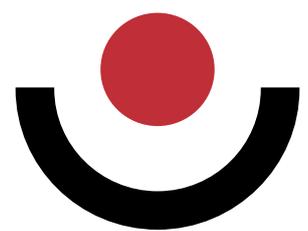




Annual Review 2014



**Parramatta
Mission**



**uniting
church**
in Australia,
Synod of NSW & ACT

A Community Transforming Lives

Welcome

Welcome to the annual review of Parramatta Mission, proudly part of the Uniting Church in Australia. The congregations, staff and volunteers, in partnership with local, state and federal governments, community and business groups and individuals, provide hospitality and share in the journey with people from all walks of life, building community and transforming lives. This review provides a snapshot of the work of the 2013-2014 year.

We hope that in reading this you are inspired to be gracious, treat people with dignity, include all, and never give up on faith and hope.

Blessings,

Keith Hamilton

Senior Minister / Group CEO



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Grace

Inclusion

Dignity

Faith and
Hope

Parramatta Mission's Church Council: Bruce Bennetts, Ruth Cameron, Ian Gray, Rev Keith Hamilton, David Norris, Rev Dr Clive Pearson, Rev Mary Pearson, Jan Robson, Sosi Toa, Rev Veitinia Waqabaca

Parramatta Mission's Community Care Network Board: Bruce Bennetts, Rob Eagleson, Ian Gray, Rev Keith Hamilton, Delini Jayatilaka, Kylie Maxwell, David Norris, Rev Veitinia Waqabaca

The Year in Review

Parramatta Mission is comprised of three linked congregations of the Uniting Church in Australia, dedicated to worship and to serving our community. The Leigh Memorial congregation, and the Leigh Fijian congregation, worship at Parramatta while the third worships at Westmead.

The organisation of Parramatta Mission provides community services, mental health programs and hospitality. The work of Parramatta Mission is described in this Annual Review.

The governance body for the Mission is the Church Council for the three congregations, which is also charged with the responsibility of building up the community of the Mission in faith, hope and love. The Church Council includes elected representatives from each of its congregations.

In 2000 the Church Council established the Community Care Network Board to assist it in the exercise of its functions. The responsibilities of the Board include oversight of the Mission's charitable activities and its property and commercial interests. The Board's voluntary membership covers a range of expertise and includes both members of the Mission and community representatives. The Board in turn, has established a specialised committee structure to assist it in its work. These committees are responsible for Finance & Administration, Governance & Risk Management, People & Culture and Ethics & Social Justice. In order to maintain the integrity of its oversight of the Mission, the Church Council receives reports directly from its Audit & Compliance Committee, which is constituted entirely by expertly qualified members external to the Mission.

Parramatta Mission's vision is to be "a community transforming lives". This vision, and the Mission's values of grace, inclusion, dignity, faith and hope are infused throughout the organisation and guide all of its planning and activities.

In its congregational life, a leadership restructure last year meant that the Senior Minister, Rev Keith Hamilton, relinquished the role of minister of the Leigh Memorial congregation. This enables Keith to focus on being the Senior Minister and Group CEO of the whole of Parramatta Mission. The Mission accordingly undertook a process of seeking a new minister of the word for the Leigh Memorial congregation.

This process of discernment led to the calling of Rev Dr Manas Ghosh effective from 1 July 2014. The Mission looks forward to his ministry.

As the year opened the Mission embarked upon a strategy of growth for its Community Care Network. This was not to be growth for its own sake, but an expression of its desire to reach as far as it could transforming lives. In practical terms, the Mission also realised that the emerging economic environment was one in which it needed to attempt to benefit from economies of scale. In this context the Mission had made a decision to fund five additional senior management positions in UnitingCare Mental Health (UCMH). It has been satisfying to see this growth take place. During the year the Mission's employed workforce increased from 342 to 407 and its revenue increased from \$19.1m in 2012/13 to \$24.2m in 2013/14. This reflected increases in government mental health funding and the Mission's success in securing funding under the Going Home Staying Home program. The Mission is well positioned for further growth into the future.

Critically, the Mission's growth was not just in size but in quality. The Mission's key assets are its dedicated workforce and investment in leadership training and staff engagement programs substantially enhanced its staff skills base and satisfaction levels during the year. This was reflected in a reduction in the staff attrition rate from 29% as at July 2013 to 19% in June 2014.

I wish to express the Mission's gratitude to its senior management team, who have done a wonderful job this year: Rev Keith Hamilton as Senior Minister and Group CEO, Karen Burns as CEO of UCMH, Tanya Gadiel as CEO of Community Services, Lyall Weaver as Chief Financial Officer, Dianne Hart as CEO of Hospitality Services and Jennifer White as Head of People and Culture. Of course, the heart of the Mission's service provision is its staff and volunteers and I also wish to thank them for another year of committed and compassionate professionalism.

The Mission is grateful for the essential funding received from Commonwealth and State Governments, and to its many supporters and corporate citizens who are partners in its work.

The congregations have been blessed in having the leadership and dedication of the pastoral team: Rev Keith Hamilton, Rev Veitinia Waqabaca and Pastor Trish Rooney. The Leigh Memorial congregation also benefited from the ministry of Rev Rodel Palma during the year.

All this by the grace of God.

David Norris
Chairperson
Church Council

A note from our Senior Minister/Group CEO

Partnerships

Partnership. This is a key word at Parramatta Mission. Parramatta Mission is proudly part of the Uniting Church in Australia, a partnership. Thank you.

The three congregations and faith community work in partnership as the praying heart of Parramatta Mission. Each Sunday the congregations, Leigh Memorial, Leigh Fijian and Westmead, and the Korean Faith Community gather to worship and pray for the other congregations, the staff, the volunteers, and the people who are contacted in any way by Parramatta Mission. This includes people such as consumers, clients, visitors, residents, callers, and all the people contacted by congregation members through the course of every week. The praying partnership continues through the whole week with congregation members, and many staff and volunteers in their daily prayers praying for all connected with Parramatta Mission. Thank you.

The congregations provide the leadership of the Church Council and the bulk of members of the Board. In addition to providing prayer support, the members provide governance oversight, which is shared with staff and volunteers, and also fundraise for our programs. Thank you.

The congregations work in partnership with staff. Staff give of their skills, knowledge and abilities in implementing the services and programs of Parramatta Mission. Some provide support services to other staff and the congregations; others interact directly with people through the hospitality, community services and mental health services and programs. Over the years many staff have also been members of the congregations. Thank you.

The staff work in partnership with the volunteers, who also are in partnership with the congregations. Volunteers are also involved in many activities similar to staff. Many congregation members are also volunteers. Being a not-for-profit organisation, Parramatta Mission needs lots of

volunteers; more than 400. Some are involved in 'front-line' services, others in various kinds of support roles; all are important. Thank you.

Volunteers, staff and congregations are in partnerships with all the people who are contacted. This includes people we journey with in their recovery in one of the many programs. Others are guests of hospitality at Wesley Lodge, or residents of Wesley Apartments or one of the many supported accommodation programs. This too is a partnership. Our consumer representative and focus groups with consumers are important partnerships that provide important feedback on program effectiveness. It is not that we do something to someone else rather we journey with people in the journey of recovery in the journey of life. We are thankful we can share life's journeys with others.

Congregations, staff, volunteers and consumers/clients/guests/residents/callers/visitors partner with community, church and business groups, local, state and federal governments and their departments, and individuals. Funders and donors are equally important partners. This partnership may not involve direct contact with other partners, though some financial partners will also volunteer at, or tour certain programs. Many congregation members and staff and volunteers also donate funds to assist the work, and are thus multiple partners. All these partnerships are vital to Parramatta Mission. Thank you.

To you the reader, maybe you are a partner of Parramatta Mission, if so thank you. We can't function without your partnership. If you are a prospective partner, welcome. If you are reading about Parramatta Mission for the first time, it's worth thinking about this partnership, and what your contribution might be.

Of course, being a church there is another partnership that is foundational. Thanks God.

Blessings to all,

Keith Hamilton

Senior Minister / Group CEO

Congregations of Parramatta Mission

The three congregations and the faith community of Parramatta Mission (Leigh Memorial, Leigh Fijian, Westmead and Sydney Jo Eun) are its 'praying heart'. They come together often on occasions including the Australia Day 'open-air' church service in Parramatta Park, annual Heritage celebrations, Sydney Alliance meetings, Building Community Leadership days and various Parramatta Mission planning and fundraising events. All demonstrate a connectivity and purpose which is warm, giving, multicultural, inter-faith sensitive and highly committed to prayerfully and practically living out Parramatta Mission's core values of Grace, Inclusion, Dignity, Faith and Hope.

During the past twelve months the congregations have also undergone some structural change as they have enacted the next steps in their '2020' strategic plan. This has involved confirmation that the leader of Parramatta Mission will be a Minister of the Word of the Uniting Church in Australia, and that each congregation will have a Minister who will have particular responsibilities for leading the respective congregations in ministry and mission in the local community,

in addition to the usual responsibilities of worship, preaching and pastoral care. This meant that the Minister for the Leigh Memorial congregation (Rev. Keith Hamilton), who is also the Mission's Senior Minister and Group CEO, would transition out of his congregation role, and a new Minister be called. To facilitate this, Rev. Rodel Palma undertook a 20% supply ministry during the transitional phase. Rev. Dr Manas Ghosh was called as the new Leigh Memorial Minister to commence in July 2014. In addition to his regular ministry activities, Manas will devote at least 8 hours per week to providing pastoral care to Meals Plus, leading the mid-week communion service and giving attention (in partnership with Leigh Fijian minister and the Senior Minister) to the 'CBD' ministry.

Similarly, both the Westmead and Leigh Fijian congregations moved towards each having a fulltime Minister with specific responsibilities. The next Westmead Minister, in addition to responsibilities in worship, pastoral care and preaching, will give attention to new, congregation-involved ministry initiatives in the Westmead area. Similarly, the Leigh Fijian Minister will, in addition to responsibilities in worship, pastoral care and preaching, also give attention to leadership development in the Fijian community. To enable these variations, approval was gained to extend the placement of Rev. Veitina Waqabaca for three years and to facilitate her transition from 'Westmead plus Leigh Fijian' to 'Leigh Fijian' alone, and then to commence the process of calling a new Minister specifically for the Westmead congregation, with the aim of an early 2015 commencement.

During the 2013-2014 year, the Leigh Memorial Congregation extended its leaders' team and commenced addressing a number of pastoral matters and strategic plans aimed at increasing both its growth and its contemporary and community relevance in a rapidly expanding Parramatta. Long standing and energetic groups and activities including Couples and Friends, SPOW (Single People of Worth), the Music Team, Bible Studies, Property Committee, 'PM Welcome Packs' (Toiletries) drives, Julie's Gingerbread Houses Night, Baptisms and Sunday School have continued to thrive, with Sunday School numbers peaking at 30 enrolled children aged 2 – 16 years during the year. In addition, a highly motivated group of young adults and other congregation members from Leigh Memorial participated in 'Yurora' (the UCA's National Christian Youth Convention in January at North Parramatta) and continued various initiatives in support of children and young people within the life of the congregation. Further special involvements during the year have included participation in many congregation and Parramatta Mission events, such as well supported celebrations at Christmas and Easter and a leadership role in the PM Autumn-Winter Heritage celebration (encompassing the PM Women's High Tea). The congregation's farewell/ thank you to Keith Hamilton also took place mid-year, with acknowledgement of his and wife Julie's compassionate dedication over a six year period. This was followed by the induction and welcome to our wonderful new Minister, Manas Ghosh, his wife Nita and their adult children Solon and Naomi.

The Westmead congregation has continued to be a warm and welcoming group, extending the hand of friendship and 'Sharing the Hospitality of Jesus Christ' with all. Rev. Veitina Waqabaca has continued as Minister to the Westmead congregation during the past year, consistently bringing the gospel alive and nurturing others in faith. Among notable services during the past year were those at held at Christmas and Easter, in addition to the combined Westmead and Leigh Fijian worship service on Heritage Sunday, enhanced by beautiful singing from the Fijian congregation. Pastor Trish Rooney has assisted in worship services at Westmead and continued in her role as Westmead Mission Worker, co-ordinating both the Time Out Café* and working tirelessly as Chaplain at the Children's Hospital at Westmead. Programs which continue to be initiated, managed and ably supported by the Westmead congregation include Open Door, Adult Fellowship, Tai Chi, Angel Tree, Monday Bible Study, the Time Out Café, Card Ministry, support for families with hospitalised children staying at Wesley Apartments – and for adults living with special needs at local group home, 'No. 28'. A gold coin donation is also made monthly by the congregation, enabling the provision of welcome packs and food parcels for new families arriving at Wesley Apartments. The congregation has also generously supported various disaster appeals.

*Operating Tuesday and Thursday each week from 11am-1:30pm, and providing an opportunity for people in the Westmead area, and the hospital in particular, to take "time out" in a reflective space and experience the hospitality of the congregation – the 'Time Out Café' has been one of the most important outreach programs supported by the congregation in 2014.





During the past year, the Leigh Fijian congregation has continued to energetically develop its members and leaders and to participate in various congregation, Fijian community and Parramatta Mission special events. In addition to regular services and activities such as those occurring on Palm Sunday and Mothers' Day, representatives of the congregation look forward to attending the Fijian National Conference in July, which will be a highly positive experience for all involved and highlight for members the importance of nurturing leadership, education and the development of young people. Enthusiastically encouraged by Rev. Waqabaca and the congregation's leaders/ elders, the Fijian Youth team have regularly led, contributed musically and participated in worship services and various activities which engage and encourage their fellowship with other young people. Such activities have included NCYC at North Parramatta in January 2014 and the UCA's Multicultural Festival at the Centre for Ministry in June 2014. Furthermore, the Fijian congregation has continued to support Parramatta Mission's various Heritage programs and nurture its own historical record. This was exemplified by the publication in late 2013 of the congregation's third self-published book, the Second Edition of Adri Rogoimuri's autobiography: 'Na Gone Ni Veidogo'.

In the often complex, challenging and multicultural matrix of Sydney's Greater West, the three congregations and faith community of Parramatta Mission express a growing cultural diversity and sense of positive purpose. Each continues to develop and engage with one another and the community as a whole, and live out their important role as Parramatta Mission's 'praying heart'. By encouraging and inspiring others, while also providing practical leadership, partnership, and support to both staff and volunteers, the congregations' role is highly valued. In the mutual task of building communities in which all people are enabled and supported to live life to the full, Parramatta Mission's congregations and faith community both define and strengthen the path ahead.

Church Service Times:

Leigh Memorial Congregation – Sundays: 9.30 am & 7.00 pm (1.00pm Holy Communion Service, Tuesdays)

Leigh Fijian Congregation – Sunday 11.15 am

Westmead Congregation – Sunday 9.45 am

Jo Eun Korean Faith Community – Sunday 1.30pm



Parramatta Mission Heritage Committee

During 2013 - 2014, the Parramatta Mission Heritage Committee (PMHC) has continued to represent the congregations of Parramatta Mission and a broad range of PM staff and services through various celebratory, advisory and conservation initiatives.

We have also facilitated the distribution of heritage information and advice to both PM and externally to other Uniting Churches planning heritage celebrations, advocated for heritage upgrades and ensured the placement of updated historical information signs throughout Leigh Memorial church building and the adjoining Fellowship Centre.

The 2014 Parramatta Mission Autumn-Winter Heritage Celebration took place between April and July and included a recognition of both Anzac Day and the commencement of global World War I Centenary acknowledgements. As Leigh Memorial church contains a WWI honour board and stained glass windows memorialising the four young men of the congregation who perished in the conflict, the Heritage Committee provided a commemorative article entitled 'Lest We Forget: Sacrifice – Peace - Salvation'. Another key event in our heritage celebration for 2014 was the annual Women's High Tea, with this year's theme of 'Self-Care'. Our guest speaker was Kathryn Realf from UnitingCare Mental Health and money raised from the event has facilitated the sponsorship of three young women (representing the Leigh Memorial, Leigh Fijian and Westmead congregations) to attend the Uniting Women's Conference in Sydney, 20 – 21 September, 2014.

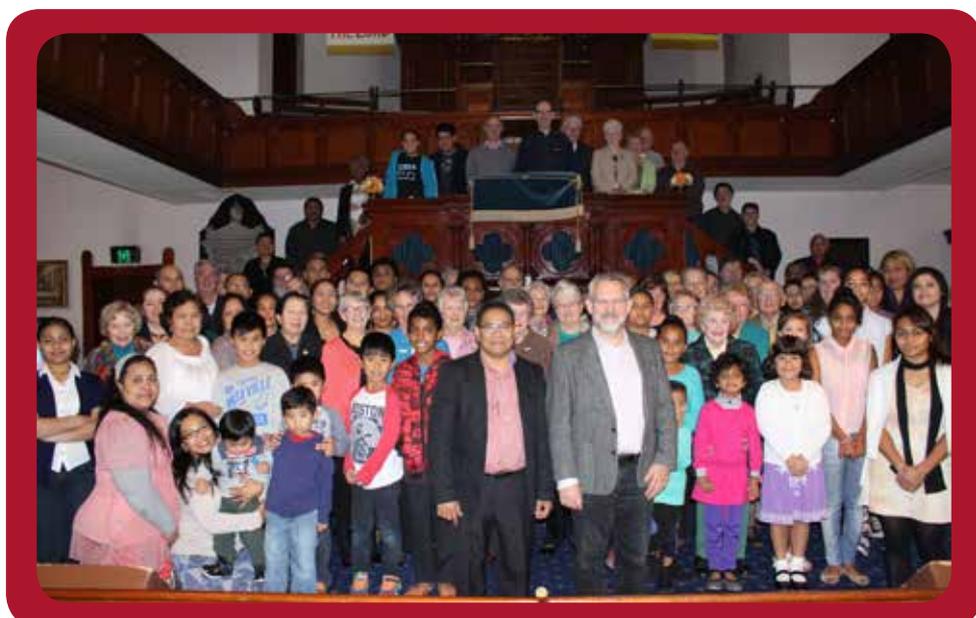
This year's heritage booklet: 'Belonging' was distributed throughout the Mission and included heritage news plus acknowledgements of special anniversaries – such as the 40th anniversary of Lifeline Western Sydney (the landmark organization commenced by Parramatta Mission under Gloster Udy's leadership as 'Life Line Parramatta' in 1973-1974). The other, significant achievement of the Heritage Committee in the past year has been securing the repair of the church's 129 year old roof, where water leakage had begun to seriously impact on the appearance and integrity of some internal walls.

In terms of forward planning, the Heritage Committee's priority for late 2014/ early 2015 will be the reorganisation of our archival files. To this end, meetings have already been held with the Synod Archivist. We will also continue to liaise with the Leigh Memorial Property Committee re heritage sensitive lighting and interior design upgrades which are planned for the site. The committee will similarly continue to have an active and consultative involvement in Parramatta Mission activities which impact on, or involve, the Leigh Memorial Church building and other heritage matters. We will also be preparing for 2015's 200th anniversary of our Rev. Samuel Leigh and his courageous and groundbreaking missionary work in Parramatta and Sydney's Greater West.

Thank you to all our wonderful members, staff, supporters and contributors.

Liz de Reland

Co-ordinator - on behalf of the Heritage Committee: Rev. Keith Hamilton, Darlene & Neil McGrath, Samantha Vulawalu, Inise Foiakau and Lorna Porter.



Community Services

This year was both challenging and exciting for Parramatta Mission's Community Services. Of significance was the state wide reform of the homelessness sector – Going Home Staying Home. Parramatta Mission's Community Services team entered the process with a willingness to embrace change and were successful in the competitive tenders, acknowledging our continued lead role working with women, youth and men.

The reform process involved pre-qualification prior to being invited to tender. The Community Services Team continued to deliver high quality services (despite the high level of anxiety and uncertainty) to the most vulnerable in our community.

Parramatta Mission's focus on staff development and leadership capacity saw the Community Services team participate with the People and Culture Team and other areas of the Mission, in the value focussed, team development program.

The senior leaders within Community Services developed a strategic plan which was endorsed by the Community Care Network Board. This strategic plan provided the platform for our success in the Going Home Staying Home reform process.

Our key objective is for Parramatta Mission's Community Services to be renowned for expertise and innovation in transforming lives. We aim to do this by building networks, exceeding expectations, attracting and retaining dedicated, passionate and talented staff, delivering high quality service to our clients and ensuring best practice systems. Parramatta Mission's Community Services will partner with the spiritual leaders of Parramatta Mission to develop and integrate a model of hope throughout our organisation, from governance and staff recruitment, to service delivery.

We recognise all staff are change agents in the lives of people entering our programs. Community Services personnel understand that they operate in a dynamic and changing environment where both clients and staff are confronted with crisis on a daily basis.

This year there was sadness in the team, as our much loved Brian Hockings from Leigh Transitional Rehab passed away leaving a legacy of care and commitment that will never be forgotten to so many clients. In a powerful farewell that Brian attended only a week before his passing, many clients spoke of the way he had helped to transform their lives. Amongst our partner service providers, Parramatta Mission staff and representatives of



Family and Community Services, there was not a dry eye in the room.

Moving on to a new role in Canberra this April was Dr Joe Garside from the Western Sydney Local Health District. Joe worked closely with staff and clients across all areas of Community Services. His contribution to the lives of many clients was enormous, as was his passion for the work he was engaged in. We will miss him greatly.

Some of our significant partnerships saw fantastic volunteer days in Meals Plus, and out in the services. The GPT group despite no longer funding our food recovery program have continued to support us through their volunteer days with inspiring results in some of our facilities, particularly our domestic violence refuge. Other significant partners which contributed so significantly through volunteering were the Chamber of Commerce, AMP, the Rapid Relief Team and West Epping Uniting Church.

We are thrilled that a new partnership was formed with the Property Industry Foundation which ensures that a full-time youth outreach worker is employed.

Wesley Mission, the lead agency in the Brighter Futures program, demonstrated significant leadership in developing structured decision making tools and performance measures for this program. This has resulted in significant changes and Parramatta Mission's Community Services staff are committed to embracing the new framework so the Brighter Futures program is enhanced and the positive impact of the program on the lives of children deemed at risk can be ascertained.

Our relationship with other partners including Parramatta Council continues to flourish and we were grateful to receive a grant to upgrade the shower facilities in Meals Plus this year.

Community Services were also delighted to be involved in the trial of the Department of Family and Community Services new Common Assessment Tool which will be rolled out in within the sector in the new year.

Reform of the homelessness sector has resulted in some programs being absorbed in larger funded tenders. Hope Community Cottages has been re-purposed as transitional accommodation in the new single men's service. Unfortunately funding for case management within our flagship program Meals Plus has been assigned into another tender. While we rely heavily on donor support, the loss of this funding impacts on our case management model and our capacity to transform lives. This presents a significant challenge to Parramatta Mission as a whole and our fundraising team in-particular. Our proud history of working with the most vulnerable means as much today as it did twenty years ago and its focus, as a work of the Gospel continues to resonate with our congregations, volunteers and staff.

The following is a snap-shot of some of our key programs and results over the past year.

Hope Hostel and Hope Crisis Apartments

Hope Hostel continues to provide 30 crisis beds for men experiencing homelessness in Sydney. In conjunction with Housing NSW our Hope Crisis Apartments accommodated 202 people with 76 positive long term housing outcomes achieved for these people.

In the last 12 months, 467 men accessed accommodation at Hope Hostel. The work of the Parramatta Homeless Men's Coalition proved that the model and partnership with government agencies and other NGOs ensures best practice in addressing homelessness in our region. Significantly, this coalition was successful in the Going Home Staying Home reform with Parramatta Mission taking on lead agency status.

Meals Plus Community Outreach Program

provides breakfast and lunch 5 days per week and offers case management. Increasing numbers are presenting with financial difficulties, and many in our community continue to struggle to feed themselves. With over 35,000 meals provided; 2,850 showers and 1294 loads of washing, Meals Plus provides relief and care to the disadvantaged and offers a safe place to many in Western Sydney. Our thanks go to Holroyd and Parramatta Councils, Parramatta Leagues Club and our corporate partners, for their ongoing support of this vital service

Food Recovery - Delivered in partnership with Coles/ Second Bite and the GPT group, approximately 40 tonnes of food was collected in from stores and delivered to Parramatta Mission services. While food was shared between our services and other local churches, our funding ceased on the 30th June. Sadly, our inability to secure further funding made it necessary to withdraw from this program.



Thelma Brown Cottage - A domestic violence refuge for women and their children. It consists of 7 furnished, two bedroom apartments and on-site case management. This service has been provided by Parramatta Mission for over 20 years. This year 32 women and 98 children were accommodated and assisted by our on-site case management team.

Through Parramatta Mission's Community Housing, 4 houses were provided for families transitioning from domestic violence crisis accommodation into longer term housing.

Kelly's Cottages - Twelve bed-sits for single women with on-site case management, this vital service is one of the few catering for single homeless women in Western Sydney and received no government funding. This year 22 homeless women were accommodated. Parramatta Mission's success in the Going Home Staying Home tenders will mean more can be done in the next financial year to address this area of significant need, as some funding was forthcoming to meet this need.



Brighter Futures - This program is delivered in partnership with lead agency Wesley Mission and provides two case workers, who have a case load of 11 families, where the children have been deemed at risk, by the Department of Family and Community Services. The needs of these families are complex and case management involves assessing and strengthening the families and promoting better outcomes for the children.

ParraHouse - A suburban home offering crisis accommodation for youth. Sixty five young people stayed at ParraHouse this year, supported by staff working with the youth in our care, encouraging their goals and enhancing their living skills.

Koompartoo Merrylands (meaning 'new beginnings') Two x 3 bedroom duplex's that houses 6 young people with case management support.

Koompartoo Mays Hill - Twelve bedsits housing young people with case management support. Along with Val Cottage these premises provide 22 beds and catered for up to 40 clients. Many of the young people residing in these premises have entered from youth crisis programs.

Supervised After Hours Accommodation Program - Co-located at ParraHouse, this program provides over night crisis beds for young people. This year there were 290 overnight accommodation occurrences.

Community Visitors Scheme - This program is funded by the Federal Government and managed by Meg Ironside. She and her team of congregational volunteers visit residents at the Thomas Street aged care facility who are socially isolated.

EIPP - An Early Intervention and Placement Prevention program engaging families in Dundas, Telopea and Rydalmere. The program has a strength based approach and aims to promote the wellbeing of the referred family units'.

Raising Hope - It will come as a shock to some that 44% of all homeless people are female. It will also be a shock to many that most homeless services are provided for men, and very few for women.

Parramatta Mission is working to raise hope for homeless women. The inaugural Raising Hope for Homeless Women Gala was held on 27 June 2014 to launch the project of raising awareness and raising funds to establish crisis accommodation for homeless women in Western Sydney.

In this we seek your help to partner with us to make a difference in the lives of women who find themselves homeless and even sleeping rough. The 2015 Raising Hope for Homeless Women Gala will be on 29th May 2015.

It is a true credit and reflection on the team within Community Services that despite the tumultuous year that was born from the Going Home Staying Home reform process, that services continued at their full capacity.

As always, I am inspired every day by the dedication of staff who despite dealing with crisis do so with professionalism and great empathy.

I'd like to thank all our staff for their commitment but I would especially like to express my gratitude to the senior staff members of the Community Services Team - Michael Wright, Marie Calleja, Angela Daynes and Kylie Nash - for their outstanding leadership, passion, commitment and courage as we faced the reform.

Additionally, I'd like to express my heartfelt thanks to the many other business groups within the organisation, as the work of Community Services could not be done without the support and assistance of the teams in Fundraising, Finance, People and Culture, Community Housing, Administration and Reception. The contribution of our Board and Committees is also greatly appreciated, as are the thousands of volunteer hours they commit to ensuring the governance of our organisation.

Tanya Gadiel
CEO- Community Services

UnitingCare Mental Health



Under the guidance of our CEO, Karen Burns, the last 12 months has seen UnitingCare Mental Health (UCMH) continue to flourish.

UCMH has seen an increase in successful tendering for new initiatives, it has been chosen as the lead agency for the delivery of services e.g. headspace Youth Early Psychosis Program (hYEPP) and has continued to secure extensions on existing established programs e.g. Family and Carers Program, HASI (Housing and Accommodation Support Initiative), WSLARs (Western Sydney Leisure and Recreational Service), Day to Day Living (D2DL), PHaMs (Personal Helpers and Mentors scheme), UCMH Counselling, and Lifeline Western Sydney. The critical factor in UCMH's great success has and continues to be the drive and commitment of all its staff in delivering the highest levels of care to our consumers.

UCMH continues to place great value and emphasis on the Consumer and Carer Representatives team. The team are a pivotal part to UCMH and work together with the organisation in developing and sustaining the recovery-focussed services framework that lies at the heart of UCMH. The team continues to work across all our services and UCMH is committed to the continued development of the team as it grows in both numbers and integrates further into the care solutions that will ensure UCMH is able to meet demand and adapt to requirements from future consumers.

The Housing and Support Initiative (HASI) is one of UCMH's long running programs, and it is an innovative partnership between NSW Ministry of Health, Housing NSW, and UCMH in providing supported accommodation services for people living with a diagnosed mental illness. The program provides support within

a recovery-orientated framework. UCMH delivers the program in both Western Sydney and the Central Coast, delivering a total of 56,278 hours of direct support to consumers in the last 12 months.

Boarding House HASI was established on the Central Coast in 2013, enabling up to 20 residents to receive support service, with approximately 2,000 hours of direct support provided to our consumers.

HASI Plus is designed to assist individuals, many of whom have received long-term institutionalised care, to integrate into the community. In the year of 2013-14, 20 consumers were welcomed to the program.

UCMH Step Down Services

commenced in July 2013 with the aim to assist consumers post discharge from a psychiatric hospital to successfully transition back into the community. So far UCMH has provided services to 32 consumers through this program.

Lifeline Western Sydney (LWS)

continues with its vision to be the centre of excellence in the National Lifeline Network. Over the 12 month period, Lifeline Western Sydney answered approximately 75,000 calls on the main number 13 11 14, consistently placing it amongst the most productive of the Lifeline centres in Australia. LWS is the only centre that answers calls from suicide "hotspots", enabling staff to answer an additional 6,000 calls for the same period; consistently high levels of crisis support were provided; training accreditation activities ensured that all volunteer and employed crisis supporters met or exceeded the minimum annual requirements for quality, professional development, activity and supervision. The introduction of the Lifeline for Lawyers service was another major achievement for the centre in regards to providing support to a select community.

The Family and Carer Mental Health (FCMH)

program has been delivered by UCMH since 2006. Its main role is to support carers of individuals with mental illness by providing practical assistance and support to carers who have the exceedingly difficult task of balancing their caring responsibilities with other responsibilities and activities in their daily life. The program sits alongside UCMH's Education and Training (E&T) team which provides training to carers. In total the two programs have provided approximately 5000 hours of support to carers and 78 education and training courses. UCMH's education and

training team continue to successfully deliver mental-health related training to UCMH staff and to a range of organisations, increasing mental health awareness and literacy in the wider community and businesses.

The Personal Helpers and Mentors scheme (PHaMs) teams in 2013-14 provided supportive and effective partnerships with other services, both internal and external to UCMH. PHaMs Hawkesbury and Parramatta received a total of 108 referrals with 63 new consumers accepted to the programs.

UCMH recognises that people living with mental illness often face a range of other difficulties as a result of their illness, they may require assistance with their physical health and social engagement, including support to get people back into the workforce. PHaMs Employment in Blacktown has, since 2013, been there to assist consumers in receipt of disability support pension to seek employment or gain further education.

Western Sydney Leisure and Recreation Service (WSLRS) continues to provide a range of leisure and support services to people with a mental illness. In providing these services, WSLRS is able to deliver much needed socialisation and health related activities to people who otherwise would be isolated.

The Day to Day Living in the Community Program (D2DL) is a program which operates primarily in the same centre as the Western Sydney Leisure and Recreation Service (WSLRS). D2DL provides a range of services for individuals aged between 18 and 65 years with a primary diagnosis of mental illness.

WSLRS/D2D continues to provide a range of programs resulting in a high level of consumer participation rates e.g. An art exhibition for Mental Health Month, lawn bowls, participation in Mental Health Sports Network with other external agencies, consumer holidays to the Hunter Valley, ten pin bowling and Active-4-life a popular activity that runs fortnightly providing psycho-educational workshops. In the past year there have been 38 referrals to both programs.

UCMH Counselling Services has continued to expand over the last 12 months. The provision of problem gambling counselling, general counselling and financial counselling to people in Parramatta and Fairfield, gambling and associated financial counselling on the Central Coast, Pittwater/Warringah and Bankstown continues with success.

headspace has continued to operate its services at three sites across the Western Suburbs of Sydney. Our UCMH headspace staff continue to provide high quality



early intervention services through an integrated model of care, with the focus of 4 care streams of support: mental health, physical health, drug and alcohol assistance, and vocational advice. 2013-14 saw continued expansion of services with the securing of the Youth Early Psychosis Program (YEPP) contract by UCMH and recruitment is currently underway with a schedule opening in the 3rd quarter of 2014.

In 2014 we saw the growth of the **Mental Health Respite-Carer Support Service (MHR-CS)** which commenced in 2013; its role is to provide services in the Nepean/Blue Mountains/Hawkesbury and in the Fairfield/Liverpool/Camden regions. This program continues to go from strength to strength bringing on board peer support workers.

The Partners in Recovery (PIR) program was implemented in 2013-14. The service is delivered in Nepean Blue Mountains, Western Sydney and Sydney North Shore and Northern Beaches. It is a service for consumers aged between 24 and 60 years, who have severe and persistent mental illness with complex needs. The program has an emphasis on service co-ordination, ensuring that consumers are connected with appropriate services to address their needs, and improve their health outcomes.

LikeMind is a pilot innovative of a new model of mental health care, in which UCMH will play an integral part as the lead agency in both Seven Hills and Blacktown. It will see a full range of services and health care professionals come together to provide a holistic approach to tackling mental illness in the one space. UCMH has been successful in gaining this contract and recruitment is currently under way.

Karen Burns.
CEO, UnitingCare Mental Health



Hospitality Services

In July 2013 Parramatta Mission combined a number of its portfolios to create Hospitality Services. This is headed up by Dianne Hart, CEO, Hospitality Services, and the management team of Sharon Hearn, Property & Housing Manager, Lisa Osborne, Assistant Manager (Wesley Lodge) and Belinda Morgan, Supervisor (Wesley Apartments).

Property & Community Housing

Property continues to be a very busy arm of Parramatta Mission. Being one of only a few of the in house service providers that interacts across the entire organisation it can be confidently said no two days are the same.

This year we have achieved a range of projects including: renovating Allan Walker College into office space for UCMH, as part of the Going Home Staying Home tender and on behalf of housing we have coordinated the entire portfolio under the outsourced maintenance program to be completely renovated, a total of 22 properties totalling over \$1.4 million will be completed by middle 2015. We continue to provide an ongoing weekly scheduled maintenance program for Hope Hostel and investigated the leaking roof in the church vestry with a heritage consultant and builder. Works are due for completion 22nd August 2014.

We have worked closely with the HASI Plus team to ensure a smooth transition of tenants either entering the program after being incarcerated or long term hospital stays. We have often been their first point of contact when leaving these situations providing them with a basic food and toiletries packs and a warm welcome.

We farewelled Peter Cochrane as Maintenance Supervisor after providing 16 years of service and now welcome Mick Cooper who commenced on the 14th July 2014.

In summary we view ourselves as customer service providers. In all that we do we aim to provide the highest level possible and look forward to a successful year ahead.

Wesley Lodge

Wesley Lodge is an activity of Parramatta Mission located in Westmead, which makes a financial contribution to the Mission services while continuing to be part of a "community transforming lives".

Wesley Lodge is a 3 ½ star, 59 room property providing accommodation to guests staying for a variety of reasons such as hospital/medical, corporate/business or local events, so different room types to cater to the various needs with modern amenities and 24 hour reception, AJ's Café & Gloster Udy Conference Centre.

The motel continues to provide an important service to people utilizing the medical, corporate and leisure facilities in Western Sydney.

End of Year 2013/2014: Room rate was strong throughout the year finishing over budget \$5 per night at \$145. Occupancy was under budget 1% at 67%. Expenses were controlled across all departments resulting in a net surplus of \$584,499.

The corporate market performed strongly finishing 2% above budgeted figures. Internet bookings were down 4% on budgeted figures but in-line with the previous year.



Wesley Apartments

Wesley Apartments is a block of six, two bedroom apartments providing accommodation to families that have seriously ill or injured children undergoing treatment at the Children's Hospital at Westmead (CHW). The apartments are located directly across the road from the CHW making this location ideal for families to return to their unit for some rest, time out and to be able to cook a meal, while their child is in hospital. We see the apartments as a "home away from home" for our families during their stay. Each apartment is fully furnished and has all the modern day conveniences, with a full kitchen, bathroom, laundry and air conditioning.

For the year 13/14 we had a total of 26 families journey through Wesley Apartments, with the average length of stay being 104 nights. We found our families' length of stay was longer term than in previous years.

Wesley Apartments does not receive any government support or assistance; it relies primarily on donors and funding. As a part of Parramatta Mission, Wesley Apartments vision is "A Community Transforming Lives". Our Values are Grace, Inclusion, Dignity, Faith and Hope. We keep these values at the forefront in our daily thoughts and workings at Wesley Apartments.

Dianne Hart
CEO Hospitality Services

People and Culture

Parramatta Mission is a values based organisation. Our people are central to our success and each individual plays a part in our vision to be a Community Transforming Lives. We provide a working environment where staff and volunteers have the opportunity to grow both personally and professionally. We are proud to employ and develop leaders who have a commitment to their leadership capability and the provision of high quality service.

We recognise the importance of celebrating the contributions and efforts of our workforce. To support our workforce, this year we have created a new Volunteer Coordinator role, for the purposes of providing a stronger service to our volunteers and providing recognition for their efforts.

The achievements of the People & Culture team at Parramatta Mission were recognised in several prestigious external nominations in 2013-14. These include:

- Western Sydney Awards for Business Excellence – 2014 Finalist Employer of Choice
- Western Sydney Awards for Business Excellence – 2014 Finalist Business Leader, Jennifer White
- Australian HR Awards 2014, Finalist Australian HR Director of the Year - Jennifer White
- Australian HR Awards 2014, Finalist Best HR Strategic Plan



What our People Say:

"I really enjoy working here because it is very rewarding"

"The people here are very helpful, I can't praise them enough"

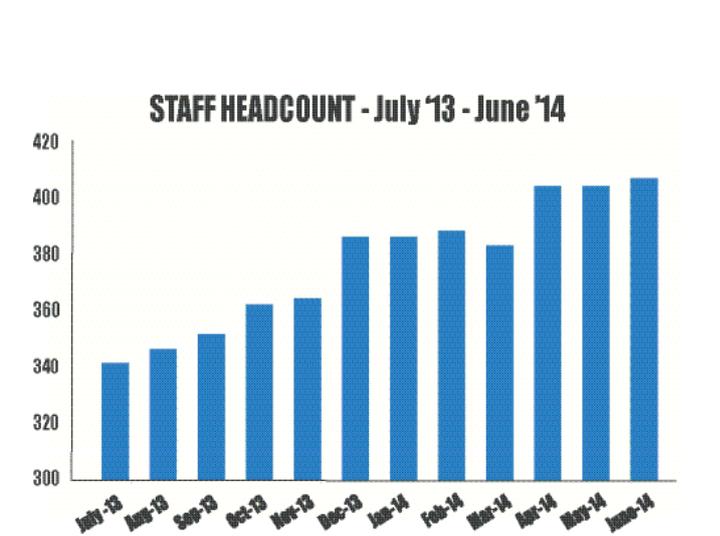
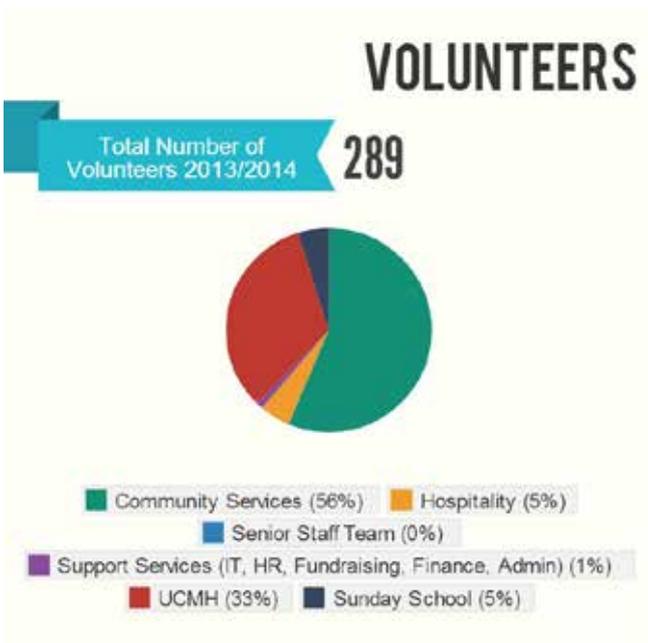
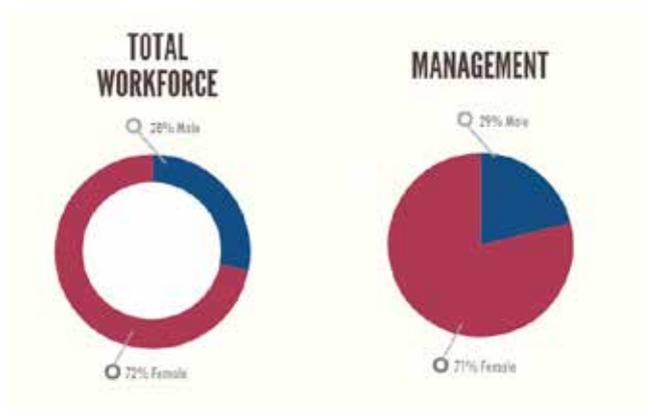
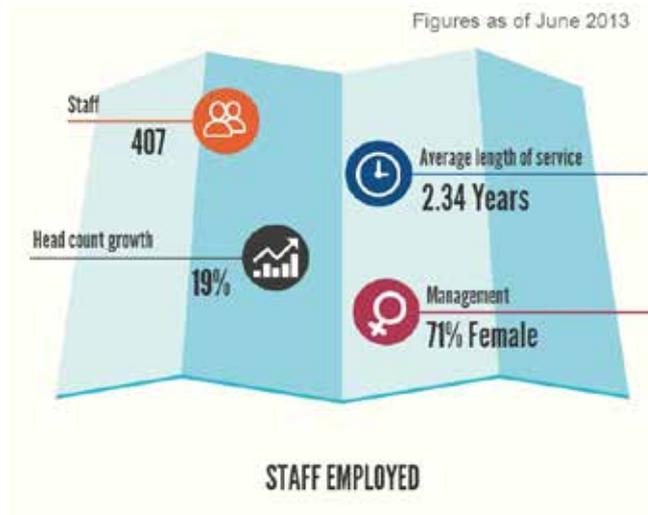
"Helping people less fortunate and being able to show them new ways is the most satisfying part of my job at Parramatta Mission"

"Our leaders are extremely supportive"

"The people are amazing... very passionate about their roles"

And from one of our volunteers "Parramatta Mission has a very warm culture, it is very inviting for new employees and volunteers. It is clear that everyone works together to support our clients, departments and overall organisational needs."

A snap shot of our workforce over the past 12 month:



Building & Supporting an Inclusive Team

Creating an organisation with a highly engaged workforce is essential to the ongoing growth and sustainability of Parramatta Mission. We have experienced significant growth throughout the year and we have grown from a workforce of 342 (July 2013) to 407 (as at June 2014). This represents a 19% increase in overall head count.

To support this unprecedented growth, we have:

- Designed and led recruitment assessment centres to assist with bulk recruitment activities;
- Partnered with our stakeholders on change management initiatives related to the Going Home Staying Home reform;
- Provided sound management of all employment and industrial relations matters, which have resulted in substantial savings on our workers compensation premiums whilst enhancing our culture;
- Initiated and lead a values clarification process which has included volunteers, staff and congregation members
- Designed and implemented a new monthly People & Culture Dashboard to provide our leadership team with relevant data and metrics on their teams
- Supported a change in our Employee Assistance Program, in order to provide a more comprehensive access to health and wellbeing support for our workforce
- Streamlined payroll processing and continued to make system and process improvements

Investing in our People

At Parramatta Mission, the investment in our people is key to our overall strategy and vision. Throughout the year, this has been achieved through a number of our programs and initiatives which include:

- 26 leaders graduated the Alchemy II Leadership Development Program, which amplifies strengths and build leadership capability
- Alchemy III Leadership Development Program commenced with 22 participants
- Building Community Leadership commenced with up to 35 leaders from our congregations
- Facilitation of team building sessions & learning workshops

These programs and initiatives have delivered significant savings, primarily achieved via the reduction in attrition from 29% (July 2013) to an attrition rate of 19% (as at June 2014).

Gender Equality

During the 2013 financial year, women made up over 72% of Parramatta Mission's total workforce. In addition, female representation in management positions across the organisation accounted for over 71% of the total management population.

Parramatta Mission is committed to supporting women in the workforce, and is compliant with the Workplace Gender Equality Act 2012.

The People & Culture Team look forward to continuing partner with Parramatta Mission's people in 2014-15 to achieve the best possible outcomes for our staff & volunteers, clients, customers and consumers together.

Jennifer White

Head of People and Culture



Fundraising and Marketing

Parramatta Mission's Fundraising and Marketing team has again enjoyed a full year, inspired and motivated by the generous nature of so many of our wonderful supporters and advocates.

On behalf of Parramatta Mission, we thank all of our government, corporate, community and individual supporters, including our corporate citizens, volunteers, the members of the congregations and the Parramatta Mission staff.

We thank you for your donations, both financial and gifts in kind, as well as all who have volunteered their time and their service towards transforming lives.

Some highlights have included:

Hosted Lunches at Meals Plus have continued to be a popular form of corporate volunteering and also help in funding Meals Plus. Often a first experience in volunteering leads to an appreciation for Parramatta Mission's services and the growth of a partnership. Particular thanks to groups including AMP, Rapid Relief Team and the Parramatta Chamber of Commerce who have hosted several large scale lunches and made significant donations to Meals Plus through fundraising and gifts in kind. It has been fantastic to see so many new people volunteer through these days, learning more about Parramatta Mission and the ways we can make a difference together.

The Parramatta Eels Scarf appeal strengthened our partnership with the Parramatta Eels and resulted in over 800 scarves being donated to Parramatta Mission. Through this activity at the June game, Parramatta Mission was able to run some activities to increase our database, engage with our local community, the Eels and their partners helping them to learn more about Parramatta Mission.

Parramatta Mission's online communications have developed over the past year and continue to do so. Our website structure and content development has meant it is now easier for us to share our news stories and other activities on behalf of the congregations, our donors and general Parramatta Mission news. We have increased our abilities to increase email and online communications which helps us to keep our community up to date more frequently with reduced costs and makes it easier for people to share our news with their networks. Parramatta Mission also began interacting in social media which again allows us to expand our conversation groups, communicate with others in real time and publically thank our supporters. This will extend to twitter and blogs in the 2014-15 financial year. In addition, the UCMH website will be completed for the public in the 2014-15 financial year.

Parramatta Mission was selected as one of 6 ongoing Western Sydney Business Connection charity partners with aims to increase awareness, presence in the Western Sydney Business district and build relationships for future fundraising year on year.

We welcomed Jenny Fuda, Fundraising and Marketing Coordinator to Parramatta Mission to assist us in expanding our reach, community engaging activities and interaction with services. Jenny brings many skills to her role and is a valued member of the Parramatta Mission team.

The 2013 Christmas Food & Gift Drive resulted in close to 650 hampers, bringing hope at Christmas to many who found themselves homeless or struggling.

Our MissionBytes newsletters are now called Parramatta Mission News and are being distributed quarterly providing more up to date information to friends of Parramatta Mission both via print and email.

Developing of our partnerships with schools, churches, businesses, community groups and government bodies is a continual focus in Fundraising and Marketing. Likewise is our focus on building strong relationships with all of Parramatta Mission's services, congregation members, staff members and volunteers helping us to continually learn more about Parramatta Mission news in order to share this with our stakeholders and audience. We are concentrating on growing our partnerships with media platforms helping us to share Parramatta Mission more broadly.

We thank all who have supported Parramatta Mission through donations, gifts, corporate partnerships, volunteering, participating in our activities and sharing Parramatta Mission with their networks.

Nicole Castillo

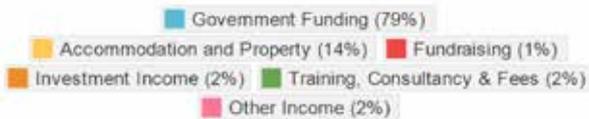
Fundraising and Marketing Manager

Financial Summary

Financial Performance

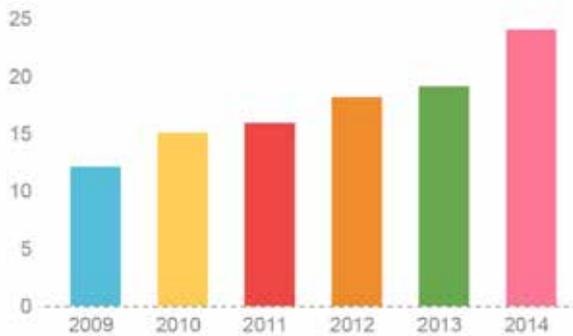
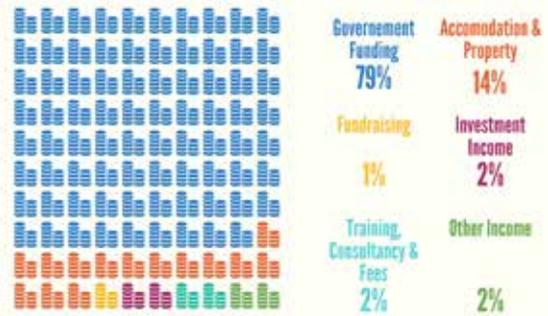
	2014 (\$'000)	2013 (\$'000)
Total Revenue	24,205	19,149
Total Expenses	24,060	19,290
Operating Surplus / (Deficit)	145	(141)
Capital Expenditure Grants	1,017	-
Gains arising from property revaluations	531	1,769
Total comprehensive income for the year	1,693	1,628

- Thirty six percent (36%) increase in government funding in the 2013/14 year.
- increased funding has been utilised to expand and provide additional Uniting Care Mental Health programs
- Capital expenditure grants were received in 2014 to fund the purchase of plant and equipment for the delivery of services and accomodaiton to Parramatta Mission clients



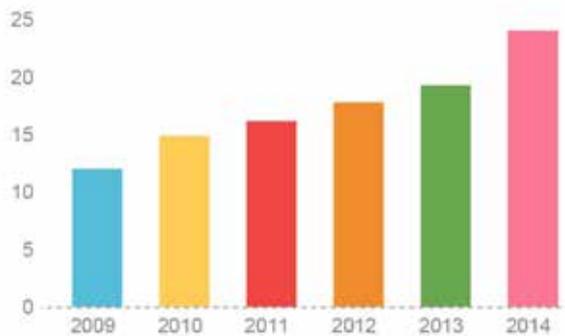
Income 2014

INCOME 2014

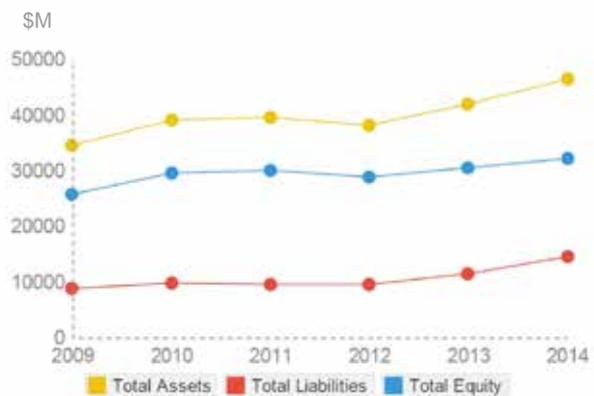


Revenue \$M

EXPENDITURE 2014



Expenses \$M



Balance Sheet Analysis

Lyll Weaver
Chief Financial Officer

Transforming lives

Every day, Parramatta Mission helps to transform the lives of people who are homeless, at risk of homelessness, living with mental illness or facing a time of crisis. Here are just two of the many stories we would like to share with you.



A newborn's first weeks

When a mum from Lismore knew she was expecting a baby, the doctors told her she had to be close to hospital at least 4 weeks prior to the birth, as her baby had heart problems. The mum arrived at Wesley Apartments early in January 2014 and had a caesarean 3 weeks later. Her baby girl had heart surgery at just 8 days old. This was such a worrying time for the new parents.

The family stayed at Wesley Apartments for 8 weeks and were very grateful for the location and support they received.

They visit whenever their beautiful girl returns to the Children's Hospital at Westmead for check-ups and hold memories of staying at Wesley Apartments dear to their hearts.

A two year old's fight

Young Indie resided at Wesley Apartments whilst having treatment for leukaemia. Indie had a bone marrow transplant and was doing well, until sadly she relapsed and there was no form of treatment available to cure her. Sadly she passed away. Indie and her family made Wesley Apartments their home away from home for 13 long months.

For the family from Canberra, Wesley Apartments was a big part of their life, as was the support and assistance they received during this devastating time.

They plan to return to visit Wesley Apartments one day.



Our Corporate citizens



Parramatta Mission thanks all of our supporters for your assistance over the past year. Donations come in many forms; as personal time, as food, as gifts and used items, and as money. The people we care for benefit enormously from your generosity.

We do not have enough space to list all of our donors, however, we wish to acknowledge congregations of the Uniting Churches and groups; clubs and groups; companies; foundations and trusts; government; individuals; event prize donors; schools; congregations; staff; volunteers; the church council, board and committee members.

Thank you for your support and generosity.



Parramatta Mission, the Uniting Church in Australia

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