

2009/10

Transforming lives
together stronger

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UnitingCare NSW.ACT is the Board of the NSW and ACT Synod of the Uniting Church responsible for the work of community services, chaplaincy and social justice advocacy.

All our work is inspired and guided by the principles of justice and compassion.

Services include aged care, disability programs, services for vulnerable families, children and young people and quality early childhood education and care. These services are primarily delivered through two Service Groups; UnitingCare Ageing and UnitingCare Children, Young People and Families (including UnitingCare Disability and UnitingCare Children's Services).

UnitingCare NSW.ACT also manages the Medically Supervised Injecting Centre. As well as the provision of these services, we demonstrate a strong commitment to social justice advocacy by publicly speaking out on issues that affect the people we serve. This is reflected in our social justice charter.

UnitingCare NSW.ACT is part of the national UnitingCare Australia network of community service organisations, and continually seeks to address injustice, works to overcome disadvantage and develops initiatives to strengthen and connect communities.

OUR VISION

A just, fair and compassionate society in which all people are treated with dignity and respect, enabled to live fulfilling lives, and have the opportunity to create and share in the prosperity of the nation.

OUR VALUES

In expressing our Christian faith we commit to these core values:

Social Justice

We actively promote the right to dignity, respect and just treatment for all.

Respect

We honour all people, value diversity and uphold dignity.

Integrity

Our actions are ethical, honest and transparent.

Care

We share a deep concern for others and a commitment to making a positive difference.

Responsiveness

Our service approach enables accessibility for people who are disadvantaged, vulnerable and marginalised.

OUR APPROACH

Connecting and engaging with the people we serve

We create consultative and inclusive relationships with the people we serve to inform and guide all that we do. When planning services and making decisions affecting the people we serve, we will seek their advice. We will also ask them how well we deliver services, whether we treat them fairly and well, and whether we provide the services they need.

Caring for our staff

We create positive working environments where staff are enabled to demonstrate their expertise, passion and commitment and are supported to deliver high quality performance.

Working together

We work together with others, share skills and experience to provide the best possible outcomes for the people we are here to serve.

Pursuing innovation

In our pursuit of quality services and policies, we act courageously and imaginatively and continually seek new knowledge and ways of working.



CHAIRPERSON'S OVERVIEW



Top left: Jenny McNamara, UnitingCare Burnside staff member having a cuddle with Tabitha King at St Marys Child and Family Network.

Bottom left: Charles Brown shooting pool at Koombahla Aged Care Facility.

Building on the foundations established by the Uniting Church and its predecessors, we have continued to progress UnitingCare “to manage change and growth” under the collaboratively developed strategic directions, with visionary leadership, and strong management intent on “working together to transform lives”.

Our strategic directions provide the framework through which we are able to identify where we are as an agency of the Church, where we want to be in three years time, the strategies required and what will measure our success. Of vital importance is ensuring our relevance to the Church, society and its peoples. There are many indicators that demonstrate our work continues to meet the needs of community and operates as an intrinsic part of the Church and our congregations. Our service breadth and depth continues to address need in many ways, operating under the aegis of effective management.

Throughout this year UnitingCare has worked through its programs, and in conjunction with many Congregations, to enhance strategic partnerships and innovative service delivery. This work is informed by our staff, volunteers and clients, whose commitment to the pursuit of excellence and the delivery of the highest standard of care and support is exemplary.

What has been achieved is ongoing witness to the outstanding work of a brave church committed to transforming lives. This is exemplified by such services as the Medically Supervised Injecting Centre which has been consistently evaluated and duly recognised for its effective service.

Our active engagement with public social justice advocacy is broad and ongoing, informed by our service delivery. During the 2010 Federal Election our efforts were focused on lobbying government to remain on path with the social inclusion agenda and to reshape governance and regulation to facilitate best possible community service. Inquiries such as that of the Productivity Commission into Aged Care are important steps in achieving this and our input into this enquiry comprehensively informed from the evidence base of our organisation. Expanding our reach, developing and progressing services continues to be informed by and responsive to the needs of the community.

As the year draws to a close I extend, on behalf of the Board, our deep appreciation to our staff and volunteers for their ongoing commitment to the delivery of innovative and professional services which continually strive to meet the highest standards of care and support. I also extend my sincere thanks to the members of the Board and the UnitingCare executive whose vision and leadership are critical drivers of progress across the organisation. We are in the midst of a huge change process that must continue to drive the organisation forward with ever greater efficiency and effectiveness. The interrelated parts operating as a whole give recognition to an organisation of excellence providing community service, social justice advocacy and chaplaincy on behalf of the Uniting Church to the Australian community. To be involved in this work is both humbling and a great honour.

Elizabeth (Libby) Davies
Chairperson



EXECUTIVE DIRECTOR'S REPORT



Top left: Norma Tarrant, Janice Wyatt and Ilma Thompson challenge each other to a game of Scrabble at Koombahla Aged Care Facility.

Bottom left: Joshua Gelos and Shaun Trevithick enjoying sport after school at Currans Hill Outside School Hours Care.

UnitingCare NSW.ACT continues to grow stronger and stronger as the community services, social justice, and chaplaincy arm of the NSW and ACT Synod of the Uniting Church in Australia. From our small beginnings in 1977 we have grown into a very substantial community welfare organisation, proudly working on behalf of the members of the Uniting Church in NSW and the ACT to transform lives together stronger.

Some people might think that because of our size we are moving away from the Church. Nothing could be further from the truth. Indeed, our links with congregations through our Healthy Living for Seniors program, our support of congregational community service programs through our Community Services Consultant, our involving congregations in child protection issues, and innovative ventures like the Respect for Seniors project with the St. Ives Uniting Church all point to our commitment to work with congregations. We are also developing a new protocol which will formally set out our relationships with congregations in the Church. We appreciate the benefits we gain from working with congregations, especially around property and community involvement issues.

In the past year we have begun building new housing projects under the National Rental Affordability Scheme, which shows that we recognise the need for more affordable

housing. Our new aged care services at Shellharbour, Nambucca Heads, and Port Macquarie are under construction and we are planning new services in line with our new service model at Gordon in the ACT.

During the past year we have integrated UnitingCare Children's Services into the UnitingCare Children, Young People and Families Service Group. One result of this has been a renewed effort to improve relationships with congregations who are operating children's services through a new Memorandum of Understanding. Also, in the past year we took over the Adamstown Heights Pre-School from the Adamstown congregation under mutual agreement.

We recognise the rich heritage we have inherited from members of the Uniting Church and its predecessor churches. We are building on those strong foundations. For example, we are planning to celebrate the centenary of UnitingCare Burnside in 2011. This is the oldest part of our organisation, founded by Sir James Burns and the Presbyterian Church in 1911. It began as a new and innovative approach to caring for children and we are proud to carry forward that heritage into the 21st century. I am sure that those who have passed on the legacy would be proud of how we have developed and grown what they created.

It is a tremendous privilege to be the Executive Director of UnitingCare. After nearly 25 years in this position, I can look back and appreciate the growth and development of the organisation. Although the Medically Supervised Injecting Centre in King's Cross is only a small program, it gives a signal to the community that UnitingCare is prepared to undertake difficult and challenging projects and to accomplish them with professionalism and efficiency. The removal of the trial status of the Centre by the Government, supported by a number of Liberal and Independent Members of Parliament is welcome.

My sincere thanks and utmost respect go to our 7,299 passionate staff who with the support of our 2,000 volunteers continue to transform lives and strengthen communities.

Everything we do is to best serve the people in our services and their families. They are our first priority and whether they are injecting drug users, vulnerable older people, homeless people, people living with disability, children in out-of-home care, or children with special needs, we do our best to serve them as Christ has served us.

A handwritten signature in black ink, reading 'Harry Herbert'. The signature is fluid and cursive, with a large initial 'H'.

Reverend Harry Herbert
Executive Director

Our continued commitment to creating positive life opportunities for people connected with UnitingCare NSW.ACT is the basis of all our work and is reflected in the vast array of initiatives and projects undertaken during the past year.

- UnitingCare Children's Services was integrated into the UnitingCare Children, Young People and Families Service Group. This will provide staff and families with greater access to support services as well as a wider early education network.



Working together to make a difference

Sue Evans has always been passionate about providing care to those in need. Having worked in community care for UnitingCare Ageing since 2002, Sue was well aware of some of the issues facing older people living at home and so the idea of the Good Living Conditions (Interagency) Protocol was born.

Frustrated with a lack of resourcing around older people living in domestic squalor and a lack of collaboration between agencies in the area, it was decided to form a set of guidelines which could be used by staff to make more informed assessments about the level of assistance required.

UnitingCare Ageing established a working party and approached other agencies about sharing knowledge to improve conditions for

- In August 2009, UnitingCare Children, Young People and Families completed a Strategic Plan for 2010-2012. This was followed by a restructure of senior positions including the creation of practice managers.

- Aboriginal Service Delivery Principles to guide work with Aboriginal families, services and communities were developed by UnitingCare Children, Young People and Families Aboriginal staff group, Jaanamili, and were adopted by the whole of UnitingCare NSW.ACT in 2010. The first Manager, Aboriginal Services and Development, was also appointed for UnitingCare Children, Young People and Families.

- UnitingCare Disability celebrated its first anniversary in 2010 with a conference showcasing UnitingCare's range of services for people with disabilities and their families.

- In March 2010, UnitingCare NSW.ACT hosted an inaugural conference for Uniting Church congregational auspiced and operated community welfare services to explore issues of mutual interest.

- An inaugural 'Healthy Living and Well-being for Seniors' expo was held by UnitingCare Ageing Hunter, Central Coast and New England Region, hosting 22 exhibitors from aged care and support services.

- In June 2010 UnitingCare NSW.ACT and its Service Groups were represented at 'The Road Home' Parliamentary expo alongside other UnitingCare agencies and other advocates of people experiencing homelessness. The expo was attended by the then Prime Minister The Hon. Kevin Rudd MP and the Minister for Housing, The Hon. Tanya Plibersek MP.

Sue Evans, Community Care Manager UnitingCare Ageing South Eastern Region has been instrumental in establishing the Good Living Conditions Protocol.

people. The Protocol was launched in 2009 and now UnitingCare Ageing works alongside agencies including Community Options, South Eastern Sydney and Illawarra Health Service, Housing NSW and local councils.

In the past year, 84 people have been assisted through the project and everyone involved has found it beneficial.

Sue says "feedback from staff has been positive because they now have the tools they need to help people living in squalor in the Illawarra.

"More appropriate services are involved and people have options to access services from different providers so they can have their needs met in the best possible way." ■

New Services and Developments

Funding in a number of areas over the last financial year has resulted in a range of initiatives being implemented to improve access and opportunity for service delivery throughout NSW and the ACT.

- UnitingCare Children, Young People and Families received funding for key programs including the Family Relationship Service Program, Keep Them Safe, Stronger Together and out-of-home care which provided increased places in metropolitan Sydney, the Mid North Coast and Orana Far West areas of NSW.
- Revesby Uniting Church Child Care and Jack and Jill Preschool received a total of \$73,933 funding through the Capital Grants for Projects at Non-government Centres to improve access for children with disabilities. Nine services also received funding through the Preschool Investment and Reform Plan which aims to increase the numbers of children attending NSW Preschools.
- UnitingCare Ageing was successful in receiving \$1,148,520 of Home and Community Care Program Funding (HACC). This funding enabled the provision of services including respite, social support, transportation and home maintenance. Communities to benefit from this funding included Lake Macquarie, Newcastle, Tamworth, Bankstown, Fairfield, Liverpool, Parramatta, Randwick, Woodburn and Evans Head.
- Increasing the reach of services in local communities continued through the year. In February 2010 UnitingCare Unifam Mediation and Counselling piloted a Coordinated Family Dispute Resolution Program alongside two Community Legal Centres in Western Sydney on behalf of the Federal Attorney-General's Department.
- As a key component of Keep Them Safe, UnitingCare Burnside Dubbo Family Referral Service commenced in May 2010, covering 20 local government areas in western NSW, providing phone and face-to-face contact, crisis services and outreach for struggling families.
- UnitingCare Burnside has also been instrumental in forming the Coalition for Children in Care since early 2010, comprised of 27 organisations.
- UnitingCare Ageing initiated a project to support the health and well-being of people living in Independent Living Units (ILU) in Northern Sydney. A Community Adviser was appointed to identify the needs of the 417 people living there as a 12-month pilot project.
- Aware of older people living in domestic squalor in the Illawarra, UnitingCare Ageing South Eastern Region with the help of bequest funding formed a group working in partnership with other local agencies to establish and implement a Good Living Conditions (Interagency) Protocol.
- A Memorandum of Understanding was signed between UnitingCare Ageing Hunter, Central Coast and New England Region and the Central Coast Men's Shed Cluster to explore opportunities of partnership.
- UnitingCare Ageing Hunter, Central Coast and New England Region launched an In Home Respite Service in July 2009 to support the health and well-being of carers in the Hunter. An Intergenerational Program also commenced at UnitingCare Ageing Starrett Lodge in the Region in May 2010.
- New developments to cater for the ageing population are also underway in Gordon ACT, Shellharbour, Port Macquarie and Nambucca Heads while extensions and refurbishments were completed in a number of services throughout NSW and the ACT. An Independent Living campaign also saw improved occupancy in villages.
- Children with additional needs in 26 of our child care services received ongoing support thanks to a total of \$146,804 funding through the NSW Department of Education and Training's Community Grants Program and Intervention Support Program.
- UnitingCare Ageing was allocated 167 units under the National Rental Affordability Scheme. Our first Affordable Housing project under the National Rental Affordability Scheme opened in Kenthurst and other projects are being planned in Beecroft, Yamba, Lismore, Tamworth, the Blue Mountains and the Central Coast.



Friendly service for families in Dubbo

The energetic team at the UnitingCare Burnside Dubbo Family Referral Service (FRS) provides referrals to a range of support services for people in the local and surrounding communities. This service is available over the phone, by visiting the office and when the staff outreach to the towns in the Greater Western area.

“As a referral service, it’s really important that we get to know other agencies that can provide assistance in the areas we cover”, says Tash, one of the Family Connectors.

Clockwise from top left: The friendly team at Dubbo - Leanne Wright, Lincoln Peddham, Meghan Norquay, Angie Weir, and Natasha (Tash) Tumbull .

“Sometimes it can be hard to be a parent and it’s very rewarding to know that we can make a difference by connecting people to the right services.”

The Family Referral Service works closely with other local agencies. In one instance, they were contacted by the Police Child Wellbeing Unit with concerns for a young couple and their expectant child’s exposure to domestic violence. Peter had been charged with assaulting Sharon and there were growing concerns for the safety of the child.

The FRS called both Peter and Sharon to offer assistance. Both said they needed couple counselling and anger management. The FRS helped Sharon and Peter access the Legal Aid necessary for them to attend counselling together. Both Sharon and Peter have said the counselling was helpful and will keep attending sessions to strengthen their family and to give their baby the best possible start in life.

The team has also put Sharon in touch with a local support group for new mothers to guide her through her first parenting experience and connect her with other mothers. ■

Staying connected

At just 13 years old Anna is finding life a little more challenging than most. Anna has an intellectual disability and is struggling to cope with her school work and has become difficult to live with at home. Anna has also become angry in her IM Support Class at school and is lacking motivation. After being rude and swearing at her teacher, Anna is now facing expulsion from school after three suspensions in 12 months.

Family life for Anna is also challenging. Anna lives with her mum Maria, dad Max who has bi-polar and her two brothers Joe and Alex who both have an intellectual disability.

Anna has started with UnitingCare Burnside's Stay Connected program and is learning to manage her anger and behaviour. Now when she is angry, Anna reads positive comments from a booklet that a staff member shared with her. Anna would also like to attend counselling to help her cope with her frustration.

Through UnitingCare Burnside, Anna's teachers and family now receive support and training to implement a Behaviour Support Plan. For Anna, the future looks bright as all those around her are working together to create a more nurturing and supportive environment.

Stay Connected is a casework program in partnership with Department of Ageing, Disability and Home Care and Department of Education and Training for students aged ten to sixteen years who are on the Autism Spectrum or have an Intellectual Disability, and have challenging behaviours. ■



Above: Maida Chand, NSW Aged and Community Service Employee of the Year having a laugh with resident Ivy Agius at Annesley Aged Care Facility.

Awards

The organisation's positive contribution to the lives of vulnerable children, young people, families and older people was acknowledged with a number of awards received throughout the year.

- Maida Chand, Manager, Mental Health and Homelessness, for the Region won Employee of the Year 2010 in the NSW Aged and Community Services Awards for Excellence for dedication in the areas of homeless and mental health. UnitingCare Ageing also won in the category of Media for positive portrayal of older people in the community.
- Kristen Smith, Clinical Practice and Performance Development Coordinator, from UnitingCare Ageing Hunter, New England and Central Coast Region won the Excellence in Management Award 2009 (Clinical) at the Aged Care Association of Australia's Annual Congress.
- Alex Jones from UnitingCare Ageing North Coast Region won the 2010 Regional School Based Trainee of the Year in Aged Care and is now in the running for the state award.
- In March 2010, UnitingCare Children, Young People and Families was named for the second year in a row, an Employer of Choice for Women.
- UnitingCare Ageing Sydney Region's Woodfield Nursing Home's relaxation clinic which provides pain management alternatives for residents was recognised by the Aged Care Channel as the National Idea of the Year Award for 2009.



More than just footy

Building community



It's important to help build community and a key way UnitingCare does this is by supporting local initiatives like a footy team in Dubbo.

Financial assistance to the Red Dust Aboriginal Peak Hill football for the annual Indigenous League knockout in Dubbo from UnitingCare Ageing has allowed it to expand, providing intergenerational bonding for participants.

Initially started by Red Dust Manager David Towney as a way of getting the old boys together, it has grown to encompass over 60 members from the local community, ranging from five to 70 years old.

"It's been good for the community, especially for some of the younger lads who can sometimes be a bit lost. Through such programs we make the connection to the next generation, bridging our cultural gaps across the whole community", says David.

"And it's not just about footy. We have an annual fishing trip for the fellas, we take them out and have a weekend away for blokes of all ages."

"This is how we can key up the kids with what they want to do in the future and give them connections", says David.

"It's a chance for our Elders to pass on wisdom and talents. It's for my little fella's generation – that's why we do it. We are grateful to have the support of UnitingCare Ageing – it's really important for our community." ■

Above: David Towney having a kick around with grandson Andrew and daughter Jade.

A COURAGEOUS VOICE

Strategic Direction 1.

Strengthen our social justice advocacy.

UnitingCare NSW.ACT works without fear or favour every day to create positive change for individuals and communities. Underpinning everything we do is the Uniting Church's commitment to social justice, driving our work in communities to enrich the lives of vulnerable people and those living in disadvantage. This is expressed through our services and how they are delivered, as well as through our advocacy work, direct action campaigns, and the development of position papers or submissions to public inquiries.

Our advocacy throughout the year has focused on community engagement as well as direct lobbying campaigns.

Our strong commitment to creating sustainable communities culminated in the release of a Climate Change Discussion Paper in April 2010, written by the Social Justice Consultant, and the Uniting Earthweb Group within the NSW.ACT Synod.

UnitingCare NSW.ACT's without fear or favour campaign has continued to urge community members to help with the work of UnitingCare in one of ten ways through its website. Topics featured throughout the year include support of environmental initiatives, a call for foster carers and a joint call from UnitingCare and the Uniting Church for the Federal Government to continue processing refugees from Afghanistan and Sri Lanka.

Involvement has been particularly evident in the social networking sites with increasing members and a number of discussions and comments around UnitingCare initiatives such as challenging ageism and foster care. Visits to the website are now over 30,000 and the online polls have proven to be popular in engaging interaction on topical issues.

UnitingCare Children, Young People and Families has a long history of advocacy established through UnitingCare Burnside. This year the Service Group continued its passion for social justice through a number of campaigns, providing a voice for many vulnerable people.

Working in partnership with key peak and youth organisations, UnitingCare Burnside campaigned in 2009 on concerns about the rising number of children and young people held on remand in NSW and the impact of stringent conditions of the Bail Act 1978 that disproportionately impact on vulnerable and at-risk young people.

UnitingCare Burnside has also continued to campaign for state and federal government support for the New Parent Information Network (Newpin) program. In March 2010, key members of the Australian Social Inclusion Board visited St Marys Newpin to hear about the impact this child protection prevention program can make on social inclusion.

Responding to proposed cuts to the Family Relationship Services Program, UnitingCare Unifam Mediation and Counselling campaigned with key local Federal Members of Parliament on the impact cuts will have on families and in particular, children affected by high conflict separation and divorce. This campaign highlighted the impact of decreased capacity in the family law system on children and successfully gained support from Members of Parliament to seek a change in government policy for the 2010/11 Federal Budget.

UnitingCare Ageing's advocacy remained focused on systemic changes to the aged care system using grassroots campaigning to gain public momentum.

As part of the Campaign for Care of Older Australians (CCOA), UnitingCare Ageing launched 'The Grand Plan' in the lead up to the August 2010 Federal Election.

A COURAGEOUS VOICE

continued

CCOA comprises a number of peak bodies and faith-based national service providers of residential and community aged care. The campaign aims to increase choice and access around aged care services for older people, as well as sustainability within the sector.

UnitingCare Ageing actively supported this campaign, encouraging participation through internal communications, media releases, campaign letters to 500 Uniting Church congregations (including a sermon on 'Respecting Older People'), social networking sites, UnitingCare websites, advertisements, launch kits and distribution of postcards to all staff, and congregations.

In addition to this campaign UnitingCare Ageing has called for measures including separation of accommodation from care in a submission made to the Productivity Commission's Inquiry on Caring for Older Australians.

The recommendations made to the Commission reflected UnitingCare Ageing's own person-centred care approach, INSPIRED CARE, and its desire for providers to have greater flexibility to ensure they could help consumers to age in the manner they chose. UnitingCare Ageing will continue to support the Grand Plan's ongoing campaign until the results of the Productivity Commission into Aged Care are released in early 2011 and its call for older Australians to be able to choose how and where they want to live, well supported by affordable care delivered as it is needed. UnitingCare Ageing will also continue its advocacy on these issues through direct submissions into the Inquiry and other opportunities to address the Government.

Grassroots activism also came alive in the 'Respect for Seniors' campaign, a campaign dedicated to raising awareness of ageism and generating conversation about age friendly communities. Initiated by St Ives Uniting Church in 2009 and supported by UnitingCare Ageing, the campaign began with a 'Wear Purple Day' service to celebrate older members of our community and to acknowledge World Elder Abuse Awareness Day. The event was such a success it inspired another 17 Uniting Church congregations in NSW and the ACT to join in this year's celebrations. The 'Respect for Seniors' campaign has been partly funded by the UnitingCare Ageing Regional Development Fund, which supports programs of benefit to the community.

UnitingCare Children's Services remains a strong voice on behalf of its own services and the early childhood sector. The organisation has participated in a variety of forums, meetings and inquiries including the Senate Inquiry into the Provision of Child Care at Parliament House in August 2009, Industry Round Tables for the Federal Government's Commitment to Universal Access to Early Childhood, closed forums of the Council of Australian Governments' (COAG) Early Childhood Reform Agenda, and The National Quality Standards Reference Group and the NSW Child Care Industry Forum.

UnitingCare Children's Services also hosted the Early Childhood Australia (ECA) Annual General Meeting and ECA Issues Night, and consulted on the Draft National Framework for Universal Child and Family Health Services.

SUBMISSIONS

- Submission to Senate Community Affairs Committee Inquiry into the Social Security and Other Legislation Amendment (Welfare Reform and Reinstatement of Racial Discrimination Act) Bill 2009.
- Inquiry into Homelessness Legislation UnitingCare Australia, Submission to the Standing Committee on Family, Community, Housing and Youth, August 2009.
- Inquiry into the Impact of Violence on Young Australians, Submission to the House Standing Committee on Family, Community, Housing and Youth, November 2009.
- Inquiry into the High Level of Involvement of Indigenous Juveniles and Young Adults in the Criminal Justice System, Submission to the House Standing Committee on Aboriginal and Torres Strait Islander Affairs, December 2009.
- Submission to Inquiry into Consumer Directed Care, March 2010.
- Development of National Standards for Out of Home Care, Submission to the Hon. Jenny Macklin MP, Minister for Families, Housing, Community Services and Indigenous Affairs, March 2010.
- A National Quality Framework to Support Quality Services for People Experiencing Homelessness, Submission to the Homelessness Working Group, April 2010.
- Consultation paper Family Violence: Improving Legal Frameworks, Submission to the Australian Law Reform Commission and NSW Law Reform Commission, June 2010.
- Submission to Productivity Commission Inquiry into Aged Care June 2010.
- Submission to Productivity Commission Inquiry into the Contribution of the Not-For-Profit Sector.

No place like home

Keeping siblings together

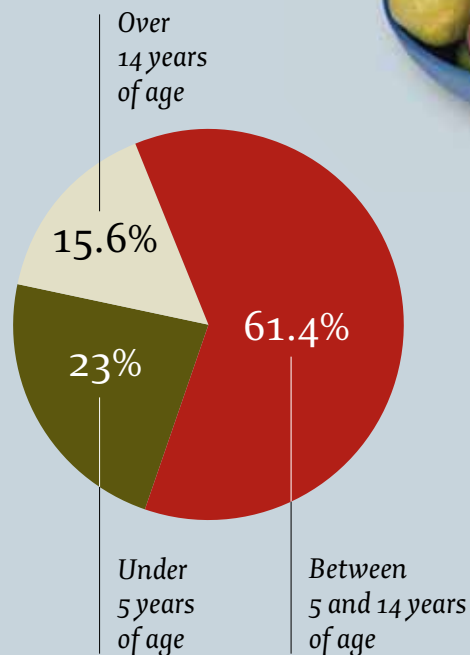


For most of us, growing up with our brothers and sisters can be challenging at times. For a young family of five children on the mid-north coast, growing up separated from their brothers and sisters was proving a lot more stressful.

The children, the youngest just five years old and the oldest eleven, were living with three separate sets of carers. The staff at UnitingCare Burnside were committed to finding a home for all the siblings, believing that the children's needs would be best met by bringing them up together as a family. In 2009 the UnitingCare Burnside Mid North Coast Out-of-Home Care team successfully established its first sibling group home.

UnitingCare Burnside was able to recruit carers and lease a house for them to all live in together.

A year later and the family is thriving. The children are blossoming in a secure and stable environment which is meeting their social, emotional, health and educational needs and the foster carers are enjoying and growing from the experience of raising their new family. ■



In June 2009
16,524 children
and young people
were living in
out-of-home care
in NSW*

*NSW Department of
Community Services
Annual Report (2008/9)

POSITION PAPERS/ RESEARCH PAPERS

- Climate Change Discussion Paper 2010.
- Effective Service Models for Families Affected by Parental Alcohol or Substance Misuse: A Review of the Literature UnitingCare Burnside.
- Kids First: A Child Protection and Family Support Program for Drug or Alcohol Affected Families. A program developed by UnitingCare Burnside.
- Releasing the Pressure on Remand: Bail support solutions for children and young people in NSW UnitingCare Burnside position paper.
- Grandparent Kinship Care in NSW – UnitingCare Burnside position paper.
- Assessing the Evidence Base and Cost Effectiveness of UnitingCare Burnside's Newpin Program.
- Open Adoption and Permanency Planning: A Review of the Literature UnitingCare Burnside.
- A Review of Residential Care Models for Young People UnitingCare Burnside.



Love and hope in a practical way

Congregation connecting community



Above: Volunteer Vicki Crikovska, Executive Director Margie Nielsen and Kogarah Uniting Church Treasurer Jim Vickery preparing food parcels for locals in need.

The Kogarah Storehouse is a place where people come to seek not only material assistance but emotional and spiritual support during times of financial difficulty.

Opened in 1992 by the Brighton Uniting Church Congregation as a way to reach out to the community with love and hope in a practical way, the Kogarah Storehouse provides people with emergency relief services including food vouchers and parcels as well as vouchers for electricity, gas and Telstra.

Operated by two staff and seven volunteers, Executive Director Kogarah Storehouse,

Margie Nielson, says that the vision is to create a haven of Jesus' transforming power in a troubled world. And that's just what happened for more than 1000 people last year.

"It's wonderful to see people feeling empowered to take control of their lives again, knowing that their hope has been restored and that they can face another day.

"We're seen as more than service providers, we listen and we care about people and their problems."

In recognition of the valuable contribution the Storehouse makes, UnitingCare donated funds to assist in the purchase of new furniture for client interview spaces during a refurbishment in early 2010. ■

PARTNERSHIPS THAT CHANGE LIVES

Strategic Direction 2.

Build stronger relationships with the Uniting Church and its members.

UnitingCare's services embody the ethos of the Uniting Church – to form inclusive communities of varying views, cultures and expressions of faith. Throughout the year strategic and local partnerships have been strengthened to create positive change in communities.

Progress on achieving our Strategic Directions is well underway as we strive for the common purpose of serving others on behalf of the Church. In October 2009 a National Church Life Survey Research survey was conducted to gauge perceptions and understanding of UnitingCare by Congregation members. The results will be used to continue improving our mutually beneficial partnerships in the coming year.

Work has also been undertaken to develop guiding principles in the way we engage with the Uniting Church and work together in partnership. A protocol is under development which will set out our approach and mutual understanding between UnitingCare and Congregations and Presbyteries. For instance, one aspect of the protocol states that UnitingCare will always consult with Congregations and Presbyteries when a new service in their area is established. The protocol will also outline our engagement with community service or social justice programs that are managed by Congregations.

Through this work our chaplains remain integral, providing a strong connection between the Church and UnitingCare, granting pastoral and spiritual care to people in vulnerable situations.

UnitingCare continues to consult with and oversight community services operated by Congregations, Presbyteries and parish missions across NSW and the ACT with an emphasis on capacity building. During the year we worked with the Uniting Church and its members with a focus on exploring opportunities to encourage and support service partnerships between community services and UnitingCare Service Groups.

UnitingCare hosted the first Community Services Conference for Congregation-based community services across NSW and the ACT. The inaugural UnitingCare Community Service Conference held in March 2010 was a valuable and successful event, bringing together the locally managed community services and delegates from UnitingCare, Uniting Resources and Uniting Financial Services.

Themed "A Conversation", the conference was attended by 50 delegates from 19 Congregation-based community services from areas including Sydney, Canberra, the Hunter Valley, Blue Mountains and the NSW North Coast. The conference offered an opportunity for networking and demonstrated the value and diversity of community programs delivered by parish missions and Congregations.

UnitingCare NSW.ACT facilitated the establishment of a community service partnership between Lifeline Newcastle and Hunter and Kildonan UnitingCare, a community service activity of UnitingCare Victoria and Tasmania. Lifeline Newcastle and Hunter is one of nine Lifeline Centres operated by parish missions or Congregations across NSW.

This partnership between Kildonan UnitingCare and Lifeline Newcastle Hunter will see the introduction of these valuable services into NSW. Both programs are proving very successful with an emphasis on capacity building, empowerment and treating disadvantaged people with respect. Given the success of the pilot programs, opportunities will be explored to introduce these innovative and unique services to other areas of NSW through partnerships with Congregational community services.



Niall Mulligan,
Counselling Centre
Manager and Northern
Rivers Lifeline Chair
Peter Boughey, on site at
Lismore Uniting Church.

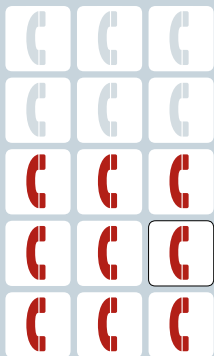
Giving time creating hope

Lifeline



In the last twelve months, Lifeline Northern Rivers answered 7,711 calls of distress, an increase of 30% from the previous year. A fact, Niall Mulligan, Counselling Centre Manager, says that it is “testament to the hard work and commitment of our volunteers”.

“We answer all types of calls – relationship problems, bereavement, loneliness, mental health issues, families in crisis, drug and alcohol addiction and more.



There are 15 Lifeline Centres in NSW, 9 of these are activities of the Uniting Church.

Calls from people in distress

Lifeline Northern Rivers located in Lismore



“Our calls cover the whole range of life experience, particularly where people’s ability to cope is overwhelmed. Often there is more than one cause of concern but we encourage callers to recognise their own ability to cope and can refer them onto more specialised services for additional help.”

Lifeline volunteers undergo regular training which Niall says helps seed the community with people equipped to respond well to crisis situations. The capacity to train its volunteers to actively listen is crucial for Lifeline Northern Rivers which focuses on crisis counselling and suicide prevention.

Explaining his role in the services they offer, Niall describes himself as a caretaker.

“We’re part of an ongoing tradition; I want to be able to pass this service on in good shape so that it can continue to address the clear need in the community.” ■

PARTNERSHIPS THAT CHANGE LIVES

continued

UnitingCare Disability recognised a need for a set of Operating Principles to assist UnitingCare programs as well as Congregation based services for people with a disability and their families. These principles were developed and designed to ensure that local solutions are supported and that services continue to be run by communities, within communities.

There are also a number of examples of successful partnerships where together Congregation-based services and UnitingCare are delivering support services to enrich the lives of people with a disability and their families. One example is support and resourcing to develop a Disability Respite program for children within the Congregation in the Singleton area. In Hackett ACT, a partnership with the Uniting Church to build a community house for people with a disability is underway. Another flourishing partnership with UnitingCare Lithgow is developing the capacity to support people with a disability who are coming out of prison to take their place back in the community.

Healthy Living for Seniors, an innovative day program brought to the community through partnerships with UnitingCare Ageing and Uniting Churches initially in the Gosford, Wyong and Lake Macquarie areas has now expanded with a number of new partnerships emerging. Now spanning eleven Uniting Churches, the Healthy Living for Seniors program is offered in Gosford, Terrigal, Narara, Kincumber, Umina, Garden Suburb, Toronto, Charlestown, Wangi Wangi, Toukley and Mannering Park.

This partnership continues to blend support and services with local communities with the benefit and strength of the congregation members compassion.

The Healthy Living for Seniors program philosophy encompasses the INSPIRED CARE principles, UnitingCare Ageing's person centred approach, discovering individual and community assets. The social programs include mind your mind activities, exercise programs, creative arts, guest speakers, outings, music and most of all lots of fun and laughter.

The annual UnitingCare Christmas Appeal is an example of overwhelming community spirit. Run for the 18th year in 2009, more than 80 local appeal coordinators generously donated their time to oversee the appeal with their local Target stores. In addition, a number of UnitingCare Christmas Giving Trees were hosted in different locations throughout the organisation. Over 300 gifts were generously donated by UnitingCare staff and clients to brighten Christmas for clients in other UnitingCare services.

Community Support and Grants

During the year UnitingCare NSW.ACT has provided financial support to a range of Congregational community services through a number of initiatives including the 2% For Development Fund, UnitingCare Pancake Day Appeal, and the Share Appeal. Services that have benefited include: Lifeline Northern Rivers, The Kogarah Storehouse, Cabramatta Uniting Church – English Training for Adults program and Mt Druitt Community Ministry.

In addition, UnitingCare contributed to the cost of a strategic service review of the Lifeline Centres in NSW with a focus on identifying strategies for the future sustainability of Lifeline Centres within the state.

The 2% for Development Fund is administered by UnitingCare NSW.ACT and was established by the Uniting Church to fund projects in the areas of human development, social justice and human rights education. In NSW, the Trust Association and the Insurance Fund contribute 2% of their annual "profits" to the fund.

Each year, three quarters of the available funds are distributed equally to: the National Council of Churches in Australia for use by the National Aboriginal and Torres Strait Islander Ecumenical Council; the Christian Conference of Asia; and Uniting World (formerly known as Uniting International Mission).

The remaining one quarter is available to the 2% for Development Fund Committee to support community services operated by Uniting Church missions and Congregations in NSW and the ACT; and other small community based not-for-profit organisations that have limited access to other funding sources.

The UnitingCare Regional Development Fund aims to strengthen missional links between UnitingCare Ageing and the wider Uniting Church through assistance to the Presbyteries and local Congregations. The Regional Development Fund provides one-off non recurrent funding where 0.25% of service revenue is allocated in grants to encourage Congregations and/or the Presbytery and other community groups to expand existing programs and develop new and innovative programs to support people in their community.

In 2009/2010 UnitingCare Ageing provided more than \$600000 to fund projects in Uniting Church Congregations across NSW and the ACT. Projects ranged from funding for the Respect for Seniors Campaign; updating, establishing and equipping men's sheds; a Sudanese Support Service; research projects; and adjustments to Church facilities including disability ramps and hearing loops for congregation members with a disability.



Just some of the Congregational community services supported during the year by UnitingCare NSW.ACT.

	Grant Value \$
Share Appeal	
UnitingCare Singleton Disability Respite Services	8,000
Lifeline Northern Rivers	8,000
Pancake Day Appeal	
Coffs Harbour Soup Kitchen	1,000
2% for Development Fund	
Fair Wear Campaign NSW, auspiced by Asian Women at Work	8,000
The Chain Reaction Foundation	8,000
Willmot Cyber Café, auspiced by Mt Druitt Community Ministry	5,291
Australian Fair Trade and Investment Network Ltd (AFTINET)	8,000
Cabramatta Uniting Church	8,000
Claymore Neighbourhood and Youth Centre Inc	5,000
The House of Welcome	5,778
Asian Women at Work	10,000
Christian Conference of Asia	71,368
National Council of Churches in Australia – to support the work of National Aboriginal and Torres Strait Islander Ecumenical Commission	71,368
Uniting World	71,368
Other Grants	
Mt Druitt Community Ministry – contribution to funding the Team Leader position	40,000
Mt Druitt Community Ministry – Animation Project	23,600
NSW Lifeline Review – a contribution to the cost of undertaking a strategic review of the Lifeline Centres In NSW	20,000
Total	372,773

Sharing the Christmas spirit

A brighter Christmas



Left: Presents from the UnitingCare Christmas Giving Tree have given Blayde and Jaylen White hours of fun.

The UnitingCare Christmas Giving Tree provides a way for UnitingCare services to spread Christmas cheer to other services within the organisation.

The children at UnitingCare Susanna Children's Centre were just some of the lucky recipients of gifts donated in 2009.

Delivered during rest time, Ashleigh Wilson, Director, said "the children were surprised and excited to wake up to discover the gifts of dolls, magnetic letters, trucks and much more."

"They had a great time picking out their favourites, playing with them and choosing new homes for them."

Located in an area where many families experience financial difficulties, the service marked the gift giving occasion by explaining that the children attending had been given some lovely presents to share with each other.

Ashleigh explained that new presents were a rarity for the children. In expressing her thanks she said "we were fortunate to have this opportunity to give gifts to the children and we're very thankful."

Over 300 gifts were donated by UnitingCare staff for the 2009 UnitingCare Christmas Giving Tree. UnitingCare was also able to share gifts and brighten Christmas for homeless older people, people living with disability and the Bridge for Asylum Seekers Foundation. ■



Time to be brave

Affordable accommodation



Above: Eric and Judy enjoying some time together in their new home at Kentgrove Lodge.

When Judy and Eric saw the advertisement for affordable rental accommodation at Kentgrove Lodge in The Seniors newspaper they knew they had found something special.

Eric and Judy had met at a hostel where Eric volunteered as a driver and Judy lived. They talked for hours, discovering how much they had in common.

“I had been living in a hostel for five years when I met Eric. We really wanted to live together as a couple so it was time to be brave and make the move.”

Judy and Eric were assessed by Ecclesia Housing and UnitingCare Ageing who worked alongside the couple to accommodate their individual needs.

As with any move, both Eric and Judy experienced upheaval but they were overwhelmed by the way the UnitingCare Ageing team went beyond their expectations.

“We are both aged pensioners and we are struggling financially. UnitingCare Ageing actually paid for our removalists and when we arrived, UnitingCare Ageing staff welcomed us with some home made soup for the weekend and beautiful flowers”, says Judy.

“It really feels like home to us and we couldn’t be happier.”

Kentgrove Lodge is one of 167 affordable rental seniors living properties to be launched under UnitingCare Ageing’s National Rental Affordability Scheme (NRAS) program. ■

FROM STRENGTH TO STRENGTH

Strategic Direction 3.

Continue to develop and grow services that build the capacity of individuals, families and communities.

UnitingCare NSW.ACT has a strong history of providing high quality community services delivered through the passion and commitment of staff and volunteers. UnitingCare services enable vulnerable people to flourish, thrive and participate in all aspects of life. The focus this year has been on creating sustainable services, whilst using feedback from those in our services to explore the best possible ways to meet their needs.

In December 2009, the UnitingCare Board requested a proposal on integration of UnitingCare Children's Services and Outside School Hours Care services into UnitingCare Children, Young People and Families. This integration was finalised after a decision by the UnitingCare NSW.ACT Board in April 2010 to move UnitingCare Children's Services into the UnitingCare Children, Young People and Families Service Group.

The key benefits and challenges of the transfer were to enhance viability and sustainability of the services, increase the access for vulnerable children to early childhood services, and provide the levels of support and advice required by both Locally Managed Services and Directly Provided Services.

Areas of work identified as priorities included Memoranda of Understanding between the

Locally Managed Services, Church Councils and the Service Group; revision of the licence for Locally Managed Services; access to staff development and assistance with staffing issues including salaries and conditions. The transfer has been supported by key staff in UnitingCare Children, Young People and Families, existing staff of UnitingCare Children's Services and an advisory group of Directors and Coordinators from children's services.

UnitingCare Children, Young People and Families continued to experience significant growth with the opening of the Family Referral Service in Dubbo as part of Keep Them Safe and an increase in out-of-home care services for young people.

In Port Macquarie a partnership between UnitingCare Ageing and UnitingCare Burnside has begun. UnitingCare Ageing is building a 110 place residential aged care service and has provided within the complex purpose built premises for UnitingCare Burnside's Child and Family Services who are currently leasing commercially in the area. This is the first major project that has the Service Groups located and working together under the one roof.

In 2009 UnitingCare Ageing launched INSPIRED CARE and a new Service Model encapsulating its person-centred approach to service delivery for older people. This approach has been taken up across the organisation with enthusiasm and energy.

It has local initiatives such as the Inspired Voices Choir on the North Coast and an exciting two-year Practice Development Program with Wollongong University. The program is designed to make person-centred care a reality in the day-to-day lives of residents, clients and staff by creating formal opportunities for staff to reflect on their practice. This has empowered both staff and the people we serve to create services that are truly person-centred.

Since its establishment in 2008, UnitingCare Disability has been working on various initiatives to bring together the disability services operating under the UnitingCare NSW.ACT banner into a network of affiliated services.

FROM STRENGTH TO STRENGTH

continued

In 2010, UnitingCare Disability and UnitingCare Ageing worked together to form The Futures Alliance, a cooperative of community representatives from disability and aged care providers in NSW including representation from consumers, academics and peak bodies. The purpose of the Futures Alliance is to remove boundaries and to maximise community resources to deliver improved options for people with a disability who are ageing. The Futures Alliance has constructed a "Blue Print" for Ageing with a lifelong disability. This Blue Print is being distributed to government ministers, policy makers and researchers to advocate for essential policy and funding changes to support people with a disability as they age.

UnitingCare is committed to providing affordable housing options and in 2009, UnitingCare was registered as a Class 2 Community Housing Provider.

UnitingCare Ageing was successful in being awarded 167 incentives under the Commonwealth Government's National Rental Affordability Scheme and plans are underway for a further application under this scheme. Affordable housing is now incorporated into all new developments with initiatives underway in Springwood, Tamworth, Yamba, Lismore, Wyong, Hornsby, Shellharbour and ACT.

Administered in partnership with the Australian and NSW Governments, this innovative accommodation service provides an independent living option for people with limited income requiring housing and in some cases, additional support. Kentgrove Lodge in Kenthurst, north-west of Sydney is the first of these new affordable housing options launched, offering nine affordable rental units in a semi rural setting.

Passionate people doing what matters

The 7,299 staff across UnitingCare NSW.ACT are the heart and soul of our organisation. We are committed to providing development opportunities for our staff and offering a rewarding career that helps change lives.

In July 2009 UnitingCare Ageing launched the Care Practice Development Program for registered nurses. This program is designed to complement existing knowledge with best practice and evidence-based contemporary learning which reflects UnitingCare Ageing's INSPIRED CARE person-centred framework.

A range of study options is available including a case study format, self-directed learning and an online e-learning component. Many of the clinical modules have been granted Continuing Professional Development

(CPD) Points by the Royal College of Nursing (currently a total of 55 CPD points are available), which will assist registered nurses to provide evidence of ongoing education which is required for their professional registration.

UnitingCare Ageing has also introduced a new Employee Engagement strategy, centred on the Gallup Organisation's Q12 principles - 12 simple principles internationally tried and tested as indicators of an engaged workforce. This included introducing a new performance management system and orientation sessions to create an enabling culture for our staff where they understand their role and receive timely and constructive feedback about their performance. UnitingCare Ageing plans to roll out an organisation-wide staff engagement survey at the end of 2010 using the Q12 principles. The information gathered will be used to establish current levels of staff engagement and will help to inform future planning.

UnitingCare Children, Young People and Families through the Institute of Family Practice (IFP) continually provides staff with courses that support professional development; career progression, and the specialist skills required by programs. In the past 12 months staff have attended a total of 1076 training days for training courses such as :

- Core - Fire Warden, Safety Officer, First Aid, Aboriginal Cultural Competency;
- Foundational - Case Notes, Suicide Prevention, Compassion Fatigue; and
- Specialisations - Accidental Counsellor, Family Therapy, Domestic and Family Violence.

Suicide Prevention Training and Case Note Training has been significantly attended by UnitingCare Children, Young People and Families' staff and over 95% of staff have successfully completed Aboriginal Cultural Competency Training. This course assists in achieving the objectives set out in the UnitingCare Indigenous Employment Strategy. UnitingCare Children, Young People and Families also offers extensive training opportunities for staff including professional development courses for all Family Dispute Resolution Practitioners, and the development of a Certificate IV course run through IFP specifically targeted to caseworkers in community services.

In UnitingCare Children's Services all staff participated in Early Years Learning Framework and Keep Them Safe training with the aim of better informing and guiding staff in the delivery of early childhood education.

Family Relationship
Advisor Shakira Sheehan
from UnitingCare
Unifam Family
Relationship Centre,
Wollongong.



Positive steps

Starting over



When Karen approached UnitingCare Unifam's Family Relationship Centre she was hoping to resolve her family's future and help all of them to start over again.

Karen and Brett had been separated for nearly two years and their children, Paula (nine) and Andy (seven), lived with Karen and hardly saw their father.

While Paula and Andy were happy living with their mother, like most kids they wanted to see more of their dad. The children were finding it difficult and confusing not knowing when they would see him next, and were often hurt when their dad cancelled or didn't show up at all.

Karen contacted UnitingCare Unifam hopeful that together she and Brett could work on a "parenting plan" through mediation and better manage their children's future.

Unfortunately for Karen there was a barrier to achieving this dream for her family. She and Brett had a history of serious conflict which had previously escalated to aggression and a violent incident. Karen felt strongly that the matter didn't need to go to Family Court as there had been no violence for two years and neither she nor Brett could afford lawyers.

Karen was not afraid of Brett, and was adamant that she wanted to negotiate directly with him about their children's future.

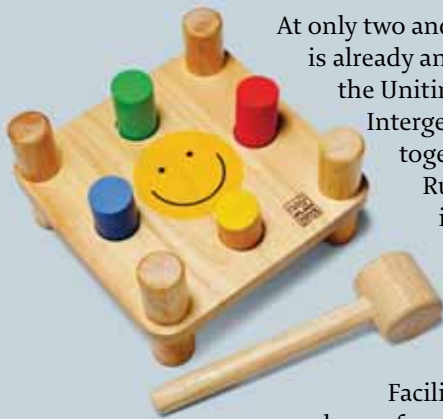
UnitingCare Unifam's Community Legal Centre partners provided Karen and Brett with independent legal advice and a counsellor was able to assist Paula and Andy through the trauma of the family conflict. Brett was also paired with a men's counsellor to help him control his issues of anger.

The family are now on track with their 'parenting plan' and Paula and Andy are sharing the time they had hoped for with their dad. ■



Playgroup fun for all ages

Intergenerational support



At only two and half years old Axel is already an active member of the UnitingCare Ageing Marion Intergenerational Playgroup and together with 18 month old Ruby and smiley little Orion, it looks like the perfect place to have some fun.

Held on Mondays and Thursdays each week at The Marion Aged Care Facility, the playgroup provides a chance for children and their parents to enjoy the usual social side of getting together with the added benefit of sharing time with some 'older' playmates.

Above: Resident Nancy Piggott entertaining Ruby and her Mum Lisa at The Marion.

Ruby's mum, Lisa, is new to the playgroup and is already pleased to have a nice change from entertaining Ruby at home.

"It can be hard doing it all on your own. Playgroup is great 'cause you get to talk with other Mum's and it's such a lovely place here", says Lisa.

"It's such a great concept. It's really quite nurturing for the kids to see older people and spend time with them."

Axel's Mum, Tina couldn't agree more. "I love coming here because the facilities are so nice and the staff are great", says Tina.

"When the residents join in it's great 'cause the kids get to spend time with older people. Plus I think they really love it - they join in singing all the songs with the kids. I think it's a bit of a time to revisit the past you know." ■

INNOVATION THROUGH RESEARCH

Strategic Direction 4

Build our research capacity to underpin service delivery and social justice advocacy.

UnitingCare NSW.ACT is committed to evidence based research to inform our service delivery and provide solid foundations for our advocacy. The UnitingCare NSW.ACT Research Advisory Group (RAG) is charged with ensuring the ethical conduct of all research projects involving UnitingCare clients or service users, staff and/or volunteers and comprises 12 members.

Membership includes staff representatives from UnitingCare, a member of the Uniting Church and six external appointments who have research expertise in areas relevant to our work.

In the 12 months to 30 June 2010, the RAG reviewed ethics applications for 16 research projects - nine for UnitingCare Ageing, five for UnitingCare Children, Young People and Families (including UnitingCare Children's Services) and two for the Medically Supervised Injecting Centre. Fourteen applications were approved by the Committee (nine following amendments), one was rejected and a proposal involving a clinical trial was referred to the Ethics Committee of NSW Health and subsequently approved.

The projects considered highlight the diverse and important suite of research work being conducted internally and by university research partners to better understand the needs of the people we work with and to improve the quality of the services and supports we provide. Projects range from a trial of humour therapy to improve quality of life in residential care (UnitingCare Ageing); to evaluating children's experience of child-inclusive mediation in separating families (UnitingCare Unifam Mediation and Counselling); to a formal evaluation of the Medically Supervised Injecting Centre and measuring the health and well-being of children and young people with disabilities (UnitingCare Children, Young People and Families).

Research within UnitingCare Ageing is undertaken to support service provision and service delivery with best practice and to provide innovative and leading models of care. Increasingly the organisation has formed research partnerships to trial new approaches and to evaluate the effectiveness of a range of initiatives. It is now seeking to take a more strategic approach to research participation to strengthen the way benefits from such activities are targeted, shared and leveraged.

UnitingCare Ageing is one of a number of significant partners in the 45 and Up Study - the most comprehensive longitudinal healthy ageing study of its kind undertaken in the Southern Hemisphere.

Recruitment to the 45 and Up Study is now complete, with over 266,000 men and women across NSW aged 45 and over having joined the Study. Data tracked includes physical activity, stress levels, medical history, social support and employment status.

Baseline questionnaire data from 266,848 eligible participants is available for use in approved projects. More than 120 researchers are collaborating on the Study, looking at a wide range of health issues. Approval to use the Study data has been given to 66 research proposals.

Exploring processes of change in parenting interventions for high risk parents	<ul style="list-style-type: none"> • Professor Jennifer Bowes and colleagues – Children and Families Research Centre, Macquarie University. • Professor Judith Carta – Juniper Gardens Children’s Centre at the University of Kansas. • Industry partners – UnitingCare Burnside and four community organisations providing the Newpin program in Victoria, Tasmania, WA and the ACT.
Evaluation of UnitingCare Burnside’s Intensive Family Based Service (IFBS)	<ul style="list-style-type: none"> • Dr Raymond Kirk – Director Research and Program Evaluation, Independent Living Resources, North Carolina. • Sally Cowling – UnitingCare Children, Young People and Families.
Keeping Children with a Disability Safely in their Families – An Evaluation of Intensive Family Support (IFS) Programs	<p>Research undertaken by Dr Jan Breckenridge and Dr Sarit Huppert, UNSW for UnitingCare Children, Young People and Families; The Spastic Centre and Northcott Disability Services.</p>
Evaluation of UnitingCare Burnside’s Integrated Child and Family Network at St Marys.	<p>Children and Families Research Centre, Macquarie University.</p>
Children’s experience of child-inclusive mediation	<p>Professor Patrick Parkinson and Associate Professor Judy Cashmore of the Faculty of Law, University of Sydney for UnitingCare Unifam.</p>
HACC Wellness and Restorative Care Project in Centred Based Day Care	<p>UnitingCare Ageing Northern Sydney Region with Department Ageing Disability and Home Care funding and sector partnership.</p>
Transformations of Care: Living the consequences of changing public policies in Australia	<p>Associate Professors Jane Mears and Eva Garcia, University Western Sydney. Department Ageing Disability and Home Care funded Workforce Survey research with Care Workers across a few Regions.</p>
Centenerian Study	<p>Project lead Dr Charlene Levitan, University of New South Wales.</p>
Thinkspot	<p>Dr Deborah Koder.</p>
Intergenerational Playgroups	<p>Dr Margaret Skropeta and Dr Alf Colvin University of Western Sydney.</p>
Apraxia of Speech	<p>University of NSW – Rachel Miles (project in Masters).</p>
Primary progressive Aphasia	<p>Cathy Taylor (project in Masters).</p>

RESEARCH PROJECTS**RESEARCH PARTNERS**

Aged Care and Rehabilitative Medicine Research Project	Professor Barbara Fawcett, Sydney University.
Introducing computer-based documentation into residential aged care: A multi-method evaluation of success	Dr Ping Yu, School of Information Systems and Technology, University of Wollongong.
Sydney Multisite Intervention of Laughter Bosses and Elder Clowns	Chief Investigator: Professor Henry Brodaty, Dementia Collaborative Research Centre, School of Psychiatry, University of NSW. UnitingCare Ageing Mayflower Aged Care Centre and Lillian Wells Nursing Home are participating in the trial.
Magnet Nursing Homes Research Project	UnitingCare Ageing and University of Wollongong.
A Multi-Method Evaluation of a Three Year Practice Development Program in UnitingCare Ageing (South Eastern Region) Australia	UnitingCare Ageing and Professor Jan Dewing, University of Wollongong.
An Evaluation of a two Year Practice Development Programme to Enhance Person-centred Cultures within Aged Care Services in New South Wales Australia	UnitingCare Ageing. Chief Investigator: Professor Jan Dewing, University of Wollongong. Academic Advisor: Patrick Crookes, Dean Faculty of Health and Behavioural Sciences, University of Wollongong.
The effect of a mindfulness based cognitive therapy program on anxiety symptoms in a sample of older people	Mr Bradley Ward (PhD candidate) Dept of Psychology, James Cook University. UnitingCare Ageing.
Evaluation of the Central Coast HACC funded Younger Onset Dementia Service	UnitingCare Ageing and Alzheimers Australia NSW. Chief Investigator: Ms Lisa Langley, Manager Policy and Information, Alzheimer's Australia NSW. Co Investigator: Ms Jo-Ann Brown, Policy and Research Officer, Alzheimer's Australia NSW.
Research on Healthy Living for Seniors Day program model	UnitingCare Ageing and University of Newcastle. Research Team: The University of Newcastle Research Centre for Gender, Health and Ageing , Professor Julie Byles, Dr Annette Moxey, Dr Felicity Barr, Associate Professor Lynne Parkinson.
Hunter Collaborative Palliative, Dementia Care Framework "Best Practice Model for End-Stage Dementia Care"	Hunter New England Area Health Service.



Seaside awakens fond memories

Wellness and restorative care

Living on Sydney's Northern Beaches, surf life saving was an integral part of Reg's life for more than 50 years. A superb athlete, he won many surf carnival and championship awards including five Australian gold medals.

With the onset of dementia, Reg kept mostly to himself and rarely engaged in conversation. Through the Jacaranda Day Centre Men's Group, Reg has rekindled and shared memories with the other men, staff and his family.

On the group's first outing, they stopped at a number of significant landmarks along the beaches. Enthused, Reg started talking about his surf life saving days as well as reminiscing about meeting his wife, their courtship and his proposal. He felt very comfortable in this setting with personal history all around him.

"I remember when there was nothing here at Warriewood Beach. We used to have to cover the whole lot when we were on patrol with North Narrabeen Surf Club," recalls Reg.

Jacaranda's Men's Group grew from the Northern Sydney Wellness and Restorative Care Project, which was made possible through UnitingCare Ageing bequest funding. Research on this project was undertaken in partnership with the Department Ageing, Disability and Home Care. ■

Above: Reg Stacey enjoying a beautiful day at Warriewood Beach.

** Photograph and text used with permission of Reg's family in loving memory.*

Forty one projects with direct relevance to health policy are underway, including: understanding the impact of social, economic and geographic disadvantage on the health of Australians in mid to later life; exploring met and unmet needs for home care in NSW; understanding the transition to retirement; understanding the home environment of older people; examining the influence of later life, family, disease, and disability on patterns of aged care service use, and investigating obesity, ageing and hospitalisation.

As the only aged care provider included as a partner in the study, UnitingCare Ageing is planning to use the results of the study to inform the development of services for older people in the future.

Involvement in the study with other partners like Beyond Blue, the NSW Cancer Council and the National Heart Foundation also provides important opportunities for us to work collaboratively with other agencies to consider the wider aspects of the ageing process. UnitingCare Ageing has committed to four themes within this project.

1. Evaluation of the effectiveness of community day programs

The focus for this aspect of the project is on current Community Day Care models that are funded through Home and Community Care and involve partnerships with congregations.

2. Indigenous aged care

This project aims to understand the experiences of Indigenous clients currently receiving community care services through UnitingCare Ageing. The Sax Institute will assist the organisation to develop a detailed qualitative study of its own Indigenous clients to initiate further enquiry.

3. Chronic and complex care needs of clients

This foundational project will enable the organisation to gain a greater understanding of UnitingCare Ageing's Service Model focus on providing specialisation in the care of "chronic illness and disability for older people."

4. How attitudes change about ageing over time

This project aims to leverage off the 45 and Up Study to understand how people's attitudes to ageing, their needs for care and support, and such areas as housing requirements change over time.

These projects are just some of the examples of the innovative research that UnitingCare is undertaking with partners.

UnitingCare Children, Young People and Families continues to invest significant resources in supporting dedicated Research and Program Development as well as Social Policy and Advocacy teams within its Social Justice Unit and in funding external research partnerships.

In late 2008, UnitingCare Burnside in collaboration with St Mary's Uniting Church Congregation and a range of local service providers established the 'St Marys Child and Family Network.' An integrated set of programs including Newpin, the Young Parents Network and the Growing Together Supported Playgroup are located on a single campus and staff work collaboratively to meet the parenting, education and support needs of local families.

The Children and Families Research Centre (CFRC) at Macquarie University is undertaking a major research evaluation of the St Marys Network to explore parent and child participation, development and well-being outcomes. Phase 1 of the study identified that parents using the St Marys programs felt a great need for support and information about parenting and that a significant proportion of children aged 0-5 showed developmental concerns.

The findings from Phase 2 show that after nine months of participation in St Marys' programs important changes are emerging.

In particular, parents are experiencing positive and statistically significant changes in their confidence and perceptions of their child's temperament, and reporting more reading materials at home. Burnside's innovative 'community connector' role has proved pivotal in linking families to the Network and other local services and our staff have built a collaborative culture. A final phase of data collection in 2010 will focus on developmental changes for children which are thought to take longer to emerge.

Members of the CFRC have already been invited to present findings at national conferences and to meetings with representatives from the Department of Families, Housing, Community Services and Indigenous Affairs; the Department of Education, Employment and Workplace Relations; the NSW Department of Human Services and the Australian Social Inclusion Board.



Left: Franca Ebirim and her son Lucas at St Marys Child and Family Network.

Right: Peter Clark and staff member Donna Holman cooking up a feed at The Drum Youth Centre in Campbelltown.

The courage to change

A network of services



Michelle started with the St Marys Child and Family Network in March 2009. Michelle had one son Evan aged two and was at that time living in a refuge. Michelle's case worker referred her to the Mission Australia's Young Parent Network which is a playgroup run in partnership with Burnside at St Marys. After a few weeks of attending the Young Parents Group, workers observed that both Michelle and Evan needed additional support. Our Community Connector worked with Michelle and encouraged her to take up a place in the Newpin program. At this point in time Evan was removed from Michelle due to neglect and inappropriate parenting. A few weeks later Michelle found out she was pregnant.

Michelle has been coming to Newpin now for eighteen months; she has been able to develop her parenting skills, her understanding of children's physical and emotional needs and has been working on her personal growth: overcoming past traumas and gaining insight. Michelle has also been participating in a program run by volunteers

from the St Marys Uniting Church, in which Newpin mums have been gaining skills in cooking, shopping and sewing.

Eighteen months on Michelle has found secure housing and is living with her partner and baby girl Sara in the St Marys area. Evan is attending UnitingCare Susanna Children's Centre three days a week (next door to Newpin) and is reaching his developmental milestones. After a lengthy court process Michelle now has unsupervised access with Evan and a restoration plan in place. Michelle's partner Bill is now looking into joining the Saturday morning Dad's Drop in program.

Michelle and Bill have a clear plan for the family's future and have expressed on many occasions that the support from all the different programs that run on our site have been significant in them gaining the skills and strength to overcome the challenges they have faced and to provide a safe, healthy and happy home for their children.

Evaluation of UnitingCare Burnside's Integrated Child and Family Network at St Marys is being undertaken in partnership with the Children and Families Research Centre, Macquarie University. ■





Little hands make light work of a greener tomorrow

Sustainability



Children at Revesby Uniting Church Child Care Centre are doing their bit for the environment thanks to enthusiastic staff passionate about increasing sustainability at the service.

The seeds of environmental sustainability were planted when the service decided to establish a veggie patch to show the children where food came from and encourage them to get involved in producing their own.

A successful application through the Energy Savers Grant resulted in \$20,000 for the installation of water efficient cisterns in the children's bathrooms, a move to energy efficient lighting and a water tank for the beloved veggie patch.

Julie Dwyer, Director, Revesby Uniting Church Child Care Centre, says that the children are excited by the changes.

"We explained that it's about making a difference and they love seeing how we can use different items.

"It's fun for them to actually participate, rather than just hear about what can be done."

Planning is now underway for the water tank and a solar hot water system. The new installation will save 350,000 litres of water, four megawatt hours of electricity and over four tonnes of greenhouse emissions.

Julie encourages people to consider the changes they can make, "everyone should get involved, even if it's just walking to work – every bit helps." ■

Above: Ezekiel Sciacca, Jackson Green and Liam McGrath doing their bit by watering the garden at Revesby Uniting Church Child Care Centre.

ONE LIFE ONE UNITINGCARE

Strategic Direction 5.

Continue to build a strong, unified and sustainable organisation.

UnitingCare has continued to move towards its goal of a unified and sustainable organisation with progression in the provision of shared services as well as increased collaboration between the different types of services across the organisation.

As part of our commitment to build a strong, unified and sustainable organisation, UnitingCare is working on consolidating business and administrative functions to bring about real improvements for staff, volunteers and most importantly for the people we serve.

Shared services have been established in the areas of information technology and payroll services. These two areas are continuing with ongoing expansion of services offered to support staff and a focus on continuous improvement.

UnitingCare's IT Services Centre celebrated its first anniversary in July 2009, marking a year since the Board approved its establishment in line with KPMG's recommended design model.

A number of tangible benefits have been realised in this period, including:

- The physical establishment of the core staff group and the transition of local IT support staff into the shared services centre.
- The provision of a central UnitingCare IT Service Desk for the common logging and resolution of IT issues.

- A number of organisation-wide procurement approaches for equipment, software and data communications services have provided savings. The first stage of our consolidated data centre for hosting our servers and disk storage has been accomplished.
- The Program Management Office is fully functional and facilitating a number of significant projects from organisation-wide finance systems rollout to future systems to support UnitingCare Ageing's Community Care initiatives.

The UnitingCare Payroll Services Centre Team has progressively moved through a well structured implementation sequence. During the year the project team successfully implemented Preceda Payroll, RosterOn scheduling and award interpretation and Fingerscan biometric scanning devices for a number of areas across the organisation.

The UnitingCare Payroll Services Centre operation now processes approximately 10,000 pays per month covering 94 sites across UnitingCare, provides employee self service for fast and efficient access to pay-slips and a greater level of reporting information to assist the business with effective decision making.

The implementation is expected to be completed by December 2011 at which stage the Centre will be fully operational, supporting all UnitingCare employees with their payroll requirements.

UnitingCare Services Go Green

Commitment to environmental sustainability has been a focal point for the Uniting Church and has seen UnitingCare start to lay foundations for a greener future through a number of initiatives.

Data collection for water, waste, electricity, fleet, gas and travel has commenced in UnitingCare Ageing to gauge the Service Group's carbon footprint. This will be used as a benchmark from next year to establish improvements through implementation of environmental initiatives.

As part of this process, UnitingCare Ageing has also become a member of the NSW Government run Sustainability Advantage Program. Funding has also been received for the production of sustainability educational resources which are to be completed next year.

Services are also doing their part for the environment with many installing devices like rainwater tanks, compost bins and worm farms. Over 800 independent living residents also signed up for the installation of solar panels for their independent living unit throughout the year.



Serving with pride

Indigenous Employment



Hayley Puckeridge is described by long-time UnitingCare Ageing Lindsay Gardens resident Frances McCoach as

“one in a million – an amazing woman.”

Hayley joined UnitingCare after her mentor recommended she go for the role. Six months later, Hayley spends her days ensuring Frances and the other 64 residents at Lindsay Gardens are receiving the best possible care and is loving it.

“We have a great team here and it really is a great place to work.”

*Hayley Puckeridge,
Clinical Care Coordinator
having a chat with
resident Frances
McCoach in her room.*

“I have been in the aged care industry for over 11 years now and I still enjoy it. I am now studying to become an Aged Care Practitioner and know there is so much more to learn.”

“As a proud Aboriginal woman, I believe it is so important that we have more Indigenous staff join this industry and I will do whatever I can to encourage others to do the same.”

Lindsay Gardens Aged Care Facility is a modern facility with a quiet, home-like environment in Hamilton, NSW. ■

This means residents will not only receive cheaper electricity but also have the ability to sell green electricity back to the grid thus reducing the carbon footprint of the organisation overall.

UnitingCare Ageing's three new developments at Shellharbour, Nambucca Heads and Port Macquarie which are at various stages of planning and construction have all been designed with sustainability features around energy and water conservation.

UnitingCare Children, Young People and Families launched an Environment Sustainability policy and strategy in August 2009 and established the Sustainability Working Group complemented by "Green Warriors" across the whole Service Group. Business Services will be responsible for driving delivery of Environmental Sustainable Goals.

UnitingCare Children, Young People and Families commenced the recording, tracking and measuring of electricity, water and gas usage across the majority of operational and administrative sites during the year. The key focus areas are fleet management, facility management, waste management, people and purchasing and helping to instil a culture of living in a sustainable manner.

Indigenous Employment

UnitingCare's Indigenous Employment Strategy continues to drive change and innovation in our recruitment processes as well as creating strong community partnerships. Overall targets set out in the original strategy of increasing the number of our Aboriginal and Torres Strait Islander workforce by 2% are on track and community engagement activities are flourishing.

Highlights during the year include the adoption of Aboriginal Service Delivery Principles across UnitingCare NSW.ACT and during NAIDOC week when UnitingCare partnered with Uniting Aboriginal and

Islander Christian Congress to host a breakfast meeting with special guest Mick Gooda, Aboriginal and Torres Strait Islander Social Justice Commissioner, and 40 other guests.

Programs and staff in UnitingCare Children, Young People and Families have been working to establish regional implementation plans that include localised strategies to engage and partner with Aboriginal communities and organisations. The process, supported by the Manager Aboriginal Services and Development, encourages active engagement with local Aboriginal communities; including understanding and respecting local protocols and practices, and establishing genuine feedback and consultation processes such as Aboriginal Community advisory groups and/or facilitating Elders' morning teas. The process also encourages the use of the Aboriginal staff network, Jaanamili, which has aided UnitingCare Children, Young People and Families to produce Welcome and Acknowledgement to Country protocols and an Apology statement from the Board.

UnitingCare Children, Young People and Families has continually achieved success in recruiting and retaining Indigenous staff. As well as recruitment success, in 2010 Indigenous Employment Expos have been attended and work continues on towards utilising Jaanamili for direction and guidance on matters that affect Aboriginal staff.

In UnitingCare Ageing, a Senior Project Officer, under a Department of Education, Employment and Workplace Relations DEEWR contract, has been appointed to assist our Indigenous Employment Officer to meet the targets set out in the Indigenous Employment Strategy. This team has delivered Cultural Diversity and facilitated the Cultural Awareness training for staff. The Indigenous Employment Team is currently working with human resources to introduce Cultural Diversity and Cultural Awareness sessions in the induction and orientation sessions on a bi-monthly basis.

Indigenous Employment Strategy Targets and Performance					
Target for Indigenous staff	Total workforce	Target	Actual	Percentage achievement	Target
UnitingCare Ageing	6,000	120	62	1.03%	2%
UnitingCare Children, Young People and Families	698	13	47	6.7%	2%
UnitingCare other	601	11	0	0	2%
UnitingCare NSW.ACT Total	7,299	144	109	1.49%	2%

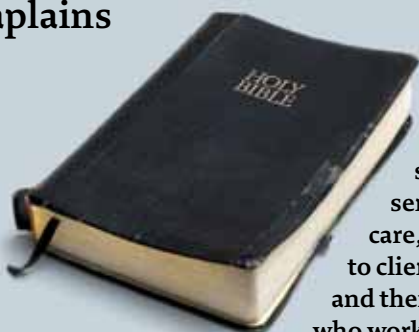
AT A GLANCE

as at November 2010

Service Group	Services/Facilities /Programs	Boards/Management Committees	Chaplains	Staff	Volunteers
UnitingCare NSW.ACT	Social Justice, Hospital and Gaol Chaplaincy, Community Housing, Medically Supervised Injecting Centre, IT Services Centre and Payroll Services Centre	UnitingCare NSW.ACT Board	10	74	13
UnitingCare Ageing	75 residential aged care facilities, 79 retirement villages, over 6,000 community care clients and the War Memorial Hospital in Sydney	UnitingCare Ageing Board and 6 Regional Aged Care Boards	35	5,965	2,063
UnitingCare Children, Young People and Families (UCCYPF)	Programs include Burnside, Institute of Family Practice and Unifam Counselling and Mediation. 67 Programs delivered at 44 locations	UnitingCare CYPF Board	2	687	107
UnitingCare Children's Services (UCCS)	22 Preschools, 21 Long Day Care Centres, 9 Outside School Hours Care and 2 Occasional Care	UCCS Board, 43 Management Committees 9 Advisory Committees	0	573	150
			47	7,299	2,333

Spiritual support

Chaplains



UnitingCare NSW.ACT provides chaplains in our services, as well as in hospitals, correctional centres, mental health services and the police service. Providing pastoral care, counselling and support to clients and patients, prisoners and their families as well as to staff who work within these organisations, Chaplains are an integral part of the UnitingCare Team. Our 47 Chaplains work to provide invaluable support during periods of crisis, organisational change, personal anxiety and trauma, including the church's response to disasters. This is a ministry on behalf of the whole Uniting Church. Working with other Churches and religious faiths, UnitingCare provides resources and support for ministers and lay members of the Uniting Church who are involved in chaplaincy ministries.

Julie Telfer has always had a passion for hospital chaplaincy but never expected to be fortunate enough to be appointed a hospital position.

Julie was appointed to the role of Hospital Chaplain for The Royal North Shore Hospital in 2009 following her graduation from United Theological College.

Her mother's diagnosis with Parkinson's disease inspired Julie to pursue chaplaincy after she discovered that many patients in hospitals were isolated.

"When my mother went into hospital, it became apparent that there were a lot of other people who had no-one to talk to, no visitors, no family."

Julie's experience inspired her to take a Clinical Pastoral Education Unit, which then led to a degree in Theology. All the while she was volunteering as a ward chaplain at Gosford Hospital.

Now working three days a week, Julie provides pastoral care for patients, ministering in all kinds of areas from maternity wards to palliative care. As a chaplain, ministering in tough and often confronting circumstances, Julie hopes to bridge the gap between the Uniting Church and those who do not have a church community. ■



Support from the start

Staff



The 7,299 passionate staff across UnitingCare NSW.ACT are the coalface of our organisation. Every day they deliver services to support individuals and families and strengthen communities. With the responsibility for the care and support of 30,000 children, young people, families, individuals and older people, staff at UnitingCare embody and embrace our values of social justice, respect, integrity, responsiveness and care.

Above: April Delgado getting ready for another day in the community.

April Delgado is a Community Care Worker committed to making a difference for older people and sharing her passion with other staff.

Through the INSPIRED CARE mentoring program, an intensive training program for new staff to orient to community care and residential care, April has had the pleasure of walking side by side new staff members at the start of their journey.

The new mentoring program includes three weeks intensive training where staff are now able to have someone physically with them, aiming to ease nerves and feelings of isolation.

“Starting in community care can be really scary. I remember feeling that it’s just you, the client and your mobile”, explains April.

“I’m passionate about what I do and it’s so important that new staff can have these experiences without feeling like they are alone. As a mentor it is so rewarding to be able to help others when they are just starting out.”

“At work, sometimes I’m happy because I’ve done a great job cleaning the place for the client – I’m a clean freak. Other times it’s about spending some time with them over a cuppa. In the end the smiles make it all worthwhile.” ■



Nanny Pat loves to lend a hand

A proud grandparent of six, Pat has found the time to become a much loved member of UnitingCare Janis Children's Centre, volunteering weekly for the past 13 years.

Cindy Price, Director, said that Pat's help is invaluable and much appreciated, especially in the babies room. "The children love her and so do we. Every Thursday without fail she comes and helps out in every way possible."

Adopted by many of the children at the service as a grandparent, Pat is fondly known as 'Granny' or 'Nanny Pat'. A former nurse, she does everything from providing soothing words to ill or upset children through to changing nappies, tidying spills and helping at meal times - no job is too small or too large and Pat says it is enormously satisfying and "I'd do it all again."

Living proof that love and generosity towards others knows no bounds, Pat began volunteering following her recovery from an operation after seeing a request for help in her congregation's newsletter. "I get enormous pleasure from watching the children grow and attend their graduations when they leave to start school," Pat explained. She urged anyone interested to volunteer, "I love being able to lend a hand whenever I'm able and I look forward to each Thursday, it's fulfilling and it makes me feel good to be part of the community." ■

Volunteers

Above: Children like Tori McDonald, Sloane Locock, Hamish 'O'Rielly and Matthew Sayle have been eagerly anticipating weekly visits by 'Nanny Pat' for over a decade

Far right: Jarrad Lipman enjoying the inclusive services and activities provided at Revesby Uniting Church Child Care Centre.



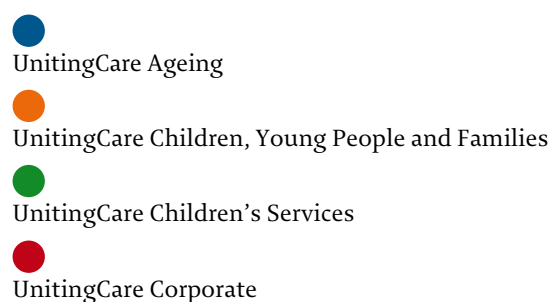
Volunteers are an important part of what makes UnitingCare such a good place to be. Our 2,333 volunteers are involved in the community and have the opportunity to learn new things, make friends, share skills and, best of all, create positive change in people's lives.

Volunteers enrich the experience of the people we serve, dedicating time and energy to provide companionship, enthusiasm and expertise in our various services.



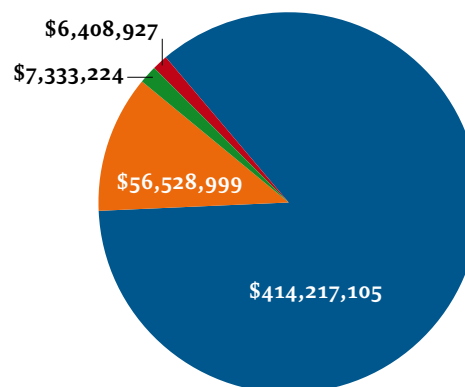
FINANCIAL OVERVIEW

TOTAL REVENUE



The year ended 30 June 2010, highlighted the following:

- Profit of \$14.2 million was earned on total revenue of \$483.9 million (2009: profit of \$9.4 million on total revenue of \$442 million).
- 65.3% of total expenses were for staff related costs (2009: 65.6%).
- The Balance Sheet is strong with Total Assets of \$1,249 million and Total Equity of \$571 million.
- There is a high level of liquidity available to meet financial obligations.



	Year ended 30 June 2010 \$'000	Year ended 30 June 2009 \$'000
Revenue		
Government subsidies and grants	325,961	285,202
Resident fees, client fees and charges	117,137	106,480
Other revenue	40,224	50,226
Net value gain on revaluation of property	588	120
Share of surplus of associates	40	20
Total revenue	483,950	442,048
Expenses		
Consumables used	(21,606)	(15,217)
Employee benefits expense	(306,693)	(283,889)
Depreciation and amortisation expense	(46,276)	(40,939)
Fundraising expenses	(89)	(44)
Lease expenses	(1,011)	(1,039)
Other expenses	(93,003)	(90,242)
Finance costs	(1,037)	(1,243)
Total expenses	(469,715)	(432,613)
Profit for the Year before income tax	14,235	9,435
Income tax expense	0	0
Profit for the Year	14,235	9,435
Other Comprehensive Income/(Expense)		
Net value gain/(loss) on revaluation of financial assets	539	(6,099)
Total Other Comprehensive Income/(Expense) for the year	539	(6,099)
Operating Surplus for the year	14,774	3,336

Full financial accounts are available on request.

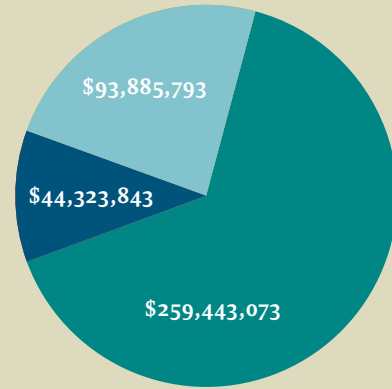
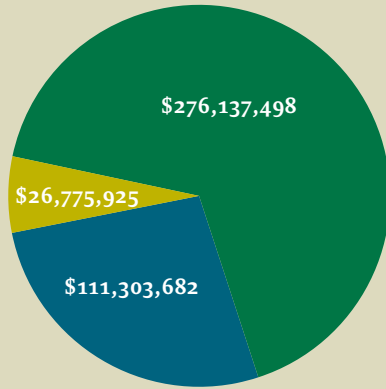
REVENUE

- Government subsidies and grants
- Resident fees, client fees and charges
- Other (interest, rental and other income)

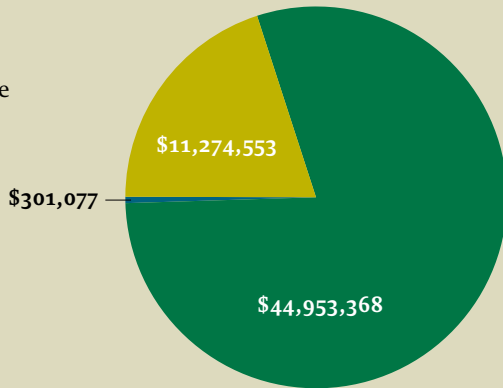
EXPENSES

- Employee Benefits
- Total Depreciation and Amortisation
- Other (program expenses, property costs and other expenses)

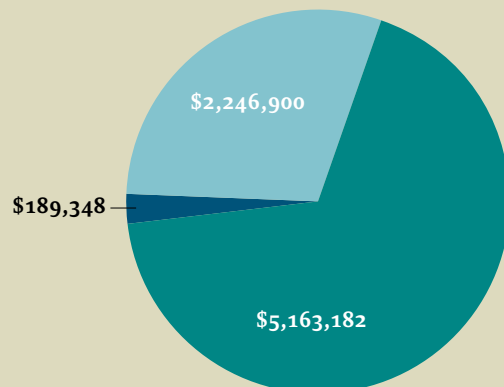
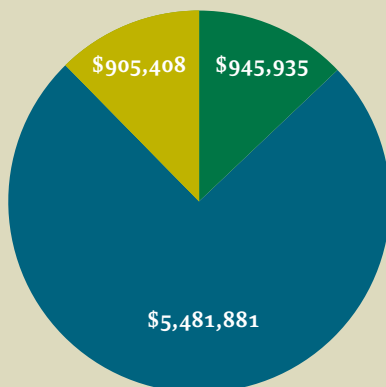
UnitingCare Ageing



UnitingCare Children, Young People and Families



UnitingCare Children's Services



THE BOARD

Reverend Harry Herbert

Reverend Harry Herbert is Executive Director of UnitingCare NSW.ACT, a position he has held since 1986 when he was appointed by the Synod as the General Secretary of the then Board for Social Responsibility. He serves as ex-officio on the Boards of UnitingCare Ageing and UnitingCare Children, Young People and Families. He is a Minister of the Uniting Church, having been ordained as a Congregational Minister in 1972.

He is also Co-chair, AGL Customer Council; Member, Legal Aid Commission Board; Chair of the Responsible Gambling Fund; Member NSW Government Boarding House Expert Advisory Group, and Secretary of the Civil Chaplaincies Advisory Committee (CCAC).

Libby Davies

Libby Davies, a member of the Uniting Church, has qualifications in Social Sciences and Education and is currently working with Frontier Services as Business Development Manager. Over the last five years she has been senior policy advisor to the Rural Doctors Association of Australia, and a consultant in the areas of social policy, strategic planning and mentoring to the community sector. Libby has held a number of chief executive positions such as CEO of Family Services Australia, National Director of UnitingCare Australia, and Executive Director of the Head Injury Council of Australia, (now Brain Injury Australia).

Libby has also held many Board and representative positions (including at executive and ministerial level) in health, ageing and family and community services. Currently she is also a Board member of the Australian Institute of Health and Welfare. Prior to moving into national social policy and advocacy work in the area of community and welfare services she was seconded by the Australian Government to work in projects of national significance relating to education and work including national curriculum development. Prior to this she was a teacher and Department Head in social sciences.

Mark Bagster

Mark is an Associate Director with Newport Consulting. Mark has had an extensive and broad functional and general management career in government and private enterprise, with companies such as Boral, BOC, Metal Manufacturers, Proudfoot Consulting and Overseas Telecommunications Corporation. He was also the Chief Executive Officer, Australia and New Zealand for Philips Electronics.

Mark is presently Chairperson of the UnitingCare Children, Young People and Families Board.

Jim Cox

Jim Cox serves on the Board of UnitingCare NSW.ACT as a co-opted member.

Jim has an engineering background and prior to retirement was a senior executive with NSW WorkCover Authority. Since his retirement, Jim has worked extensively for United Nations agencies in South Africa and Vietnam in the field of labour inspection.

He is a member of the congregation of Adamstown Uniting Church in the Newcastle area, and is currently serving as Chairperson of the Church Council. Until recently he was Chairperson of Adamstown Heights Pre-School and a member of UnitingCare Children's Services Board.

Jim is married with four adult children.

Reverend Geoffrey Flynn

Reverend Geoffrey Flynn is a Minister of the Wagga Wagga Uniting Church. Geoffrey has a broad knowledge and experience of the Uniting Church and a specialist interest in chaplaincy and clinical pastoral education. He served as an Engineering Officer in the Australian Air Force prior to his ordination in 1995.

Currently Geoffrey chairs the Riverina Presbytery of the Uniting Church and is a member of the Standing Committee of the Synod NSW/ACT. He is passionate about resourcing community-church partnerships that offer hope to the vulnerable and marginalised persons in local communities.

Linda Funnell-Milner

Linda Funnell-Milner is the Director of Corporate ResponseAbility a Sustainability consultancy that works with Australian companies in the areas of corporate governance, human rights, climate change, carbon footprints, triple bottom line reporting and organisational culture change programs. She previously held senior sustainability policy and management positions within Australia's top companies in the banking and finance industry and property development.

Linda was the Chair of the Global Reporting Initiative (GRI) Stakeholder Council (2001-2006) a not-for-profit organisation based in Amsterdam. The GRI is a UN sponsored program with UNEP.

She is currently a Non Executive Director of World Wildlife Fund (WWF) Australia and is the Chair of the Nominations and Governance Committee and is also a member of the Finance and Risk Committee.

Linda is currently a member of the Finance and Risk Committee of the Board of UnitingCare NSW.ACT.

Howard Packer

Howard Packer is a barrister and has been a member of the UnitingCare NSW.ACT Board in its various forms since about 1995. He was also on the Synod Aged Care Board for a number of years. He has been active in the Uniting Church since its inception.

Howard brings his legal skills to the Board and has on occasions acted for the Church in such instances as the case brought by Kings Cross Chamber of Commerce to try to stop the opening of the Medically Supervised Injecting Centre. In 2007, Howard was appointed NSW Synod Advocate. He is a member of the Balmain Uniting Church and a Lay Preacher. In 2008, Howard led the Synod Bible Studies on the topic of inclusion.

Howard holds a Masters Degree in Peace and Development studies. He is also active in the NSW Parents and Citizen's Association.

Jonathon Rea

Jonathon has had 25 years' experience in senior and executive management with the Westpac Banking Group, domestically and internationally; four years with an international financier specialising in aircraft and industrial asset financing and in the last eleven years has operated a consultancy business providing dispute resolution services and risk management strategies for equity and debt to private and public equity companies, fund managers and public companies.

Jonathon has over 32 years' involvement as a volunteer carer and board member in a number of community organisations and NGOs involved in family services, ageing, social and disability support, HIV/AIDS and financial and crisis counselling. He has been a member of the UnitingCare NSW.ACT Board since 2006, is a member of the UnitingCare Finance, Audit and Risk Committee, the UnitingCare Ethical Investments Committee, the NSW.ACT Synod's Audit and Risk Committee and is the Trustee of The Uniting Church (NSW) Equity Fund.

Jonathon is a member of the Pitt Street Uniting Church and is a church councillor.

Stuart Uhlhorn

Stuart holds a Bachelor of Economics, is a Fellow of the Australian Institute of Company Directors and a Fellow of CPA Australia. He is currently the Chief Financial Officer of an ASX listed research and development company as well as a Director of a consulting practice providing strategic and business advisory services.

He has had extensive experience in senior management roles in major Australian companies including CSR, Brambles and Insurance Australia Group. Stuart has also had numerous board positions as part of his previous company positions as well as numerous joint venture board roles, in a wide cross section of industries. He is also on the Board of UnitingCare Ageing.

Jacki Watts

Jacki is an Elder of the Inverell Uniting Church, a recent Past Chairperson of the New England North West Presbytery and a member of the NSW and ACT Synod Standing Committee.

Jacki is a Councillor with Inverell Shire Council. She also serves on a number of community committees including Delungra District Development Council, New England Conservatorium of Music, Inverell Art Gallery and Newstead Advisory Committees. She is also a member of the NSW Crown Cemeteries Advisory Committee.

She is also a long standing member of the VIEW Clubs of Australia and is currently the Secretary of Inverell VIEW Club. Jacki is married with a son and daughter and two grandsons. She enjoys stitching and can often be seen with a needle and thread in her hand.

Simon Maughan Wright

Simon is the owner and director of ABSA Corporate Advisory and Australian Business Sales & Acquisitions, a mergers and acquisitions business and several other businesses. He was previously a director of ANZ Business Sales & Acquisitions, ANZ Investment Bank, Westpac Business Sales & Acquisitions and manager and director of a \$60mpa private group of companies. He has been a director of several other private and public companies and trustee and rector's warden of St Mark's Church Darling Point. Simon is a qualified lawyer with a post graduate qualification from Sydney University.

Reverend Dr Andrew Williams

Reverend Dr Andrew Williams is the Synod General Secretary and as such is ex-officio on all the Synod boards. He has worked in London with the Council for World Mission and with the Uniting Church in South Australia and Darwin, as well as the Board of Mission and the Eastwood Uniting Church in NSW.

He has been on the Standing Committee/Council of Synod of all three Synods where he has served. He was on the Social Justice Commission and the Youth committees of the South Australian Synod. Nationally he has been on the Assembly Social Justice Committee, the World Mission Committee and the Commission on Women and Men. He worked on the policy drafting group for the Guidelines on Clergy sexual misconduct and also helped with the 1992 redrafted version (inclusive language) of our Basis of Union. He has been involved in About FACE and chaired the organising of About FACE 4. He organised the (first) visitors programme for the Assembly when it was in Sydney. Ecumenically he has wide experience, in Australia he was on the NCCA committee on refugees and he was on the Churches Together in Britain and Ireland's Commission on Mission and the World Alliance of Reformed Churches Mission in Unity Steering Committee.

THE BOARD



UNITINGCARE CHILDREN, YOUNG PEOPLE AND FAMILIES BOARD

Mark Bagster
(Chairperson)
 Roger West
 Barbara Horsfield
 Scott Avery
 Gillian Coutts
 Nigel Spence
 Tony Engel
 Abigail Jones
 Tony Stephenson
 Rev Harry Herbert
 Jane Woodruff

UNITINGCARE AGEING BOARD

Jan Bowe
(Chairperson)
 Anne Carroll
 Anita Westera
 Alan Hoskins
 Bruce Rathie
 (resigned July 2010
 former Chair)
 Carrie Hayter
 Gavin Pretorius
 Gillian McFee
 Rev Harry Herbert
 Jane Thornton
 Stuart Uhlhorn

REGIONAL AGED CARE BOARDS

Hunter, Central Coast and New England
 Richard Brownell
(Chairperson)
 Prof Diana Keatinge
 Denis Pryor
 Harry Linsell
 Margaret Minton
 Ray Mathieson
 Robin Dyer
 Scott Mclachlin



Back row (l to r)

Reverend Dr Andrew Williams
 Linda Funnell-Milner
 Jonathon Rea
 Reverend Harry Herbert
 Stuart Uhlhorn
 Jacki Watts
 Simon Maughan Wright

Front row (l to r)

Reverend Geoffrey Flynn
 Mark Bagster
 Libby Davies
 Howard Packer
 Jim Cox

North Coast

Alan Hoskins
 (Chairperson)
 Rev Bob Richardson
 Professor Colleen
 Cartwright
 Mollie Strong
 R Gregory

Northern Sydney

Elizabeth Dabbs
 (Chairperson)
 Ann Davies
 Bob Broadhouse
 Fenton Sharpe
 Geoff Thomas
 Graeme Henson
 Hugh Hollier
 Keith Symonds
 Ruth Woodley

South Eastern

Neil Johnston
 (Chairperson)
 Clive Arthur
 Grant Fanning
 Grant McKirdy
 Jeanette Brooks
 Norman Schroeder
 Rev Patty Lawrence
 Ron de Jongh

Sydney

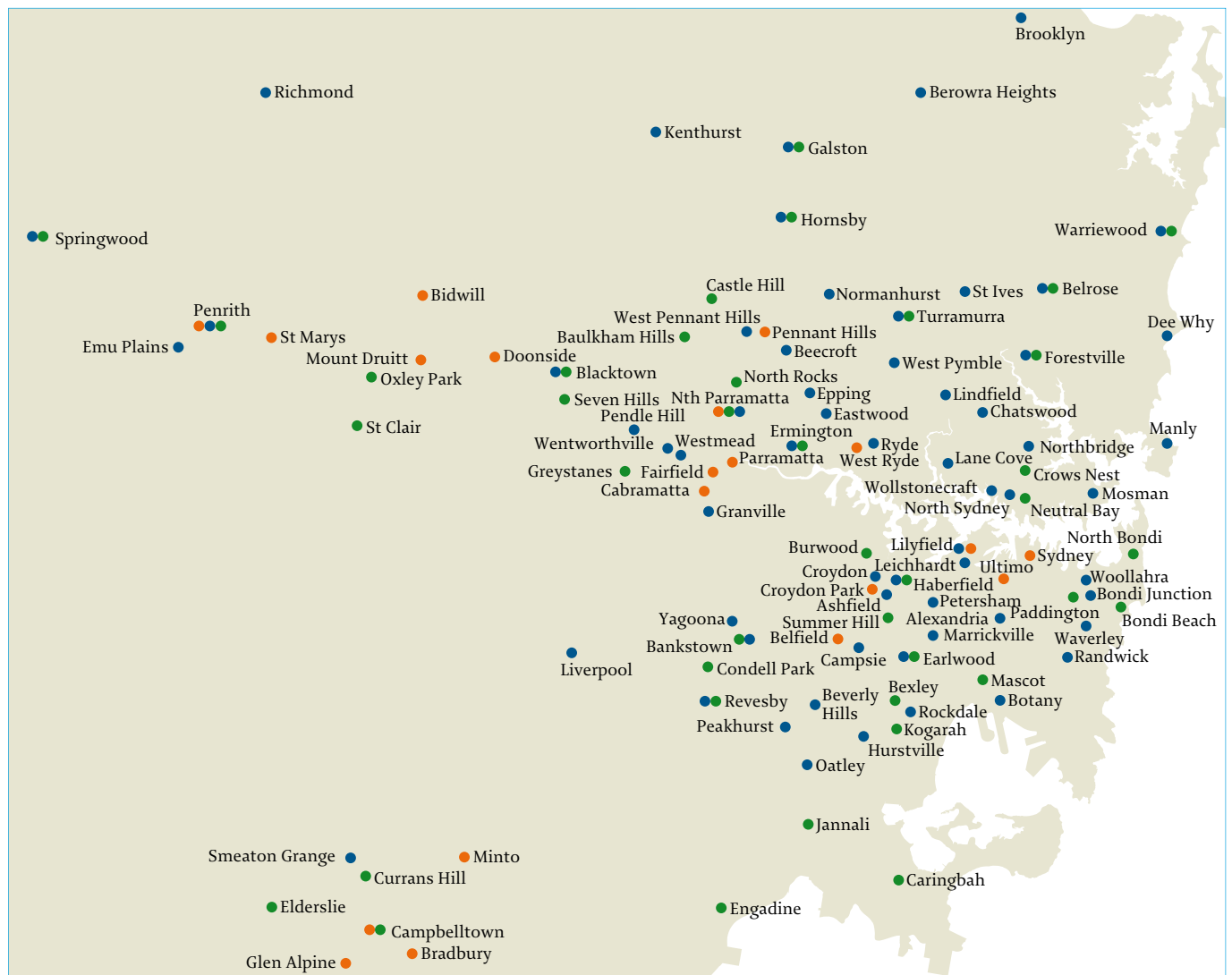
Jane Thornton
 (Chairperson)
 Bradley Griffiths
 Lorraine Poulos
 Mark McCoy
 Rev Neil Ericksson
 Patricia Warn
 Peter Lynn

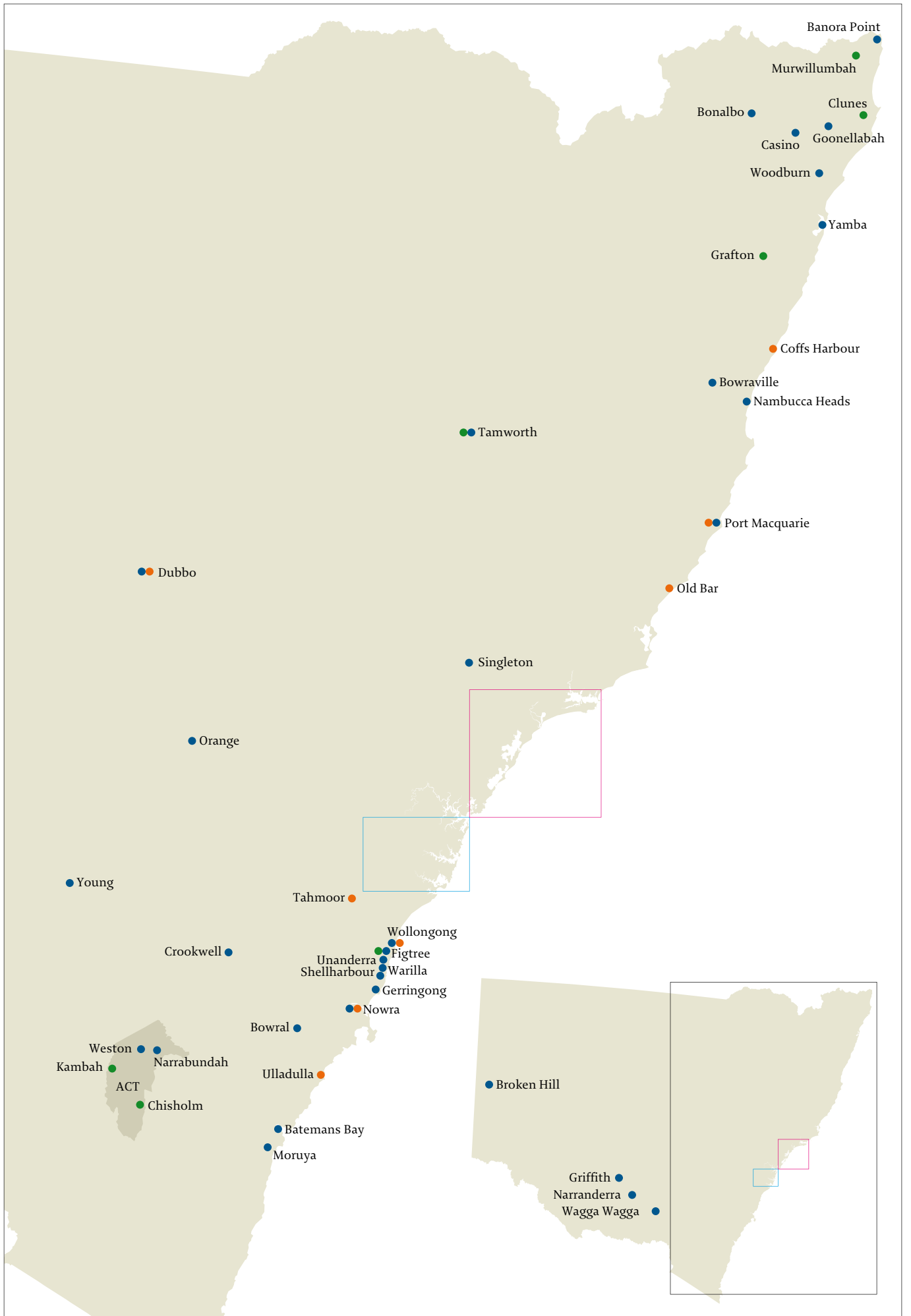
Western

Faith Astle
 (Chairperson)
 Andrew Boxall
 Angela Lownie
 David Harrison
 Graham Lance
 Jenny Coutts
 Trevor Knight
 Tom Schoen

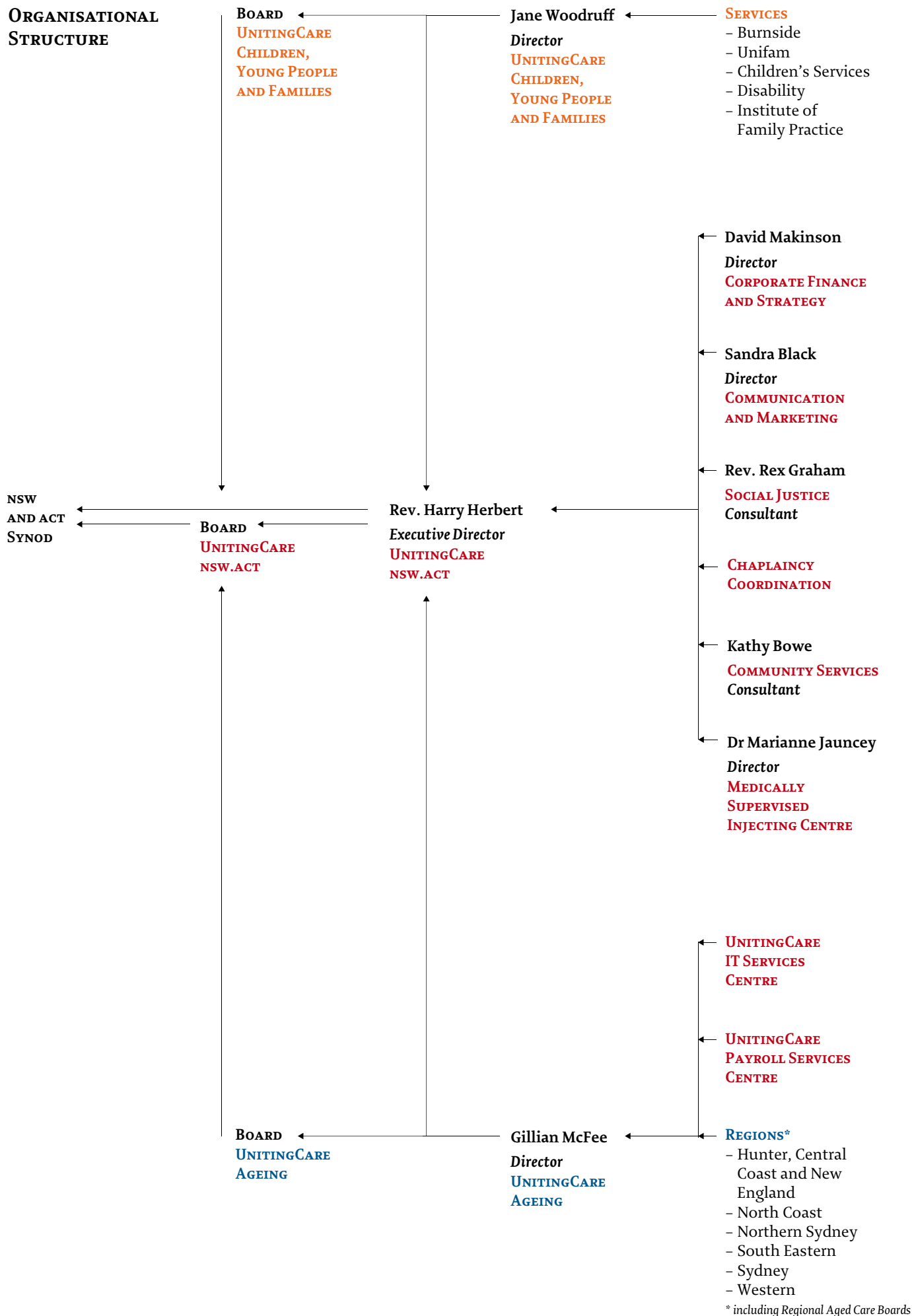
SERVICE LOCATIONS

- UnitingCare Children's Services
- UnitingCare Ageing
- UnitingCare Children, Young People and Families





**ORGANISATIONAL
STRUCTURE**



DONORS AND SUPPORTERS

UNITINGCARE NSW.ACT

Individuals

Mr Brian Byles
Rev. Harry and Meg Herbert

Companies and Organisations

Sky Foundation

UNITINGCARE BURNSIDE

Companies and Organisations

Absail Roofing
Baxter Charitable Foundation
Braithwaite Property Pty Ltd
Clayton Utz
Complete Aluminium Services Pty Ltd
Defender Safety Pty Ltd
Eastern Suburbs Factoring Pty Ltd
Evandale Pty Ltd
Feehan Communications Pty Ltd
John F Law & Associates
KDV Trading (NSW) Pty Ltd
Le Montage
Lencon Constructions Pty Ltd
McDonalds Australia Ltd
Moothi Estate
Morebury Pty Ltd
PPG Arch Coating Aust Pty Ltd
Ritchies Stores Pty Ltd
RKR Engineering Pty Ltd
Selim Foundation
Stephen Edwards Constructions Pty Ltd
Sureway Consultants Pty Ltd
Temasek Restaurant
Westpac Banking Corporation
White Optical Pty Ltd

Clubs

Lions Club Engadine
Muirfield Golf Club Lady Members

Individuals

A Hargreaves
C & L Wright
C Skevington
G Mendez
J Price
M Northern
R Brand
H Brewer
H Presgrave
J Jackson
M Ralston
R M Boyd
R Smart

Uniting Churches

Bay and Basin
Belrose
Boronia Park
Brocklesby
Coleambally-Darlington
Cooma
Dubbo
Greystanes
Maroubra Bay
Nambucca Heads
Narara-Mangrove Mountain
Narrandera
Nowra
Oatley
Penshurst
Revesby
Richmond
Riverside
Roseville
South Turramurra
St Andrews Howlong
Sylvania
Toukley
Upper Clarence
Urunga
Ungarie
Woollahra-Double Bay

Special Groups

Hastings Valley Parkland Village
Mirinjani Self Care
The Stamp Committee
Warnervale & District Spring Fair
Committee
Wyong Drama Group
Mosman C of E Preparatory School
Media Assisting Youth (MAYDAY)

Estates/Trusts

J&G Critoph
Massie Estate
Powell Estate
Eleanor Smith
W C K Warden Trust
Alan Elder Trust

Bequests

Ross McLean Griffiths
Beth Wallace
Noelene Best
Nancy Gill

Uniting Church Groups

Barellan Ladies Fellowship
Berrigan Fellowship
Bingara Ladies Fellowship
Broken Bay Mission Support
Casino Women's Fellowship
Cooperook Fellowship
Corowa Op Shop
Forest Reefs Women's Fellowship
Gloucester Fellowship
Hazelbrook Fellowship
Jerilderie Adult Fellowship
Kingsgrove Women's Fellowship
Long Jetty Adult Fellowship
Narrabri Adult Fellowship
Northbridge Women's Fellowship
Parkes Evening Fellowship
Peakhurst Heights Women's Fellowship
Penshurst Women's Fellowship
Picton Women's Fellowship
Punchbowl Women's Fellowship
Pymble Women's Evening Fellowship
Shortland Ladies Fellowship
Singleton Women's Evening Group
St Ives Women's Evening Fellowship
Taree Evening Fellowship
The Forest Kirk Sunday School
Tumbi-Vale Fellowship
Wellington Women's Fellowship
West Epping Ladies Fellowship

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UnitingCare Ageing
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7 Blackwood Place,
North Parramatta NSW 2151
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