



**Parramatta
Mission**

**ANNUAL REVIEW
2014 / 2015**



Parramatta Mission Vision and Strategic Direction

Our Vision

A community transforming lives

Our Purpose

To transform lives and grow stronger communities by working in collaborative relationship with governments, business, community groups and individuals.

Our primary objectives

Ministry: To live out the gospel of Jesus Christ through worship, evangelism and caring for one another.

Recovery and Hope: To transform lives by building resilience and capacity in members of our community subject to mental illness and homelessness.

Hospitality: To provide a broad and inclusive range of hospitality services across the community of Western Sydney.

Sustainability: To develop strong organisational capacity through a committed workforce, broad community support and a diverse funding base, and to honour Parramatta Mission's responsibilities for economic, social and environmental sustainability.



Contents

Chairperson's Report	4
Senior Minister/Group CEO's Report	5
Congregations	6
Parramatta Mission Heritage Committee	8
UnitingHope	10
UnitingRecovery	12
UnitingHospitality	14
Support Services	16
Finance	18

Chairperson's Report

The Year In Review

Parramatta Mission involves three linked congregations of the Uniting Church in Australia: the Leigh Memorial congregation and a Fijian congregation in Parramatta, and a third congregation worshipping at Westmead. The work described in this Annual Review is conducted on behalf of these congregations.

Our governance body is the Church Council for the three congregations. They are charged with the responsibility of building up our community in faith, hope and love. The Church Council includes elected representatives from each congregation and they have established a Community Care Network Board, which is responsible for the governance of our charitable community service activities and our property and commercial interests.

Our pastoral team is led by Rev Keith Hamilton. This year Keith also commenced leadership of the Bidwell Mt Druitt Community Church ministry. Rev Dr Manas Ghosh commenced as minister of the Leigh Memorial congregation on 1 July 2014. Manas has an interest in inter-faith activities, and hosted a United Nations International Peace Day service, with many faiths represented. Our September notice board message "The best way to defeat ISIL is to make friends with a Muslim" generated substantial positive public and media interest.

In January 2015 we were sad to farewell Rev Veitinia Waqabaca on her retirement. In 1998 Veitinia became the first Fijian woman to be ordained in the Uniting Church in Australia and she commenced with us in 2002, leading our Westmead and Fijian congregations. In April 2015 Rev Christine Bayliss Kelly commenced her ministry placement at Westmead. The other member of our ministry team is Pastor Trish Rooney, Mission Worker at Westmead Hospital.

Rev Keith Hamilton is also Group CEO of our community services divisions. Under the leadership and skilful management of Keith and the Group Executive, we have seen robust growth. The Board decided to change the name of our mental health services division (which includes Lifeline Western Sydney), from UnitingCare Mental Health to UnitingRecovery. We believe this new name better reflects the active recovery model of our clinical services. Our community services division was renamed UnitingHope and our accommodation and property division was renamed UnitingHospitality. These names help capture our vision – to be "a community transforming lives" – and align with our values of grace, inclusion, dignity, faith and hope. The names also recognise that we are part of the Uniting Church.

A notable achievement was UnitingCare Mental Health (now UnitingRecovery) successfully gaining external quality accreditation. This outstanding result is a tribute to the

professionalism of Karen Burns and her dedicated staff. We are committed to continually improving standards of excellence in clinical service delivery and we will adapt to meet the challenges of the future in this sector, including the National Disability Insurance Scheme.

Parramatta Mission looks towards the future with caution, but also with confidence, thanks to the dedication of our people. The future contains exciting possibilities, including the prospect of developing our Macquarie Street site as part of the Parramatta Square project.

I wish to again express our gratitude to the work of the senior management team: Rev Keith Hamilton, Senior Minister and Group CEO; Karen Burns, CEO of UnitingRecovery; Tanya Gadiel, CEO UnitingHope; Lyall Weaver, Chief Financial Officer; Dianne Hart, CEO UnitingHospitality; and Jennifer White, Head of People and Culture. Thanks also to our wonderful staff and volunteers. At the end of the year, a restructure resulted in Karen Burns also taking on the role of CEO of UnitingHope.

We are grateful for the funding received from Commonwealth and State Governments, and to our many supporters and corporate citizens. You are all partners in our work.

All this by the grace of God.

David Norris
Chairperson
Church Council



Senior Minister/Group CEO's Report

Parramatta has changed a lot since my childhood. Oil seed refining, abattoirs, and lumber yards have made way for a global city and Sydney's second CBD. Parramatta Mission is also changing, from a neighbourhood church with a vision for the district, to a city church with influence across the state and beyond.

In times of uncertainty and change, it is our core values and purpose that give us direction and keep us to the path. As uncomfortable as they may be, change and uncertainty are also opportunities of growth. For Parramatta Mission, growth has meant increases in our staff, increases in the number of ministers, increases in the number of programs, an increase in turnover, but it has also meant growth in our depth through leadership and cultural development.

During the past year, we launched our values cards, setting out the values of Parramatta Mission, and explaining what they mean:

- Grace: we seek to be gracious to our neighbour.
- Inclusion: we are welcoming to all people and invite participation.
- Dignity: everyone is of infinite worth and has a dignity which cannot be taken away from them.
- Faith & Hope: people's lives can be transformed by compassion and be given both meaning and hope.

These core values underpin Parramatta Mission. Of course, congregations and services will have additional values particular to their situation. Launching a set of values does not mean they are instantly inculcated in all of PM. A six year process of engagement throughout Parramatta Mission has assisted this approach. The leadership and cultural development of staff and congregants has been part of this work. Everything we do will be measured against these values. This is our ongoing work.

As part of the launch of the values cards – and following on from the work of our leaders, managers and congregations – the first all staff day was held, bringing most of our people together in two facilitated discussion sessions, focused on making the values real.

The launch of the values also coincided with the launch of the Parramatta Mission "tree image." We might have used the image of a boat, so often used to represent the church crossing the seas to reach people. Perhaps we could have used an umbrella, under which all of our activities exist, but we chose a tree. Our congregations and support services are the trunk of our tree. Our hospitality services (UnitingHospitality), our community services (UnitingHope), and our mental health services (UnitingRecovery), form the branches of our tree. Without these parts, there is no tree. The tree connects with our history, as a group of people gathered under a tree on the banks of the Parramatta River in 1791. It also connects with the Biblical image of the tree of life.

Our congregations have progressed in their strategic directions, including the calling of the Rev Dr Manas Ghosh in Parramatta and the expansion of interfaith relationships and activities. There was also the calling of Rev Christine Bayliss Kelly at Westmead and the expansion of ministry and mission with Westmead hospital and the Westmead area. We are now working on calling a new minister to the Leigh Fijian congregation.

During the year we completed a restructure, bringing UnitingHope and UnitingRecovery under Karen Burns, as a single CEO. Unfortunately, Tanya Gadiel's position as CEO of Community Services became redundant at this time. Tanya continues to be an advocate for Parramatta Mission, in particular our women's services. We thank Tanya for her passion for social justice and her contribution to Parramatta Mission.

It is a delight to be the leader of Parramatta Mission, working with three congregations, a faith community, church council and board, as well as staff, volunteers, supporters, donors, and especially the people with whom we share the journey of life. Thank you for being part of a community transforming lives.

Blessings

Keith Hamilton
Senior Minister / Group CEO



Congregations

The three congregations and the faith community of Parramatta Mission (Leigh Memorial, Leigh Fijian, and Westmead) are our 'praying heart'. They connect with our community, and through prayerful and practical service, they live out Parramatta Mission's core values of Grace, Inclusion, Dignity, Faith and Hope.

Leigh Memorial Congregation

During 2014/15 the Leigh Memorial congregation extended our leadership team, working closely with Rev. Dr. Manas Ghosh to address both pastoral matters and various important aspects of the Parramatta Mission Strategic Plan.

All groups and activities of our congregation continued to worship and experience fellowship. This included Couples and Friends, SPOW (Single People of Worth), the Music Team, Sunday School @ Leigh, Bible Study groups, the Leigh Memorial Library, the new LEAP (Leave Everything and Pray) group, the Heritage Committee and the congregation's Property Committee. Each group has also sought out and warmly welcomed new members.

We also led, hosted and/or participated in a range of additional projects and activities, including ANZAC Day, the annual Couples and Friends service, Parramatta Mission heritage events, the Abraham Faith Conference, the annual Music Team concert, International Day of Peace Inter-Faith service, Parramasala (inc. a Multicultural worship service and morning tea), Parramatta Lanes, the Parramatta Foundations Festival, Music Team Christmas Carols on the Mall, the 'welcome packs' initiative (ie. 'toiletries drives' for Parramatta Mission), Julie's annual gingerbread houses night, working bees and Sunday School @ Leigh special events, inc. Mothers' and Fathers' day events, the annual progressive dinner, a Christmas Play and various excursions. The ladies high tea sponsored 3 young women to attend the UC Women's Conference.

Additional special events are planned for 2015/2016 including a Christmas 'community dinner' in December 2015 and continued involvement in planning processes for the re-development of the Macquarie Street site.

A Message From Rev. Dr. Manas Ghosh

The Mississippi, the largest river in North America, is a quiet river and as the famous Paul Robson song says; "Ol' man river, he just keeps rolling along." Well, not exactly. It is constantly changing. Natural phenomena like floods and earthquakes, and human engineering, have caused changes to the river's course. Scientists say it is long overdue for another major course change. The river, seemingly so permanent, is always changing, always seeking a better way to the sea.

The same is true of our Leigh Memorial Church. We are inheritors of the legacy of Rev Samuel Leigh whose bicentenary of coming to NSW, and Parramatta, we celebrate in 2015. The history of the people of God in Parramatta, their theology, beliefs and practices has never been static. Like a river it flows through our land and our lives, and always changes course on its way to the "promised goal". Along the journey the church feels compelled to have giant rummage sale when it cleans out its attic of things that are no longer useful and are sometimes just plain broken. When that happens, new forms of the old time religion begin to appear.

Leigh is poised for further change. Change can be scary and unsettling. But take heart, we are not alone in this journey. The One we worship, witness and serve, is with us and will never leave us. He will empower us to be a vibrant church in the heart of Parramatta, to proclaim his good news with love and action.

Peace always!
Rev Dr Manas Ghosh

Leigh Fijian Congregation

The beginning of 2015 was bittersweet for Leigh Fijian congregation as we celebrated, and said farewell, to Rev. Veitinia Waqabaca who started a well-deserved retirement. Rev Veitinia was the first ordained Fijian minister in Parramatta, serving tirelessly for thirteen years. Her ministry focused on higher education, publishing our stories and growing leaders across the greater Fijian community. Our Joint Nomination Committee has commenced activities necessitated to call a new minister to Leigh Fijian and we pray this new placement will take us forward as we continue to show Christ to those around us. Meanwhile, ministry activities continue, with responsibilities like worship leading and preaching shared between leaders.



Two youth initiatives commenced this year: the multicultural worship on second Sunday of the month, and the formation of Connect Group, a transition program for young people moving from Sunday School to Youth. Both programs were well received and continue as vital ministries. There is on-going support to the Fijian National Conference, with members attending the pre-conference workshop at Rooty Hill in March. We also responded financially to the invitation from the Conference of the Methodist Church in Fiji, Rotuma and Rabi. We have continued to support multicultural ministry and participated at the yearly Multicultural Festival. Funds raised from the festival go towards preparations for the Brisbane 2016 Fijian UCA Conference. We also supported the Heritage Committee's month long Methodist Bi-centennial programs and participated in other Fijian community activities across Sydney.

Westmead Congregation

The past twelve months at the Westmead Congregation saw many changes and challenges. There have been some sad times, many exciting moments, and much to look forward to. Thanks be to God.

Rev. Veitinia Waqabaca retired after thirteen years as minister for the Westmead and Leigh Fijian congregations. Much was achieved, shared, and learned during these years. Rev. Veitinia had a huge impact on so many people and she will be fondly remembered.

In April 2015, Rev. Christine Bayliss Kelly accepted a call to be a full-time minister at Westmead. Rev. Christine is involved in weekly activities, and building relationships with leaders, congregation members and the wider community. Rev. Christine also leads Bible Study, along with Jean Mitchell as co-ordinator. Jean also leads the Adult Fellowship, a small but loyal group who donate annually to Mission outreach programs.

Newly installed LED TV screens in the chapel have contributed greatly in the worship service, enabling some people to have more involvement. Open Door provides a friendly and fun atmosphere for all who come. Sue and Georgie are co-ordinators, and have recently acquired some carpet bowls which will add to the fun and competition - scrabble, bowls, dominoes.

Pastor Trish Rooney has been working for Parramatta Mission for many years and currently works with The Children's Hospital at Westmead, and as a mission worker. At the hospital Trish has a lead role in the annual service of remembrance, the pregnancy and infant loss service and pre-term pregnancy scattering of ashes. She has also been the chaplaincy co-ordinator for the hospital. Her mission worker role is primarily with Wesley Apartments but also in creating new community connections such as Time Out Café, which continues to be an important meeting place for people needing comfort, or a quiet space with light refreshments.

Trish and Christine are using a team approach to ministry and find this not only provides mutual support, but allows a creative approach for new ministries.

Connecting Congregation and Hospitality

The arrival of Rev Christine has meant a greater focus on connecting our congregation with the hospitality of the motel at Wesley Lodge, and subsequent links with the Westmead Hospitals. Wesley Apartments are a part of this approach, offering hospitality and support for people going through times of medical crisis. Wesley Apartments continues to be well supported by our congregation through the gold coin donations, as well as providing

welcome packs. Rev Christine also connects with people using the Lodge's conference facilities, and is also an on-call chaplain with Westmead Public Hospital.

Pastor Trish's chaplaincy work at The Children's Hospital increases connection and provides support in areas where the hospital has limited capacity or resources. Our congregation has been able to support Trish in this important ministry.

Tertiary Chaplaincy Opportunities

All three congregations have opportunities for greater connection with tertiary institutions in Parramatta and Westmead.

Sydney University connects with the Dental School at Westmead and Western Sydney University is completing a major redevelopment of their Westmead site. We expect increasing student numbers at these two campuses in coming years. Following the redevelopment of the Western Sydney University site in Parramatta, around 7,000 students are expected on campus from Semester 1, 2017. The Rydalmere site is also increasing in size. Opportunities for connection to the two Parramatta campuses will increase significantly.

The Rev Dr Christine Gapes is the Chaplain for Western Sydney University, working with two Associate Chaplains, and the Minister from Baulkham Hills. Christine is mostly based at the Rydalmere Campus, but is also developing a ministry to staff based at Penrith, opening wonderful possibilities for mission. With investment of time and money, Parramatta Mission is well placed to provide a tertiary education ministry. Conversations with leaders from these institutions will determine how we increase connections into 2015 and beyond.



Parramatta Mission Heritage Committee

During 2014 - 2015, the Parramatta Mission Heritage Committee continued to represent our congregations – as well as our staff and services - through various celebratory, advisory and conservation initiatives. We distributed heritage information to both Parramatta Mission and external interests (including other Uniting Churches), advocated for heritage upgrades, managed and re-organized archival files and ensured the placement of relevant historical information throughout the Macquarie Street site.

The following are the Committee's major achievements in 2014 – 2015.

Ministers' Vestry Refurbishment (2014):

Over several months, the moisture-damaged walls of the historic ministers' vestry (Walter Lawry Vestry) in the Leigh Memorial Church were dried, repaired and repainted. The roof was also repaired, damp-coursing added and new carpeting was laid. The finished room accommodates our museum and archival files, operates as a meeting room and welcomes many visitors each year.

Commemorative Plaques Project (2015 – 2016):

Following ratification by the Church Council, work has been conducted by the Leigh Memorial and Leigh Fijian congregations for installing two plaques in Leigh Memorial Church in 2016. These will be dedicated to:

- 1) Rev. Veitinia Waqabaca (first female, Fijian-born/Australian-trained Minister of the Uniting Church in Australia and Minister of the Leigh Fijian Congregation for 12 years) and the Leigh Fijian Pioneers.
- 2) Rev. Dr. Gloster Udy, who had two tenures as Parramatta Mission Superintendent (1951-1955 and 1971-1988), was the founder of Lifeline Western Sydney (1974) and many of our outreach services.

Lawry Chapel Memorial Upgrade (2015):

For many years, the memorial site of the Lawry Chapel (Parramatta Mission's first chapel, built by convict labour in 1821, situated in the Leigh Memorial car park) – has been steadily deteriorating. To address this, a heritage sign designed by Ken Morgan has been added and a metal barrier re-painted. Further plans for the memorial include restoring the sandstone bricks to their original formation and cleaning.

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

Liz de Réland

Heritage Committee: Keith Hamilton (Senior Minister), Liz de Réland (Co-ordinator), Neil McGrath, Samantha Vulawalu (Leigh Memorial), Inise Foiakau/ Sosi Toa (Leigh Fijian) and Lorna Porter (Westmead).



Pancake Race – Shrove Tuesday

Historically Shrove Tuesday was a day when people used up any left-over food that was not appropriate to eat during Lent. They called the combination of food a "pancake." According to legend, a woman was making pancakes, heard the church bells ringing for service, and ran along the streets to church with pan in hand, flipping the pancakes as she went.

For many years Parramatta Mission has been making and sharing pancakes on Shrove Tuesday. Since 2014 we have been holding pancake races around the streets of Parramatta and in Centenary Square. Delegates from local council, local law enforcement, schools, businesses and our partners all come together to race, with pan and pancake in hand, to see who will be the champion of the day.



UnitingHope



This year was filled with changes across our organisation and the sector. We believe these significant changes will strengthen the services we deliver to Western Sydney Communities.

Implementation of Going Home Staying Home Reforms

Following sector consultation, and substantial preparatory work to enhance the services available to people who are homeless or at risk, the Going Home Staying Home reform process commenced. Following a transitional period, from November 2014, we commenced delivering services under new contracts and enhanced service models; keeping vulnerable people at the heart of what we do, and provide a stronger service sector by encouraging and supporting partnerships.

UnitingHope continues to deliver services under four streams; youth, men's, women's and children's and meals services.

We would like to acknowledge our formal service delivery partners, who have committed to serving those in need across Western Sydney; Evolve Housing (Western Sydney Housing for Youth), St Vincent De Paul Society and Mission Australia.

Raising Hope

The Raising Hope initiative began after a coffee conversation with our patron, Australian cricket legend Mark Taylor. Mark wanted to do something special to support an area of particular need. Our response – crisis support for women.

The Raising Hope Gala dinner is now an annual event. Each year we host sporting guests, TV personalities and political representatives, with proceeds helping to establish a foundation with the goal of providing pathways and supported accommodation options for women facing homelessness.



Program Achievements

While contributing to our organisation achievements, our individual programs have also celebrated significant successes during the year.

Hope Hostel

Hope Hostel provides 30 crisis beds for men experiencing homelessness in Sydney. In conjunction with Housing NSW our Hope Crisis Apartments accommodated 90 people (with 121 dependents and 20 partners) with 40 positive long-term housing outcomes achieved for these people, while 574 men accessed accommodation at Hope Hostel. We thank our partners Mission Australia and St Vincent De Paul for their complementary work, providing assertive outreach and support to men within the community.



Meals Plus

Meals Plus provides over 35,000 meals to disadvantaged people each year, thanks to the generous support of community and corporate volunteers, and with the financial support of community and government funding. We especially recognise the contribution of the Parramatta Mission church congregations for their ongoing financial and in-kind support. More than a meal, Meals Plus provides a safe place for people experiencing disadvantage to access the services they need.

Funding for meals-related programs changed from 1 July 2015. We are reviewing this service and developing new innovative ways of delivering meals program, while expanding the level of support to disadvantaged people, helping them on a path towards a better future.

Thelma Brown Cottage

Operating for over 20 years, Thelma Brown Cottage provides a domestic violence refuge for women and their children. Case management is provided to clients residing in the seven, two bedroom apartments, assisting their transition to safe, secure, permanent housing options.

Kelly's Cottages

Under the Going Home Staying Home reform, additional funding was secured to continue to provide, and further expand, this vital service for single homeless women across Western Sydney. New, additional services are planned for opening post 1 July 2015.

Brighter Futures

We continue our partnership with Wesley Mission to deliver the Bright Futures program, supporting families where 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 supporting families to deliver better outcomes for the children.

ParraHouse

ParraHouse is a youth crisis accommodation service. 223 young people accessed the service this year, supported by our staff to enhance their living skills, educational attainment, and to clarify and work towards the achievement of future goals.

Koompartoo Merrylands (meaning 'new beginnings')

Koompartoo provides young people with a pathway from crisis accommodation to secure sustainable accommodation. The service is delivered from two, three bedroom duplexes and is strengthened by ongoing case management support.

Supervised After Hours Accommodation

The After Hours Accommodation program provides overnight crisis accommodation for young people who have just entered the care of Family and Community Services. This year there were 261 overnight accommodation occurrences.



Our Future

As the year came to close, our Board endorsed a decision for UnitingHope to be led by Karen Burns, CEO of UnitingCare Mental Health (UnitingRecovery). UnitingHope will continue to operate as a specialist provider of homeless and community services, but will also be able to access the experience of the UnitingRecovery team. Operationally, this will improve services to disadvantaged people as we clarify and develop new care and referral pathways between our services. We will also be able to strengthen the expertise of UnitingHope staff, providing access to structured workforce development programs, enhancing:

- career planning and professional development,
- quality and clinical governance by applying established, accredited models practices,
- access to business support functions, allowing UnitingHope staff to focus efforts on service provision.

To the men, women, children and young people who choose to engage with us each and every day, thank you. It is our privilege to work with each and every one of you. You are the reason we strive for excellence; to support and encourage you on life's journey. Thank you for allowing us to stand alongside you. To our partners, funders and volunteers, we thank you for helping us to continue our good work.

Karen Burns
Chief Executive Officer
UnitingHope

UnitingRecovery

This has been a year of new beginnings. UnitingRecovery, formerly UnitingCare Mental Health, has commenced implementing a new three year strategic plan, and we have opened six new services.

Strategic Plan

This year we launched a new strategic plan, outlining our commitments and direction for the future. The plan was developed in consultation with a broad cross-section of staff and managers, with a clear consumer focus at its core.

There are six strategic priorities:

- Maintaining the essence of who we are – moving forward, we will acknowledge, respect and build on the strengths from our past.
- Operational excellence – we will deliver services which represent leading practice. Our service delivery will be supported by robust systems and processes.
- Sustainability – we will build a sustainable business with regards to our people, service users, stakeholders, financial performance and environment.
- Thought leadership – we will draw on our research and evaluation capability to inform our service delivery, policy development and advocacy within the sector.
- Service integration and partners – we will be recognised as leading Service Integrators within the sector.
- Workforce development – our staff and volunteers are skilled and engaged with their service users, teams and the broader organisation.

The first year of planning has focussed resources on building stronger foundations for the future. We have delivered high quality results and progressed towards each of these strategic priorities. We look forward to the completion of our plan over the next two years, and are excited about our future achievements as we progress closer to our strategic priorities and goals.

Organisational Achievements

Accreditation

UnitingRecovery achieved Quality Improvement Council accreditation until November 2017. We were assessed against the Health and Community Services Standards. We exceeded the requirements of three accreditation standards:

- Standard 3.2 Collaboration and strategic positioning
- Standard 3.3 Incorporation of and contribution to good practice
- Standard 3.4 Community and professional capacity building

Enhancing our Services with First Australians

UnitingRecovery has commenced a First Australian's Staff Committee and cultural supervision to further support and develop our cultural awareness of First Australian staff and

consumers. We have also committed to the development of a Reconciliation Action Plan, to be launched in 2015/16.

Improving Infrastructure

This year, UnitingRecovery implemented new systems to further enhance the effectiveness of our staff and services. Our new organisation-wide client management system promotes ease of administrative work for all staff, reporting for managers and increases the quality of services delivered.

New Innovative Services to Meet Local Need

This year we have continued to expand the range of services available across NSW with the establishment and implementation of new programs including:

- LikeMind Penrith and Seven Hills
- headspace Youth Early Psychosis Program at Mt Druitt, Parramatta and Penrith
- Foundations Youth Specialist Homelessness Service
- We have also successfully tendered to be the lead agency for headspace Castle Hill, opening in early 2016.

Future Mentoring

UnitingRecovery has continued our relationship with the Western Sydney University and our student placement program for medical students. This year, we extended placements to include paramedic and social work students. We plan to include nursing students from 2016.

Research and Evaluation to Enhance Services

This year we completed a pilot roll-out of the Recovery Oriented Service Self-Assessment Toolkit (ROSSAT) across a number of services, commenced a recovery-tool for carers across a range of carer programs, and commenced development of our recovery framework with collaboration with staff.



Program Achievements

PHaMs Employment

This team developed an Indigenous youth event (Personal Best Program) offering psychosocial education on health and wellbeing, relating to employment.

Mental Health Carer Respite Service

This service established a Carer Advisory and Consultation Group. Fifteen carers have joined and are now regularly meeting and providing a carer-led focus for the service.



headspace

headspace Youth Early Psychosis Program (hYEPP) services has commenced at three sites, and teams have contributed to the ongoing collaboration with the Local Health Districts, creating and maintaining clear care pathways for young people. This significant work has achieved excellent outcomes for young people and is a credit to our headspace teams.

LikeMind

With the support of our leadership team, significant work has been undertaken by both teams to form two new Consortiums. In particular, collaboration has been conducted with the co-located local health district teams to provide shared care to consumers.

Personal Helpers and Mentors (PHaMs)

PHaMs continues to provide psychosocial support to over 140 consumers across the Parramatta and Hawkesbury LGAs. Activities such as music group, community outings, and arts program create an environment for consumers to express their creativity and individuality.

Housing and Accommodation Support Initiative (HASI)

The HASI team have delivered strong outcomes for consumers, exceeding our KPI requirements, as reflected in external evaluation reports. We also focussed on areas of staff development with great success. A number of staff have taken on additional mentoring responsibilities within the team. We have recognised the leadership capability of two staff, promoting them to team leader and service coordinator roles.

Partners In Recovery

Operating across Nepean Blue Mountains, Western Sydney and Sydney North Shore and Beaches, each of our PIR teams continue to expand and support consumers with severe and persistent needs as well as help contribute to systemic change.

Western Sydney Leisure and Recreation Service

This service has maintained a strong focus on developing and delivering consumer-led services, assisting individual recovery. Our initiatives include expanding opportunities for input including a suggestion box for members feedback, ensuring program development is scheduled into the program each quarter

to give members the opportunity to discuss new activities and provide feedback on current activities, and ensuring six monthly satisfaction surveys provided to consumers by the consumer representative are used to inform continuous improvement.

Problem Counselling

UnitingRecovery continues to provide support to consumers with problem gambling and financial counselling needs across Parramatta, Fairfield/Bankstown, Manly Vale and Gosford.



Lifeline

Lifeline Western Sydney continues to meet the needs of Australians in crisis. As well as delivering the traditional Crisis Support Service, we have delivered specialist Suicide Hot Spot and Lifeline for Lawyers services. We continued our community education role, delivering DV-Alert programs to frontline community workers to equip them to identify and respond to situations involving domestic violence. We continued our strong partnership with the MTAA, delivering the 'suicide safe talk' program to apprentices across NSW, as well as hosting a highly successful 'Out Of The Shadows' walk.

The Year Ahead

As we look forward to 2015/16, there are a number of key projects and initiatives which will be the focus our energies:

- Implementing our Reconciliation Action Plan to enhance our work with First Australians.
- Finalise preparation for delivery of services under the NDIS to further expand the range of our services
- Commence headspace Castle Hill, providing improved service access to Young People, their Families and Carers across the Hills region of NSW.

I would like to thank our board, managers, staff and partners for your ongoing commitment to people we serve. To the consumers, callers, carers and young people who choose to engage with us each and every day, thank you. It is our privilege to work with you all. You are the reason we strive for excellence; to support and you on your life's journey; a journey of your choosing. Thank you for allowing us to stand alongside you.

Karen Burns
Chief Executive Officer
UnitingRecovery

UnitingHospitality

Why is Hospitality Important for Parramatta Mission?

During his public ministry, Jesus and his disciples depended entirely on the hospitality of others. UnitingHospitality has been established to deliver the hospitality of Jesus to the guests, residents and tenants of our accommodation, housing and property portfolio.

Property & Housing

In 2014/15, our Property and Housing team provided a wide range of services across the organisation. We offer supported housing for women, men, families and youth in a variety of accommodation situations including; hostels, shared houses, houses, units and bedsits. We provide either crisis accommodation (short term – three months or less) or transitional accommodation (generally 3-12 months).

With a focus on Community Housing, The Uniting Church in Australia Property Trust (NSW), through Parramatta Mission, successfully registered under the National Regulatory System as a tier three provider. Under the Going Home Staying Home reform we adopted a new strategy of tenancy management, working closely with our support workers and those of other providers. We believe this more intensive style of management – a three way partnership (Community Housing provider, support worker and tenant) – will assist and enable vulnerable people to sustain their tenancy and ultimately move out of the cycle of homelessness or homeless risk. This further strengthens our vision of being a “community transforming lives”.

An outsourced maintenance contract with NSW Land and Housing Corporation provided much-needed upgrades to around 50% of our properties. Collaboration continues, bringing the balance of properties up to standard, ensuring our accommodation is clean, safe and secure. Our focus is to strengthen the relationships between internal Parramatta Mission services, linking our Community Housing tenants with support and information, empowering them to sustain their tenancy and ultimately improve quality of life.

Looking forward, we also aim to source a new housing management system to assist us streamline functions and reduce administrative double-handling. We will equip our team to deliver continuously improving, professional, people-focused property and tenancy management service.

Wesley Lodge

Wesley Lodge is a 59 room motel located in the growing commercial/medical area of Westmead. This key ministry generates funds for Parramatta Mission while continuing to be part of a community transforming lives.

Analysis of Wesley Lodge guests in 2014/15 shows:

- 42% stayed for medical reasons
 - 41% were personal guests, and
 - 15% were corporate guests or participants in conferences
-
- 70.5% of all bookings were made directly with the motel, either by telephone or email
 - 21.5% of bookings were received through last minute booking sites and
 - 8% booked on the motel's website.

This was a challenging financial year for Wesley Lodge. Although room rate for the year finished on budget at \$150, occupancy was 6% under budget at 62%. Expenses throughout the year were well controlled across departments, resulting in savings of 4% below budget estimates. Corporate bookings were 3% down on the previous year, while internet bookings finished 2% up. The year end result for Wesley Lodge saw a reduced surplus of 14.8% compared to budgeted surplus of 18.5%. The unavoidable replacement of AJ's Cafe roof impacted year-end surplus.

This year Wesley Lodge was a finalist in the Western Sydney Awards for Business Excellence in the category of Excellence in Customer Service.

A partnership was established with HeartFelt Homes to make a room available on a continuous basis for families requiring last minute emergency accommodation, the use of this room will commence in August 2015. The partnership between Wesley Lodge and University of Western Sydney continued in 14/15 with students again working on redevelopment feasibility studies. Wesley Lodge staff were involved in the collection of donation items for Parramatta Mission's Christmas Hampers and participated in the assembly.

Our reservations team implemented a series of special incentives including AJ's Cafe specials, free room upgrades and 'kids stay free' packages. We partnered with Wesley Apartments to offer apartment guests special discounts to dine in AJ's. And the motel now offers DVD players, with a DVD library now available for guests to borrow after a donation of hundreds of classic movies was made.

Wesley Apartments

For over five years, Wesley Apartments has been providing accommodation to families of seriously ill or injured children undergoing treatment at The Children's Hospital at Westmead. The six fully furnished rooms are seen as a “home away from home” for families, and are in constant use.

This year 27 families used the apartments, with children waiting for organ transplants, new born babies requiring surgery and children receiving ongoing treatment for cancer or other chronic diseases. One of the apartments is leased by the Leukaemia Foundation for patients having stem cell and bone marrow transplants. In 2014/15, three adult patients stayed at Wesley Apartments for this type of treatment.

The apartments provide essential services for families who have to travel long distances to The Children's Hospital at Westmead, allowing them to stay close to their children. We had four families from Western Australia staying at the apartments, while children waited for organ transplants. Families also stayed from Newcastle, Central Coast, Orange, Penrith, Blue Mountains and the Lower North Shore. Wesley Apartments also works with the CAFAT organisation, providing accommodation for families travelling to Australia from New Caledonia for cancer treatment. This year eight families from New Caledonia stayed at the apartments.

Over the last 12 months, thanks to the generous support of Mr Terry Tisdale, there has been substantial work carried out on the outdoor area of Wesley Apartments, including a play area for children, a garden, a BBQ area and secure fencing for the backyard.

When families arrive at Wesley Apartments they are given Welcome Packs, with something to eat, drink and essential toiletries. We thank the wonderful Westmead Congregation for providing this support to our residents.

The Carlingford Uniting Church congregation provide beautiful handmade patch work quilts for our families at Wesley Apartments. The families love receiving these blankets for their beauty and thoughtfulness during a difficult time.

Dianne Hart
Chief Executive Officer
UnitingHospitality



Support Services

People & Culture

Parramatta Mission's ability to transform lives is achieved through the knowledge, experience and commitment of our program staff and volunteers. Staff are employed in a diverse range of roles, from specialist clinical and health support workers, to pastoral care, to business support functions like finance, administration and I.T. Parramatta Mission is an equal opportunity employer.

Organisational growth in 2014-15 meant we welcomed 180 new staff. Employee Engagement Days and localised staff induction programs were provided for all new staff. We also achieved a very strong staff retention rate of 79%. This exceeds the average retention rate in the community services sector (70 - 75%).

As well as ensuring effective service delivery to continue to build Parramatta Mission's positioning as an employer of choice, the People & Culture team have stretched in four key areas: Investing in our people, organisational values alignment, and workplace health & safety.

Investing in our People

We continue to dedicate considerable attention to the development of our people. In 2014-15, with leadership being critical at a time of significant organisational growth, 22 participants graduated from our Leadership Development Program, Alchemy III. This increases our leadership competency and connection to purpose. We maintained our Building Community Leadership Program with 35 Congregation Leaders participating in workshops focussed on risk management, WH&S and emotional intelligence. We also invested in succession planning, bolstering staff's strengths and development needs. We are now exploring and designing a suite of professional learning and development opportunities for front line staff, aimed at equipping staff for future roles and opportunities within our organisation.

Organisational Values Alignment

A vital application of our investment in leadership development has been to introduce aligned organisational values. This stems from a values clarification and audit, involving volunteers, staff, board members and community leaders. Our Group Executive and Alchemy Alumni participated in a values 360 survey, to give them insight into how leadership behaviour is aligned to organisational values.

Our goal for 2015-16 is to measure the effectiveness of our people management strategies, providing benchmark for the development of further action planning and culturally aligned initiatives.

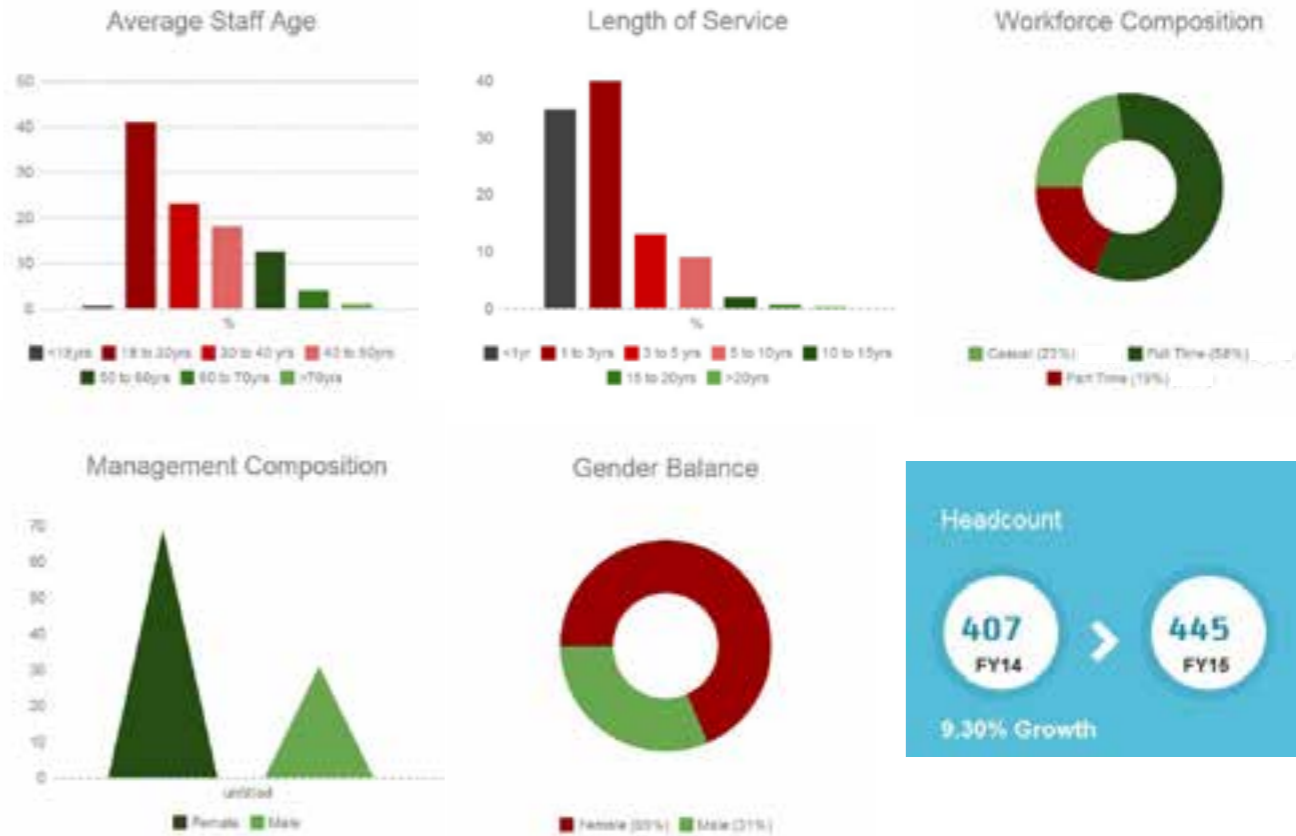
Keeping our People Safe

During the year, Parramatta Mission partnered with Uniting Resources to improve the way we monitor the various aspects of Workplace Health and Safety.

Volunteers

Our individual and corporate volunteers continue to provide valued contributions and services, across a range of activities - from preparation and distribution of Christmas hampers, to engaging with the community at Time Out Cafe, offering qualified expertise to support consumers, or providing administrative support to our services.

Our People



Fundraising and Marketing

The Fundraising and Marketing team raises funds and awareness for Parramatta Mission. We do this through direct mail campaigns, regular giving and workplace giving programs, seasonal appeals, and by creating events and opportunities for engagement with the community.

Our two direct mail campaigns (Winter and Christmas) were very successful, with our donors giving generously to both. In the future, we will build on our existing database and encourage regular giving, allowing us to plan and forecast revenue more accurately for our services.

Other successful sources of giving include online donations, through our website and through community fundraising sites like Everyday Hero. As we launch a new website, with increased functionality and mobility, in late 2015, we look forward to an increase in online donations.

This year we received grants from Wenty Leagues Club (through ClubGrants), Property Industry Foundation and Parramatta Council. We are proud to have been a Parramatta Eels Charity Partner and WSBK Charity Partner and hope to continue these relationships into the future.

Our involvement in community - and our own - events have allowed us to spread the word about our community work. This helps to build our supporter base and increase our year-on-year donations from individuals and organisations. Thank you to our staff, congregation members and supporters for making these events such a success.

We would like to thank our corporate partners and everyone who has given their time, goods, services or gifts of money this year, to help support our many programs.

Event highlights for 2014-15 include:

- Bikers Australia Blanket Run
- Hope 103.2 Fill the Van with a Can
- Parramatta Lanes
- Dollar per Diner
- Parramatta Foundation Day Festival
- One Billion Rising Charity Cocktail event for Thelma Brown Cottage
- Eels Community Festival
- Pancake Day Race
- Bunnings BBQs
- Raising Hope Gala
- Eels Winter Scarf Appeal for Round 13 of the NRL
- Legends V Allstars Charity Football Game
- Sponsored lunches at Meals Plus this year have included Rapid Relief Team, AMP Foundation, ANZ, and the Parramatta Chamber of Commerce.



THANK YOU

<p>grace</p> <p>We seek to be gracious to our neighbour</p> <p>This means:</p> <ul style="list-style-type: none"> • We ask for, accept and respond to feedback • We recognise and acknowledge the strength, skill and beliefs of others • We support each other, take the time to listen and seek understanding without judgment • We feel safe to make mistakes, seeing this as an opportunity to learn and grow • We acknowledge people, their journey, who they are and what they've achieved 	<p>inclusion</p> <p>We are welcoming to all people and invite participation</p> <p>This means:</p> <ul style="list-style-type: none"> • We work collaboratively with staff, volunteers and all members of the broader community • We invite participation, involvement and contribution in our internal and external community • We share resources across programs and services 	<p>dignity</p> <p>Everyone is of infinite worth and has a dignity which cannot be taken away from them</p> <p>This means:</p> <ul style="list-style-type: none"> • We consider each member of our community as unique • We are flexible to accommodate individual needs • We care, have compassion and respect confidentiality • We encourage and celebrate individuality, allowing people to be themselves and triumph 	<p>faith & hope</p> <p>People's lives can be transformed by compassion and be given both meaning and hope</p> <p>This means:</p> <ul style="list-style-type: none"> • We set goals together and focus on outcomes and achievements • We invest in our education because we believe that change is possible and that there is a better future • We assist and believe in each other, demonstrating courage in the face of obstacles • We look to the future with optimism and certainty, discovering meaning together
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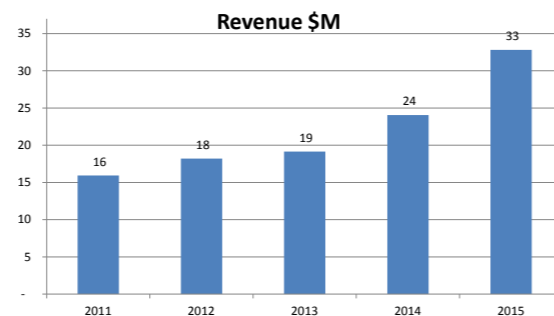
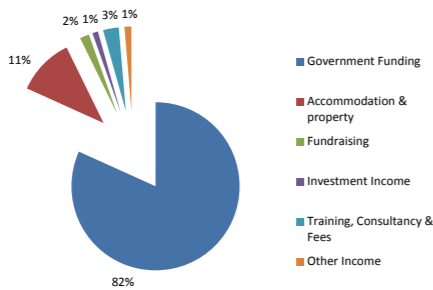
Finance

Financial Performance

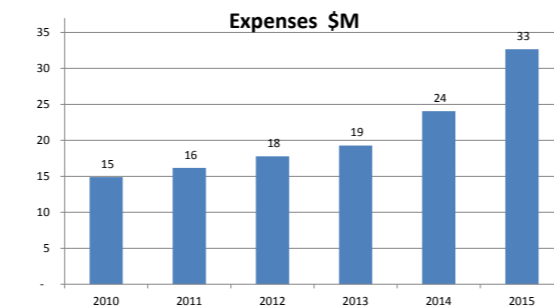
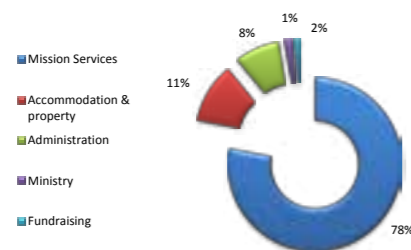
	2015 \$'000	2014 \$'000
Total Revenue	32,813	24,205
Total Expenses	32,659	24,060
Operating Surplus/ (Deficit)	154	145
Capital Expenditure Grants	2,434	1,017
Gains arising from property revaluations	17,568	531
Total comprehensive Income for the Year	20,156	1,693

- Forty one percent (41%) increase in government funding in the 2014/15 year.
- increased funding has been utilised to expand and provide additional UnitingRecovery and UnitingHope programs
- Capital expenditure grants were received in 2014 to fund the purchase of plant and equipment for the delivery of services and accommodation to Parramatta Mission clients

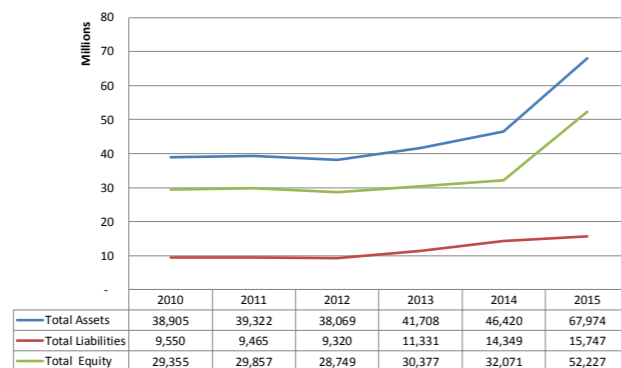
Revenue Analysis



Expenses Analysis



Balance Sheet Analysis





**Parramatta
Mission**

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