communities where we have the greatest social impact, and the opportunity to reverse the cycle of disadvantage. They commit us to maximise the social impact of the work of the Uniting Church and articulate our vision for positive social outcomes.

In parallel, the Board endorsed a set of Theological Mission Principles to which we have committed. These principles guide our work to inspire people, so that everyone is valued, particularly those most excluded; enliven communities, so that all people contribute and have life-giving relationships; and confront injustice, to ensure all people are included as they are, and experience ‘life to the full’.



Our 2030 vision aligns with the NSW.ACT Synod's 'Living Church' Strategic Framework priorities of growing healthy congregations, developing vital ministry, and creating transformative community engagement. We continue to collaborate with the Synod to support and grow new and existing missional focus in and through congregations and service agencies.

During the year, the Board also endorsed a refreshed Advocacy Strategy to address social justice issues, with and on behalf of the wider Church, by actively engaging with Uniting Church congregations and their respective communities. Through our 2030 vision, Uniting continues to be a leading advocate for, and agent of, social change to create the inclusive, connected and just world that we strive for.

The Board has established governance practices and organisational structures which are designed to support our effectiveness, responsible stewardship, integrity, accountability and robust risk management on behalf of the Uniting Church in NSW and the ACT. For details on how the Uniting NSW.ACT Board governs, refer to pages 58-61 of this report.

Throughout the year, the Board and its committees undertook regional and metropolitan site visits and held Board meetings in Newcastle and Greater Western Sydney. Engaging with our customers, employees and volunteers gave us the opportunity to witness firsthand the many ways that our people demonstrate the Uniting values of being compassionate, respectful, imaginative and bold, living out our mission through their actions every day.

I acknowledge and thank my fellow Board members for their commitment to all matters considered throughout the 2018/19 financial year and on behalf of the Board, express thanks to the Uniting Executive and their teams for their continued passion in serving individuals, families and communities, often those most vulnerable and disadvantaged.

Heather Watson
Chairperson

Message from our Executive Director.



Tracey Burton
Executive Director

“Having served as Executive Director of Uniting NSW.ACT for over a year now, I continue to be excited and in awe of our people who provide the breadth of services that Uniting offers to individuals, families and communities every day to create a world that is inclusive, connected and just.”

I have had the great privilege to meet many of our people and some of the people we serve. From regional and remote communities across NSW and the ACT to metropolitan locations, I have witnessed the frontline work of our Uniting employees and volunteers and, on behalf of the Executive Team, I offer my thanks and deep gratitude.

During the year, we have continued to focus on our plan for achieving our purpose and communicating and operationalising our organisation-wide priorities. We seek to live our values to create the **culture** that enables Uniting to function at its best and ensures the physical and emotional **safety** of our people and the people we serve. We continue to work for **social impact** and to change the circumstances of people who are vulnerable and disadvantaged through a range of programs and partnerships. We focus on **service evolution**, enhancing delivery models, capability and quality frameworks to meet the changing needs of individuals and communities.

In all that we do, we are **responsible stewards**, using the resources entrusted to us by the Uniting Church, government and partners wisely, and investing for maximum social impact.

Uniting continues to face a range of challenges and opportunities. Our environment is undergoing dramatic change, demanding us to improve and innovate in response to changing needs and growing funding pressures. We continue to address legacy challenges, including ageing property assets, technology and process deficits, and some capability gaps. We also have significant strengths and advantages to leverage, especially our people who are motivated by our purpose, our reputation as a quality provider, our history of innovation, and our culture of inclusion and compassion.



Our 10-year vision will significantly reshape how we approach mission, social impact, and sustainability. To achieve this vision, our strategy is to significantly reshape our services over the next decade, and build our capability to deliver. However, meeting the expectations of those we are here to serve while achieving this vision will require substantial investment. During the year we commenced a program of long-term investments to ensure the sustainability of our services, including the upgrading of buildings and facilities in Aged Care, land purchases in Western Sydney, and new technology infrastructure.

This year, the Executive Leadership Team has focused on operational excellence to facilitate delivery of our purpose and strategic direction, increase our focus on quality and compliance, build our Uniting customer service culture, and to consolidate accountabilities. These changes have made it easier to deliver the best possible outcomes for the people and communities we serve. We have also introduced a new Leadership Model to support all our people leaders to successfully manage their teams for positive impact.

We have continued to be ready to respond to requests from the Royal Commission into Aged Care Quality and Safety. We await the Commissioners' report, insights, learnings and recommendations for improved standards for all aged care recipients. Reform of the aged care system on which senior Australians rely is urgently needed. As the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability commences, we will again be ready to respond and assist.

As I look towards the next 12 months, I am eager to progress the great work of Uniting as we continue to deliver on our purpose to inspire people, enliven communities and confront injustice, in all the work we do together, every day.

Tracey Burton
Executive Director

Resident of Uniting Quong Tart in Ashfield, Trieu (left), shares a laugh with service manager Agnes (right). The care workers at this unique home can speak Mandarin and Cantonese, and the Asian-inspired kitchen is fully equipped to cook traditional Chinese dishes.



Our purpose.

Our foundation

Uniting NSW.ACT is part of the Uniting Church. Christ invites us to serve humanity by creating an inclusive, connected and just world.

From our foundation comes **our purpose**

To inspire people, enliven communities and confront injustice.

From our purpose comes **our commitment**

To provide safe, quality and compassionate services that celebrate diversity and respect the individual needs of the people we serve.

To be a great place to work, where our people are safe and valued for being at the heart of everything we do.

To work in innovative ways and partnerships that better serve people and communities across all ages and stages of life.

To use the resources entrusted to us by the Uniting Church, government and partners responsibly and sustainably, and to invest for maximum social impact.

To confront injustice and break the cycle of disadvantage.

We demonstrate this commitment by living **our values**

Compassionate

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

Respectful

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

Imaginative

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

Bold

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

A mission that matters.

Responsible for the community services and chaplaincy work of the Uniting Church in NSW and the ACT, Uniting provides care and support for people through all ages and stages of life. Our focus is on those experiencing social and economic exclusion. We also advocate for the changes to our society and government policy that are necessary to strengthen the common good.

As part of the Uniting Church, our foundation is Christ's invitation to serve humanity by creating an inclusive, connected and just world. Formed in 1977, as a union of Presbyterian, Congregational and Methodist denominations, the Church's inaugural *Statement to the Nation* is just as relevant now, as it was more than 40 years ago. From the outset, the Uniting Church sought to be a loud voice for a world that's fair and equitable, to welcome everyone exactly as they are, and to protect God's creation and the planet we all live on.

Mission is in our DNA

Our missional principles are a way to connect everything we do with our foundation. They are reflected in our values, in our person-centred care, and in our social justice and advocacy campaigns. These principles reflect the Uniting Church understanding of the Mission of God. In the founding document, *Basis of Union*, this mission is described as "reconciliation and renewal ... for the whole creation."



Read it here: bit.ly/basis-of-union

Uniting is mission driven, not profit driven.

In God's eyes we are all equal. By respecting people exactly as they are, by listening to them, by recognising that the adversity people face doesn't define them, and by seeking to serve them and involve them, we are upholding people's dignity.



Read the 1977 Uniting Church *Statement to the Nation* here: bit.ly/statement-to-nation

Our missional principles

Inspire people

so that everyone is valued.

Dignity of every person

We recognise the essential worth and rights of every person, especially those whose rights are discounted, or who are excluded from full participation in society. They must be at the heart of everything we do.

Needs of the whole person

We recognise that human beings are whole persons with unique physical, psychological, social and spiritual needs and strengths.

Social and economic inclusion

We acknowledge the corrosive effects of inequality and affirm that the poor and marginalised must be our focus.

Enliven communities

so that everyone contributes.

Community wellbeing

We will actively seek conditions that contribute to communal wellbeing. We recognise that people need to be valued as part of a community, and engage in healthy relationships, to thrive.

Unity

We inhabit one planet and affirm the mutuality and interdependence between all people, our fellow creatures, and the earth.

Confront injustice

so that everyone is included.

Promotion of human rights

We affirm the inherent dignity and worth of every person, which being created in the image of God bestows on them. We are bound to observe and safeguard each person's inalienable human rights.

Reconciliation

We need to listen, seeking to understand people and communities, as we strive towards inclusion of all races, cultures and religions and celebrate multiculturalism as part of our Uniting Church and Australian identity. This includes recognition of the rights and dignity of First Peoples and their unique place in our nation.

Solidarity

We will promote the active participation of those affected by injustice as we seek to influence social policy and confront the causes of inequality and disadvantage.

People are at the heart of our purpose.

As one of the nation's oldest, largest and most respected community services providers, Uniting is constantly evolving to positively impact the lives of the people and communities we serve, and to champion social justice for all Australians. Put simply, we put people at the heart of our purpose.

Uniting's purpose is to inspire people, enliven communities and confront injustice. Diversity and inclusion are celebrated at Uniting, and everyone is welcomed exactly as they are. With more than 10,500 employees and volunteers delivering 400 services, we support more than 85,000 clients each year. We operate throughout NSW and the ACT, from Tweed Heads in the north, to Bega in the south, and out to Broken Hill in the Central West.

Our 4 main service areas:

Ageing

Children, Youth and Families

Property and Housing

Mission, Communities and Social Impact



Who we are

9,107 employees

270
Aboriginal team members

1,705
CALD team members*
* culturally and linguistically diverse staff who speak a language other than English

30%
born overseas

88
chaplains and pastoral practitioners

1,439
volunteers










400+
services across NSW and the ACT

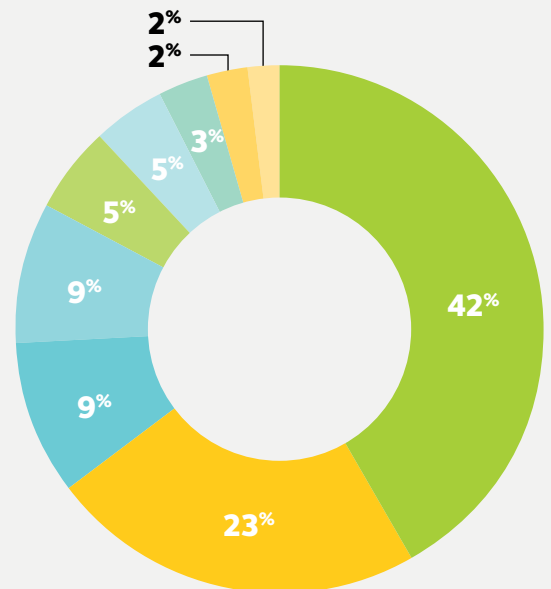
Board 

 Executive Director  Chairperson

Who we serve

86,669 clients

-  **36,266** family services clients
-  **19,741** Local Area Coordination participants
-  **8,197** home and community care clients
-  **7,509** aged care residents
-  **4,598** children enrolled in early learning services
-  **3,914** Uniting War Memorial Hospital patients
-  **2,805** independent living residents
-  **1,966** Uniting Medically Supervised Injecting Centre clients
-  **1,673** disability services participants



We're about *transformational* customer service, not simply transactional service.

In 2018/19, our Customer Service Centre

answered
77,316
phone calls

actioned
17,110
emails and website enquiries

in
9
languages

Our culture of safety and wellbeing.

At Uniting, we nurture a workplace culture that puts people at the heart of everything we do. We believe that if our employees and volunteers feel valued, respected and heard, the ripple effect will also be felt by the people and communities we serve.

Throughout 2018/19 we've been actively demonstrating to our employees how much they are truly appreciated for the great work they do. This year, our focus has also been to listen, learn and act on the vital feedback our team members share, to support safe and effective workplaces and service delivery.



Investing in our people in 2018/19

- We ran Leading Self and Living Our Values workshops in response to employee feedback, to empower our people to put mindset and behavioural techniques into practice that support wellbeing at work, and to turn our values into actions that will help achieve our common purpose.
- We introduced a new employee assistance program to foster health and wellbeing, via the Benestar app, with life resources including free confidential counselling.
- We held leadership forums and development programs across NSW and the ACT to connect frontline leaders with our organisational strategy, and with each other.
- We launched Continuous Conversations, our new performance and development process to ensure our employees and volunteers are given opportunities to learn and grow.



Acknowledging our people

This year we nominated and celebrated our amazing employees at our inaugural Uniting With Heart Excellence Awards.

700 peer nominations in **9** categories

1. Safety
2. Quality
3. Person-centredness
4. Compassion
5. Respect
6. Imagination
7. Boldness
8. Leadership
9. Volunteering

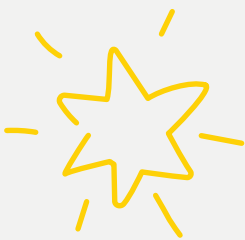
2018 Your Voice pulse survey

Your Voice gives us the chance to check-in and see how we are tracking against our first organisation-wide survey in 2017. Through this constructive feedback, our people continue to inspire changes that make a real difference for our clients, and make Uniting an even better place to work.

3,956 employee and volunteer voices were heard

80% affirmed pride with our work and agreed that safe and quality practices are embedded in our service delivery

83% see their role directly connecting to our Uniting purpose



Uniting is committed to being a **great place to work**, where our people are **safe**, and **valued** for being at the heart of everything we do.

“I’m so proud to be working for an organisation with such meaningful values and purpose.”

– Employee participating in the Living Our Values and Leading Self workshops



Like extended family.

Against the backdrop of the Royal Commission into Aged Care Quality and Safety, this year we feel an even greater responsibility as the largest not-for-profit provider of aged care services in NSW and the ACT.

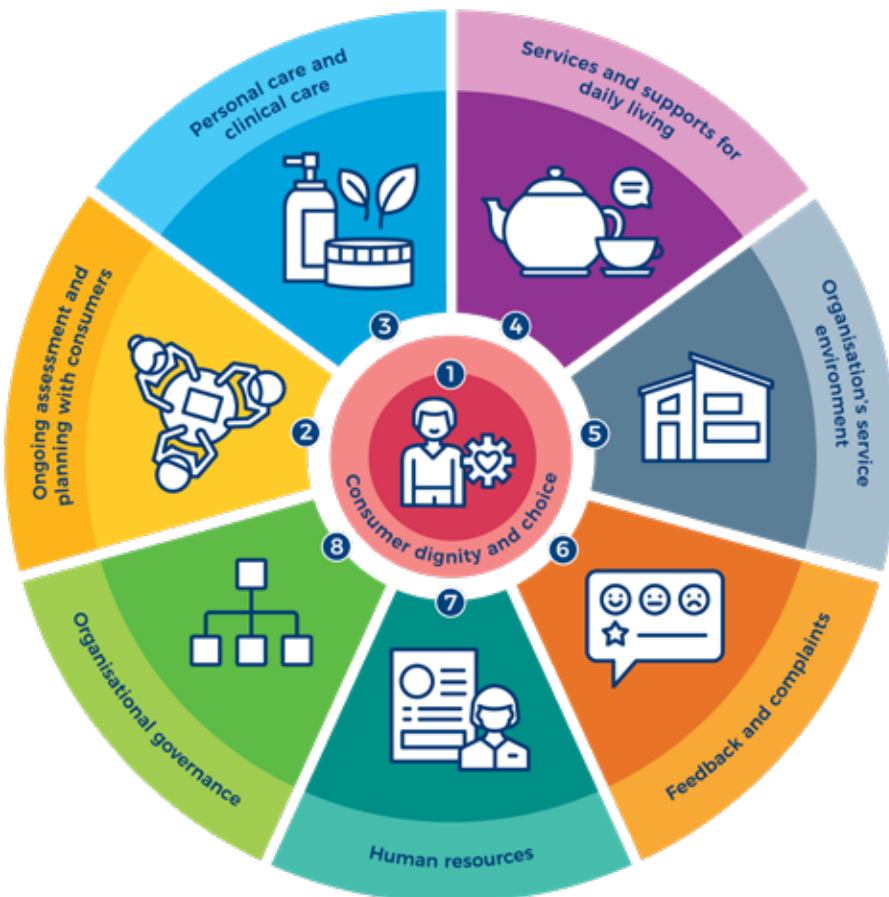
For more than a decade, we've been pioneering person-centred care in a household-style approach we call 'Inspiring Life'. We believe all older people deserve to be treated with dignity and respect, just as they would in their own homes, and for their personal wishes and choices to be truly heard and honoured.

Throughout the year, we were preparing for the Aged Care Quality and Safety Commission to begin assessing and monitoring quality of care and services against these **Aged Care Quality Standards**:

Five years ago, we began the cultural transformation across to our household model of person-centred care, and this process has prepared us well for the integration of the new standards from 1 July 2019.

Reflecting the need for increased scrutiny and accountability in aged care, Uniting has welcomed the Royal Commission as an opportunity for people to tell their stories, and to have open conversations about the value of older Australians and the adequacy of the funding and systems in place to support them.

We hold great hope that the outcomes of the Royal Commission will herald an improved aged care system that sees Australia's growing population of older people receive the support and care services they desire and deserve, where they choose.



Find out more:
bit.ly/aged-care-quality



7,509

aged care residents

73

aged care services

58

locations

Highlights

- The atrium installation in our Uniting Abrina home was a finalist in the Best Memory Support category of the 2019 Asia Pacific Eldercare Innovation Awards. We were nominated for the way the atrium space engages our older residents living with dementia.
- Emerging applications of virtual reality (VR) for dementia patients and pain management, led to a partnership with Samsung to evaluate the effects of immersive technology on physical, psychological and social wellbeing. Residents at our homes in Haberfield, Orange, Goonellabah, Normanhurst and the ACT suburb of Gordon chose bucket list experiences to enjoy through VR.



You're never too old to fulfil unlive
dreams: bit.ly/virtual-reality-wellbeing

- We celebrated ANZAC Day with the Royal Australian Air Force arranging for two of our Uniting resident veterans to sit down for a conversation with some current servicemen.



Discover their stories:
uniting.org/veterans

Love is the secret ingredient

A unique partnership has been established between our aged care service at Uniting Springwood, the neighbouring Uniting Kids Care early learning centre, and Penrith-based Mama Lana's Community Foundation, to help feed homeless people in the local area. Weekly cook-ups to mass produce meals and sweet treats have been enthusiastically embraced by our aged care residents who are more than willing to swap their usual Friday activities of word games, craft or trivia for something that gives them a greater sense of purpose.

Each week, around 30 Uniting Springwood residents (and their preschool helpers) turn out:

18 trays of main meals

10 litres of soup and

6 trays of dessert

for the Friday evening meal service at Mama Lana's Penrith drop-in centre.



Care worker Fatima (left) and resident Grace (right) from Uniting Thomas Roseby Lodge in Marrickville, are living proof that we're never too old to be wacky and wild, as they ride the dodgem cars at our 22nd Uniting Seniors Ball at Rosehill Racecourse.

We're never too old to be wacky and wild.

In February, a record 1,000 guests pulled up at Rosehill Racecourse in a convoy of Uniting purple buses, ready to party at the 22nd Uniting Seniors Ball.

Traditionally held during the NSW Seniors Festival, our 2019 theme, 'You're never too old to be wacky and wild', was a fun extension of the festival theme 'Love your life'.

Originally conceived in 1996 for socially and financially disadvantaged residents and clients who would not have otherwise had the opportunity to attend a fancy event, our first Seniors Ball was just a small dinner dance for 80 people, hosted at Uniting Annesley Haberfield. Over 23 years, it's grown to accommodate more and more of our seniors who want to embrace active ageing.

“When we ask our residents and clients what sort of event they'd like to attend, passive participation is not what they're interested in. They want to dance, they want to go on rides – they're young people in older bodies and they want to celebrate their love of life.”

– CK Kamath, Uniting Residential Business Lead for Sydney South East

“We have the privilege of working in their homes.”

– Uniting Residential Aged Care employee

Active ageing means smooth sailing

This year, more than 300 Uniting aged care residents, averaging 85 years young, proved that age was no barrier to taking on physical challenges and learning new skills on the water at the Sydney International Regatta Centre in Penrith. It's the 4th consecutive year we've run this event, the biggest of its kind, in partnership with Sailability and the NSW Department of Sport and Recreation.



A big thank you to all our aged care workers: bit.ly/our-carers

Reimagining how we support older people

Our new ageing strategy, approved in 2018/19, has a focus on creating place-based integrated communities that offer a seamless continuum of support. We're co-locating our independent living villages alongside our residential aged care homes, and designing on-site community hubs, to promote physical and social wellbeing and encourage active ageing. These hubs will also be a focal point for the delivery of our home and community care services to older people in the local area.



Find out more: uniting.org/aged-care

Pioneering holistic wellbeing.

This year, the historic Uniting War Memorial Hospital (UWMH) has continued to pioneer a holistic approach to the health and wellbeing of people over 65, through the delivery of integrated sub-acute rehabilitation services.

Our enablement focus aims to keep people healthy at home, and reduce unnecessary visits to hospital emergency departments.

Highlights

- Our Integrated Rehabilitation and Enablement Program (iREAP) won the South Eastern Sydney Local Health District Improvement and Innovation Award.
- We partnered with Parkinson's NSW for on-site counselling and education, and to forge strong links with local community providers.
- Our mobile rapid response Geriatric Flying Squad (GFS) multidisciplinary team, treating patients in their own homes and residential aged care facilities, saw continued success in preventing unnecessary hospitalisation.
- We also collaborated with NSW Ambulance, Police, and Fire and Rescue to avoid emergency hospital admission. In recognition of this pioneering partnership, the GFS team were awarded the National Hesta Aged Care Awards Team Innovation of the Year.
- We were nominated in the NSW Health Premier's Awards.
- We became a member of Global Green and Healthy Hospitals, joining international cohorts using innovation to transform the healthcare sector and foster a healthy future for our planet.



Key challenge in 2018/19

Providing timely rehabilitation to an ever-growing older population with complex healthcare needs.

“You are never too old to live life.”

– UWMH's local vision



31,846
outpatient appointments

575 admissions
↓6% reduction in falls since 2017

100%
new patients have a Falls Risk Assessment and Management Plan (FRAMP)

The culture of communication

Neurological conditions such as aphasia and language-led dementias, and degenerative neurological conditions such as Parkinson’s disease, impact people’s ability to communicate in personal relationships and engage within their communities. This loss of connection is associated with poor health, quality of life and survival outcomes, and an increase in social isolation and depression.

Laura Thompson and the Speech Pathology team at UWMH are providing a series of interventions targeting social engagement and participation. Laura led three clinical non-language based activities in an event called ‘The Culture of Communication’. The 70-strong audience of family, friends, carers, UWMH Board members and staff were treated to a performance from the Neurological Choir and an art exhibition from the Aphasia Art Rehabilitation Group. This initiative demonstrates Uniting’s focus on the strengths and abilities of people living with disability, and how we partner with our clients to deliver person-centred care and support.

Celebrating a century

A 6m-long timeline of key historical facts and photos was unveiled in May 2019, to mark 100 years since the Vickery family donated their Waverley estate for use as a hospital.



The Art of Aphasia

A short film documenting an inspiring account of what it’s like to live with aphasia was a finalist in this year’s Focus on Ability Film Festival.



See it here: bit.ly/art-of-aphasia



Find out more: bit.ly/war-memorial-hospital

Living longer and stronger.

Uniting wholeheartedly supports the notion that staying physically and socially active and engaged is the key to maintaining independence and living at home for longer.

This year, we've continued to develop and deliver our innovative range of wellbeing programs for seniors throughout NSW and the ACT. We're also growing our in-home and in-community care programs, including respite care, dementia care and end-of-life care.

Highlights

- Our Short-term Restorative Care (STRC) program was launched in the New England region. STRC is a holistic program bringing together physios, dietitians, nurses and exercise specialists to prevent or stem functional decline and to improve physical health and emotional wellbeing.



See the difference at:
bit.ly/restorative-care

- The Western NSW Local Health District partnered with Uniting Parkwood in Orange, to provide end-of-life care during a 12-month pilot.

“It will give people a place to live out their days in comfort and pleasant surroundings... families can stay overnight with loved ones, and there are cooking facilities if they want to prepare a meal there.”

– Recently-retired Parliamentary Secretary for Western NSW, Rich Colless



Taking time out

Berrilea Cottage and Judy and Alan's Place in Orange, and Glen Osmond House in Petersham, are tranquil respite cottages managed by standout coordinators Rhys Smith and Kerryn Wills. Respite breaks are vital for carers, allowing them to catch up on life's other responsibilities, recharge their batteries, and ultimately boost their capacity to continue caring. And the change of scene and pace is just as beneficial for the older person who stays with us, whether it's for a few hours, or a few days. Rhys and Kerryn are finding innovative ways to really listen to, and address, people with complex needs requiring occasional respite.



8,197

clients across all our wellbeing programs and services

6

Uniting Seniors Gyms

1,094

gym members

20

exercise physiologists

5

exercise scientists

A 'can do' community

This year, we've continued to see great success in our Far West region, led by the Uniting Broken Hill Home and Community Care (HACC) team. They're taking a 'can do' approach in offering a range of new and creative programs to appreciative locals.

The twice-weekly Stay Active Stay Strong (SASS) program is now being offered 5 times a week, as a hall-based exercise class or hydrotherapy group. Designed by the Uniting Seniors Gym exercise physiologists, SASS uses functional assessments to tailor individualised exercise programs that help improve the strength and balance of older people. The flexible program doesn't require a gym environment or equipment investment and small group classes operate easily in Uniting church halls and other community spaces.

They've also responded to popular demand and found a local Tai Chi instructor who now visits weekly. And one of the HACC team members, a former signwriter, has started facilitating art classes.

"I enjoy the Tai Chi, art classes and the social activities... it's great to be out of the house and in such a welcoming environment."

- Lynn, Broken Hill HACC client

Betty's story

For independent woman, Betty Steedman, there really is no place like home. Our 90-year-old in-home care client has been living on the same Leichhardt street in Sydney's inner west for her entire life, and in the same house ever since she got married. And she doesn't plan on moving any time soon. Our carers visit Betty several times a week to help her with everyday tasks such as grocery shopping, vacuuming and cleaning, so she can stay at home as long as possible.



"The Uniting carers are all very special - I call them my angels."



Living the life she loves:
bit.ly/betty-at-home



Find out more: uniting.org/home-care

It takes a village.

This year, Uniting has continued to lead the way with retirement and independent living solutions for our growing population of older Australians.

We've been building new developments, expanding existing villages, and improving continuity of support for the communities we serve, through co-location with our residential aged care homes.

Key challenge of 2018/19

Due to uncertainty in the property market this past year, many potential residents have been unwilling or unable to sell their homes to facilitate moving into retirement villages.

The rap on our Resident Ambassador Program

Some people experience a lack of meaningful connection after they retire, leaving many social needs unmet. This year, we've continued to grow our Resident Ambassador Program to encourage our residents to use and share their pre-retirement skills and knowledge. Just some of the roles in place to strengthen the bonds of our village communities are:

- Dog walkers
- Librarians
- Gardeners
- Cooks
- Transport assistants
- Village newspaper writers.

Community-minded Anne scoops awards

Congratulations to Anne Mathur, our Health and Wellbeing Lead for Uniting Retirement and Independent Living, who has won multiple accolades this year for her tireless work as a dementia consultant.

Anne advises seniors from multicultural communities on ageing well in Australia. She helps them understand dementia in simple terms, to break the stigma attached to cognitive decline in culturally and linguistically diverse (CALD) communities.

In January, Anne was nominated for the Community Hero Award as part of the 2019 NSW Woman of the Year Awards, and she was also a finalist for the 2019 Altitude Awards in the Climb Every Mountain category.

Anne was further acknowledged at this year's Festival of Colours, a multicultural celebration held every March in Parramatta, as part of Parramasala. And she was recently invited to an afternoon tea hosted by the NSW Minister for Multiculturalism, in recognition of her community work.

“I have been able to reach out to the most disadvantaged members in the community, and link them with the support services they need to be able to live with dignity and respect.”

– Anne Mathur, Health and Wellbeing Lead for Uniting Retirement and Independent Living



124

independent living units built in Normanhurst, Hamlyn Terrace and Shellharbour

108

independent living units under construction in Westmead, Gerringong and Port Macquarie

69

independent living villages across NSW and the ACT



Find out more: uniting.org/independent-living

A place to call home.

In line with our 10-year vision and our Sustainable Development Goals, Uniting is working towards the socioeconomic objective of equal access to safe, adequate and affordable housing by 2030.

We have a range of programs and strategic partnerships in place to tackle homelessness and its root causes, and to provide support for people in vulnerable situations.

Highlights

- In partnership with the NSW Government, Uniting is making housing accessible as part of the Social and Affordable Housing Fund (SAHF), alongside tailored supports empowering people to improve their lives. During 2018/19, we offered 42 homes in addition to the 99 already available through SAHF.
- Our pop-up boarding house in Leichhardt, for older women experiencing homelessness, provided a safe, welcoming and supportive living environment for 39 women. Of these, 67% have since relocated to suitable permanent housing.
- Veronica Macdonald, Regional Program Manager for our Uniting Youth and Homelessness Services in the South West Sydney and Illawarra regions of NSW, was nominated for 2019 Australian of the Year, for her tireless efforts to find homes for young people.
- Our relationship with St George Community Housing, an affordable housing initiative, grew stronger as we continued to assist tenants at North Sydney's Greenway housing estate to access in-home care and community services.



Access to safe, adequate and affordable housing is a fundamental human right.

Yet, between 2011 and 2016, the rate of homelessness in NSW grew 37%, with 37,715 people experiencing homelessness on the night of the 2016 Census.



330

seniors living in social and affordable housing

↑10%

on previous year

29

leasehold properties funded via the Premier's Youth Initiative

Access to safe, adequate and affordable housing is a key enabler in helping people to find work.

Last year we achieved:

↑23% client employment at the end of the support period in our Uniting Doorways Homelessness programs.

↓33% rough sleeping and **↑27% stable tenure** for clients in our Uniting Doorways Homelessness programs.

Premier's Youth Initiative

Funded by the NSW Government under the Premier's Youth Initiative, we're offering housing, education and employment options to achieve better life outcomes for vulnerable young people. Aboriginal youths supported in this program comprise around half of the young people leaving out-of-home care between Tweed Heads and Port Macquarie, once they turn 18. Together with Aboriginal Employment Strategy Ltd, we're linking them with life-changing training and job opportunities.

Foyer Central will open doors

Under the Foyer Central project, we're helping to combat inner city youth homelessness for young people leaving care. In partnership with St George Community Housing and Social Ventures Australia, purpose-built accommodation is being constructed near universities. Uniting will support the residents with their work and study, mentoring them to build new skills and help them transition to independence.

Our global village.

Uniting works across 3 pillars of sustainability – environmental, social, and economic – to improve the lives of the people we serve and the communities we live in.

We've aligned with the United Nations Sustainable Development Goals initiative, to support the protection of the world's poor and vulnerable, and the future of our planet. These international goals for the year 2030 are in place to address extreme poverty, inequality and climate change over the coming decade.

Our 10-year vision synergises with this 2030 Agenda and the core objective to leave no-one behind. We have mapped our 10-year vision to the Sustainable Development Goals and identified key areas where we believe we can make the biggest difference.

SUSTAINABLE DEVELOPMENT GOALS



Read the full report: uniting.org/sustainable-goals

Our environment matters

All organisations have a responsibility to use natural resources wisely, reduce waste and protect the environment. As a Silver Partner in the NSW Sustainability Advantage program, Uniting is working with the NSW Office of Environment and Heritage to roll out solar energy, reduce food waste, and solve challenges including how to recycle adult incontinence pads.

Protecting biodiversity

Last year, Uniting completed a 5-year bush regeneration project at our Hamlyn Terrace property on the NSW Central Coast. Of the 112,000m² of on-site bushland, 63,000m² is identified as having significant ecological value.

Using specialist environmental contractors, noxious weeds were replaced by native plants and natural regeneration. The resulting improvements have helped restore important ecosystems, and enhance native fauna habitats.

In 2019, we extended our commitment to protecting biodiversity by engaging bush regenerators at Hamlyn Terrace for another 5 years.

“We are concerned with the basic human rights of future generations and will urge the wise use of energy, the protection of the environment and the replenishment of the earth’s resources for their use and enjoyment.”

– from the Uniting Church *Statement to the Nation* at the Inaugural Assembly, June 1977

↓ **13%**

reduction in total carbon emissions since 2010

10%

of electricity used at Uniting this year was produced from

6,967

solar photovoltaic panels on our roofs

27,400

LED lights newly-installed in our aged care facilities are saving us

6,675,000

kilowatt hours per year

100+

hybrid cars in the Uniting vehicle fleet

Empowering families and communities.

Uniting has a long and proud history of investing in programs that support and empower children, young people, First Australians, and socially and economically excluded communities, to improve their engagement with society, their opportunities and their outcomes.

Our Children, Youth and Families (CYF) directorate delivers an extensive and sensitive portfolio of services encompassing early learning, family restoration and parenting skills programs, youth housing support, employment services, out-of-home care, and counselling and mediation. This year, we've continued to work in close collaboration with government and local communities across NSW and the ACT, to give early and proactive support where it's needed most.

100+
targeted programs

900
team members

36,266
clients

Highlights

- CYF is an integral part of the ACT Government's A Step Up for Our Kids program, a 5-year strategy responding to rising demand for out-of-home care places, and the challenges around attracting and retaining foster carers. In 2018/19, program evaluation demonstrated a significant increase in the stability of our out-of-home care placements.
- We delivered a pilot program in collaboration with Their Futures Matter and the Department of Communities and Justice, to ensure that children whose families have child protection concerns don't fall through the cracks, and access the support they need.
- We received new funding to increase the number of supported playgroups for families living in and around Liverpool and Fairfield.
- Uniting led the Fiver for a Farmer initiative to assist our employees to generously donate and support Western NSW farmers struggling with the impacts of drought.
- Uniting Central Coast Permanency Support Program was the first of 14 family preservation packages to become fully operational this year.



Newpin

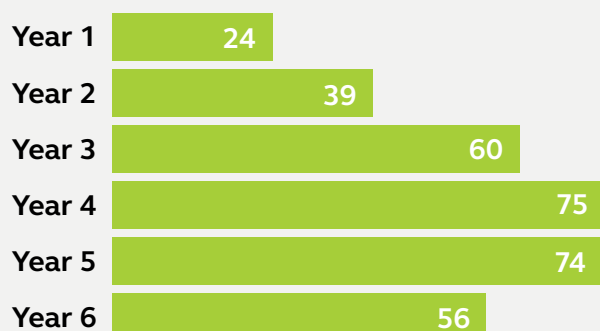
Courage to change together

This year marked the 21st anniversary of Uniting Newpin, a program that takes a therapeutic approach to repairing and strengthening parent-child relationships, so that children can be safely returned to their birth parents. It was also the sixth year of operation under the Newpin Social Benefit Bond (SBB), our financial partnership with the NSW Government and Social Ventures Australia.



Learn more: uniting.org/newpin-bond

Number of NSW children referred to Newpin returned home (per year)



Psychological safety matters

Uniting CYF has a strong safety focus, with many unique methods in place to support its diverse casework practice across a large geographical area. The physical and psychological safety of all children and young people is always paramount.

The Long Jetty Meeting Place

A collaboration between Uniting Church volunteers and Uniting employees to address social and economic disadvantage, The Long Jetty Meeting Place program operates as a safe space to build on community strengths and bring about positive changes that improve local residents' quality of life.

In 2018/19, more than 450 people received support that included assistance completing National Disability Insurance Scheme (NDIS) applications, food and hygiene packs, clothing and blankets for the homeless, free courses and workshops to upskill the community, and advocating for locals on affordable housing options.

“I live alone and I just sat at home all day. Now I have a reason to go out.”

– Anne, a regular visitor to The Long Jetty Meeting Place who now works as a volunteer for the program

Did you know?

Uniting Doorways for Youth works with local community housing providers to offer transitional accommodation for 16 to 25-year-olds on the NSW Central Coast, in Dubbo, and in the Macarthur Region.

Referrals to Doorways come from the Uniting Church, Headspace, juvenile justice centres, drug and alcohol rehabilitation facilities, and schools.

2,062 people were supported to remain in, or find, secure housing through the Doorways program in 2018/19



Find out more about our extensive services for children, youth and families at uniting.org

Loving homes and skills for life.

Our teams work alongside the Department of Communities and Justice through the Uniting Permanency Support Program (PSP).

We support more than 300 children and young people in NSW, aiming to give them a loving home and living skills - either with their parents, extended family or kin, or through guardianship.

The PSP is one of the most significant changes to the child protection and out-of-home care system in decades, bringing together government and non-government partners in a new vision to support permanency and restoration wherever possible. The PSP focuses on safety, wellbeing and positive life outcomes for the people we serve.

Evidence demonstrates that a permanent, safe and loving home gives a child or young person a better chance at leading an independent, successful life as an adult.

Uniting Permanency Support Program goals

↓ **reduce entries into care** by keeping families together

↓ **minimise time in care** by restoring children to their families or finding other permanent homes

↑ **increase positive care experiences** by supporting children's individual needs and trauma recovery

This year, the NSW Office of the Children's Guardian granted Uniting PSP with accreditation until August 2021.



Key challenge in 2018/19

We're targeting the areas in and around Dubbo with a foster care awareness campaign and recruitment drive, to address the current and urgent need for foster carers in Western NSW.

Foster carers make a real difference in the life of a child or young person. It's rewarding, challenging and life-changing for everyone involved.

If you know someone who would make a great short-term or longer-term foster carer, we'd love to hear from them.



Find out more: uniting.org/foster-care

“Uniting has worked hard to build a system where issues are identified early, dealt with openly, documented thoroughly, and reported clearly.”

– From an Accreditation Monitoring Visit by the NSW Office of the Children's Guardian, conducted in February 2019.

Supporting growth



Brendan is one of 10 children, and in 2011, aged 10, he and his younger brother came into care with Uniting. Since then he has overcome many obstacles and emerged as a young man that many people love and admire. When his Uniting caseworker and coordinators threw him an 18th birthday morning tea earlier this year, he spoke with great affection of his time with his carer. He remarked that the consistency of Uniting's support for him and his brother made him feel secure in his place in the world, and able to live a life with opportunity, positivity, and love.

Brendan is currently studying aviation at Griffith University and has recently moved in with his birth father and family. In a letter to his former caseworker he wrote, “I feel I have worked very hard with my carer and with you to make my dream a reality. This move is the most fantastic and positive way to end my journey in out-of-home care”.

Photo: Brendan with his Dad, modelling his Griffith University aviation uniform.

Encouraging life-long learning.

Uniting Early Learning and Childcare aims to make quality education accessible for all families. We believe all children deserve the opportunity to develop skills that encourage creativity, build confidence, and forge community connections.

This year, we have continued to create engaging and inclusive programs that inspire children from birth to primary school to become life-long learners and active community members.

Highlights

- 27 of our services were assessed and all were successfully rated against the National Quality Standard (NQS).
- Uniting finalised launch preparations for the Early Learning Fund (ELF), a social impact scholarship program working to identify and support young children who might otherwise miss out on early learning opportunities before starting primary school. ELF is supported by Uniting, Goodstart Early Learning, and The Benevolent Society.



Learn more: bit.ly/early-learning-fund

- We launched the Connect, Promote and Protect Program (CP3), a positive mental health initiative connecting primary schoolers with specialist volunteers, peers and the community, through creative and productive play. CP3 was developed in partnership with Corrimal Uniting Church and the University of Sydney Brain and Mind Centre.
- We now have 32 early learning services that are directly managed by Uniting, and 24 shared governance services that are managed together with local Uniting Church congregations. The transition has resulted in Uniting employing a total of 850 early learning employees this year, a 15% increase on 2017/18.

Using technology to connect and communicate

Storypark is just one of the many ways we engage with our early learning communities, and this year it was rolled out across our entire early learning network. It's an online service that helps families and educators collaborate as they record, share and extend their children's learning.

See how one of our educators, Paul Collins at Uniting Summer Hill Children's Centre, has championed Storypark here:



bit.ly/story-park

Our Rockdale preschool rocks inclusion.

Uniting Frederick Street Preschool cares for 80 preschoolers each week, whose families represent 21 different cultures and speak 26 languages and dialects. As we're often the first experience of Australian childcare after these families migrate, and with English as a second language, we make sure our teacher-to-child ratios are higher than standard.



Learn more: bit.ly/rockdale-preschool



56

services for children from birth to age 13

4,598

enrolled children

850

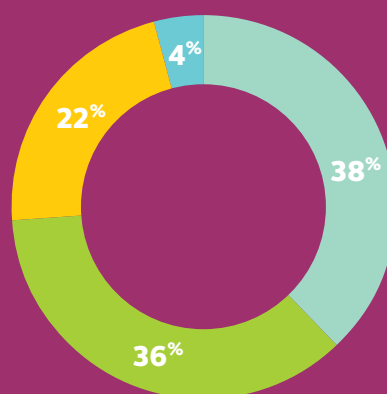
employees

↑15%

more staff than previous year

100%

of our assessed early learning services meet, exceed or are rated 'Excellent' against the National Quality Standard



Proportion of services

- Long Day Care
- Preschools
- Outside School Hours Care
- Occasional Care

“The teachers take the most incredible, individualised approach to helping my three boys with their own unique learning needs. I’ve seen them make real progress and their confidence and social skills have absolutely flourished. This has been so helpful for a positive transition to school. Thank you.”

– Parent at Uniting Forest Preschool Belrose

What children love about Uniting

Watch this video to hear what comes out of the mouths of children in our early learning services:



bit.ly/uniting-kids

Child safety matters

Feeling safe, and being healthy, has positive impacts on a child’s ability to learn and grow.

Uniting’s child safety policies and procedures are continually reviewed and updated to uphold every child’s right to be kept safe from harm and to be given the opportunity to thrive.



Find out more: uniting.org/early-learning

Ngumba-Dal means unity.

This year, Uniting launched an Innovate Reconciliation Action Plan as our commitment to working respectfully and collaboratively with Aboriginal peoples and communities continues.

We acknowledge the importance of listening, to find ways to empower Aboriginal individuals, families and communities, and to support their aspirations of self-determination and self-governance. Our Aboriginal Service Development Unit is an important leadership voice to ensure that our programs are accessible, culturally appropriate and effective.

8,429

Aboriginal and Torres Strait Islander clients were supported in 2018/19

270

Aboriginal employees form our Ngumba-Dal Network

Ngumba-Dal means 'unity/union/as one' in the Wiradjuri language

Sending our message

Uncle Ray McMinn, our Uniting Aboriginal Advocate and Elder-in-residence, handed over a traditional message stick to the Uniting Board and Executive team in March 2019, as formal acceptance of our commitment to reconciliation. Handcrafted by Uncle Ray's son, Stuart, the message stick travelled across NSW and the ACT as the Uniting Innovate Reconciliation Action Plan was launched in key service locations.

Endorsed by Reconciliation Australia, and outlining key commitments across 14 action areas, you can download our *Innovate Reconciliation Plan 2019-2021* here:



uniting.org/reconciliation



2019 is the International Year of Indigenous languages

This year, we're continuing our efforts to work more closely with local Aboriginal communities, incorporating local knowledge and language wherever possible. We seek opportunities to use local languages to name our services and sites, and we embrace their resurgence. We understand the importance of appropriate consultation with language owners and obtaining consent prior to use.

Building resilience for independence

Our Aboriginal Aftercare Statewide Service, now in its 5th year, supported 53 Aboriginal young people aged 15-25 during 2018/19. As the only service of its kind in NSW, it aims to close the gap in transitioning from out-of-home care into independent living.

Unconventional care in the heartland

Aboriginal partners Kodi and Gary live on a 50-acre property in Western NSW that they share with 3 dogs, 7 horses and 30 sheep. Through their work in the community services sector, they were keenly aware of the shortage of foster carers in their community. They decided to become foster parents with Uniting despite initial reluctance, "as we didn't want to further disadvantage a child through any stigma associated with having two dads." Their foster son has been living with Kodi and Gary for three years now, in the most stable and secure placement he's experienced in his young life. He sees it as a huge advantage to have two male role models in his life, where previously there were none.

"And between us all, we share 3 different faiths and still manage to live in harmony," Kodi jokes. He's Catholic, Gary is a Jehovah's Witness and, in line with the wishes of his family, their non-Aboriginal foster son is being raised a Seventh Day Adventist.

Thank you to our Aboriginal Ability Linkers in Mariyung



Mariyung, Harry Callaghan, 2017

Our Mariyung team of Aboriginal Ability Linkers across Western and South Western Sydney have worked tirelessly this year to support more than 60 Aboriginal families and carers as they access NDIS services, advocate for themselves, and build inclusive communities.

Aboriginal artist Harry Callaghan is a Dughutti man born in Kempsey, New South Wales, with connections to tribal countries on the Mid North Coast, Dughutti, Guumbaingirr, Biripi and Worimi. After meeting with the Mariyung team of strong and forward-thinking Aboriginal women, Harry created this artwork to communicate their purpose.

Mariyung is the Dharug word for female emu, and like the emu – a bird that is unable to walk backwards – the Mariyung team is focused on moving forwards as they work with Aboriginal people of all abilities, to help them achieve their goals. The family of emus depicted in Harry's painting all have different abilities – some are missing eyes or legs – yet they are united to support each other and to celebrate their differences.



See the President of the Uniting Church in Australia's 2019 Survival Day message at bit.ly/survival-day

Speaking your language.

Uniting embraces our culturally and linguistically diverse (CALD) workforce and client communities - from the oldest continuous culture of our First Australians, to the cultures of our newest arrivals from around the world.

We recognise diversity as one of our greatest strengths – it fosters different ways of looking at things, ultimately driving innovation.

Highlights

- Our photo library expanded to better reflect the diversity of our employees and clients.
- We continued our strong partnerships with community-based organisations and cultural associations including the Affinity Intercultural Foundation and Sydney Alliance, as part of our pledge to end racism and promote social cohesion.
- We celebrated cultural days of significance, such as Harmony Day, Refugee Week, Diwali, Eid and Lunar New Year. Deng Adut was our special guest speaker for Harmony Day 2019. See his interview with us here:



bit.ly/uniting-harmony



Cultural safety matters

Psychological safety of cultural groups is just as important as physical safety.

The Uniting pledge to end racism is one of our most important inclusion commitments.

Our culture fosters access and inclusion

- CALD Advisory Forums give our employees opportunities to find solutions to important issues impacting our CALD communities.
- We're building capabilities from Uniting leaders to volunteers, by designing resources to support capacity and understanding of cultural diversity, where it matters.



1,705

CALD employees

↑17%

on 2017/2018

85

cultural backgrounds

1,388

CALD employees in our aged care team mainly from Nepal, the Philippines, India and Sri Lanka

12,977

CALD clients from 130 cultural backgrounds

↑21%

on 2017/18

Key service information translated into

16

languages



Our HIPPY program unites 3 mums from 3 countries

The 2-year Home Interaction Program for Parents and Youngsters (HIPPY) prepares preschoolers and parents for primary school. HIPPY tutors make fortnightly visits to the family home showing parents various educational activities. Parent and child then spend 10 to 15 minutes each day, five days a week, doing the activities together.

This year, 3 mothers from 3 different cultures became HIPPY instructors themselves after benefitting from the program. Read their story of mutual support and understanding here:



uniting.org/hippy-mums

Journeying over the rainbow.

Uniting estimates* that around 5,500 of our service users and 900 of our team members identify as LGBTI (lesbian, gay, bisexual, transgender or intersex).

We want everyone to feel safe and welcome in our workplaces and services, so we are constantly looking across the whole of Uniting for unique ways to celebrate inclusion and provide resources for specific service-user needs.

Highlights

- We gained Rainbow Tick accreditation in October 2018 for Uniting Local Area Coordination of NDIS supports, our Ageing services, Independent Living, the Uniting War Memorial Hospital and corporate services.
- Uniting was once again the only faith-based organisation to be recognised as an Australian Workplace Equality Index (AWEI) Gold Employer by Pride in Diversity.
- We became the 2019 inaugural Service Provider of the Year for the Pride in Health + Wellbeing Index (HWEI).
- The Rainbow of Difference project, incorporating the MOSAIC app, was launched. MOSAIC won a prestigious Good Design Award this year.
- All Uniting sites were listed with ACON as safe and inclusive places, as part of the Welcome Here Project.
- Uniting clients from as far afield as Port Macquarie, Shellharbour and Newcastle, marched with us in the 2019 Sydney Gay and Lesbian Mardi Gras Parade to actively celebrate our commitment to LGBTI inclusion.

* The Australian Human Rights Commission estimates that up to 11 in 100 Australians may have a diverse sexual orientation, sex or gender identity.



“Uniting excels in developing conceptual frameworks which reflect the current leading LGBTI practice... strengths include its strong faith-based values, supportive culture, innovation, and commitment to developing a safe place for members of the LGBTI community and staff. The organisation has moved from acceptance to affirmation and celebration, and is working to reduce discrimination against members of the LGBTI community.”

– From our 2019 Rainbow Tick accreditation report



What is MOSAIC?

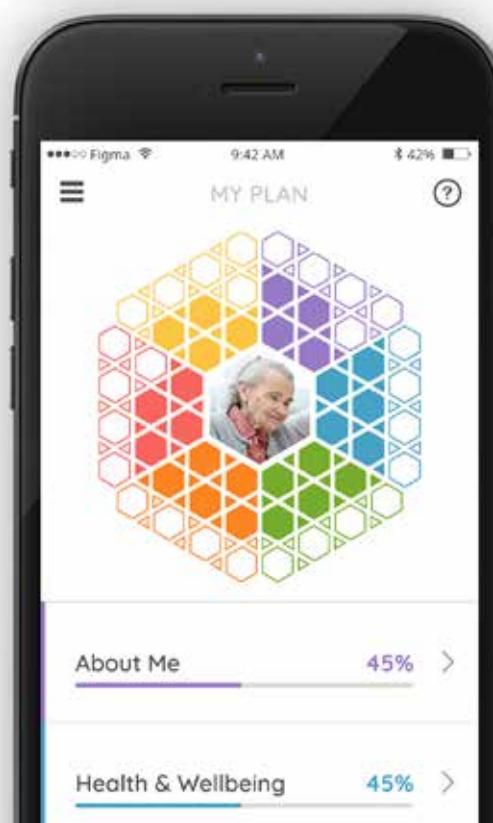
Through our Rainbow of Difference project, in partnership with the University of Technology Sydney and funded by the Australian Government, Uniting is engaging innovative technology to improve health outcomes for LGBTI clients as they grow older.

The MOSAIC app supports people to better manage their ageing services, and assists care teams to better know their clients and build safe inclusive practices. This was a truly collaborative co-design. Members of our LGBTI communities were consulted and contributed at every stage of program development.

Watch this video to find out more:



bit.ly/rainbow-of-difference



Key challenges in 2018/19

- Connecting with our LGBTI communities without them having to disclose.
- Perceptions that our work is over, now that same-sex marriage is legal. There is so much still to be done, and we're looking forward to a brighter rainbow future.

Strengthening spirits and resolve.

To help achieve our purpose, we strive to inspire people, enliven communities and confront injustice by working collaboratively with our colleagues in the Uniting Church of Australia.

Our chaplains and pastoral practitioners walk alongside without judgement, giving the gift of time and active listening. Our approach is not about religious dogma or pushing an agenda. We simply engage with our local communities and offer practical and emotional support, when and where it's needed.

51,969 hours of spiritual support in 2018/19

6,180
hours supporting
Uniting team
members

4,752
hours supporting
residents in Uniting
independent
living villages

4,069
hours supporting
families

2,988
church services

142
congregation
engagements
across NSW
and the ACT

Highlights

- The *Spirituality in Untrusting Waters* conference was held to discuss ways of giving pastoral support post-Royal Commission into Institutional Responses to Child Sexual Abuse, post-Stolen Generations, and post-Marriage Equality. Designed to upskill Uniting practitioners, as well as other faith groups, the conference focused on ways to be present and supportive for people previously wounded by government and churches.
- We celebrated Spiritual Care Week with Uniting team members, residents and families, using the communication materials in forums and training programs throughout the year. The theme, *Hospitality: The Gift of Time*, reminded us all of the value in stopping to genuinely connect with each other.
- Dr Michael Barbato, a renowned palliative care specialist, toured NSW to train our chaplains and pastoral practitioners in end-of-life support.



Engaging communities

Our Church Engagement team is a group of capable community development and missional leaders working across each of the Uniting Church Presbyteries in NSW and the ACT. These leaders work with congregations, presbyteries, local Uniting services, local governments and other community-based groups and organisations to enhance our combined impact through:

- Building and maintaining relationships that grow our collective social capital
- Resourcing community-focused missional activities
- Facilitating meaningful engagement with local communities
- Actively building capacity for, and advocating on, social justice issues.

This year, the team ran more than 40 Collaborative Leadership Groups, and held expos and forums to break down organisational barriers to developing joint initiatives and multilateral innovations in mission.

Small gesture, big impact.

As part of Spiritual Care Week, our chaplains and pastoral practitioners honour and celebrate the Uniting team members who work in residential aged care. In previous years, activities have taken place during business hours only, so this year we decided to deliver care baskets to say thanks to some of our overnight employees. It was heart-warming to see the impact that just a few chocolates, some tea bags and a thank-you note had on a group of people who often feel invisible. One night-staffer related, “This is the first time we have ever been thanked.”



Watch our **foundation video** here:



uniting.org/church

Access **ability.**

From drop-in services that promote community interaction, to 24/7 support for people with complex needs, we respect personal choices and decisions as we work together with people living with disability to build their capacity and independence.

Our 4 service areas:

Uniting Disability Services

Uniting Community Support Service (CSS)

Uniting Ability Links

Uniting Local Area Coordination (LAC)

Uniting Disability

This year, our person-centred approach to co-designing support services has continued to enable our participants, and their families and carers, to feel confident and in control of their lives and their decisions. The ever-increasing challenge of competition from other registered National Disability Insurance Scheme (NDIS) providers during 2018/19 has only strengthened our commitment to being provider of choice for our current and future participants.

812 NDIS participants



“Our support worker is amazing, so we don’t have any issues and things run incredibly smoothly.”

– Uniting NDIS participant

Highlights

- Canterbury Council awarded a grant to continue our Secret Agent Society, a social skills program supporting children living with autism, ADHD or anxiety.
- The management of Hurley House was transferred from Uniting Church Campbelltown to Uniting Disability. This home makes it possible for adults living with intellectual disabilities in the Macarthur region, south-west of Sydney, to live independently in a supported accommodation program.
- We developed an ongoing partnership with Central Coast Local Health District to provide Transitional Accommodation Services (TAS) for mental health patients returning to independent living after long stays in hospital.

We're listening. And making changes that work best for the people we support.

The voices of our participants are fundamental to the way we work. That's why we commission independent surveys each quarter. This year, in response to feedback, we've been:

- Trialling an improved tool to match our support team with participants
- Using a new service summary tool that gives us a snapshot before meeting participants for the first time
- Liaising with participants when we need to make rostering changes, to ensure they have a say in who is best suited to work with them.

We're there in times of crisis.

Sometimes an unforeseen or unavoidable change in circumstances can lead to a need for interim supports outside existing plans. In 2018, our reputation as a high-quality provider of disability supports led to the National Disability Insurance Agency asking us to pilot an After Hours Crisis Support program in New South Wales and South Australia.



“She’s always got the biggest smile.”

Watch this video to understand why Bec loves living in our supported accommodation for adults with disability:



bit.ly/bec-story



Our team members are passionate about supporting people living with a disability.

Meet **Ping** and **Nicole** here:



uniting.org/ping-nicole



Find out more: uniting.org/disability-services

Uniting Ability Links

In 2018/19, our Ability Links team continued to develop networks and build relationships in their local communities, giving people life-changing opportunities outside the traditional disability service system.



35 Ability Linkers including **6** Aboriginal Linkers

1,485 outcomes for **386** participants

499 community projects partnering with **142** organisations

Highlights

- We published *With Open Hearts*, a collection of stories and ideas from our Ability Linkers about what they've learnt, and been inspired by, in their communities.



Read it here: bit.ly/with-open-hearts

- Our mudbrick cubby at Moruya Public School won the 2018 Kidsafe National Playspace Design Award for Special Recognition in Innovative Design. Ability Linker Ann Murphy used a Funding of Community Ideas grant to get the local community involved in building and celebrating this inclusive play area, where everyone is welcome.
- The More2Life Linker project was nominated for the 2019 ZEST Awards for Exceptional Community Partnerships in Western Sydney. With the collaboration of Juvenile Justice, this workshop program is run in a youth detention centre to help empower young people to make positive decisions moving forward.

Lower your fences, lengthen your tables.

Our Ability Linkers connect with their local communities to make things happen. What started in the garden of the Uniting Church in Eden, as a simple community gathering open to everyone to share ideas and food, and to imagine possibilities together, has turned into the 'lower your fences, lengthen your tables' philosophy. It's a simple and meaningful way to promote diversity and inclusion and we will continue to replicate this initiative to keep the conversation going and the understanding growing.

"We want more than inclusion. We want meaningful belonging... for people to feel like they're not just included, but embraced."

– Beck Minear, Ability Linker

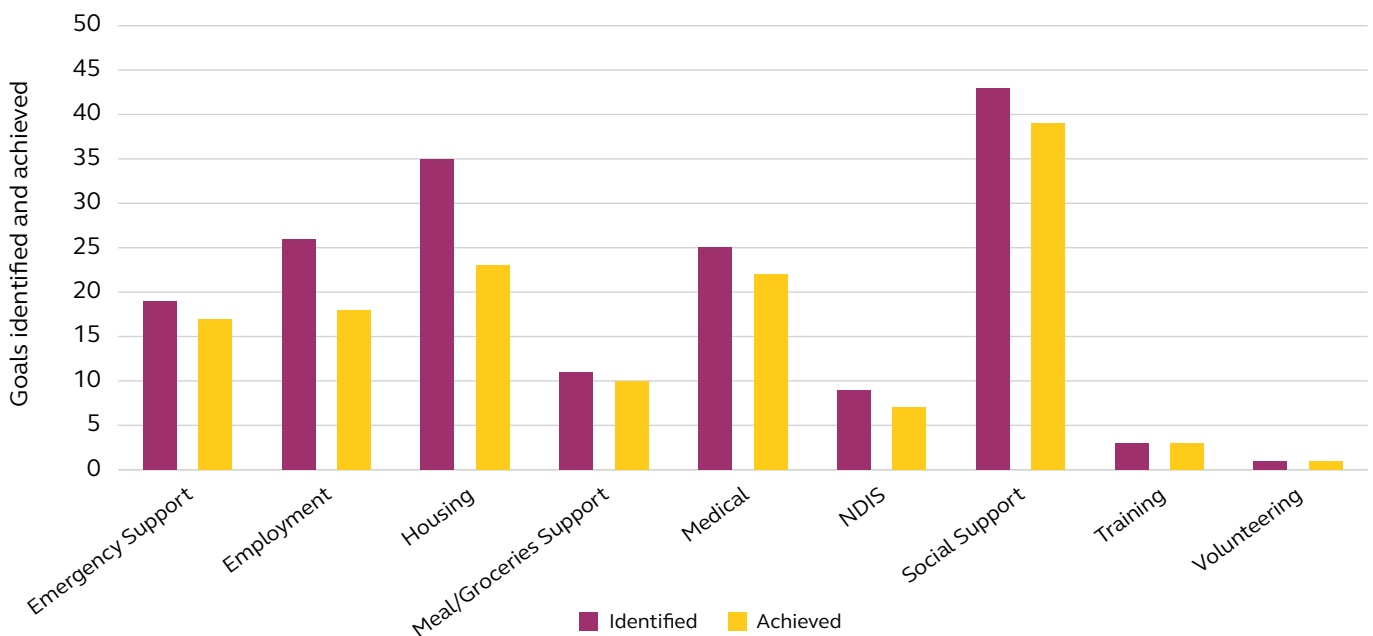
Uniting Community Support Service

In late 2018, Uniting was awarded the exclusive Community Support Service (CSS) contract across NSW. Developed in partnership with iCare (formerly WorkCover), CSS is an innovative program assisting people who are moving off workers compensation benefits, to connect with community supports and plan ahead. In response to what is now a high-quality, timely and cost-effective support model, iCare is expanding referrals to Uniting.

297 participants in 2018/19 **2x** more participants than in 2017/18

63% of participants identified and actioned goals within 6 months

81% of identified goals were achieved by the time injured workers left the CSS



Keys to the success of CSS:

- Participant-led planning with a focus on building skills and autonomy, a first in the insurance industry
- Meeting with participants in their local communities across NSW and the ACT, a welcome experience for injured workers
- Strong stakeholder engagement and co-design of an innovative support model
- Adaptive reporting to make participant success clear to funders
- Effective storytelling around risk of harm, Uniting supports, and participant progress.

Uniting Local Area Coordination

Local Area Coordination (LAC) is our delivery channel for connecting people with the National Disability Insurance Scheme (NDIS) across five districts. We cover the Illawarra-Shoalhaven and Nepean-Blue Mountains regions, as well as Southern NSW, Northern Sydney and Western Sydney.

Supporting **19,741** NDIS participants as at 30 June 2019

Welcomed **3,222** new participants with their first NDIS plans

77 employees live with a disability, representing **20%** of the Uniting LAC team

20
locations

33
Local
Government
Areas

>90%
of surveyed participants expressed that their first NDIS plan meeting with Uniting either met or exceeded expectations

Highlights

- We won the coveted Australian Human Resources Institute’s Graeme Innes Disability Employment Award in November 2018, recognising our achievement of 20% disability employment via our ‘Walk the Talk’ strategy.
- We became the first NDIA LAC Partner to achieve ISO9001:2015 Quality Management System accreditation, demonstrating our commitment to quality management processes and business systems.
- We compiled the winners of our Strength in Disability competition into the *Be You, Be Strong* book, celebrating International Day of People with Disability and raising inclusion awareness amongst primary schoolers. Find out about our annual inclusion competition here:



bit.ly/strength-in-disability

Emotional safety matters

Safety isn't just about physical wellbeing. It's also about emotional and mental wellbeing. Uniting LAC provides Mental Health First Aid (MHFA) training and optional MHFA accreditation to our teams. **We are creating a culture where mental health is not only destigmatised, but can also be confidently supported in the workplace, and with our participants.**

We've achieved the Gold Standard in MHFA accreditation with:

53 accredited Mental Health First Aiders in Uniting LAC

Walking the talk

This year, Uniting LAC established a program enabling people living with disability to successfully apply for, maintain, and grow in flexible employment opportunities. We've now onboarded, supported and developed 77 employees with disability. Observation of our 'Walk the Talk' 20% employment target strategy, and the culture it's created, has also led existing employees to feel safe and included to disclose disabilities.

Watch our *Walk the Talk* video here:



bit.ly/inclusive-employment



Our Made Possible podcast series tells 5 stories of Australians living with disabilities and creating opportunities. Meet a Special Olympics silver medallist, a musician, a guerrilla tree planter, a comic book writer, and a first-class honours sociology and gender studies graduate. Hosted by comedian Tim Ferguson, who's lived with MS for 30 years, listen to these inspiring stories here:



bit.ly/made-possible-podcast



Delivering the right dose of compassion.

The Uniting Medically Supervised Injecting Centre (MSIC) has been providing holistic lifesaving support, with dignity and respect, since it opened in the heart of Sydney's Kings Cross in 2001.

Our registered nurses and health education officers supervise drug injecting that would otherwise happen elsewhere – often in public and under more dangerous conditions. We connect with our clients and offer them referrals to practical health services, including specialist addiction treatment.

Highlights

- We helped establish our sister service, only the second in Australia, the Melbourne Medically Supervised Injecting Room.
- Made submissions to multiple government inquiries, including the coronial inquest into NSW music festival deaths, as part of a wider effort to prevent unnecessary drug deaths.
- Our Consumer Action Group supported Uniting's Fair Treatment campaign and the making of the Half a Million Steps documentary, to urge the government to adopt a public health-based approach to drug use.
- We launched our annual public exhibition, Art from the Heart of the Cross, at the Wayside Chapel, recognising our clients as creators and contributors.

“Without this place, I would be dead. Put simply, Uniting MSIC saves lives.”

– Uniting MSIC client

Launching the Fair Treatment campaign

More than 2,000 people braved a cold and rainy Friday in October to support our Fair Treatment campaign launch at Sydney Town Hall. Members of Uniting Church congregations were joined by media and politicians, while a further 5,000 people watched online.

Fair Treatment seeks to create a world where no-one dies or is harmed from drug use, and people are not penalised for being unwell. This initiative aims to bring together people and advocacy groups who want fairer drug policy.



Sir Richard Branson, Uniting MSIC Medical Director Dr Marianne Jauncey, and Executive Secretary of the Global Commission on Drug Policy, Dr Khalid Tinasti, at Sydney Town Hall last October.



Uniting Executive Director, Tracey Burton, with Sir Richard Branson and Rev. Simon Hansford, Moderator of the Uniting Church in Australia, Synod of NSW and the ACT.

“The war on drugs has been an abject failure for 60 years. As an entrepreneur and businessman, if something has failed so abysmally, we would have closed it down 59 years ago.”

– Sir Richard Branson

Did you know?

Uniting MSIC is part of a State-wide project working to increase approved distribution of naxolone, a safe treatment for opiate overdose.

Sign up for campaign news and action alerts:



fairtreatment.org



@fairtreatmentau

Since 2001:

16,500

clients supported

0

fatalities

In 2018/19:

509

new registered clients

1,180

overdoses successfully managed

1,606

referrals into treatment and care

600

people including politicians and health professionals toured our facility

27

workshops to train external healthcare workers in harm reduction and educate NSW Police on substance use and mental health

Standing up and speaking out.

Every year, Uniting works alongside thousands of people experiencing poverty and disadvantage, advocating for the changes to our society that are needed to improve their lives.

This year, we've formed an even stronger and more determined Uniting advocacy team, combining forces with our Uniting Earth Ministry, Social Justice Forum, and the Fair Treatment campaign.

2,000+ attendees at the Fair Treatment launch at Sydney Town Hall with Sir Richard Branson

100+ people walked from Dubbo to Parliament House in Sydney to highlight the need for more drug treatment in rural and regional areas

1,500+ attendees across **6** Canberra Drug Policy Series events featuring speakers Johann Hari and Dr Khalid Tinasti

1,900+ attendees at the Sydney Alliance Affordable Housing and Power Assembly at Sydney Town Hall, including more than 180 representatives from the Uniting Church and Uniting

800+ supporters receive our monthly social justice e-newsletter



Subscribe at: bit.ly/social-justice-news

Highlights

- We developed and screened the documentary *Half a Million Steps*, to draw attention to the long distances people in remote and regional NSW need to travel to receive drug treatment.
- We collaborated with Sydney Alliance and the City of Canterbury Bankstown Council on a 12-month pilot initiative to make early learning opportunities accessible for the children of people seeking asylum in Canterbury and Bankstown. Endorsed by the Mayor, expansion plans are now underway.
- Our Palm Sunday Rally brought over 50 Uniting Church members and Uniting employees together, to march for the rights of refugees and people seeking asylum.
- Our key involvement in Sydney Alliance's Affordable Housing and Power Assembly resulted in the invited politicians making fresh commitments to prioritise affordable housing funding, and to review the minimum standards for rentals.
- We hosted the Uniting Church's first Climate Pastoral Care Conference.
- The Uniting Fair Treatment campaign won the Media Award at the 2019 National Alcohol and Other Drugs Excellence and Innovation Awards.



Half a million steps

Half a Million Steps is a poignant film documenting the Long Walk to Treatment. The 500,000 steps between Dubbo and Sydney were walked by community and church members raising awareness of the need for greater access to drug treatment and funding, especially for women with children, and people living in remote areas. Along the way, we held supporting events at Uniting Churches in Dubbo, Wellington, Orange, Bathurst, Springwood, Parramatta and Sydney.

Find out how to host your own community screening at fairscreening.org

Did you know?

Uniting Earth Ministry is focused on capacity-building for the NSW.ACT Synod on environmental issues and climate change.



Find out more at unitingearth.org.au

Watch ABC TV's Q&A debate on pill testing, with Dr Marianne Jauncey, Medical Director of the Uniting Medically Supervised Injecting Centre:



bit.ly/doctor-qanda

Innovating for social justice.

Uniting invests in social research to drive innovation throughout our service delivery and to influence public policy towards a more inclusive, connected and just society.



27

research partnerships
with universities

21

research partnerships
for aged care projects

6

research partnerships
funded by the Australian
Research Council

Partnering with the University of Technology Sydney

This year, our substantial external research program was underpinned by our ongoing partnership with the University of Technology Sydney (UTS). Together, we have:

- Started formal evaluation of our Household Model of residential aged care, a pioneering person-centred care model that empowers our residents to shape their day, their way
- Continued assessment of the Uniting Annesley Haberfield transformation from a motel-style building into an aged care home for people living with a mental illness
- Further developed our government-funded Rainbow of Difference Project, a joint initiative between Uniting, Altura Learning and UTS to address and improve the experiences of LGBTI people in aged care
- Started to assess the Uniting 120 Countdown program, pairing learner drivers with volunteer instructors to support them to gain their licence and open the road to education and employment opportunities.

Inclusive, connected and just

Uniting released *Inclusive, connected and just*, a paper outlining our public policy vision for NSW, to coincide with the March 2019 election. It draws on our experience and expertise in working with some of the most vulnerable and disadvantaged people in the state, and outlines achievable solutions to ensure no-one misses out on the benefits of a strong economy.



Read our public policy vision at uniting.org/inclusive-connected-just

Did you know?

The Uniting library at our North Parramatta campus supports our commitment to research and evidence-informed practice. The collection of professional journals, research papers, and specialist books and DVDs are available for all employees to access – in person or via our intranet.

456

loans in 2018/19

628

registered borrowers

79

new borrowers

402

article requests

Supporting our communities.

The Uniting Innovative Community Grant Fund

Uniting works with local communities, in collaboration with the wider Church, by providing financial assistance to presbyteries, congregations and community groups for mission-focused engagement through the Innovative Community Grant Fund. In 2018/19, a total of 47 projects received Innovative Community Grant funding for mission activities that are making a real difference to people experiencing social disadvantage.

These projects range from knitting wraps and cooking nutritious community meals, to programs aimed at reducing recidivism or transitioning young adults from school and TAFE into employment.

The Price Trust

The Norman and Florence Price Memorial Trust (Price Trust) was established in October 1959 from the gifting of a property in Leppington NSW to the Presbyterian (NSW) Property Trust. Investment returns from the subsequent sale of this property are managed and distributed by Uniting on behalf of the Price Trust to provide one-off funding for projects which meet the five key objectives identified in the Trust Deed:

- The relief of poverty
- The level of analysis and planning evident in the outline of the project
- The capacity of the organisation to manage the project
- The commitment of the organisation, members and volunteers (financial and in kind) to the project
- The level of collaboration with consumers and/or other services.

The following grants were issued by the Price Trust in 2018/19:

Recipient	Project funded	2018/19
Armidale Uniting Church	Winter Warmth/Summer Breeze – education program to reduce utility bills and prevent electricity debts and disconnection	\$38,559
Campsie Earlwood Clemton Park Congregation	Campsie Drop-in Centre – a safe space for people not eligible for the NDIS, who fall through the gaps due to mental health issues and are at risk of homelessness	\$12,500
Monty's Place Narooma	Upgrade to commercial range hood for free community meal kitchen	\$6,000
Gloucester Uniting Church (on behalf of Bucketts Way Neighbourhood Group Inc.)	Refrigeration for meals for shut-ins – people who are confined indoors due to physical or mental disability	\$15,000
Lifeline South Coast on behalf of the Illawarra Presbytery	Financial counselling services in Shoalhaven	\$20,000
Newtown Neighbourhood Centre	Boarding House – Ability Linkers project	\$25,000
Toukley Uniting Church	We Care Uniting - community program supporting vulnerable children	\$30,000
		\$147,059

Thanking our givers.

Thousands of volunteers, donors, businesses, community groups, schools and church congregations support the important work of Uniting every year. Thank you for giving your time, energy, skills, goods and services, and funds to the communities we serve. We appreciate the generosity of the following groups, just some of those whose support makes a genuine difference in people's lives.

Organisations and clubs

- Caring for You Nursing Services
- Programmed Services
- Sawtell Ladies Bowling Club

Special groups

- Bikers Australia
- Moorefield Girls High School

Uniting Church groups

- Kincumber Uniting Church Op Shop
- Uniting Women's Fellowship Glenbrook
- Parramatta Nepean Presbytery Adult Fellowship Committee
- St John's UCA Elsternwick Op Shop
- Women's Day Fellowship
- Forest Reefs Uniting Church Women's Fellowship

Uniting Churches

- Wagga Wagga Uniting Church
- Laurieton-Bonny Hills Uniting Church
- Oatley Uniting Church
- Beechwood Uniting Church
- Casino Uniting Church
- Cootamundra Uniting Church
- Nyngan Uniting Church
- Ringwood Uniting Church
- St Andrews Uniting Church South Turrumurra

Major gift

- H Presgrave

Bequests

- Estate of B Turnbull
- Estate of M Ralston
- Estate of K O'Hara
- Estate of C Madden
- Estate of W J Medill
- Estate of N T W Vaisey

Together, we can make a difference.

We're for purpose, not for profit. Your generosity has the power to make a real difference, and every little bit means a lot.



Volunteer with us

If you're interested in sharing your skills and giving back to your community, we'd love to hear from you. Your spare time is valuable and we're flexible – so you'll be able to give what works for you.



uniting.org/volunteer

Make a donation

Any amount, big or small, helps us to provide essential services to the most vulnerable and at-risk people in our communities, and to champion social equality for all Australians.



uniting.org/donate

Become a foster carer

For children and young people unable to live with their birth families, a safe and supportive home environment can be life changing. We offer short-term and long-term foster care opportunities and we welcome all enquiries.



uniting.org/foster-care

How the Uniting NSW.ACT Board governs.

Uniting is established under By-law 4.1.2(a) of The Uniting Church in Australia Synod of NSW and the ACT, as an institution with responsibility for the social justice, community services, and chaplaincy work of the Church. It has the regulatory responsibilities of a Public Benevolent Institution (PBI), which reflects its main purpose to be the relief of poverty and distress, operating within the mission and ethos of the Church.

Composition

Members of the Board are appointed by the Synod Standing Committee in accordance with the requirements of the Synod By-laws.

The overall Board size is maintained at no more than 11 members, including the General Secretary of the NSW.ACT Synod (compared with the approved maximum Board size of 13). Each member is appointed for up to a 3-year term, with a maximum of 3 terms (9 years). The Chair of the Board is an ex officio member of the Synod Standing Committee.

Board members are recruited from within the Church and the wider community, bringing varied backgrounds and experience for the necessary breadth and depth of knowledge required to meet the Board's responsibilities and objectives. Recruitment is undertaken by reference to a board skills matrix.

Operations

The Board convenes up to 10 times per year in scheduled meetings, where it receives monthly, quarterly or six-monthly performance, operations, and risk and compliance reports from the Executive Director (CEO), Executive Leadership Team and the Board Committees. Strategic planning days and Board development opportunities are undertaken in addition to these scheduled meetings. The Board has committed to meeting twice each year in settings that reflect the geography and breadth of our services. On these occasions, we have taken the opportunity to ensure connection with other Church leadership and activities in that region. It has also been an opportunity to connect with, and reflect, our strategic intent with other civic and community leaders.

In addition to formal meeting time, members spend time reading and analysing Board papers and reports submitted by management, and in informal discussions with management.

The Board also receives regular reports and presentations on employee safety, customer and patient quality outcomes, implementation of the strategic plan, key policy decisions, stakeholder engagement, social justice, and research activities and outcomes.

The Uniting Board is committed to the highest standards of governance, in accordance with Australian Charities and Not-for-profits Commission (ACNC) Governance Standards, and has adopted Australian Institute of Company Directors (AICD) Not-for-Profit Governance Standards in its approach.

It has established governance practices and organisational structures which are designed to focus on fulfilling the Church's mission in social justice and community services, responsible stewardship, integrity and ethical frameworks, accountability and effective risk management, on behalf of the Uniting Church in NSW and the ACT.

The role of the Board is to develop and approve the strategic direction of Uniting for submission to, and final approval of, the Synod. Then, the Board's role is to guide and monitor the management of Uniting in achieving its strategic plan, and to oversee good governance practice.

The Board aims to further the mission and priorities of the Synod, while considering the interests of other stakeholders, including clients, employees, volunteers, funding bodies and the wider community. Through this, the Board's role is to ensure that its benevolent purpose remains its priority.

Uniting maintains a register of Directors' Interests, and any potential conflicts of interest are recorded annually and reviewed monthly as part of normal Board meeting procedures.

Board committees and working groups

Committees have been established to assist the Board in fulfilling its responsibilities and sharpen its focus on governance and risk management to add value to the Executive's processes. All Board members (except ex officio members) also serve on these committees. Additional external committee members are appointed to ensure the appropriate mix of skills and experience.

Each committee has its own terms of reference, or Charter, which sets out the authority delegated to it by the Board, and details the way the committee is to operate. Each committee reviews and monitors relevant performance data against established key performance indicators.

During 2018/19, the Board-approved committees were:

- Audit and Risk Committee
- Capital Advancement Committee (subsequently renamed Finance, Investment and Capital Committee)
- Care and Safety Committee (formerly Care and Clinical Governance Committee)
- Mission, Governance and Collaboration Committee (formerly Governance and Church Collaboration Committee)
- Uniting War Memorial Hospital Committee.

Working groups are also established from time to time, to assist the Board with specific time-bound projects. During 2018/19, the Board-approved working groups were for:

- Child Safety and Wellbeing (formerly Out-of-home Care Oversight)
- Technology
- By-Laws Review (appointed by the Synod Standing Committee)
- Governance.

Audit and Risk Committee

The purpose of the Audit and Risk Committee is to assist the Board with its oversight and monitoring responsibilities in relation to strategic risks; operating risks of Uniting services; risks relating to Uniting's role within the national Uniting Church network and Uniting's role in community services operated in the broader Church, as governed by the Uniting Church By-laws.

This Committee has 5 Board members. Meetings are attended by the Executive Director, Director of Finance and Strategy (Chief Financial Officer), Director of Governance, Risk and Quality, and other senior executives and managers by invitation. Representatives of the external auditor and any other Board members also attend meetings as required.

Capital Advancement Committee

The purpose of the Capital Advancement Committee is to assist the Board with its oversight and monitoring responsibilities in relation to strategy, governance and assurance around the effective stewardship of property and capital. It will expand its scope in 2019/20, to include oversight of financial performance, capital investments, and external investments, as the renamed Finance, Investment and Capital Committee.

This Committee has 3 Board members and 1 external member. Meetings are attended by the Executive Director, Director of Finance and Strategy, Director of Property and Housing, and other senior executives and managers by invitation.

Care and Safety Committee

The purpose of the Care and Safety Committee is to assist the Board with its oversight and monitoring responsibilities in relation to the care of clients, and the safety and wellbeing of all Uniting people, including clients, employees and volunteers.

This Committee has 3 Board members and 2 external members. Meetings are attended by the Executive Director, Director of Customer, People and Systems, Director of Governance, Risk and Quality, Director Ageing, Director Children, Youth and Families, and other senior executives and managers by invitation.

Mission, Governance and Collaboration Committee

The purpose of the Mission, Governance and Collaboration Committee is to assist the Board with its oversight and monitoring responsibilities in relation to mission, governance and collaboration, including seeking assurance that the mission of Uniting aligns and supports the strategic direction of the Synod of NSW.ACT; promoting collaboration with other parts of the Uniting Church through Church engagement; providing support and encouragement to the work of the Uniting Aboriginal and Islander Christian Congress, Uniting Councils and the Innovative Community Grants Fund; and governing the advocacy work of Uniting and providing a point of connection between the Uniting Board and the Social Justice Forum.

This Committee has 3 Board members and 3 external members. Meetings are attended by the Executive Director, Director of Mission, Communities and Social Impact, and other senior executives and managers by invitation. A delegate of the Synod General Secretary also attends.

Uniting War Memorial Hospital Board Committee

The purpose of the Uniting War Memorial Hospital Board Committee is to assist the Board in overseeing the regulatory and stakeholder interests associated with the Uniting War Memorial Hospital, which is required to operate under a constitution to meet the requirements of its public health funding and regulatory responsibilities as a part of the South Eastern Sydney Local Health District.

This Committee has 3 Board members and 1 external member. Meetings are attended by the Director Ageing, Executive Manager of the Uniting War Memorial Hospital, and other senior executives and managers by invitation.

Executive Director (CEO)

The Executive Director is appointed by the Uniting Board, subject to the endorsement of the Synod, and is subject to a performance review by the Board (led by the Chair) annually at a minimum. The Executive Director, together with the Executive Leadership Team, recommends policy and strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

The Executive Director attends by invitation meetings of the Synod Standing Committee and Synod Risk and Oversight Committee; and meets regularly with the Moderator and General Secretary on a range of matters. The Executive Director is a member of other Synod/agency working groups, including the NSW.ACT Synod Leadership Team and UnitingCare Australia, and works with the broader Uniting Church across Synods and nationally on operational, policy and missional matters.

Executive Leadership Team

While responsibility for the overall performance of Uniting rests with the Board, operational and management matters have been delegated to the Executive Director, supported by the Executive Leadership Team.

The Executive Leadership Team provides leadership, strategic and operational direction, and oversight of performance. Executive and service stream committees have been established to support values-based decision making and oversight of care and clinical service delivery, safety and quality, and risk. These committees provide technical advice and leadership about complex care or service requirements. Each service stream undergoes a comprehensive independent regulatory compliance review, and voluntarily seeks opportunities for learning and external benchmarking.

Leap in! Australia Ltd

In July 2017, Uniting NSW.ACT entered a joint venture with UnitingCare Queensland to establish an incorporated special purpose charitable company limited by guarantee, that would bring a new service into the NDIS space. Leap in! Australia Ltd was formed and began trading in mid-2018. An app was developed to assist people living with a disability in navigating the complexity of services provided, identifying provider availability, and co-ordinating care. Through the learnings from its operational experiences, the joint venture members are gaining new insights into the challenges and potential gaps for individuals and families seeking to navigate the emerging NDIS environment.

Board appraisal and remuneration

The Board formally reviews and evaluates its performance with external support, collectively and individually, on a regular basis. The Board Chair also meets informally with each Board member to discuss individual performance.

Board members are remunerated in accordance with a policy developed in consultation with the Synod's Governance, Nominations and Remuneration Committee, consistent with Synod Policy. Remuneration for Board members and independent members of sub-committees was managed within the Synod-approved FY18/19 remuneration pool of \$644,000.

The Board has a policy and process for the engagement of Board and Committee Members on a consulting basis. During FY18/19, consulting services to Uniting were provided by Heather Watson, Liz Nicol and Gillian Coutts in line with the policy.

Board member attendance at FY18/19 Board meetings is set out below. Subcommittee participation is in addition to Board meeting attendance.

Uniting Board Meetings in 2018/19		
	Eligible to attend	Attended
Meetings total:	9	
Meetings attended:		
Heather Watson (Board Chair)	9	9
Robyn Brown	9	8
Anne Carroll	9	9
Gillian Coutts	9	9
Liz Nicol	9	9
Bronwyn Pike	9	8
Michael Talbot	9	9
Jane Thornton	6	6
Peter Wells	9	9
Dr Andrew John Young	9	9
Ex officio member		
Rev. Jane Fry	9	6

Meet our Board.



Heather Watson Chairperson

Heather is a specialist charity lawyer and governance consultant. She brings more than 30 years of legal and industry experience in aged care, health and community services, affordable housing and philanthropy.

Heather has previously been Chair and a Board member of UnitingCare Queensland, and is an active member of the Uniting Church. She holds directorships with Uniting Vic.Tas, Australian Regional and Remote Community Services, the National Affordable Housing Consortium Ltd, Queensland Rail, and Children's Health Queensland.

She is also a member of the Advisory Council to the Queensland Family and Child Commission and the Advisory Board to the Australian Charities and Not for Profits Commission.



Robyn Brown

Robyn's diverse 25-year business consultancy career has included championing enterprise resource planning practices and pioneering the discipline of change management at Accenture as senior partner. She also has expertise in senior executive recruitment with a global search organisation.

Robyn is Chair of the Uniting Council Sydney North and was previously a Board member of Uniting Mission and Education. She brings deep knowledge and skills in program and project management, governance and risk, people and HR systems.

Robyn is active in the community through the Uniting Church and volunteers in Asia with Habitat for Humanity.



Anne Carroll

Anne has an extensive background working in senior management within private hospitals. She is a registered nurse with a postgraduate degree in Public Health, majoring in Health Services Management.

Anne has served on Uniting Boards since 2009, and has also chaired several University of Technology Sydney advisory and curriculum review committees for nursing studies. She is Chair of the Private Hospital Benchmarking Group and the Day Surgery Benchmarking Group, and is Board Treasurer for Family Drug Support.

Anne is Chairperson of the Uniting Board's Care and Safety Committee.



Gillian Coutts

Gillian's career began with Shell Australia Limited before moving into executive roles in sales and operations at David Jones and Pacific Brands. She now consults in change management and leadership development.

Gillian is a partner in The Potential Project Australia, which has a charter for bringing mindfulness-based contemplative practices to the workplace to improve employee wellbeing, capacity and wisdom, and create a more sustainable world.

Gillian is a graduate of the Australian Institute of Company Directors, and her community work includes supporting women post-breast cancer, following her own treatment and recovery. She is Chairperson of the Uniting War Memorial Hospital Board.



Rev. Jane Fry

Following 5 years as Associate Secretary of the Synod of NSW and the ACT, Jane became General Secretary in 2017.

Ordained as a Minister of the Word in 1995, Jane has since worked in various ministry settings, including congregational ministry, police chaplaincy and presbytery leadership. Her experience provides a broad perspective on the opportunities and realities facing the Uniting Church.

Jane believes that the Church's 1977 *Basis of Union* remains as compelling and current today. Gathering people with passionate imagination, creativity and commitment to changing the world in God's image is core business for the Church in these times.



Liz Nicol

Liz is a consultant with expertise in organisational behaviour and culture change. As Executive Director of SafetyWorks Group, she specialises in strategic approaches to managing health and safety and effective governance practices.

Liz is a Fellow of the Governance Institute of Australia, a Graduate of the Australian Institute of Company Directors (AICD), and is a current member of the Hunter Committee of AICD.

She has previously held directorships on the Board of Leapfrog Ability (including 3 years as Chair), St Philips Education Foundation, and a Regional Board of UnitingCare.

Liz is Chairperson of the Board's Mission, Governance and Collaboration Committee.

BOARD MEMBERS



Bronwyn Pike

Following an early teaching career, Bronwyn joined the Victorian Uniting Church as Director of Justice and Social Responsibility. She managed the delivery of a broad range of health, social and educational services through more than 100 UnitingCare agencies.

Bronwyn was elected as a Minister to the Victorian Parliament in 1999, and held the portfolios of Housing, Aged Care, Community Services, Health and Education.

Bronwyn currently serves as Chair of Western Health, Chair of Uniting Vic.Tas and Chair of UnitingCare Australia.



Michael Talbot

Michael is a senior consultant experienced in client-centric design to create customer value and enhance brands.

In his roles at Australia Post and the NSW Department of Justice, he managed asset portfolios worth more than \$1.5 billion, capitalising on under-utilised assets and reinvesting in new developments. He has expertise in stakeholder management regarding community and heritage assets.

Michael holds a Bachelor of Commerce, Majoring in Finance, Accounting and Systems (UNSW), is a Fellow of the Australian Certified Practising Accountants, and is a Member of the Australian Institute of Company Directors.

Michael is Chairperson of the Board's Finance, Investment and Capital Committee.



Jane Thornton

Jane has over 30 years' experience in senior executive roles with global IT companies and S&P/ASX50 corporations.

Her enduring interest in social justice started through volunteer work with Melbourne's Brotherhood of St Laurence. Jane holds an MBA and is a member of the Australian Institute of Company Directors.

In 2006, she joined the Sydney Region UnitingCare Ageing Board and later became Chairperson. She has served on the Uniting War Memorial Hospital Board, as Chair, and on BoardConnect, a support service for Australian not-for-profit boards.

Jane retired from the Uniting NSW.ACT Board in March 2019.



Peter Wells

Peter's professional experience spans government, community and industry across service delivery, governance, compliance and regulation, complaints management, organisational structures and controls, purchasing, customer service, and conducting major reforms.

He has a passion for excellence in service delivery and regulatory compliance, and has worked as Executive Director at NSW Roads and Maritime Services, and in senior roles at the NSW Department of Infrastructure, Planning and Natural Resources, and the NSW Environment Protection Authority, and as a non-executive director.

Peter holds Bachelor and Masters degrees as well as advanced management qualifications, and has completed the Australian Institute of Company Directors graduate course for Directors.



Dr Andrew John Young

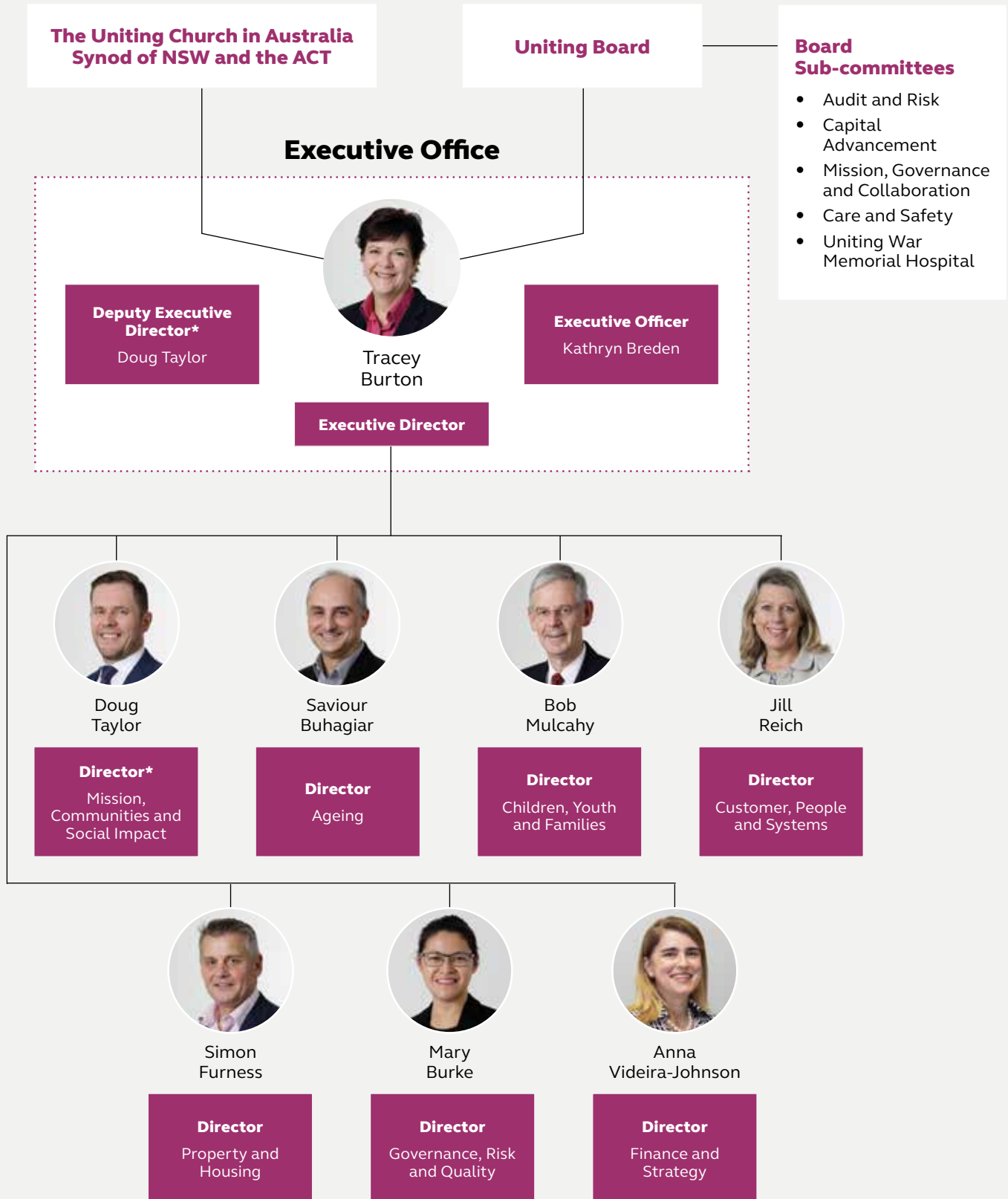
As CEO of mental health charity Aftercare, Andrew focuses on strong outcomes, evidence, innovation, collaboration and leadership development.

An engineer with a background in business strategy consulting for Andersen Consulting, Andrew's first not-for-profit role was head of marketing for The Smith Family.

He was CEO of CanTeen Australia from 2004 to 2011, winning Equity Trustees' Not-for-profit CEO First Year Achiever Award in 2005. He was also the CEO of multi-university partnership, the Centre for Social Impact, from 2012 until 2016.

Andrew is Chairperson of the Board's Audit and Risk Committee.

Our Uniting Executive team.



Current as at June 2019.

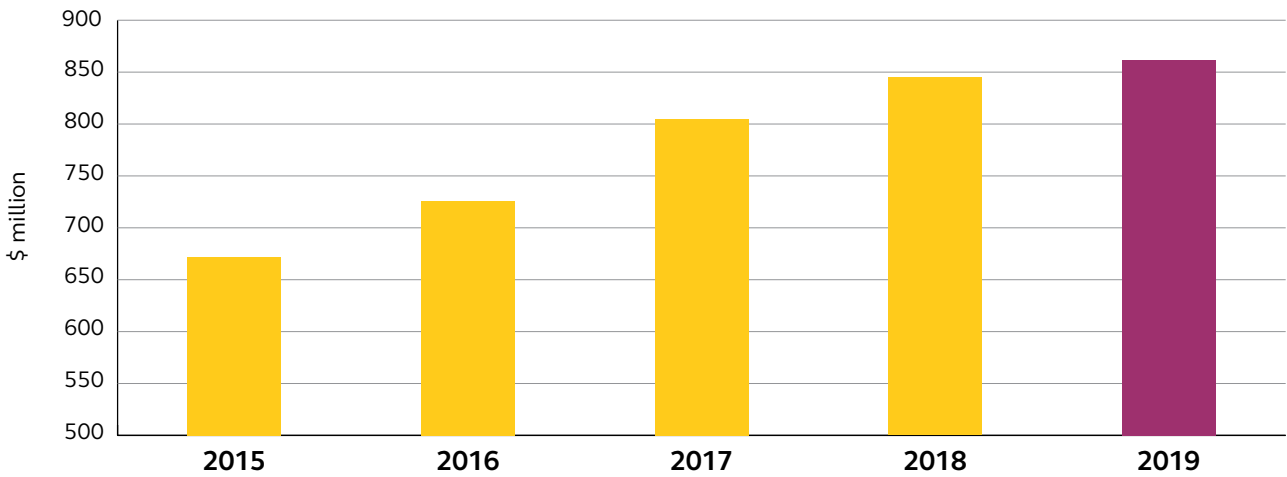
***Dual role:** Deputy Executive Director and Director Mission, Communities and Social Impact.

Financial update

for the year to 30 June 2019.

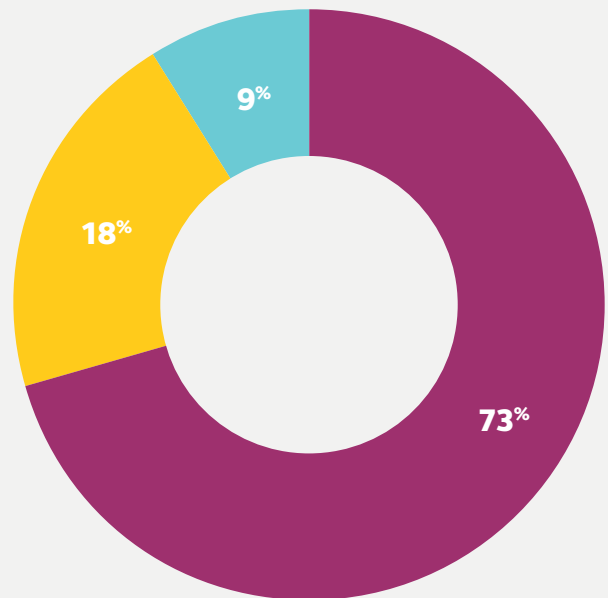
Total revenue

Uniting revenue enables us to fund the services that support individuals and communities, in line with our strategic objectives. Growth in residential aged care, home care and State-funded children’s services contributed to a 2% increase in revenue, compared to the previous financial year.



Where our funding came from:

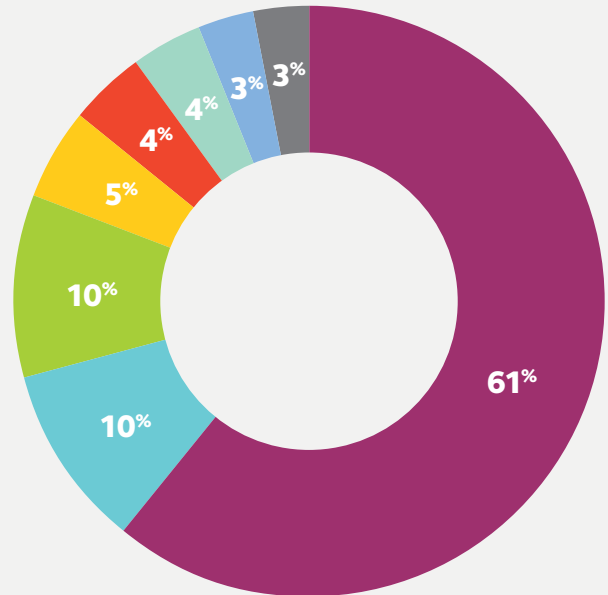
Revenue	Year ended 30 June 2019 (\$m)
Government subsidies, grants and program funding	628
Resident fees, client fees and charges	179
Other revenue	55
Total revenue	862



How our services contributed to revenue

Our revenue increase of 2% (excluding abnormal items), compared with the previous year, was largely associated with growth in residential aged care revenue and our disability Local Area Coordination programs.

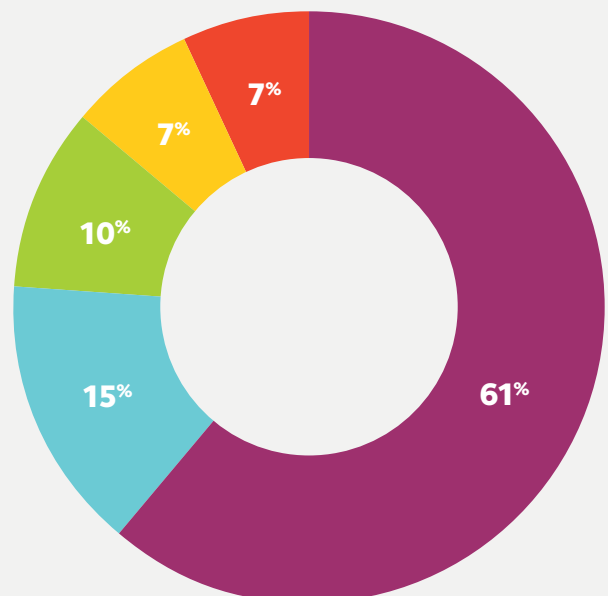
Revenue	Year ended 30 June 2019 (\$m)
Residential	527
Home and Community Care	89
Families	86
Investment and other income	44
Local Area Coordination	37
Independent Living	32
Early Learning	25
Disability	23
Total services revenue	862



What we spent

Our expenses increased by 7% this year. Depreciation was a significant contributor, rising by 19% as a result of our continued capital investment.

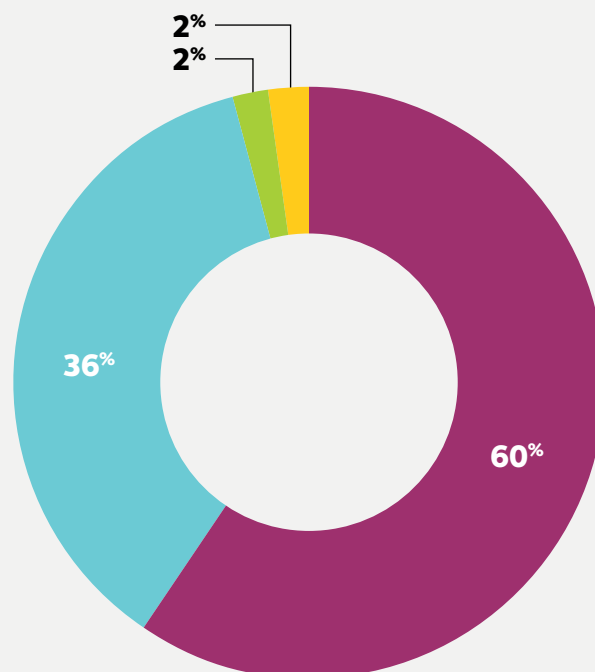
Expenses	Year ended 30 June 2019 (\$m)
Wages, salaries and related expenses	530
Program costs and consumables	130
Depreciation and amortisation expenses	90
Other expenses	59
Property costs	57
Total expenses	866



Our assets

Property, plant and equipment assets increased by 15% this year. Significant investment in new and redeveloped buildings and IT systems to support better quality practices contributed \$260 million.

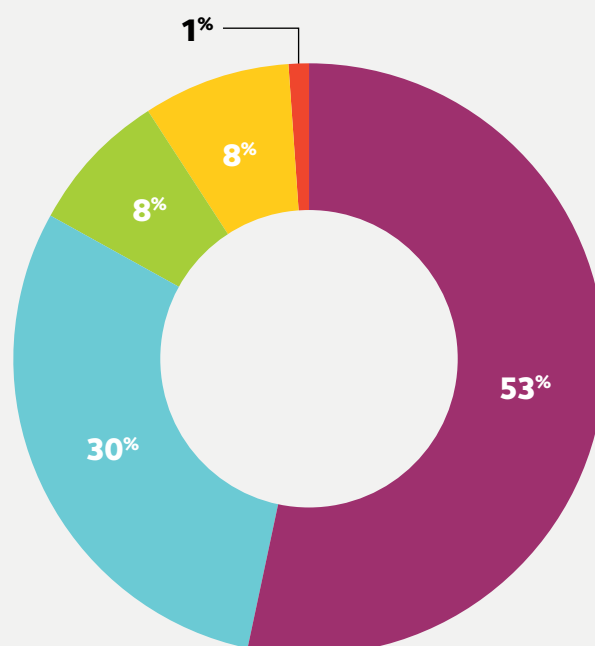
Assets	Year ended 30 June 2019 (\$m)
Property, plant and equipment	1,246
Financial assets, including cash and investments	752
Trade and other receivables	45
Intangible assets	34
Total assets	2,077



Our liabilities

Total liabilities increased by 6% this year, mostly due to a \$55 million increase in refundable loans to residents in our aged care homes and independent living villages.

Liabilities	Year ended 30 June 2019 (\$m)
Refundable loans – Residential aged care	671
Refundable loans – Independent living	378
Trade and other payables	98
Employee benefits	95
Other	11
Total liabilities	1,253



Home and community care worker Lisa (right) helps Patricia (left) with her weekly shop in Willoughby. Even though Pat has severe vision impairment, she still manages to teach a miniature art class, with the help of a digital magnifier purchased by Uniting as part of her Home Care Package.





Uniting supports more than 86,000 clients with around 400 services across NSW and the ACT, from Tweed Heads in the north, to Bega in the south, and out to Broken Hill in the Central West.



Uniting

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