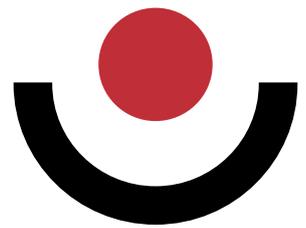


# annual review 2013



**Parramatta  
Mission**



**uniting  
church**  
in Australia

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TRANSFORMING LIVES

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GRACE

INCLUSION

DIGNITY

FAITH AND  
HOPE

## WELCOME

Welcome to the Annual Review of Parramatta Mission.

Together, we are a community assisting all people to live life to the fullest extent possible. As congregation members and church groups, staff and volunteers, individuals, community groups, corporates and whole of government, we are building a community transforming lives.

In this great project, all of us are transformed. Our vision comes true: a community transforming lives. While Parramatta and Western Sydney receive much attention, our work includes greater Sydney, Central Coast and lower Hunter. Through the use of modern IT, our reach also extends across Australia, receiving emails and calls from people needing help.

At all times, whether we are serving locally, regionally, or even nationally, we endeavour to live out our values of grace, inclusion, dignity, faith and hope.

Thank you for being part of this great project. We hope you will be inspired as you read, to continue building our community and working to transform lives so that all might live life to the full.

Blessings,  
Keith Hamilton

# THE Year IN review

Parramatta Mission exists as a group of linked congregations of the Uniting Church in Australia. It does not have any separate corporate identity. The governance body for the Mission is the Church Council for these 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, and has established various committees and boards to assist in the exercise of its functions. In particular, the Community Care Network Board has responsibility for the Mission's charitable activities and for its property and commercial activities. 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, and People & Culture. In order to maintain the integrity of its oversight of the Mission, the Council receives reports directly from its Audit & Compliance Committee (which is constituted entirely by members external to the Mission) and its Ethics & Social Justice Committee.

In the course of strategic planning during the year, the Church Council reaffirmed its central vision for the Mission: that it seeks always to be a community transforming lives. It aims to transform its members, and the community, by living out the gospel of Jesus Christ. The Mission measures everything it does by reference to the achievement of this vision and during the year it modified recruitment procedures and conducted employee training to foster employee engagement and to ensure that the staff of the Mission are infused with the Mission's values, including social inclusion, respect for the dignity of all, and a belief that lives can be transformed when given meaning and hope. This does not require any compromise with the provision of best practice clinical models of care.

The Mission has also undertaken leadership development programs and, consistent with the Board's recognition that the Mission *is* its people, the Board undertook a review of the Mission's senior management structure during the year. The senior management team retained Rev Keith Hamilton as Senior Minister and

Group CEO, Karen Burns as CEO of UnitingCare Mental Health ("UCMH"), Tanya Gadiel as CEO of Community Services and Lyall Weaver as Chief Financial Officer, and provided expanded roles to Dianne Hart as CEO Hospitality Services and Jennifer White as Head of People and Culture. These people have wonderful skill sets and an obvious commitment to the Mission and its vision, and the Church Council and the Board is enormously pleased at how the revised structure has operated. On behalf of the Church Council and the Board, I wish to thank Keith, Karen, Tanya, Dianne, Lyall and Jen for their dedication and professionalism in the pursuit of the Mission's goal of transforming lives. I also wish to thank Deborah Carr, Mikel Aydin and Julie Maizey, who departed during the year, for their excellent service to the Mission.

Another major step taken by the Mission during the year was to create five senior positions within UCMH. The Mission is enormously proud of the work of UCMH (which includes Lifeline Western Sydney and is the lead agency in three headspace sites). These positions will enhance the Mission's ability to transform the lives of those suffering from mental illness and those who care for them. During the year the Board also accepted recommendations made by Tanya Gadiel for the restructure of the Community Services arm of the Mission in order to increase efficiency and effectiveness in the management of its valuable work.

I commend a closer examination of the review of the work of the Mission throughout the year as set out in the reports contained in this Annual Review.

The Mission remains 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.

In closing this report I wish to acknowledge the professionalism and compassion shown every day by the staff and volunteers of the Mission.

All this by the grace of God.

**David Norris**  
Chairperson  
Church Council

THE CHURCH COUNCIL  
REAFFIRMED ITS  
CENTRAL VISION FOR  
THE MISSION: THAT  
IT SEEKS ALWAYS  
TO BE A COMMUNITY  
TRANSFORMING LIVES.

# a NOTE FROM OUR SENIOR MINISTER / GROUP CEO

Parramatta Mission has local, regional, and national interest and involvement. At the bedrock is the vision: A community transforming lives. This has two parts - "a community," and "transforming lives". It is out of the worshipping community of three congregations, that the values are expressed: grace, inclusion, dignity, faith and hope, that all the activities involving congregation members, staff and volunteers of Parramatta Mission are engaged in the work of transforming lives. That transformation begins in the congregations and includes staff and volunteers in relationship with the people we call clients, consumers, guests, visitors, residents, and callers. While the three congregations are located in Westmead and Parramatta, the vision and work is not restricted to the Parramatta LGA. The congregations are directly working on their strategies to those local areas, and indirectly to the whole of Sydney, Central Coast, Lower Hunter and nationally through callers to Lifeline Western Sydney and online through headspace.

Holding a local, regional and national vision requires the art of leadership provided by congregation leaders, Church Council, Board, executive staff and ministers. Complexity is a word often used to describe the Parramatta Mission organisation. Another is diversity.

The congregations are involved in making a difference in the local neighbourhoods and district as well as engaging in programs such as the Christmas Bowl and Lentevent in the lead up to Christmas and Easter respectively. The congregations give special attention to the issues of places around the world and raise money to assist people in locations in the Pacific, Africa, and Asia including India to help provide fresh water, education, agriculture and economic development. Our community services have programs that are largely in and around Parramatta, whilst our mental health services (UCMH) have local programs in Parramatta, across Sydney, Gosford, the Central Coast, and through Lifeline Western Sydney and headspace cover

areas across Australia. Our hospitality services operate Wesley Lodge and Wesley Apartments, as well as look after all PM property and housing wherever we have a program.

Our congregations provide a 'heart' to all that we do and our staff and volunteers take our vision and make it happen. Of course, our congregations are also involved in transforming lives, and our staff are passionately involved in forming and shaping the vision.

To better meet the current and future challenges, a restructure of the senior staff positions was carried out in May this year. This meant that three positions became redundant. With good grace and dignity, Deborah Carr, Mikel Aydin and Julie Maizey left Parramatta Mission at that time. We thank them for their diligence and contribution to the work of Parramatta Mission. We wish them well and are pleased that all three have embarked on new employment career paths.

Discussions continue regarding the development of our East Parramatta vision of student accommodation and ministry at UWS. This is still some years away from implementation, but we continue to pray, plan, gather information and develop contacts as part of developing this vision.

We continue the journey as God's pilgrim people.

It takes a community to live life to the full. The Parramatta Mission community of congregations, staff, volunteers and supporters work with all people in a transformative relationship to assist people to live life to the full. In this project, the involvement of all is vital. I thank you. In reading this annual review you become part of this project: a community transforming lives.

Blessings,

**Keith Hamilton**  
Senior Minister / Group CEO

## CONGREGATIONS OF Parramatta MISSION

The congregations of Parramatta Mission continue to nurture a community where all people are included, valued and enabled. Guided by values of grace, dignity, inclusion, faith and hope, the congregations have, throughout the past year, led the Mission's work on transforming lives in our community.

The multicultural and hospitable **Westmead congregation** worship together to "Share the Hospitality of Jesus Christ" and provide their ongoing and dynamic ministry and support to the families residing in Parramatta Mission's Wesley Apartments. The congregation continue to offer welcome packs to new families at the Apartments, cook regular BBQs for families and support to them through ministry and care. Our Westmead congregation, under the leadership of Rev. Veitinia Waqabaca, continues working with Pastor Trish Rooney in the developing ministry to children and families of the Children's Hospital, Wesley Lodge and Wesley Apartments. There has been steady progress on researching and developing a Carers Retreat, whereby people from the main hospital will be able to take a break and relax in the care of congregation members in a space at the Wesley Lodge complex. The intention is to commence this ministry early

in 2014. The congregation has also provided input in the preparation of a design brief for the redevelopment of the Westmead complex in future years.

Open Door occurs each Wednesday and Tai Chi each Friday, welcoming all to join for a time of social fellowship and company. These activities are often attended by guests of Wesley Lodge and people from Westmead Hospital.

**The Leigh Memorial congregation** sustains its family and community focussed, multicultural and inter-generational approach to worship, with a program that includes morning and evening services and lively learning, social and creative opportunities for all ages. In the lead up to Christmas, the congregation worked together with Parramatta Mission staff and volunteers to build gingerbread houses, and with Northmead Uniting Church members to sing Christmas carols in the Parramatta Mall. As Easter approached, the Church held Lent Event, which encouraged the congregation to think, learn and respond to people living in developing countries. The Couples and Friends Club participated in coach tours to Wentworth and Lakes Entrance, bringing togetherness, group support and enjoyment to all involved. And, the Music Team hosted 'Leigh's Got Talent', showcasing the talent of members of the congregation.

Leigh Memorial Open Church, has developed a decidedly Fijian flavour with all volunteers now of Fijian origin. This year we celebrated the retirement of Jolame, as our Caretaker.

Plans are underway towards calling a new Leigh Memorial congregation minister to replace Rev. Keith Hamilton so that he can provide greater attention to the role of Senior Minister and Group CEO for the whole of Parramatta Mission. The new minister for Leigh will, in addition to giving attention to worship, preaching and pastoral care - give attention to Open Church, Ministry to MealsPlus and work with the Leigh Fijian and the Senior Minister in developing CBD ministry to residents and workers of Parramatta.

The Leigh Memorial congregation also conveyed messages of faith and hope for the notice board on Macquarie Street in Parramatta, which were popularly received by churchgoers, passers-by and the people that are supported by the Mission everyday.

**The Leigh Memorial Fijian congregation**, known as 'Sa Kadre na Niu' (The Sprouting Coconut) congregation, under the leadership of Rev. Veitinia Waqabaca, continues to encourage its strong and vibrant youth group and band of young musicians, and to provide lively worship services to the community's Fijian population.

**Parramatta's Korean Faith Community**, led by Rev Hyun Goo Jun, meanwhile, worships together twice weekly in the Korean language at Leigh Memorial Church, located in the heart of the city.

The Leigh Fijian congregation continues the work of leadership development of lay and ordained, young and not so young, for the congregation in Parramatta and the Fijian community across Sydney. To this end, Parramatta Mission desires to extend the placement of Veitinia Waqabaca another three years, transitioning Veitinia from Westmead to solely focusing on the Leigh Fijian congregation and the Fijian community. This will necessitate calling for a new minister to Westmead sometime late in 2014. This Minister would, in addition to worship, preaching and pastoral care, work with the Westmead Mission worker and the Senior Minister in further developing ministry to the Westmead medical precinct.

This year, the congregations celebrated Heritage Week, honouring our unique local heritage. Sunday School offered a creative approach to Christian learning along with nurture and development of the children in its care. The congregations' Bible Study groups for women, men, children and Fijian worshippers met throughout the year, offering members a time of fellowship, sharing and exploring faith.

Furthermore, the congregations have, throughout the year, worked tirelessly on their partnerships with staff, volunteers, supporters, donors, clients, consumers, other congregations and the general public. The congregations of Parramatta Mission believe that, by working together in the name of the Lord, we can build a community in which all have the opportunity to be healed and to flourish. Thank you for helping us to achieve this.



# Parramatta MISSION Heritage COMMITTEE

During 2012 - 2013, the Parramatta Mission Heritage Committee (PMHC) has continued to represent the congregations of Parramatta Mission (PM) and a broad range of PM staff and services through various celebratory, advisory and conservation initiatives.

We have additionally facilitated the distribution of heritage information to both PM and external interests (including other Greater Western Sydney Uniting Churches planning heritage celebrations), advocated for heritage upgrades and ensured the placement of new historical information signs in the Leigh Memorial vestibule and elsewhere. In late 2012, following the successful mid-year release of our Heritage booklet, the Parramatta Mission 'Advent Celebration' Booklet (containing congregation and staff input) was also warmly received.

From early 2013, the PMHC commenced a review of archival storage/repair issues in the Lawry Vestry and reviewed heritage data included in the new PM website. The 2013 Parramatta Mission Autumn-Winter Heritage Celebration took place between May and July and included a number of key events, such as the Women's High Tea on 18 May. This popular event was entitled 'Let's Have a Cuppa: Perspectives in Women's Mental Health' and was attended by fifty women representing congregations and staff. Guest speakers were Alli Atkins and Maria Reboredo, with Julie Hamilton as MC.

Heritage weekend itself (21 – 23 June) included two 'Open Days', a '70s Exhibition, a combined congregations and staff Luncheon at the Centre For Ministry and the release of our 5th annual Heritage booklet. With a distribution of over 200 copies, it included an article by Liz de Reland and Rev. Keith Hamilton entitled: 'Courage – Vision – Transforming Lives: The History of Parramatta Mission'. This theme was further reiterated in a joint address by Keith and Liz at the Heritage church service on 23 June and the May Gloster Udy Society Lunch. The booklet also included congregation and staff updates, a commemorative bookmark, a Lifeline Western Sydney historical overview and interviews with key Lifeline Western Sydney counselling pioneers in recognition of the 2013/ 2014 Lifeline Western Sydney 40th Anniversary.

In terms of forward planning, the Heritage Committee's priority for late 2013/ early 2014 will be the repair of damaged walls in the Lawry Vestry and the auditing/ re-cataloguing of our archival files. We will also seek to install improved preservation strategies and have an active involvement in the forthcoming re-design of the Leigh Memorial vestibule.

Heritage Weekend 2014 will take place on 20 – 22 June, with the Women's High Tea on 17 May 2014 and Lifeline Western Sydney 40th Anniversary service on 10 August 2014. It is further hoped that we can make connections with the UCA Historical Society and local history groups, in order to help raise the profile and recognition of Parramatta Mission's incredible heritage.

Thank you to all our wonderful members, 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



Parramatta Mission's Community Services is dedicated to addressing human suffering and unmet need in Western Sydney. Our client centred approach ensures that the people we have the privilege of working with are heard, and that our team of dedicated staff work with the strengths of each individual and family enabling and empowering them on their life journey. Many people in our care could not change their personal circumstances without the warmth of generous human spirit – and that spirit is abundant in the staff of Parramatta Mission. The work we do is carried out with courage, vision and a passion for transforming lives.

Our values of grace, dignity, inclusion, hope and faith form the basis of each of the services we provide. These services are diverse, ranging from crisis accommodation for men and youth, crisis domestic violence accommodation for women and their children, transitional housing, food recovery, family programs, a community visitors program and our meals plus outreach service - serving nutritious meals for breakfast and lunch, five days per week.

## HOPE HOSTEL AND HOPE CRISIS APARTMENTS –

Hope Hostel provides thirty beds (eighteen funded by the Department of Family and Community Services) and Hope Crisis Apartments consisting of three ground floor units. This year eighty five people utilised our apartments and many were assisted in obtaining long term housing. Demand for hostel accommodation was high this year with five hundred and fifty one men accessing accommodation at Hope. The work of the Parramatta Homeless Men's coalition again proved that our model of partnership with government agencies and other NGO's ensures best practice in addressing homelessness in our region.

**LEIGH TRANSITIONAL REHABILITATION SERVICE –** A ten bed facility for men referred with addiction and /or mental health issues. Thirteen men participated in the program, and additional eight with high and complex needs were case managed through our outreach program, all sustaining their tenancies throughout the year.

**MEALS PLUS –** Community Outreach Program, provides breakfast and lunch five days per week and offers case management. We are acutely aware of the link between food insecurity, living skills and long term health issues within this client group. Thirty three thousand, four hundred and forty seven meals were served at Meals Plus this year. Two thousand, six hundred showers and one thousand, three hundred wash loads were also provided. There has been an alarming increase in the number of clients presenting with financial difficulty over the past year. This year 86% of our clients indicated financial difficulty compared to 57% in the previous year. These figures highlight the growing pressure on our clients and welfare agencies, and also the need for affordable housing options.

**FOOD RECOVERY –** Delivered in partnership with Coles/ Second Bite and the GPT Group, food is collected in from stores and delivered to Parramatta Mission Services. Seventy three tonnes of food was collected and distributed to our services and other local churches this year.

**THELMA BROWN COTTAGE –** A domestic violence shelter for women and their children. It consists of seven furnished, two-bedroom apartments with on-site case management. This service has been provided by Parramatta Mission for over twenty years, and moved to its current location in 2003. This year twenty three families were accommodated and assisted by our case workers. Parramatta Mission also provides four houses for families, transitioning from domestic violence crisis accommodation into longer term housing.

**KELLY'S COTTAGES –** Comprises of twelve bedsits for single women, with on-site case management. This vital service – one of the few catering for single homeless women in western Sydney – receives no external funding. This year twenty one homeless women were accommodated, with fifteen of these assisted to secure long term sustainable accommodation.



**BRIGHTER FUTURES** – This program is delivered in partnership with lead agency Wesley Mission. We provide two case workers who work with twenty two families, whose 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 family to achieve better outcomes for parents and children.

**ParraHOUSE** – Set in a suburban home, it offers crisis and emergency accommodation to youth. Seventy nine young people stayed at ParraHouse this year and staff working there focussed on encouraging individuals, setting goals and enhancing their living skills.

A critical component to our best practice model for working with youth is our continuum of care through our Koompattoo and Val Cottage transitional housing.

**KOOMPATTOO** Merrylands, (meaning ‘new beginnings’) – comprises of two, three-bedroom duplexes, accommodating six young people with case management support. Koompattoo (Mays Hill)- comprises of twelve bedsits, housing young people with case management support. These premises provide twenty two beds (in total) and catered for fifty clients this year. Most of the young people residing in these premises have transitioned directly from crisis accommodation.

**SUPERVISED AFTER HOURS ACCOMMODATION PROGRAM** – Co-located at ParraHouse, this program operates in partnership with Family and Community Services to provide overnight crisis beds for young people. This year there were 392 overnight accommodation occurrences.

**COMMUNITY VISITORS SCHEME** – Members of staff and the congregation visit socially isolated residents at the Thomas Street aged care facility.

**EIPP** – is an early intervention and placement prevention program which engages families in Dundas, Telopea and Rydalmere. The program has a strength based approach and aims to promote the wellbeing of the family unit.

Work in our services and programs has kept us incredibly busy this year, but as a team we are buoyed and take enormous pride in the client outcomes we see and experience every day. We could not perform this meaningful and critical role in transforming lives without support and funding from the Department of Family and Community Services, our congregations, our corporate partners and the community of Western Sydney.

Every day our team at Parramatta Mission make a valuable and significant contribution in the lives of people relying on our services. I want to express my deep appreciation to our brilliant and compassionate group of leaders – Michael Wright, Marie Calleja and Angela Daynes. I am privileged to work with such a special group of dedicated people.

**Tanya Gadiel**  
CEO, Community Services

THIS YEAR 86%  
OF OUR CLIENTS  
INDICATED FINANCIAL  
DIFFICULTY COMPARED  
TO 57% IN THE  
PREVIOUS YEAR.

# UNITINGcare

## MENTAL HEALTH



Mental Health

The past 12 months has been a time of intense activity at UnitingCare Mental Health (UCMH). The services of UCMH have significantly grown. UCMH operates many diverse services, operating in regions across Western Sydney, South Western Sydney, Northern Sydney, the Hawkesbury and Nepean regions, the Blue Mountains and the Central Coast. It has a team of dedicated staff members and volunteers, working together with common values and a common purpose.

At its core, UCMH has a team of **Consumer and Carer Representatives**, who have been vitally involved in our recovery-focussed services since March 2005. The primary role of our Consumer and Carer Representatives is that of advocacy; enabling people with a mental illness and carers to develop personal power, choice, education, self-advocacy and self-determination. The UCMH Consumer and Carer Representatives also advocate at a systemic level, representing carers and people with a mental illness to bring about change. They are also involved in recovery education, at an informal level, with people and staff. Our Consumer and Carer Representatives have a strong voice at all levels of UCMH and actively participate in the development of processes and procedures. The CCR Team has recently grown, with the addition of a consumer representative on the Central Coast.

The NSW Health funded **Family and Carer Mental Health (FCMH) program** supports carers of individuals with mental illness. Practical assistance and support is provided to carers who have the exceedingly difficult task of balancing their caring responsibilities with other responsibilities and activities. The program, which operates from Parramatta to Lithgow and through Northern Sydney and the Central Coast, also conducts support groups for carers and provides training and education. The purpose of the program is to assist carers in improving their wellbeing, coping, resilience and in their relationships. The program sits alongside UCMH's **Education and Training (E&T)** team which provides training to carers. The E&T team also successfully delivered mental-health related training to UCMH staff and to a range of organisations, increasing mental health awareness and literacy.

In 2013, UCMH received funding to develop another service to support families and carers. This is the **Mental Health Respite-Carer Support Service (MHR-CS)**, which is funded by the Commonwealth and provides services in the Nepean/Blue Mountains/Hawkesbury and in the Fairfield/

Liverpool/Camden regions. The aim of MHR-CS is to assist carers of people with mental illness to sustain their caring roles and maintain connections with their communities, by increasing access to flexible innovative carer support and training services.

UCMH provides services under the **Housing and Accommodation Support Initiative (HASI)** in Western Sydney and on the Central Coast. These HASI programs utilise a recovery-based model of support to over 110 people with a mental illness at any one time. In addition, during the past 12 months, UCMH has been funded to provide HASI services for the first time to a boarding house on the Central Coast, which has enabled up to 20 residents to receive support services. The teams of dedicated HASI staff assist people to identify goals and to work towards their goals by tailoring individual support. Over the past 12 months particular attention has been directed towards the physical health and wellbeing of individuals, with regular exercise and sport activities being conducted. On the Central Coast a Health and Wellness Program was successfully conducted.

Two associated services new to UCMH in 2013 are **HASI Plus** and **UCMH Step Down Services**. Consumers in HASI Plus are provided with accommodation and extended recovery and support services, which are provided by UCMH in partnership with the Local Health District, Wentwest Medicare Local and Breakthru People Solutions, an Employment Services Provider. HASI Plus is an innovative program designed to assist individuals, many of whom have received long-term institutionalised care, to integrate into the community. UCMH Step Down provides short-term support services to people who are in the process of integration back to the community.

The **Personal Helpers and Mentors (PHaMs)** service provided support to 175 consumers over the past 12 months in the Hawkesbury and Parramatta regions. Services are provided both individually and in group settings, to assist people to identify and achieve goals. Services include a Men's Shed and a Women's Group.

An affiliated service, also new to 2013, is **PHaMs Employment** in Blacktown. This assists people who live with a mental illness and who receive the Disability Support Pension to seek employment or gain further education. The program provides support to address personal barriers that may prevent a person accessing

LIFELINE WESTERN SYDNEY ANSWERED ALMOST 70,000 CALLS, CONSISTENTLY PLACING IT AMONGST THE MOST PRODUCTIVE OF LIFELINE CENTRES IN AUSTRALIA



employment or training. It is envisaged that up to 90 people will be supported by the service.

One of the longest running UCMH services is the **Western Sydney Leisure and Recreation Service (WSLRS)**. WSLRS remained very active during 2013, providing a range of leisure and support services to people with a mental illness. By providing these services, WSLRS is able to provide much needed socialisation and health related activities to people who otherwise would be isolated and without support.

During 2013, staff from HASI, PHaMs and WSLRS combined their efforts to develop and conduct highly successful innovative group activities. These included an art program, a music group, walking groups, a ten pin bowling competition and lawn bowls. These activities were also conducted in association with external agencies such as the Mental Health Sports Network. Many more activities are planned for 2014.

**Lifeline Western Sydney** continues with its vision to be the centre of excellence in the National Lifeline Network. Over a 12 month period, Lifeline Western Sydney answered almost 70,000 calls, consistently placing it amongst the most productive of Lifeline centres in Australia. In addition, Lifeline Western Sydney is the only centre that answers calls from suicide "hotspots". Over a 12 months period, as many as 400-500 calls were answered each month. Consistently high level 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.

In the past 12 months, **UCMH Counselling Services** continued to provide problem gambling counselling, general counselling and financial counselling to people in Parramatta and Fairfield. Recently, it saw a significant



expansion of its services. It now provides problem gambling and associated financial counselling on the Central Coast, Pittwater/Warringah and Bankstown. In addition to providing face-to-face counselling, staff at UCMH Counselling Services have been actively engaged in increasing community awareness of mental health and problem gambling issues.

Services at **headspace** Parramatta and Mt Druitt have continued to operate at their existing sites. Our new site, headspace Penrith, was officially launched on 1 July. In all three headspace sites, UCMH headspace staff have continued to provide high quality early intervention services through an integrated model of care, with the focus of four care streams of support: mental health, physical health, drug and alcohol assistance, and vocational advice.

Through all of its self-funding services, UCMH has continued to provide a broad spectrum of mental health and associated services to people living with mental illness and their families. It has also worked closely with other agencies and stakeholders to raise awareness and knowledge of mental health issues, solutions and options. Our dedicated staff and I look forward to the next 12 months.

**Karen Burns.**  
CEO, UnitingCare Mental Health



# HOSPITALITY services

## PROPERTY & COMMUNITY HOUSING

It has been an extremely busy year for the property team, which has taken on the outsource maintenance contract for NSW Housing as well as remaining a Class 2 registered Community Housing Provider, enabling us to continue to provide accommodation to over 5,000 people.

Upgrade work was undertaken at Thelma Brown Cottages, Glebe St and Park Ave properties. The relocation of our Irene Luth clients from the Pennant Hills properties to Westmead commenced to allow for the building works and the refurbishment of Pennants Hills Road properties, where the newly-acquired HASI Plus program will be run.

We have been - and remain to be - involved and in consultation with local council in regards to the exciting Parramatta Square project, whilst continuing to work on the redevelopment of the Westmead site.

Towards the end of the financial year, the property portfolio took on a new strategic focus - that of 'Hospitality'. This has allowed us to amalgamate all Parramatta Mission property, including Wesley Lodge, Wesley Apartment and community housing, into the one portfolio of Hospitality Services, which encompasses all that we are endeavouring to achieve for the future.



## WESLEY LODGE

Wesley Lodge is a key ministry and generator of funding support for Parramatta Mission. It is a practical expression of sharing the hospitality of Jesus.

A 3 ½ star motel located in the growing commercial and medical precinct of Westmead, the motel has 59 rooms featuring modern guest amenities and services, including 24 hour reception, AJ's Café and the Gloster Udy Conference Centre.

This was a tough year for the motel and, although room rate for the year finished over budget by \$2 at \$139, occupancy finished 5% less than forecasted at 63%. Occupancy was affected by the 91% decline in DOH bookings on the previous year, as well as the corporate market finishing 4% down on the previous year. With the decline in occupancy throughout the year, expenses were controlled and in all departments in line with revenue.



## WESLEY APARTMENTS

Wesley Apartments is a block of six, two bedroom apartments, located just metres away from The Children's Hospital at Westmead. Wesley Apartments provides accommodation to the families of seriously ill or injured children who are undergoing treatment at the hospital. Each apartment is fully-furnished and has all the modern day conveniences, with a full kitchen, bathroom and laundry. The purpose of Wesley Apartments is to provide a home-away-from-home to the families of sick children, so they can spend more time where it is needed most – at the hospital bedside of their child.

Since the opening of Wesley Apartments in March 2010, the demand for accommodation has far outweighed the availability, with families being placed on a waitlist until an apartment becomes vacant. We have continuously had a waitlist since opening day.

This year has been an incredibly busy year which has seen a total of 34 families come and go. The average length of stay is 68 nights for a family, with individual stays varying anywhere from one week to 39 weeks. Two of our units are leased by the Leukaemia Foundation, which utilise the units for stem cell transplant and bone marrow patients. We had a total of 10 families stay at Wesley Apartments through the Leukaemia Foundation this year.

Wesley Apartments also works with the New Caledonian CAFAT organisation in providing accommodation for families travelling to Australia from New Caledonia for cancer treatment. This year we had three families stay with us from New Caledonia, with the average stay for them being around the six month mark.

Families travel from all over Australia to Wesley Apartments. We had two families from Western Australia, one family from South Australia, QLD and Victoria, three from ACT, with regional NSW covering towns such as Dubbo, Mudgee, Gerringong, Green Point and Lismore to mention a few.

Wesley Apartments does not receive any government support or assistance; it relies primarily on donors and funding. Our aim is to raise enough funds to pay off the Wesley Apartments loan and to further reduce the rate at which we offer accommodation to families.

**Dianne Hart**  
CEO Hospitality Services

SINCE THE OPENING OF  
WESLEY APARTMENTS  
IN MARCH 2010,  
THE DEMAND FOR  
ACCOMMODATION HAS  
FAR OUTWEIGHED THE  
AVAILABILITY

# PEOPLE & CULTURE

Parramatta Mission employs over 320 people including youth workers, mental health support workers, counsellors, clinicians, support services functions and pastoral team members. Working across a range of programs from over 40 locations, we all share a common vision – to be a community Transforming Lives.

Over 250 volunteers are part of our community at Parramatta Mission and we pride ourselves on the fact that a number of our volunteers have been with us for many years. Our volunteers are comprised of individuals from the general public in addition to community and corporate partners and members our congregations.

At Parramatta Mission we provide employees with: meaningful work; diversity in the types of roles we offer, the people we employ and workplace locations; leaders who have a commitment to provision of high quality service; access to a number of internal and external training opportunities; and access to support from our pastoral team.

The People & Culture team is responsible for providing the framework to enable the delivery of Parramatta Mission's

Strategic Directions. The team provides advice and support on matters related to employee relations, policy development, leadership and organisational development, management of occupational health and safety, workers compensation and payroll.

### 2012-13 HIGHLIGHTS AND ACHIEVEMENTS INCLUDE:

Recruitment and on-boarding programs took a great leap forward to ensure a values based, best practice approach to recruitment that is both practical and meaningful for new employees. This has also involved:

- A revitalised Employee Engagement Day which combines orientation with a bus tour across our programs.
- Enhanced Transform Performance Process to enable managers and employees to have more effective conversations, individual feedback reviews and the development of individual goals aligned to strategic directions.
- A greater investment in the development of our people through team building sessions, learning workshops and amplified Leadership Development.

- Focussing on attraction and retention strategies which have lead to average length of service increasing and employee turnover reducing by over 30% in the past 12 months.
- A change to our Employee Assistance Program (EAP) provider took place during 2012, providing more comprehensive access to health and well-being strategies for employees and their family.
- Reviewing the organisational design in partnership with the Community Care Network Board and its sub-committees. This review facilitated the creation of a specialised Hospitality Services team and further enhanced the CEO roles at Parramatta Mission.
- Completion of a review of the human resources function in late 2012 to become a more comprehensive People & Culture Team focused on strategic planning, purpose and values development and alignment. This review researched relevant industry benchmarks for the Australian not-for-profit sector and best practice models for People & Culture teams and will enable Parramatta Mission to move towards the delivery of the Strategic Directions.

The People & Culture Team will continue to partner with Parramatta Mission's people in 2013-14 to achieve the best possible outcomes for our staff and volunteers, clients, customers and consumers.

**Jennifer White**  
Head of People and Culture



# FUNDRAISING & MARKETING

Parramatta Mission's Fundraising and Marketing team once again enjoyed a busy 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 and community supporters, including our corporate citizens and the members of the congregations.

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

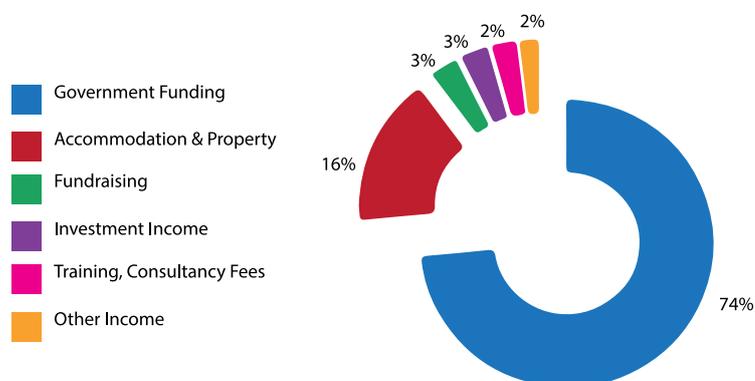
## JUST SOME HIGHLIGHTS HAVE INCLUDED:

- Government relations – advocacy with both State and Federal Government.
- 2012 Christmas Food & Gift Drive – bringing hope at Christmas to many who found themselves homeless or at risk of homelessness and assisting more than 850 households
- Hosted Lunches at Meals Plus – popular for corporate team volunteering days and helping to keep Meals Plus operating.
- New website – Stage one launched at the June Heritage Week service and currently updating content to create a useful tool for consumers, supporters, congregations, staff and volunteers. Stage two to continue development in 2013/14.
- Western Sydney Business Connection 2012 Charity Partner.
- Gloster Udy Society Luncheon with Guest Speakers Karen Burns, CEO UCMH, and Liz de Reland for people interested in the future of Parramatta Mission and inspired by learning the benefits to the community through bequests.
- MissionBytes newsletters distributed to supporters in Spring and Autumn.
- Parramatta Mission staff formed the largest group of our corporate donors through the MissionMate Workplace Giving Program.
- 'Wills Week' with Matthews Folbigg Lawyers.
- Relations and presentations at schools, churches, companies and community groups.
- Several media features across several platforms including television and newspapers.
- Food Recovery Program including collections from the GPT owned Shopping Centres, and several Coles Supermarkets.
- Tenders and grants
- Christmas and Winter Appeals – a wonderful support of Thelma Brown Cottage, Lifeline Western Sydney, Wesley Apartments and Meals Plus.
- Corporate Citizens Program – corporate donations, workplace giving, community fundraising and team volunteering days, form the backbone of our fundraising activities.

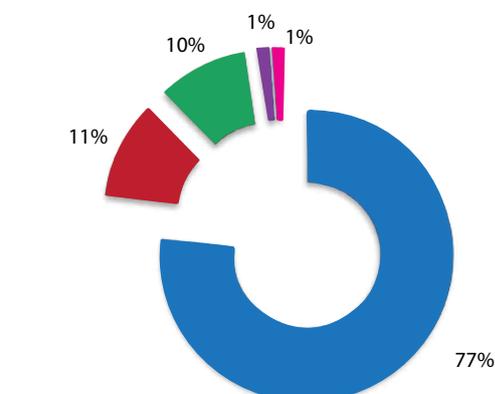
**Nicole Castillo**  
Fundraising and Marketing Manager

# FINANCIAL SUMMARY

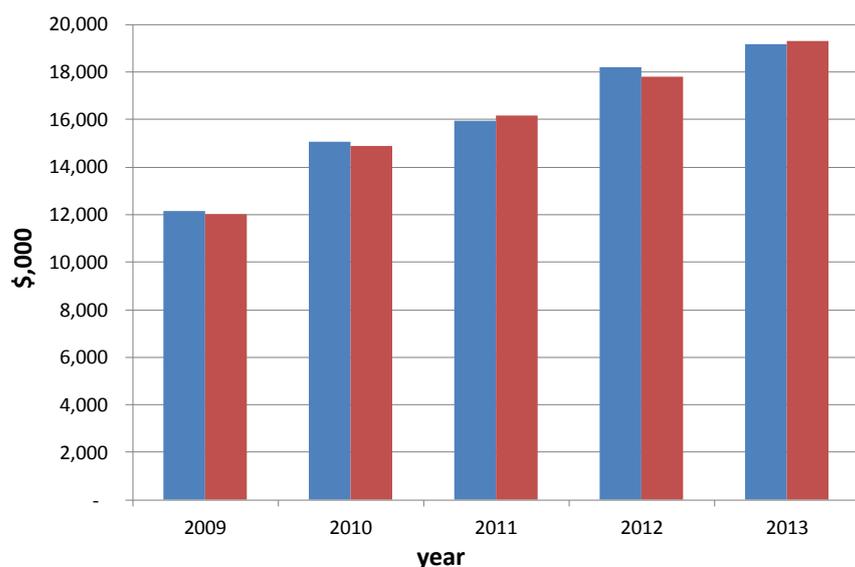
## 2013 revenue Breakdown %



## 2013 expenditure Breakdown %



## 2009 TO 2013 revenue & expenditure



## Balance Sheet (\$,000)

	2009	2010	2011	2012	2013
<b>Total Assets</b>	34,302	38,905	39,322	38,069	41,708
<b>Total Liabilities</b>	8,720	9,550	9,465	9,320	11,331
<b>Net Assets</b>	25,582	29,355	29,857	28,749	30,377
<b>Surplus/(deficit)</b>	135	178	(240)	408	(141)
<b>Reserves And Accumulated Funds</b>	25,447	29,177	30,097	28,341	30,518
<b>Total Equity</b>	25,582	29,355	29,857	28,749	30,377

**Lyll Weaver**  
Chief Financial Officer

# TRANSFORMING LIVES

EVERYDAY, 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.



## Lauren's Story

Lauren is a 10 year old girl from the South Coast. She arrived at Wesley Apartments on 1 August 2012 through the Leukaemia Foundation and her mum Colleen, is her carer. Lauren and her family resided at Wesley Apartments during her treatment for leukaemia at the Children's Hospital at Westmead. Lauren also has a 6 year old brother that was enrolled at a local school in Westmead during the families stay. For Lauren's journey through leukaemia she was at Wesley Apartments for a total of 8 months. Lauren left looking healthy and happy and has been back to Wesley Apartments to visit and say hello.

WESLEY APARTMENTS WAS LAUREN'S AND HER FAMILY'S HOME AWAY FROM HOME FOR 8 MONTHS AND IT IS LOVELY WHEN SHE RETURNS TO VISIT TO SAY HI.

## ROBERT'S STORY

Homelessness and crisis can affect anyone.

This year a young man in his 40's who was once an engineer, and lost from his family for four years, battling health issues and sleeping rough in Parramatta, was housed by Parramatta Mission after one of our case workers gained his trust.

PARRAMATTA MISSION ASSISTED HIM IN BEGINNING TO WORK TOWARDS HIS GOALS. HE WAS ENJOYING HIS LIFE ONCE AGAIN.

Three weeks and one day after he was accommodated in his house, he died. He spent his last few weeks comfortable in the supportive community of Parramatta Mission. He died with dignity in his own home and with a photo of his parents watching over him.

At our Leigh Memorial Church, with his grieving parents sitting in the front pew, we as a community at Parramatta Mission said farewell to him. His name was Robert Powell, may he rest in peace.



## 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 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 of Australia**

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