

A black and white photograph of a young child sitting on a large, gnarled tree root. The child is looking upwards and to the right. The tree's roots are thick and textured, creating a complex network of shapes. The background shows more of the tree's canopy and branches, with some light filtering through. The overall mood is contemplative and natural.

Growing with
purpose

Annual Report 2018



Our vision

‘Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.’

(The John Wesley Rule)

Our mission

Continuing the work of Jesus Christ in Word and deed



We acknowledge the Traditional Custodians of the land on which we work. We pay our respects to their Elders and the Elders from other communities past, present and emerging.

Contents

Welcome from the Chair	5
Chief Executive's report	6
A year of highlights 2017/18	8
Our Christian community	10
Our clients	12
Our people	34
Our operations	42
Our finances	46
Looking forward	54
Get involved	56



Good news and great joy for Paula



A personalised response to a family in crisis



Mental health support for residents in Wesley Retirement Living



Freeing Maree from judgement or fear



Melissa's confident and connected care



David, moving forward with his life



A matter of Fayeith



Being the hands and feet of Jesus

Thank you to every person who shared their story and appeared in photographs for this report. Sharing in your life-changing journeys— from despair to hope and everything in between— motivates us every day to continue serving the most in need in our communities.

Journeying together

Everyone wants to thrive, but not everyone has had that opportunity. Each year, more than 200,000 people walk through our doors in need of support.

Our diversity is our strength. We operate in more than 120 areas of community service and we're continually expanding. As new needs arise, we rise to meet them. This is possible, thanks to the support of our staff, volunteers, donors, congregations and partners. And at the heart of it all is our Christian faith which continues to guide everything we do.

We understand that every person we walk with is as individual as we ourselves are, so we listen, really listen, to what people have to say. Then, using our deep knowledge of our own challenges, we offer—without judgement—wraparound support to help each person reach their next step. Then the next.

We connect with the many faces of Australia—from children, families and the elderly, to those struggling with homelessness, mental illness, addiction, financial or domestic challenges. Each person's safety is ensured, their privacy protected and their dignity respected.

We're committed to walking alongside everyone who needs us on their journey, because every life matters.



Welcome from the Chair

In 2017/18 we completed the second year of Wesley Mission's five-year business plan to achieve fifty per cent growth.

This report outlines the achievements and highlights of the past financial year. It demonstrates the impact of the changes the Board has implemented to ensure continued growth in line with our mission with a particular focus on serving those who are most vulnerable. The progress that has been made to date, positions us towards achieving our target.

In my first full year as Chair, the members of the Board have worked with management to take an increasingly integrated approach to strategy. We have further developed our risk-intelligent culture within Wesley Mission, assessing strategic decisions against our risk profile, so that risk exposure is managed and the safety of our clients and staff remains paramount.

We are setting in place the foundations for successful growth into the future. Our strategic property investment plan will ensure that all of our properties are fit for purpose, and that we are achieving maximum use of our assets while maintaining a safe physical environment. We are encouraged by the successes of the past year, such as the expansion of our disability accommodation offering and substantial refurbishment of our community housing stock.

Investment in technology and infrastructure empowers joined up thinking and practice. Improved access to business intelligence enables executives to manage progress towards strategic outcomes. With increased data comes greater responsibility, driving continuous improvement of security standards, processes and practices.

Increasing the diversity of our funding streams ensures we can continue to do all the good we can. The last year has seen the Board approve a new fundraising strategy focused on the generation of vital untied revenue, which gives flexibility to explore new and innovative solutions to significant areas of systemic need in our community.

On behalf of the Board, I thank Wesley Mission's CEO and Superintendent the Rev Keith Garner and the Executive Leadership Team he leads for their professionalism and their willingness to take on new challenges and embrace a renewed strategic direction. We are confident that we have the right team in place to create the agile, learning culture that is necessary to keep pace with the ever-changing nature of the not-for-profit sector.

On behalf of the Board I would also like to acknowledge outgoing board members Robert McSkimming, Johnny Teong, the Rev Jane Fry and Sam Donnelly, and thank them sincerely for their contribution to the success of Wesley Mission. We extend a warm welcome to our new members Jill Pretty and Mark Northern as they add to the strength and expertise of our Board.



Wesley Mission is a modern and forward thinking organisation, underpinned by our commitment to the Christian faith. The traits I see in our staff, volunteers and congregations—enthusiasm, generosity, compassion and resilience—ring true with our espoused aim to actively seek to help those most in need.

Michael Anderson
Chair

Growing with purpose

When I welcome a new staff member or supporter to Wesley Mission, they often comment on the size, complexity and diversity of our organisation.

The multiple skills, talents and experiences we share, place us in a position that is unique in Australia. It is this diversity that allows us to knit together holistic solutions for complicated, multi-faceted problems.

Sadly, demand for our services continues to grow, and we must expand to keep pace with it. But we cannot allow growth to be uncontrolled or haphazard. We will always have a limit to our resources, and we must be confident that they are being directed to the areas of greatest need.

An enduring challenge for us is to present our large and complex organisation in a way that is simple for our clients to deal with. We cannot risk our complexity becoming yet another hurdle to those we serve. At times of hardship and desperation, people need to see a Christian community with one welcoming smile, one open door and one seamless process of assistance.

Measurable impact

We are challenging ourselves every day to rethink our structures and processes, and to underpin our actions with data and evidence-based practice.

This year we continued to focus on supporting those most in need, whilst ensuring through data that what we have done has made a measurable difference in our clients' lives. Capturing data on our achievements will never be more important than the compassionate element that is the foundation of our work. However, proving that our methods are successful will enable us in our tendering, our funding proposals and as we lobby for change on behalf of the most marginalised in our society.

Supporting our staff

I am grateful to the professional staff within our organisation, who have embraced the many changes that we have challenged them with this year. Our staff are the beating heart of Wesley Mission and their health and wellbeing was a focus area for us this past year. I am pleased to report that our workers compensation claims were down, our staff retention was above target and we were able to offer new opportunities to a significant number of staff. We surveyed our senior staff twice during the year and received strong positive affirmation that they are passionate and committed about the work they undertake here.

We want Wesley Mission to be an employer of choice and for people to have a genuine sense that special things happen here. We are encouraging staff not only to give their all to their clients but also to each other. There is an important component in leadership which involves letting others shine, and we encourage our staff to express their trust in and commitment to each other in their working lives. When we show confidence in our colleagues we encourage them to reach for even greater heights.

When we collaborate, the sum of all our knowledge is far superior to that held by one person, no matter how senior or experienced they may be.

Changing lives

Working in our particular sector, means sometimes responding very quickly to seize opportunities or respond to crises. In those situations we need to be flexible and agile. This was evident this year with the rollout of the Wesley ParentsNext program. We believe that employment provides dignity and hope, and we want people to discover that for themselves and their families, and to grow in resilience and strength. The Wesley ParentsNext program assists parents to do this as they plan and prepare for employment when their youngest child reaches school age.

After a successful tender we were given just over two months to expand the program from two to 28 sites. Tireless work by teams from across the entire organisation succeeded in getting the program up and running in every site. We now have teams dotted up and down the New South Wales coast, including many new locations, assisting parents with their return to the workforce and helping to break the cycle of intergenerational unemployment leading to poverty.

The expansion of Wesley LifeForce Suicide Prevention Network is another significant achievement in the last year. There were 20 new networks established in 2017/18, with a focus on drought affected parts of New South Wales. For decades suicide was an unspoken subject but it is important that those who are suffering in our community realise that they are not alone in their pain. This national suicide prevention program educates, empowers and resources communities in an effort to combat Australia's increased rates of suicide. I am delighted that funding for this program is secured until 2021.

As I look back over this financial year, it is tempting to view our performance in terms of achievements that were completed in that arbitrary time of 12 months. The lure of the 'quick win' is ever present in our modern society; our lives are sometimes overwhelmed with competing demands and messages. But I believe as an organisation we must also have the courage to maintain our dedication to excellence over the long haul, mirroring our Christian witness as an enduring and lifelong commitment.

When I took responsibility in leading Wesley Mission along the path of incorporation, I understood those who were concerned that this would fracture our vital Christian engagement. It is therefore hugely gratifying to know that both our Congregational Life and our Community Services are displaying great strength.

I want to take the opportunity of thanking my Board and especially our Chair Michael Anderson, and our Mission Council chaired by Keith Suter, for their support and guidance in these days. Additionally, I must thank my senior colleagues for their tremendous dedication and leadership as we look to the future with great hope.

Even in times of challenge and change, at the heart of Wesley Mission there remains one constant: a passionate commitment to those most in need. When we keep their needs at our centre, we know that all that we do is not for profit, but for purpose.

Warmly yours in Jesus Christ,



Rev Keith V Garner AM
CEO/Superintendent



Growing with purpose

Each month Wesley Mission supported on average

25,353
clients

73

mothers and their children assisted through **Mums and Kids Matter** an increase of **16%** on 2016/17

24

new locations opened for **Wesley ParentsNext**

Wesley Counselling supported

3,667

clients, **221** more than in 2016/17

Wesley Homeless Services and Wesley Community Housing provided

105,681

nights of accommodation

Wesley Take Charge of Your Life supported

63

clients, **16%** more than in 2016/17

Wesley Mission employed

2,155

staff, **3%** more than in 2016/17

Wesley Aunties & Uncles supported

188

clients, **46%** more than in 2016/17

574

clients received their **NDIS plan**, an increase of **48%** on 2016/17

20

new **Wesley LifeForce Networks** were established, including **8** new Aboriginal and Torres Strait Islander networks

Wesley Disability Accommodation supported

61 clients

37,550

calls answered by **Lifeline Sydney & Sutherland**

Wesley Keeping Connected supported

945

clients, **241** more than in 2016/17

Wesley School for Seniors offered

7 new courses

Wesley Hospital supported

546

inpatients, **126** more than in 2016/17

Wesley KickStart properties refurbished to accommodate

22

young people

More than

1,200

people found help on our website each day

Faith in action

Wesley Mission is a uniquely shaped church: a vibrant and diverse community of faith representing different ages and cultures, and all walks of life.

We're a mission-oriented church, passionate about growing in the likeness of Christ. That means Word and deed are interwoven and our congregations resource our community services. Being part of a Wesley Mission congregation truly means being part of what God is doing in our communities.

So, as we thank God for the growth we've experienced over the last 12 months, particularly in the three key areas of connection, discipleship and compassion, we recognise this growth was achieved by God working through the people of Wesley Mission.

It's the words and experiences of the people we serve, our congregation members, volunteers and staff that best describe how we are growing our Word and deed mission.

Growing in connection

"I feel like God is really trying to connect the church and community... I look at what God is doing as trying to bring the church together, not as a denomination... but the church together to help people. I think Wesley Mission can come alongside and train churches how to do community really well. I think it's a strength of ours."

Joanna¹
Wesley Mission Chaplain

"My knitting group actually had one of the leaders come out from Wesley Mission's Mums and Kids Matter and tell them about the program. So they know firsthand what work's being done out there and how these people are being helped, so it's connecting people. It's connecting the Wesley School for Seniors people with one of the programs. And we were making blankets for people at Wesley Edward Eagar Lodge to brighten up their rooms."

Cherrie²
Wesley CityHeart congregation member, Wesley Connect volunteer and Wesley School for Seniors instructor.

"With recent migrants from China, I guess, the challenges that they face rather than what we face, is settling in, and finding new friends, and the language barrier. They can find an answer at the Chinese congregation, because we have been through it, we were immigrants once."

Leta³
Wesley Chinese Congregation member



Growing in discipleship

"We're seeing young people already starting to develop this relationship and... just imagine where they will be, like 20, 30 years down the track, right? And they're already doing God's work... they build that community and just bring more people in."

Jacob⁴
Member of Wesley International Congregation, DIGJC leader

"I've been mocked, and laughed at, and shunned. I've had every emotion thrown at me... I just simply say, 'I've got a deal with God that I will stand by him'. Even if the whole world was to ever ignore me, the whole world, I've still got a relationship with him that I can share, and I want to share."

Ken⁵
Wesley CityHeart congregation and Wesley Connect bible study member

"Being the salt and light in the world means being just for Christ. Just doing the things that people won't do, but you do it because it's not easy, because it is right. I'm just one grain of salt myself, yes, but you see in a church, there are many grains of salt, and if we all think alike, I believe we can make a difference."

Isaac⁶
Member of Wesley International Congregation and member of BlueSky

Growing in compassion

"As a Word and deed ministry, the people of Wesley Mission are motivated by the compassion that God shows us. And we seek to share that compassion and love in practical ways with all the people we come into contact with."

The Rev Keith V Garner AM⁷
Wesley Mission Superintendent/CEO

"Continuing the work of Jesus Christ in Word and deed brings us back to the source that pours into us daily with compassion, with love, with mercy, that we have as a gift to share. And that's one of the things that sets Wesley Mission apart."

The Rev Dr Rick Dacey⁸
Senior Minister Wesley Congregational Life

"I was surprised to encounter Christ in a situation where I thought I was the one helping the person, and spent some time listening in prayer with that person who had really complex needs. And then at the end of the prayer, they turned around and said, 'Well, what can I pray for you?' And that just, it did something. It taught me that we are not a church helping the poor or the marginalised. We are a community helping community, and we all need prayer."

Lucy⁹
Coordinator Wesley Connect

Supporting growth in times of change

All our lives are marked by significant change and transition. Starting school, entering the workforce, moving homes, starting and ending relationships, pregnancy, the loss of a loved one, divorce, leaving a job. “Change is inevitable,” as the old saying goes, but “growth is optional”. And Wesley Mission is privileged to walk alongside people as they find opportunities to grow through their life transitions.

Supporting young people leaving foster care to take charge of their lives

Every child who enters foster care experiences many major transitions throughout their lives. The journey to adulthood and independence is a challenging transition for everyone, but even more so for young adults leaving foster care.

Thanks to the generosity of the Property Industry Foundation (PIF) and Lendlease, two of Wesley Mission’s properties in north-western Sydney have been refurbished and renovated to provide safe accommodation for young people aged 15 to 24, who are transitioning out of the foster care system.

PIF and Lendlease committed more than \$800,000 to the renovation and have committed a further \$300,000 per year for the next four to five years to keep the houses running.

The houses will be home to 22 young people who are exiting foster care, and the initiative, named Wesley KickStart, forms part of the broader Wesley Take Charge of Your Life program.

The young people living in the accommodation will receive 24-hour support and ongoing case management as they study or seek work and learn life skills such as cooking and budgeting. We aim to support these young people ultimately to move into private accommodation and gain full independence.

Support continues in second year of NDIS rollout

As we near the end of the second year of the National Disability Insurance Scheme (NDIS) rollout in NSW, Wesley Mission has supported 574 clients through their transition into the scheme. We’ll continue to assist our remaining clients to transition over the next 12 months, which includes meeting together with clients as they identify their goals and the support they want to receive.

Wesley Mission staff can also provide assistance during the NDIS planning process to make sure clients receive the support they want, the way they want.

Under the NDIS, disability services operate in a consumer driven marketplace where people with disability control their own funding and can select and

purchase their requirements. This new system can be daunting, so we continue to work closely with new and existing clients to help them navigate the NDIS.

Through a model designed to empower client choices, Wesley Mission has delivered necessary changes to our business functions and processes to be ready for the NDIS, including changes to financial and service delivery models.

New Wesley ParentsNext sites opened: helping more parents achieve their goals

Two years ago, the NSW Government chose Wesley Mission to deliver the pilot program, ParentsNext, in Wyong and Bankstown areas. It’s a program that helps parents with young children join the workforce by connecting them with their local community to build a support network by the time their youngest child reaches school age.

Since 2016, our multicultural Bankstown Wesley ParentsNext program has helped:

- 188 parents complete Certificate III, Certificate IV, diplomas and advanced diplomas with several commencing a university degree. In addition there are 57 parents in the process of achieving statements of attainment
- 80 parents now enjoying stable employment.

The pilot was a success, and when the government decided to roll it out nationally Wesley Mission was chosen to provide the program in every NSW region we tendered in.

As a result, we’ve expanded the locations where we offer Wesley ParentsNext from four to 28 locations. This includes 11 locations in the Sydney region and 17 locations stretching from Grafton and Ballina, down through Bowraville and Coffs Harbour, and through to the Hunter and Central Coast regions.

CatholicCare invites Wesley Mission to take on their disability services

In late 2017, we undertook the complicated task of transferring a range of CatholicCare’s disability services—including the employment of staff—to Wesley Mission. And thanks to a truly whole of organisation effort, we completed the transfer in just one month.

On 1 November 2017, Wesley Mission officially became responsible for a number of disability services previously provided by CatholicCare. This includes managing and maintaining four government owned group homes housing up to 20 people with intellectual and physical disabilities and providing in home support to 80 clients.

Throughout the planning and implementation process, we met regularly with CatholicCare staff, clients and their families to minimise their anxiety about the transition and incorporated their needs and wants into our planning. Our highest priority was ensuring clients experienced as little change to their services as possible. That’s why it was so important to retain the skilled CatholicCare staff who clients already trusted to serve them.

Under the NDIS the management and maintenance of group homes is separated as a service from the delivery of the disability support services within the homes. Residents are empowered to choose who they want to deliver those services, so CatholicCare couldn’t automatically transfer them to Wesley Mission. It’s a testament to the trust we built in such a short period of time and to the values we share that the clients of all four homes chose Wesley Mission to also provide their disability support services.

Supporting the difficult transition out of homelessness

The NSW Government has chosen Wesley Mission to run the 12 month pilot program, Career Pathways across NSW. We help public housing residents access training, education and on-the-job experience while supporting them through the process so they can build their confidence and independence in the workforce.

Ultimately, we’ll support them to transition out of public housing into their own long term affordable accommodation.

The program represents a collaboration between different Wesley Mission services, because we can offer people professional, industry-recognised training programs in horticulture, retail and aged care community services through Wesley Vocational Institute.

Walking alongside people in their grief

The death of a loved one leads people into an important transition in their lives: learning how to continue in life without that person.

The annual Wesley LifeForce Memorial Services in Sydney, Lake Macquarie, Adelaide, Brisbane and Darwin are an opportunity for those affected by suicide to reflect and support each other together in a spirit of comfort and hope.

Wesley Mission also hosts a special memorial service every year to remember those who lost their lives while experiencing homelessness. This service provides for many who attend, the first opportunity to formally acknowledge friends they’ve met and lost, and to remember people society too often forgets.

Helping people transition from unemployment to financial wellbeing

Gaining employment is a critical step towards a stronger, more independent future. But it can be difficult to enter the workforce for the first time, or to break down barriers to employment like disability, lack of training, housing instability and other challenges. Wesley Mission’s employment services and the Wesley Vocational Institute offer a range of employment and education support.

In 2017/18, 16 Wesley Mission gardening crews serviced 770 sites. Their work included maintaining Telstra towers, and fulfilling cleaning contracts with the NSW Government Civil and Administrative Tribunal courts. Each crew is guided by a team leader and made up of people from diverse backgrounds, which can include people with disability, transitioning out of homelessness, re-entering the workforce, or experiencing other barriers to employment.

Similarly, the David Morgan Centre, an Australian Disability Enterprise which employs people with a disability to work in a warehouse environment packaging goods for a variety of business, continued to strengthen existing business relationships and securing new clients.

In the Hunter region, we’ve restructured our Wesley Retail service to partner with our employment services in the region to provide more opportunities, for volunteering, work experience and paid opportunities for jobseekers in the Hunter.

Good news and great joy for Paula

After a lengthy—and often difficult—journey as a single mum of two, including a child with additional needs, Paula was offered the job of her dreams in aged care.

Paula's path to employment began with a visit to Wesley Mission's ParentsNext in Wyong, a program designed to help parents successfully enter or re-enter the workforce by the time their children start school.

The initiative gives parents access to a range of practical activities and services in the local community, from training opportunities and career advice, to parent support groups, assistance with writing resumes and even providing transport to attend an interview.

But after years of struggling as a single mum, Paula arrived at Wesley ParentsNext without much hope that anything would change.

"I was referred to ParentsNext by Centrelink, but to be honest I didn't expect to get much out of my first day at the program because of my family situation," Paula said. "Being a sole parent and having a child with special needs can make finding employment difficult."

Despite Paula's initial hesitation, Nikki from Wesley ParentsNext sat down with her and explained all the ways the program could assist her family. As Nikki shared the options available, Paula noticed a flyer offering the opportunity to train in aged care.

"I nearly jumped out of the chair when I saw the opportunity to train in aged care," Paula said. "It's the job I've always wanted. I love being able to help people who really need it and put a smile on their face if I can."

With the help of the team at Wesley ParentsNext, Paula was invited to attend an interview with Wesley Vocational Institute (WVI) just a few days later to discuss future possibilities and employment goals.

It was there she met Wesley Training Group Manager, Len, who is tasked with choosing suitable candidates for the training and offering work placements with local employers. Len sensed something special about Paula's passion and determination for a role in aged care.

"We had a formal interview with two managers from the facility and me. I asked Paula a few questions about what she'd like to do in the future," Len said.

After the consultation the employer selected her to undertake a Wesley Workforce Development Training Course.

"I could tell she was very determined to find employment and so I quickly organised for her to train on-site with a local aged care provider as she studied for her Certificate III in Individual Support," Len said.

Juggling the demands of her training, while also caring for her children, was always going to be difficult for Paula. However, when she told her extended family about the opportunity, they offered to do everything they could to help her succeed.

"I have an amazing family and everyone helped me with school drop-offs and looking after the kids," Paula said. "Having that circle of people offering their help so I could complete the course made it all happen. It was a real team effort."

Paula worked incredibly hard throughout her training. Len wasn't surprised she was offered a permanent role at her workplace.

"When Paula first arrived at WVI, I could tell she felt nervous and a bit intimidated by everything that was going on," Len said. "She had no training and no qualifications. All she had was the determination to create a better life. Over the course of her study and work placement, she has really grown in confidence. Now she stands tall and sees a real future for herself and her children. It's been quite a remarkable transformation!"

Paula said she was thankful for the support shown by everyone—from her family through to Len, Nikki and the team at Wesley ParentsNext.

"Without my family and Wesley ParentsNext, I wouldn't be where I am now," Paula said. "I wouldn't have had this opportunity. This job will change everything for our family. Plus, it will improve my emotional and mental wellbeing and help me be a good role model for my kids."



A personalised response to a family in crisis

At 17, Jack, who has severe autism, could no longer be supported at home with his family. But he was too young to live in an adult disability group home. His mother, Elena, says she'll be forever grateful to Wesley Mission for creating a safe, comfortable home for Jack and supporting her family in a time of crisis.

Jack's spacious bedroom is sparse, but it's equipped with all his favourite things. He has two iPods full of videos and music, so there's always one charged and ready. The walls are decorated with artworks from Toy Story and Shrek—his two favourite movies. And as we wait for him to return home from his day program, Jack's mum, Elena, straightens up his Mickey Mouse bed cover.

"Jack doesn't need fancy," Elena says, "He's got his comfy bed... He's got his TV and he's got his kitchen. He's pretty easily pleased."

The home where Jack lives with his flatmate, a young man aged 17 who also has autism, was converted into supported disability accommodation a little over a year ago when Elena contacted Wesley Mission at a critical turning point for her family.

"Jack had a few biting incidents within a couple weeks of each other and began running me down, to the point of knocking me over and really fighting me," recalls Elena. "And then this behaviour therapist, he had witnessed the last outburst where Jack literally pushed him and my husband out of the way to come and get to me, knocked me over and was biting me."

"And that's when he said, 'It's not safe at home anymore... you can't be alone with him anymore.'"

Jack had been attending a Wesley Disability Services respite program in Northmead. But Elena had always struggled with the idea of him leaving home permanently. "It's hard to let go, because I certainly knew a few other parents... who had already had to put their children into care well before they were 18. And I'd think, 'How can they do that?'" She thought, "Yeah, I'm going to have to do it one day, but I'm not ready."

"But I had my other children to consider," Elena said, describing the impact of Jack's behaviour on his brothers' lives. "One also has autism and was scared to be at home when Jack was having these outbursts, and another one... he was suffering from depression and anxiety, which was heightened by Jack and his outbursts."

Jack was 17 at the time, and not eligible to enter an adult group home, and Elena was struggling to find somewhere he could move into immediately.

"I knew the Northmead respite house was closing down... And that's when I contacted Catherine, Client Engagement Manager for Wesley Disability

Accommodation. I said, "Well, I know you're closing this house as respite. Is it possible you can open it as accommodation for Jack?"

Wesley Mission worked with Elena to transform the existing house into a supported disability home with 24/7 support staff. And while the NDIS doesn't usually allow funding for a single occupant, Jack's need was urgent. So Wesley Mission advocated on his behalf and he accessed funding on the guarantee that he would have a flatmate once he was settled.

One year on, and the staff who work with Jack say his behaviour is stabilising. Ray, Service Manager for Jack's home, says he's looking forward to trying new activities with Jack and building his independence. "Jack's journey, as a young man, really is only just beginning. Now that he's settled into his accommodation setting, Jack will continue to make progress with day-to-day self-care and relationship building, as well as engage in more interests and motivational goals."

"It is very hard to not have Jack at home, but it is easier to live with this decision when I know Jack is in such good hands and so close to home so that I can visit whenever I want," Elena says.

"We are so thankful Jack continues to make progress with his independence and behaviour, and really hope to build up the time we spend with him over the next year."



Meeting need where it arises

In 2017/18 we continued to expand our reach across urban and regional NSW, as well as exploring different ways technology can help us bring more services to more people. By identifying gaps in service areas and anticipating the needs of individuals and communities, our community services continue to lead and innovate.

Initiating a new mental health program in aged care residences

We've successfully applied for funding from the Aged Persons Welfare Fund to address the need for mental health and emotional support in older people across our school for seniors and independent living units. The program commenced in May 2018 and will run for three years.

Making the transition into retirement can involve loss of both independence and familiar community connections, which can result in feelings of grief and isolation and increase emotional and mental health challenges.

We've employed a mental health specialist who provides residents with personalised support, including counselling and making connections with other Wesley Mission services as needed. The specialist also delivers training on mental health to staff in three of our aged care facilities (Alan Walker Village, Frank Vickery Village and Wesley Taylor Village) and to students at Wesley School for Seniors.

This work complements and is supported by Wesley Mission's existing initiatives to strengthen our ageing communities, including financial literacy training and social programs that bring residents out of the villages to attend Wesley School for Seniors.

And we're seeing results. Residents are leading happier lives, building meaningful connections and learning new skills that enhance their confidence.

Partnering with universities to identify future need

We're leveraging relationships with universities to conduct a deliberate and targeted program of research across Wesley Mission. For example, Griffith University has been researching our Wesley LifeForce Networks and Wesley LifeForce training for the last three years. Our strong partnership with Western Sydney University has engaged research students to assess and review the methodology behind the networks.

Other research partnerships have students reviewing and validating areas of need for Wesley Out of School Hours care services in Western Sydney, examining mental health across Wesley Retirement Living villages and reviewing the impact of Wesley LifeForce memorial services.

Wesley Hospital and our community mental health programs continue to provide opportunities for our partner universities' mental health students to gain

experience, develop skills and establish professional networks across our inpatient and outpatient programs around NSW.

The research our partner universities conduct helps us identify areas of future need and provides a level of academic rigour to support our future planning and funding submissions. It allows us to demonstrate that we're reaching areas of greatest need with effective methodologies.

Offering the Bowraville community integrated support

We've brought together two key community services under one roof for the community of Bowraville: Wesley Youth Accommodation and Wesley ParentsNext. This signals a new chapter in integrated support that will strengthen community infrastructure and allow participants in each program access to other Wesley Mission services.

Wesley Mission has provided youth services in the Nambucca Valley region for many years. During that time, we've worked with the local communities of Bowraville to forge a great connection to be able to bring services to Bowraville that meet their needs and supports the local communities.

Wesley Youth Accommodation has been operating in the Coffs Harbour, Bellingen and Nambucca Valley areas for over four years and for two years in Bowraville. During the past year we supported more than 100 young people from this region.

Wesley ParentsNext equips parents for future employment by the time their youngest child goes to school. So far referrals have come from Bowraville, Barraganyatti, Macksville and Talarm. And we're already seeing parents taking steps towards their employment and education goals.

NSW Government's focus on family restoration reflects long-standing Wesley Mission practice

Building stronger families, by helping them access the tools, resources and services they need to take control of their own lives and avoid family breakdown, has long been the driving force of so many of Wesley Mission's services. And now, NSW Government policy has begun to change, to work even harder to keep families together.

This has meant that referrals from FACS (via NSW Health) to Wesley Mission's Mums and Kids Matter program significantly increased over the past 12 months as they prioritised early intervention and restoration over placing children in out of home care.

Mums and Kids Matter is a Recovery Oriented, Trauma Informed mental health program that is family focused, that can also extend to providing support to fathers, partners, older children and other family members where appropriate in order to help mother's live with mental health conditions while still able to raise their child(ren). In 2017/18, we supported 13 fathers with psychoeducation and Circle of Security attachment training.

New Wesley Mission website provides faster access for people in most need

In August 2017, we launched a more accessible Wesley Mission website, making it easier and faster for people in most need to find relevant information and community services support.

People can access their nearest support through our new servicer locator. And it's easier than ever to access help in a time of crisis, through the 'Find help right now' option at the top of every page.

The new wesleymission.org.au also has improved capabilities for mobile and tablet devices, ensuring

people can find information and access help wherever they are, on whatever device they are using. Accessibility is also at the forefront of Wesley Mission's freshly renovated website. The new site was developed in line with the Website Content Accessibility Guidelines (WCAG).

Relocating staff and services to meet needs where they arise

Over the past 12 months, we undertook a significant restructure of our out of home care service into three regions—Sydney, Central Coast and Northern NSW. An operations manager services each of these regions, supported by centralised supports including clinical services, education support and mentoring through the Wesley Aunties & Uncles program. A centralised governance function oversees child safety, accreditation and complaints management.

Similarly, we restructured the Wesley Keeping Connected program, which promotes connection between children in care and their birth families by arranging safe, supervised, positive interactions.

We've created localised teams at Bella Vista in Sydney's north west and Tuggerah on the NSW central coast to ensure our staff are embedded in the local communities and available to meet needs where they arise.

Meeting an increased need for legal support by people over 60

Wesley Community Legal Service successfully applied for funding from the Aged Persons Welfare Fund after identifying a significant increase in clients aged over 60. This group has some specific needs to be addressed, including financial, medical, housing, social isolation and estate planning.

Adoption accreditation

In NSW, Wesley Mission is the second largest NGO provider of out of home care for children. Although we facilitate and support adoptions we're not currently an accredited adoption agency. To fill in this missing piece, during 2017/18 we applied for accreditation as an adoption agency and submitted all paperwork to the Children's Guardian. We expect to receive a response in 2018/19.

While we wait for accreditation, we continue to seek the best outcomes for the children we work with. In 2017/18 we processed more adoptions than in the previous year and next year we expect to continue this trend, as we seek permanency placements for the children in our care.

Our Permanency Panel will review every case planning direction for every child. If adoption is recommended, we'll proactively pursue that with current foster carers.

Supporting mental health for residents in Wesley Retirement Living

From hidden needs to mindfulness and self-care. Wesley Mission is tackling the stigma surrounding mental health in older people.

As an organisation with experience across so many different community services, Wesley Mission has a reputation for identifying emerging or previously 'hidden' needs that might otherwise fall through the cracks. In 2017/18, we hired a mental health specialist to support residents in Wesley Mission's retirement villages. And mental health support for older people is an area of need we'll continue to focus on in 2018/19 and beyond.

Over the past 12 months, Wesley Mission has been trialling initiatives and activities to address mental health among older people, including encouraging residents in Wesley Retirement Living to participate in Lifeline suicide prevention training. As the manager of Frank Vickery Village Sylvania, Tony explains the day to day need he sees to provide

mental health support to residents in independent living units.

"What I've found at Frank Vickery Village... is even though they're in a community there's a lot of people who still are very isolated within that community. So they stay in their rooms, in their units. They're not taking full advantage of the social activities that the village organises," Tony says.

"We talk a lot about mental health in youth, mental health in mid-life, but the mental health of older people is really not something that people give a lot of thought or consideration to," says Jasmin, our recently appointed mental health specialist serving residents in Wesley Retirement Living. "But we know that adults over 85 are our highest risk group for suicide. And that shocks a lot of people."

Since May this year, Jasmin's been offering one-on-one counselling sessions to residents at Alan Walker Village Carlingford and Frank Vickery Village Sylvania, and she'll begin offering the same service at Wesley Taylor Village Narrabeen later this year. Jasmin has plans to introduce other forms of support soon, including support groups and psychoeducation. At Alan Walker Village, for example, she's going to trial a mindfulness group there.

People see Jasmin to talk about clinical mental illnesses, such as depression and anxiety, as well as the everyday stresses of life. "When we get older, there's a lot of big changes that you go through, lots of huge adjustments. It doesn't require a clinical diagnosis to reach out and talk to someone."

Jasmin describes transition and change as one of the key catalysts for the common stressors that people face as they age. "...grief, that's a huge one... it can even be from moving house,

transitioning, a terminal illness or chronic illness and there's grief surrounding that loss of independence".

Beyond the actual challenges and stressors, the stigma surrounding mental health remains a significant issue for older people. "There's lots of barriers to help-seeking in that group," Jasmin says. "And that's part of the culture. Fifty years ago, we didn't have a language around mental health and we didn't talk about it, it was 'harden up and hide it.'"

Mental illness and poor mental health in older people can also be misattributed to physical health issues and is very under-diagnosed, because it has traditionally been considered to be a normal part of ageing.

While some of Jasmin's clients have been sceptical about how they can benefit from practices like mindfulness and self-care, she and Tony have been surprised by the overwhelmingly positive response so far.

"Often we focus on primary health. The cuts, burns and falls side of life. But it is very important to be able to provide mental health support too. It has been seen and recognised as being a good thing by the residents too," Tony said.

It's early days for the program and Jasmin is excited to implement more initiatives and continue to see residents at our villages become more open to talking about their mental health and wellbeing.

Jasmin is no stranger to Wesley Mission. Three years ago she worked as a project officer while she completed her psychology degree. This year Jasmin returned as a provisional psychologist supporting the **mental health** of residents in Wesley Retirement Living.



Empowering people and communities

We see people in their time of greatest need: people struggling through illness, financial hardship, homelessness, addiction, loneliness and other challenges. And we help them access the tools and support they need to rebuild their lives and find new hope for the future.

Expanding suicide prevention networks through partnerships and community connections

By the end of 2017/18, Wesley LifeForce had supported communities across Australia through 92 Wesley LifeForce Suicide Prevention Networks which includes 21 Aboriginal and Torres Strait Islander networks and two youth networks. Of the 20 new networks we established, 19 were in drought affected areas of NSW. And there are many more networks in the pipeline. In 2017/18, we secured just under \$7.8 million in funding, to be used over 30 months. This will allow us to continue expanding the Wesley LifeForce Networks and training across the country.

Wesley LifeForce is a national suicide prevention program that educates, empowers and resources communities. In 2017/18, 36,000 people—including general practitioners, nurses, ambulance officers, police, teachers and sporting groups—have been through the program. They receive training, learn how to access resources and connect with other networks to create a national effort to combat suicide.

As our networks continue to expand outside New South Wales, into Queensland, the Northern Territory and South Australia, each network in these areas represents a partnership with local Uniting Churches as we co-locate our staff in shared offices.

We've also formed new partnerships with primary health networks in local communities. And we're working with them to strengthen and build community capacity to do suicide prevention work and work with first responders.

Advocating for a national focus on suicide prevention in drought affected communities

It's a testament to Wesley Mission's reputation in the field of suicide prevention that in 2018, Federal Minister for Health, Greg Hunt, invited us to Canberra to discuss mental health programs in drought affected areas. During the meeting, we were candid about the need for a different approach to get programs up and running quickly, as the typical government tender process can take months to finalise. This is an immediate crisis and we need to respond to it quickly.

Wesley LifeForce Suicide Prevention Conference held in Darwin

When Wesley LifeForce held the 2017 Suicide Prevention Conference in Darwin, it was the first time we've held the event interstate. And it was a significant event for Aboriginal and Torres Strait Islander mental health services in the NT.

Darwin has the highest suicide rate in Australia and hosting the conference there brought more awareness to the issue. Many Indigenous communities in Darwin have established Wesley LifeForce Networks, so we were pleased to be able to make the conference more accessible to those communities.

The conference focused on mental health, resilience and suicide in regional and rural areas and Indigenous communities.

We closed the conference with a Wesley LifeForce Memorial Service—the first of what will now be an annual event held in Darwin. People who had lost friends or family members to suicide had an opportunity to gather, reflect and hear from others with shared experience.

We'll hold the next conference in Proserpine in northern Queensland, which was impacted by Cyclone Debbie in 2017. Communities there are still dealing with the aftermath of the disaster—infrastructure remains affected, and there is a continuing mental health impact from the trauma residents experienced during the event. The conference will shine a light on suicide and mental health after a natural disaster, raising awareness about the ongoing impact it has on a community.

Government acknowledges success of Wesley Community Legal Service

For six years, Wesley Community Legal Service has been assisting problem gamblers with a comprehensive range of services. Through our collaborative and holistic case management, we've achieved a recidivism rate of almost zero per cent. And 98 per cent of our clients with criminal charges avoided incarceration.

In 2017, the NSW Government conducted a review into community legal centres, and their final report

specifically recommends that Wesley Mission apply to their upcoming tender for Community Legal Centre funding. To be the only organisation highlighted in this way, is a testament to the community impact of our service.

The service is supported by a team of volunteer lawyers, operates across NSW, and in 2017/18 they assisted 183 clients. The services they provide include criminal, civil, and family law; credit/debt and bankruptcy; wills, powers of attorney and guardianship; education and training services; and collaborative case management with referrals to support services.

Problem gamblers face a range of risk factors: 53 per cent have depression and 28 per cent have symptoms of antisocial personality disorder. Thirty eight per cent have or have had an alcohol use disorder. And 26 per cent consider taking their own life. Some of the issues they face include criminal proceedings, mental health and medical issues, credit/debt, bankruptcy, unemployment, family separation and homelessness.

Our advice and referrals are tailored to each client's individual needs, and we collaborate with a range of other professionals, such as financial counsellors, gambling counsellors, mental health and medical professionals, employment services and emergency relief.

Continued success in second year of SafeCare program pilot

Wesley Brighter Futures is in the third year of an innovative pilot of the SafeCare model, a program developed by Georgia State University in Atlanta in the United States. And it's already proving to be a lifeline for parents participating in the program.

SafeCare is an evidence-based, behavioural skills training program for parents of children identified as

being at-risk, or who have been reported to child protection services. In the United States, it's been shown to reduce child abuse and neglect by enhancing caseworkers' capacity to deliver positive parenting skills to families with young children.

Caseworkers visit participants in their homes weekly to help them through the practical side of parenting. The parent learns transferable skills in preparing a child for a task, how to prompt better behaviour during the activity, and communication techniques. The course has a key focus on the basics of looking, touching, talking, feeling and smiling as communication tools between parent and child.

This year we focused on training more Wesley Mission staff to develop the program. In mid-2018 a Senior Trainer from the National SafeCare Training and Research Centre, within the Georgia State University trained staff in how to assess a parent, deliver SafeCare to families, and navigate the detailed provider manual that outlines how to conduct each session with parents.

In 2017/18, 77 families engaged with part or all of Wesley Mission's SafeCare program, and 17 families successfully completed all three modules.

Mums and Kids Matter expands regional reach

Wesley Mission's Mums and Kids Matter supported 73 mothers and their children in 2017/18, and we continue to work in the broader communities as we reach into rural and regional areas to support mothers in the communities that are meaningful to them. In the same period, 30 per cent of our total referrals came from regional areas, compared to 18 per cent the year before. We also began actively promoting the program to clinicians to the 12 Local Health Districts across the state, and we'll continue focusing on regional outreach over the coming 12 months.

Supporting financial literacy for women on Norfolk Island

On 11 June 2018, we began delivering our award winning financial literacy program, *In Charge of My Money*, to women on Norfolk Island in partnership with Women's Advocacy Group Norfolk Island (WAGNI).

Through the program, we helped educate up to 60 women and young people aged between 14 and 17, on basic money management. We also provided training and commenced a mentoring program for women and girls. The initiative helped women on Norfolk Island develop their budgeting skills and learn strategies to avoid debt: skills that will assist them to become financially independent.

The program, supported by a Commonwealth Government grant of \$15,000 to WAGNI, will also make a positive and lasting difference to children, families and the broader community, as participants share their skills and knowledge.

Jobseekers gain confidence and experience at Suncorp Community Café

Jointly launched by Wesley Mission, Suncorp and the Darcy Street Project, Suncorp Community Café is a training ground for people who've encountered barriers to education or employment. Over three months, students complete formal training in hospitality through Wesley Vocational Institute, gain work experience at the café and participate in financial literacy workshops. The café provides the perfect environment for people to learn and experience a real work environment so that they can leave the program feeling confident, independent and positive about their future.

Freeing Maree from judgement or fear

When Maree first began dabbling with poker machines, she never believed her urges and debts would lead to a gaol sentence.

Maree hadn't gambled for 10 years but in early 2017 entrenched urges came upon her again, firing up old anxieties and a quick fix to deal with unresolved trauma. Once the proud 2015 NRMA Manager of the Year for the Hunter, within a few months her poker machine debts had spiralled out of control and \$49,000 in cash had been stolen from the NRMA office where she worked.

"I knew I would get caught," Maree said. "And then I did get caught. Maybe subconsciously I wanted it to end. I told my GP and she referred me to Wesley Mission. I look back now, and I really think God was intervening."

Maree contacted Jodie, Principal Solicitor with Wesley Community Legal Service, who provided legal support. It was at Wesley Mission that gambling counsellor, Martina, began the long process of working through Maree's issues of addiction while financial counsellor, Robyn, helped her develop budgeting and financial management skills for life beyond gaol.

Maree was facing a 16-month sentence but both Martina and Robyn were looking far beyond the

immediate by providing a holistic and integrated approach to rehabilitation and restoration.

"I was a mess and suicidal," Maree said. "There were things I had not really dealt with in my life. Martina helped me with a lot of things."

Her case isn't unique with more than 50 per cent of all fraud cases in Australia related to problem gambling. Maree is one of the brave few in Australia who seek help. Most struggle alone, too ashamed or fearful to do so.

"All problem gamblers have mental health issues of some sort. Usually there is a history of trauma that can include adverse life events," Martina said, who counsels up to 30 people a week.

"Problem gambling is a coping mechanism for many experiencing mental health issues. Most of the time the gambler has all intentions of paying back the money they owe, however, they get into a vicious cycle with their gambling and are quickly in over their heads."

"I didn't think I had a gambling problem but everyone around me did," Maree said. "It was my money and I could do what I wanted to do with it despite the fact I didn't have money to pay for food or rent."

Maree was sentenced to 16 months gaol with a non-parole period of 10 months. An appeal was later lodged by Wesley Community Legal Service on Maree's behalf, and following the success of this appeal, Maree's mum immediately booked

counselling appointments with Martina and Robyn for the week of her release.

"This showed Maree's commitment to work on her issues and her confidence in us to help her through her ordeal," Martina said.

Only a few months after the release from gaol, Maree began a Certificate III course in business administration (medical) at TAFE.

"I have seen Maree's sense of hope and confidence increase dramatically," Martina said. "She has come out of this awful experience a better person although she still shows great remorse for what she has done. She no longer gambles and is able to manage her gambling urges."

Maree intends to continue to attend counselling and has set a new course in life thanks to Martina, Robyn and Jodie, who she credits with "saving her life". It's a job that is replicated hundreds of times each year by Wesley Gambling & Financial Counselling Services and Wesley Community Legal Service.



"I didn't think I had a gambling problem but *everyone* around me did..."

Melissa's confident and connected care

“Kiss mummy,” Melissa says, gently nudging noses with her bubbly one-year-old Macy. The little girl scrunches up her nose and throws her head back, giggling.

Macy is Melissa's fourth child, and her first with her devoted partner Mac, who she describes as her 'rock'. Other children Jarrad, 11 and Teresa, 13, were removed from her custody after experiencing abuse and domestic violence with Melissa's previous partner. Rydha, aged six, went to live with his paternal grandmother.

“I do blame myself for what did happen,” Melissa admits. “It was not a very good home environment. He [my ex] was grooming the whole family for what he wanted to do, to me, domestic violence at that time was just physical, not mental or emotional. The children went to my sister's and she couldn't handle Jarrad so then he got moved to my brother's. Then allegations got made against my brother so Jarrad had to move into a foster home.”

Problems resurfaced with Jarrad's time in foster care and a decision was made to transfer him to move in with his dad's family. However, the plan didn't work out and Jarrad has since been returned

to Melissa's care with support from Wesley Mission's Youth Hope program. Wesley Youth Hope offers voluntary tailored support to help young people remain with their families with a renewed focus on positive growth and development.

The family has been strengthened during the past year by a hands-on parenting course called 'SafeCare', piloted through Wesley Mission's Brighter Futures program in Western Sydney. SafeCare, developed by Georgia State University, is an evidence-based, behavioural skills training program for parents of children identified as being at-risk or who have been reported to child protection services. It's about getting back to basics using the power of 'touch and talk' to help parents to better connect and communicate with their children.

While Macy is Melissa's fourth child, both mother and daughter are now continuing on a path for life, learning how to grow-together. The journey has also been one of rebuilding the confidence needed in herself and her ability to be a mum again.

Caseworkers visit participants in their homes weekly to help them through the practical side of parenting. The parent learns transferable skills in preparing a child for a task, how to prompt better behaviour during the activity and finally how to wrap things up through communication techniques. The course has a key focus on the basics of looking, touching, talking, feeling and smiling as communication tools between parent and child.

Melissa said she enjoyed the individualised course format with its personalised support from her SafeCare caseworker Sue.

“I didn't know that there were services out there that could help you and I had no family support,” Melissa said. “I'm more aware now of everything, all of her surroundings, how to keep her safe, how to see the signs when she's getting sick and find out if I need to take her to the doctor or do it at home or if she needs to go to the hospital.”

Caseworker Sue, who is a mum herself, adds the change is significant and visible in Melissa's confidence since she began the course.

“It's given you purpose,” she points out to Melissa. “I think it's safe to say Mel felt pretty angry about things. I see her as a much calmer person and lots more tolerance with Macy.”

“Sometimes the beauty of SafeCare is that for parents that forget they know they can do it and get caught up in day to day stuff that goes on—it's a nice reminder that they're doing OK. They're not only meeting basic needs but they're going an extra mile to interact and be the child's first teacher really.

The future is certainly brighter now for Melissa and one where she feels calmer and confident as Macy's mum, thanks to SafeCare.

“It's about appreciating what you have—don't take it for granted!,” Melissa said.

“It's about **appreciating** what you have—don't take it for granted!”



More than a roof: a pathway to independence

Whether it's supporting people experiencing homelessness to have somewhere safe to sleep, ensuring that people with disability access the right group home and flatmates or finding permanent homes for children in care... so many of our services support people to find a safe home because it's a vitally important step in the journey to a stronger, brighter future. But it's only the beginning.

Supporting people on their journey to a stronger, independent future

If a client doesn't have safe and secure accommodation, the first step in the housing journey is crisis accommodation. Here, a person can stabilise their situation and after approximately three months they can move to transitional housing.

Transitional housing offers the next level of support with people staying for up to 18 months, during which time they're able to receive a variety of Wesley Mission and other support services to address the underlying issues that lead to homelessness. From transitional housing, people can move into longer term housing options, either in the private rental market with rent assistance, in public housing, or general social housing operated by Wesley Community Housing or another provider.

When a tenant occupies a Wesley Community Housing property, they receive more than a roof over their heads. Tenants are assisted to improve their overall wellbeing through accessing wraparound support including care from medical health professionals and opportunities for employment, training, social inclusion and financial stability. In the last year Wesley Community Housing tenants had new opportunities including the Career Pathways pilot program and the opportunity to complete training courses through Wesley Vocational Institute.

Making houses homes. And homes, communities

Wesley Community Housing manages over 300 tenancies throughout New South Wales (NSW) in Sydney, the Central Coast and Newcastle, providing support to individuals, families, young people, older people and people with disability. The goal is to find housing for clients who are generally on very low to moderate incomes and are either homeless or at risk of becoming homeless.

In 2017/18, significant work was undertaken to make more homes available to more people by refurbishing over 80 properties. The Land and Housing Corporation, working with Wesley Mission, invested in the refurbishment of the first of three complexes in Hamilton South in Newcastle.

In December 2017, tenants were welcomed into their refreshed spaces and we've already seen some encouraging early signs of community engagement, with seven out of 11 tenants attending the first tenant meeting.

Being connected in community and investing into a shared life together brings a richness to a tenant's everyday experience and supports people to leave homelessness behind for good. In the coming year, tenants, partners and volunteers will further add to communal spaces with gardens and outdoor areas for residents in Newcastle and Sydney West. A comfortable, welcoming home environment can have a significant positive impact on an individual's attitude and motivation and on the ability to foster healthy relationships. It's an impact that shouldn't be underestimated.

Finding children and young people safe, permanent homes

Wesley Mission has long been considered a lead organisation in out of home care in NSW. The focus of our dedicated teams and carers has always been to find children and young people safe, permanent homes, with the first priority being family restoration wherever it's possible.

As a leader in the sector, the latest research informs our processes and models, showing that the earlier a child has a permanent home and support structure, the better the outcome will be. As a result, Wesley Mission was well placed to meet the new contracting arrangements implemented by the NSW Department of Family and Community Services (FACS).

Over the past 12 months, we've successfully transitioned our broad out of home care offering to be ready for the full implementation of the FACS Permanency Support Program. This process was assisted by the Wesley Mission Project Governance

Group, which ensured the project met the timelines and that all planned deliverables were achieved.

Filling a gap in disability accommodation for young people

This year, we responded quickly to an urgent need from two young people with disability sharing a house in the Sydney suburb of Hunters Hill.

With just two days to make the necessary arrangements, Wesley Mission was approached by FACS to take on responsibility for managing the house and delivering services to the clients.

After we met with the clients and their families to discuss their needs and how Wesley Mission would provide the support and services they needed, the families agreed to transfer the services to Wesley Mission. This put our organisational agility to the test with mere hours to organise and implement the transfer of services from the previous organisation.

To make the transition smoother and less stressful for the young boys both aged 13 years and with significant intellectual disabilities, the existing staff were retained and became Wesley Mission employees. As group homes are generally designed to house people over 18 years, this is an example of voluntary out of home care. With expertise in the area of out of home care, Wesley Mission was uniquely positioned to support these complex needs through our Wesley Foster Care teams and resources.

In a similar position, almost two years ago, we met Elena, a mother in crisis because she could no longer support her son's complex needs in her own home. With a property available, in a very short time the space was transformed into a home for Elena's son Jack, aged 17, and another young man aged 16 with staff to deliver their support services.

These are both examples of how Wesley Mission identifies, and addresses needs not being met by the majority of the sector, demonstrating that every life matters.

Newcastle Oasis

Wesley Oasis Centre Newcastle is a venue used to provide structured support programs for people who are homeless or at risk of homelessness. Activities include mentoring, craft, living skills etc. Participants are referred to the centre's programs from local specialist homelessness service providers.

Local corporate support is provided via a generous gift of \$75,000 to continue this service for another 12 months and employ a support worker and program resources.

Mums and Kids Matter helps vulnerable women find safe, stable homes

Wesley Mission's Mums and Kids Matter is a state-wide program for mothers who have children up to five years of age and are experiencing severe and persistent mental health challenges.

This service is delivered in people's homes where possible, but many of the eligible mothers we work with don't have a home—or don't have a safe home—when they enter the program or they need additional 'Step-Down' support to prevent hospitalisation. These mothers can access our residential units located in south-western Sydney where they receive 24/7 support including mental health nursing, psychological and therapeutic support, general health care and family coaching to implement recovery based strategies, assistance with daily living activities and build on parenting, independent living and coping skills.

In 2017/18, 22 per cent of the mothers had been either homeless or at risk of homelessness when they entered the program. When they completed the program and exited residential accommodation, 100 per cent of the women were living in safe, stable housing.

The assistance that Mums and Kids Matter offers women (and their children) when they leave the program goes beyond finding a place to live. Wesley Mission staff assist the mothers and their children with many components of settling into a new home so that they can make a fresh start with their young children. This can include obtaining birth certificates, furniture, toys and other essentials, and practical assistance such as with removalist fees.

David, moving forward with his life

In his early fifties, David thought his life was over, in debt to the wrong crowd, he found himself homeless and adrift.

“My main reason for being homeless was debt,” David said. “I had a \$5,000 loan I couldn’t repay. I was getting less work as a bouncer because I was an older security guard. The younger guys came into the scene and took all the work load. From there I ended up surviving with desperate people. Where does a bouncer go after all these years: up or down? I started slowly going backwards.”

“I was brought up as a Christian kid. I had a security licence and I was useful to other people. That’s how I survived. Some of these people had gambling and drug problems. I had neither. I just wanted enough money to stay alive, but you still got caught up in the whirlpool.”

In 2014 he left the inner-west and headed to Parramatta to link with family members who sadly shunned him, fearing that David’s recent past would catch up with him. David returned to Bondi, one of his old haunts.

An old friend paid for his accommodation in a hotel but when that ran its course, he meandered down to the Bondi Pavilion with his swag in hand. Homeless service outreach workers visited David and his

friends several times. The invitation of a warm bed, a hot shower and meal was extended twice before David accepted.

“They did explain who they were and what they were doing,” David said. “They were observing me, and I was observing them. It was to do with trust. You go back to those survival things.”

On the third visit, workers from Wesley Edward Eagar Lodge arrived on a bitterly cold winter’s morning.

“They offered us transitional housing,” David said. “I didn’t know what they were talking about. On the coldest day of the year, I declared I was ready. It was to do with trust not pride. I had been testing them to see if they were loyal in what they were doing.”

“‘This time I’m ready’, I told them,” David said. “I grabbed my sleeping bag and swag and my fishing line and rod and ended up at Wesley Edward Eagar Lodge. From there the training began... the training to do with social and with all the other people who had suffered homelessness. The room I had was warm... it was heaven! The caseworkers were kind. These people were helpful, and I got involved with the centre’s activities.”

David received health and medical support, participated in Career Pathways training and got a part-time job. “It was my ticket out from the hole I had dug myself into,” he said.

He lived at Wesley Edward Eagar Lodge for about a year before securing a unit in the city’s inner-west with Wesley Community Housing. It’s here where he has been learning living and budgeting skills which are preparing him for independent living.

“I’m saving money and getting myself sorted out for the next house move. I’ve bought a vacuum cleaner and I’m feeling like Mrs Doubtfire!” he quipped.

He’s also learning how to better manage his anxiety and depression and is attending regular doctors’ appointments.

“David’s a lovely guy who cares a lot about the other people who live at the property,” said Liesa, Tenancy & Community Worker Wesley Community Housing. “He is helpful for the other tenants.”

Part of his growth and support also finds purchase with his continuing relationship with Wesley Edward Eagar Lodge as he attends a Bible study run by its chaplain, Michael Tang.

“He’s a teacher of the Word... you’ve never met such a cool man,” David says of Michael. “He will meet you one on one and talk to you straight. He never judges. He thrives when he sees us growing.”

David is looking forward to becoming a community worker or nurse and maybe even a husband and dad. He insists that he wants to “keep moving”.

“It’s up to me to encourage those who help you,” David said. “We all want to be loved and wanted... just like God who says he’ll never leave or forsake you.”

“We all want to be **loved** and **wanted**... just like God who says he’ll never leave or forsake you.”



A matter of Fayeith

For most of her childhood, Fayeith moved between foster care and a matrix of family members.

At just 16 years of age and far from her mob at Taree on the New South Wales North Coast, Fayeith entered a refuge and was once again in uncharted waters. However, Fayeith was always hopeful. She knew deep down that stable accommodation would be part of her ongoing answer. There were other pieces to the puzzle as well—education, employment and skills.

While living in the refuge, Fayeith applied for government housing but long waiting lists and other complex challenges left her at risk of homelessness. That's when Wesley Mission stepped in, offering Fayeith a place in our transitional homeless youth program, which provides secure accommodation and support to young people waiting for permanent housing.

Initially too shy to leave her bedroom, Fayeith began engaging with community activities. A proud Indigenous woman from the Birpai tribe, she had been denied the chance to learn about her heritage as a child, but as her confidence grew she began to explore her love of art and colour by taking Aboriginal art classes.

Music was another creative outlet that engaged her soul and quieten her mind: an additional opportunity to gather herself and deal with the little things in life like organisation, remembering appointments and being on time.

“My place was tiny, but it was comfy,” Fayeith said. “When I first moved in I was finding it hard to manage money, to know what to buy and what not to buy. Now I've learned how to budget, and I can do my shopping and pay the bills.”

As well as a safe place to live, Wesley Youth Accommodation helps young people access the support services and resources they need to move to independent living. Wesley Mission caseworker Jenny co-ordinated and supported Fayeith during the transition.

“It can be scary coming into a new program as there are so many unknowns,” Jenny said. “We understand that fear, so we try to reassure every client that they are in a safe and supportive environment where they will be able to flourish.”

For Fayeith, this extra support became even more vital after an accident left her injured and needing surgery. Confined to her apartment and unable to walk for several weeks, Fayeith was anxious and depressed. Jenny ensured she received emotional support and counselling by connecting her with a local mental health team.

As Fayeith's mental health stabilised and her injuries healed, Jenny connected Fayeith with a living skills program that taught her household management, nutrition, budgeting and meal preparation.

Jenny believes these personalised services are what distinguish Wesley Mission as it provides for those most in need.

“I guess that's the biggest thing about our program; it is client-centred,” Jenny said. “Everyone comes with such different backgrounds, such different stories, behaviours, needs and wants. And it is up to us to work out the best support system to help our clients achieve what they want for their future. It's about their goals, not ours.”

In late 2017, Fayeith received a permanent placement with New South Wales Housing and moved into a two-bedroom apartment. Her life now is more stable, she feels confident and is taking care of herself.

“She has come so far since I met her” Jenny said. “She's grown from a quiet, shy person who didn't like to talk much at all, to a confident young lady who agreed to being interviewed for this story without any hesitation.”

Fayeith has her own words of wisdom shaped by her recent past: “Don't stress too much. Take it day by day. Be yourself. And if you need help, speak up. Don't bottle it up.”



Our giving community

In 2017/18, 3,197 volunteers and 4,362 people through volunteering experiences contributed their time to provide support to clients in need or to raise awareness of the work of Wesley Mission.

We're focused on retaining one of our most valuable resources

In 2017/18 we continued to ensure we have the systems and processes in place to support and retain our volunteers. This includes providing them with appropriate training and development, and finding meaningful, relevant ways to show our appreciation and demonstrate the impact of their contribution.

The people who volunteer their time to support Wesley Mission are critical to our services. In fact, some of our services simply wouldn't exist without the volunteers who deliver them.

Here are just a few examples of how volunteers, who are the backbone and heart of some of our programs, supported our services in 2017/18:

Wesley Aunties & Uncles: 228 registered volunteer 'aunts and uncles' provided mentoring, care and guidance to children up to 12 years old facing challenging circumstances at home or who may

need a role model or extended network of support. In addition to this, 14 students from Macquarie University volunteered at our annual children's picnic.

Wesley Connect: a team of 10 volunteers from Wesley Mission congregations offered food, friendship and connection to people in Sydney facing hardship, crisis, homelessness or other severe challenges.

Wesley Community Legal Service: dedicated volunteers contributed 1,837 hours of their time to provide both legal and support services to assist clients seeking assistance with legal issues associated with problem gambling.

Wesley School for Seniors: 96 volunteer instructors helped people aged over 55 learn new skills and socialise in a safe environment by teaching a range of short courses on everything from yoga to computer skills.

Lifeline Sydney & Sutherland: 227 volunteer Telephone Crisis Supporters responded to 37,550 calls from people in crisis.

Wesley Retail: 30 volunteers staffed our retail shops in Sydney and Wallsend on the Central Coast, which raises much needed money to fund our critical community services.

Developing deeper connections with partners

In the past 12 months engagement with our partners expanded significantly. The growing corporate, school and community partnerships program is a reminder of the generosity of spirit that exists in our communities. To be able to match that goodwill with people in need, and the services that support them, is extremely gratifying.

This year, more corporate partners worked with us to create tailored volunteering experiences for their staff. And we're working towards a greater level of

connection with these organisations, moving beyond a single day of volunteering to create long term partnerships.

"I wanted to reiterate my for the Wesley Mission Corporate Volunteering Program. It should be held up as an exemplar for the NFP (not for profit) sector. The engagement with corporates and the value of the interaction for the volunteers is outstanding. I hope that your model can be replicated across the sector, to enhance the volunteering efforts of corporates and to create real value for the NFPs."

Gemma Rygate
Chief Executive Officer, The Centre for Volunteering

Wesley Homeless Food Challenge cuts through the stereotypes of homelessness

In 2017/18, 64 groups, made up of more than 2,000 people, took part in the Wesley Homeless Food Challenge. Together, they donated \$32,115 of food and goods to Wesley Connect food and care program.

Through the Wesley Homeless Food Challenge, corporate, school and community volunteers learn what it's like to experience homelessness in Sydney. Participants accept the challenge to shop for three days' worth of food with just \$10. Once the shopping is complete, everyone regroups to discuss their choices and donate their purchases to Wesley Connect.

The challenge helps people develop a better understanding of the causes and nature of



homelessness. When we educate the broader community, it creates the impetus for us to come together to address a problem and support more people in need.

Discovering the concept of 'hidden homelessness'—people who may have a job but not a home or are couch surfing with friends for extended periods of time—can be an eye-opening experience. If more people understand the complexities of homelessness, we're a step closer to a solution.

AMP takes corporate support to the next level

Corporate supporter AMP exemplifies the mutual benefits that can be realised when charities and corporates unite with a common goal.

The relationship between AMP and Wesley Mission has developed over many years. The AMP Foundation is a significant corporate supporter of Wesley Mission, and in 2017, as a result of this relationship, AMP Bank adopted Wesley Mission as their official charity.

AMP has embraced our mission to achieve all the good we can by all the means we can. They bring passion and energy to all their dealings with us, which demonstrates the depth and authenticity of their engagement with our work.

AMP supports Wesley Mission in a number of ways, including payroll giving, corporate volunteering days and fundraising through internal staff events. We were one of the charity beneficiaries of the AMP Big Zipper fundraising event held in October 2017, where five AMP staff members raised \$20,000 to support Wesley Mission programs.

The AMP Foundation is a significant financial sponsor of Wesley Take Charge of Your Life, which supports young people during the transition from foster care to independent living. To date they have donated more than \$315,000 to the program.

And AMP regularly encourages their staff to contribute to fundraising efforts through staff engagement days such as Wear Blue Day, socks and jocks drive and a toiletries drive. These events have raised approximately \$12,000 in goods value and \$600 in cash to support Wesley Connect, Wesley Edward Eagar Lodge, Wesley Fair and Wesley Respite Dundas.

Volunteers from AMP have attended a number of volunteering days to assist Wesley Mission. Their efforts have included gardening at Wesley Vision Valley to beautify the area and complete a bike track, which is much loved by the children who attend camps there.

AMP volunteers have also provided special memories for clients with intellectual disabilities who attend Wesley LifeSkills groups, escorting them to fun excursions at Taronga Zoo. At the end of the outing it's usually hard to judge who has enjoyed the day more—the Wesley Mission clients or their new AMP friends!

Being the hands and feet of Jesus

Joanna shares her insights into her multi-faceted role of a Wesley Mission Chaplain.

Jo provides pastoral care to anyone connected to Wesley Mission's services for families and children, including clients, staff, congregation members and volunteers.

She's in a unique position to do so, having previously worked with children in out of home care as a case manager for Wesley Dalmar. "It was amazing. It gave me a love for Wesley Mission, which has actually led me into the role I'm doing now," Jo says.

It's a role Jo describes as exciting and challenging...

"Exciting, because it's pioneering ground that's not always done in a lot of organisations.

"Challenging because you can sit with very vulnerable, broken people. And you get to hear stories of people's inner world, and they trust you."

...and exciting again...

"... because every day's fresh and new. And I wake up each day, and I spend time praying God's word and I say, 'God, use me today for whatever that looks like'."

So what exactly does that look like? In an organisation as diverse as Wesley Mission,

describing the role of a chaplain is not such a simple task. The scope of our chaplaincy services is wide, and quite distinct from those in other organisations.

Here, Jo shares three important aspects of how she does her job:

Being a confidential, listening ear

"Every day can look very different... my role is working with the staff, with the managers, however they need me that particular day.

"There was a situation where a staff member had a child who was very unwell, and I was able to sit with them in the hospital. Spend time with them. Organise meals for them. Practical help, which made a really big difference."

"I might be brought into a situation where there's a crisis, where there's people that don't have a faith, but I find in that role, bringing my faith into that situation, it might not be verbally speaking the gospel, but it might be me coming alongside and just showing love to a person, showing love to a family that's maybe broken down. And not judging."

"You've got to treat every person as an individual, and I think sometimes people just need to talk and speak with you, and you just need to listen... Sometimes people actually just need you to be that confidential listening ear."

Connecting our congregations and our community services

"I love the fact that we have a Word and deed ministry within Wesley Mission, and I guess I look at

it as part of my role to bring Jesus deep into what we do.

"I might just be in a simple meeting where maybe someone asks a question about the church and I get to subtly come alongside them and offer the services of Wesley Congregational Life.

"Or we might be in a meeting where we're brainstorming, needing volunteers, and my role that day might be actually going, 'Yeah well, we've actually got a church with amazing people who'd love to come and help do that'."

Building bridges between church and community

"I think that God is saying we are one church, and if we can link forces as one church, then we'll have a bigger impact in the city of Sydney, in Australia.

"Wesley Mission has got so much to offer the local church. We've worked out ways to link in with the community and I think most local churches that I know, have got a heart for community, but they don't always know how to do it.

"We're trusted in the community, we're trusted by politicians, we're trusted by key leaders, and we deliver great work... if someone comes into the care of Wesley Mission, there's a trust that they're going to be well looked after."



"You've got to treat **every person** as an individual, and I think sometimes people just need to **talk** and **speak** with you, and you just need to **listen**..."

Supporting our people for growth

As an organisation with people at its heart, Wesley Mission staff and the systems they use are the key to delivering a service experience that demonstrates that ‘every life matters’. As needs increase in our community, investing in our people and systems is essential for continued growth.

Trust is at the centre of everything Wesley Mission does. People trust us to support them through their most vulnerable moments. Governments trust us to deliver safe, relevant and quality services. Like-minded organisations trust us as a community partner. And people and businesses trust us to use their time, skills and money to make their communities stronger.

That trust isn't generated by, or for, a faceless organisation. It's built through compassion, connection and understanding shared between people.

In 2017/18, we welcomed 538 new staff members to Wesley Mission. The increase in staff was driven by the commencement of new programs and expanding the reach of some of our existing services, such as Wesley ParentsNext and Wesley Disability Services.

The past 12 months was also a time of change, with funding policies, compliance requirements and other aspects of the operating environment presenting our services with new challenges. In this environment, we retained our ability to respond to and support the needs of impacted services and programs with flexibility and agility, and to provide support and development for both new and existing staff.

Retaining a fulfilled and inspired workforce

In 2017/18 there were fewer workers compensation claims than the year before. We retained 79.6 per cent of our staff—exceeding our target of 77 per cent, which we set by benchmarking our rate against the community and social services sector.

To be a listening ear to someone in their time of need is a gift that many Wesley Mission staff give to our clients, demonstrating both respect and care. Just as this is important to our clients, the thoughts and experiences of our people is important to us. To help track employee engagement, we introduced ‘Pulse’ surveys that are conducted regularly to gather staff feedback. The survey response rate was an encouraging 81 per cent, which, in itself is an important sign of engagement.

Our current focus is on empowering our frontline leaders, who are the face of the organisation in the community and vital to our continued growth. Our engagement with this group remains high at 83 per cent.

Creating a healthy workplace where our people can thrive

Compassion fatigue is a constant risk, particularly for those who are deeply dedicated to their work. Due to the large number of Wesley Mission staff operating in challenging roles, employee wellness is a key factor. Wellness encompasses the legal, professional and moral aspects that shape our work environment and empower our people to be the best they can be. It contributes to the growth and development of individual staff and, ultimately, to the sustainability of our organisation.

Wesley Mission supports and promotes the wellness of our people through a range of services and resources including an employee assistance program, pastoral care provided by chaplains, an experienced work health and safety team, and bespoke learning and development programs. In the last year, 2,398 staff participated in internal training, building capacity through more than 200 courses and 830 hours of face to face workshops. Three hundred of our new staff attended formal orientation programs, supporting the onboarding process and helping to connect people with the heart of our Word and deed mission.

Empowering our people with quality data, for quality outcomes

Delivering sustainable growth across Wesley Mission requires robust, reliable data that tracks performance, and informs our continuous improvement.

In 2017/18 we developed the Business Intelligence Portal: a unified data warehouse that enables the staff in our services and programs to better capture information about what they're delivering, who they're delivering it to, and the impact of their service. It allows us to move beyond the baseline

data of how many people we helped, to analysing how we're making a difference in people's lives.

Last year, we received feedback from the NSW Department of Family and Community Services that they were particularly impressed with the quality of the data contained in our successful tender to expand Wesley ParentsNext into new locations. And this year, we'll work systematically across all our services to build their capacity to use the system and perform outcomes-based reporting, so we can better understand our impact and practise evidence-based care.

We also implemented a Client Relationship Management (CRM) system that connects all the different services, programs and people who make up Wesley Mission. This is a foundational piece of infrastructure that allows us to understand our clients better and provide efficient, person-centred care.

The CRM allows us to maintain a complete picture of the people we serve and provide integrated support through our wraparound services. We can identify and direct people to all the services that are relevant to their circumstances, without the need for them to describe their challenges to multiple people. This is a particularly important factor when supporting people who have experienced trauma, which so many of our services do.



Executive Leadership Team

Rev Keith V Garner AM

CEO/Superintendent
MTh (Oxon), DD (Hon)
For biographical information please see page 44.

David Cannings

Chief Financial Officer
FCPA, AICD, BBus, MBA

In his role as Chief Financial Officer at Wesley Mission, David oversees our accounting, financial planning and procurement services.

David has over 25 years' executive management experience in a range of industries including the social services sector and the finance services sector (including life insurance, superannuation, funds management, endowment management, financial planning and banking). This has been in a diverse range of organisations including listed companies, private companies and not-for-profit organisations.

David also serves on a number of board committees within the sector and outside of Wesley Mission.

Chris England

Chief Operating Officer
BSocSc

Chris is responsible for the delivery of Wesley Mission's community services including aged care, disability services, homelessness programs, conference and educational services, out of home care programs, mental health hospitals and programs, and child and family services.

He has worked at Wesley Mission for 15 years. Prior roles included leadership positions at Mission Australia, Accenture, and Matrix on Board.

Graham Harris

General Manager, Wesley Corporate
CAHRI

Graham is responsible for community engagement, property, human resources, information services and governance. His career in human resource management spans more than 25 years and he has gained sound management experience, strategic leadership and analytical skills.

Graham serves on the board of the Australian Federation of Employers and Industries (AFEI) (Board member since 2000 and President from 2002-2009). Graham is also a member of the council for the Australian Chamber of Commerce and Industry (ACCI) and was a Board Member from 2004-2011.

Graham commenced his employment at Wesley Mission in January 1993.

Rev Dr Rick Dacey

Senior Minister, Wesley Congregational Life
BA, MDiv, DMin

Rick is responsible for the Congregational Life and Chaplaincy of Wesley Mission. He has broad experience in diverse ministry contexts and served as Senior Minister of a large church in Connecticut, USA before moving with his wife and children to Australia in 2007 to serve in the Uniting Church.

Rick's passion for preaching and his commitment to whole-life discipleship led him to accept a call to serve Wesley Mission in July 2012.

Catherine King

General Counsel, Wesley Legal & Risk
BA (Hons), LLB, Grad Dip Legal Practice, Grad Certificate of Management

Catherine is responsible for the oversight of Wesley Mission's legal, risk, compliance and quality assurance functions. She has over 25 years' experience across the public, private and not-for-profit sectors at executive level in corporate governance, legal services, strategy and business planning, risk management and major government reform projects.

Catherine joined Wesley Mission in July 2017. Previous roles include executive management positions in the community housing sector, a New South Wales government entity in the energy sector and in private legal practice.

'Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.'



(L-R) Chris England, Rev Dr Rick Dacey, Rev Keith V Garner AM, Catherine King, David Cannings and Graham Harris

Accountability and safeguarding

We walk alongside people in some of the most vulnerable moments of their lives. And we take seriously our responsibility to provide them with safe, high quality care. So, as we work towards 50 per cent growth by 2021, we're ensuring we have the rigorous governance structures to underpin this growth and an infrastructure for transparency and accountability across the organisation.

Keeping children safe

Wesley Mission has a long history of working with children and families to create safe environments for vulnerable children, helping them reach their full potential.

Ensuring the safety of children, whether they're in our care, accessing our services, or indirectly impacted by our work, is paramount. To do this, we've been engaging our staff organisation-wide—not only those who work directly with children—to raise their awareness of child safety.

In an organisation like Wesley Mission, with such a significant breadth of services and geographical reach, this can be challenging. So we've been developing and implementing improved recording and reporting systems for child safety monitoring and action and ensuring compliance with all critical legislation.

Over the past 12 months, our progress includes:

- establishing a centralised child protection team for out of home care
- establishing a child safety implementation group that includes executive managers from across all of Wesley Mission's services, and serves as a forum for managers to identify, plan, action, and review improvements in our child safety policies and practices
- developing centralised record storage
- introducing online critical incident reporting
- introducing major improvements to staff recruitment and training that applies child safe categories to indicate how child related a position is
- examining all policies and procedures to ensure they reflect our commitment to child safety, protection and participation
- giving children a voice through a child safety compliments and complaints system that allows us to capture, analyse and efficiently act on information.

Over the next year we'll continue to focus on strengthening our policies and raising organisation-wide awareness. Specific plans over the coming 12 months include:

- expanding our child protection team
- upgrading online critical incident reporting systems
- aligning our human resource management systems to increase transparency and oversight of employment requirements

- educating staff through the Child Safe e-learning modules developed by the Office of the Children's Guardian.

Organisation-wide accountability for clinical services

In 2017/18, Wesley Mission implemented a clinical governance framework to ensure organisation-wide accountability for delivering safe, high quality clinical care across our services and minimise risk to our clients.

The framework sets out the structures, relationships, systems and processes through which governing bodies, managers, clinicians and staff share responsibility and accountability for client care. It applies to all our Wesley Mission staff who are registered or accredited with a professional body and share responsibility for clinical care to Wesley Mission clients. That includes temporary agency workers and external contractors providing allied health services for Wesley Mission.

The framework is underpinned by the four pillars of clinical governance: clinical effectiveness, clinical risk management, an effective workforce and client participation. And over the past 12 months, we've focused on setting up the framework and supporting staff to understand their responsibilities within it. This has included ensuring consistent and regular reporting on a range of clinical indicators.

In the coming year, we'll continue to support staff to understand and implement policies and practices within the framework, and we'll begin to identify and support changes based on the information we capture. For example, in a nursing home we report the number of falls with injury, so if we can pinpoint a particular trend we can distinguish if the cause is a policy, procedure or education issue, and we can work to improve the outcomes.

Underpinning growth with improved risk management

In 2017/18, Wesley Mission made significant progress towards our strategic objective to develop a risk-intelligent culture, by implementing a risk management framework and the supporting processes to bring about cultural change. We've undertaken a significant amount of planning, strategy, documentation and system design work that will ultimately lead to improved processes and more efficient ways of working.

We identified a list of strategic risk categories, and developed a key risk register that we've linked to organisational risk appetite. This year, we'll continue to develop standardised risk registers across the business to ensure we're always focussed on the highest risk and highest value activities.

We've examined all of the data we collect, including incidents, complaints and adverse audit findings. And over the coming year, our focus will be on automating processes for capturing that information to facilitate better reporting, outlining clear ownership and escalation paths, and clarifying steps that need to be taken to address specific risks.

Laying the foundation for a secure future

In 2017/18, we began developing a business continuity process that includes a framework for managing critical events.

We've worked with each of our different service areas and teams to understand and plan for a comprehensive response to a range of scenarios. That includes analysing systems and understanding what would happen if they went down, how long it would take to get them back up and running, and specific processes and protocols for such situations.

Supporting this is an integrated incident management system for critical incidents. If there is a critical incident staff can now log the incident into a central system that will direct it to the right person for action. This also provides better visibility to management on how critical incidents are being addressed.

Empowering our staff to manage legal risk

We examined the legal needs across the breadth of our varied services and functions and have begun rolling out a new legal process and engagement model. It's based on the concept of legal self-service, and it empowers managers by giving them the delegation of authority to approve what they need to do within their function.

To support the new process, we developed tools and resources including standard templates and a live contracts registration system. Ultimately managers will be able to request legal advice online, which will be linked to a central registry for contracts. Users will be able to view their request and its progress. Once the system is fully operational, we expect to see an improvement in the quality of our contracting relationships with suppliers and clients.

Protecting the privacy, dignity and confidentiality of our clients

Over the past two years, we've worked on unifying and capturing data across the entire organisation to help us understand our clients and make our services more efficient, person-centred and tailored to the needs of the people we serve. Alongside this work has been a focus on data security to protect the privacy, dignity and confidentiality of the people we work with.

We're privileged to hold people's trust and when people share sensitive and personal information that is critical to their care, we must protect this information and ensure it is only accessible to the relevant people who need it to deliver services.

In the last 12 months, we've been testing a new information management system that focuses on de-identifying and compartmentalising data so that we can protect client confidentiality in line with recent changes to the Privacy Act, while ensuring the right people have access to the information they need to deliver safe, quality, person-centred care. We have now begun implementing these processes across all our services.

Aligning projects to our strategic intent

Improved governance of projects to ensure consistency across the organisation and that they are in-line with the strategic intent of the Board has been a key area of focus for senior leadership. The combined expertise of this group brings increased discipline to decision making and helps to effectively align resources to achieve our strategic objectives.

Other areas of significant transformation include the implementation of projects to streamline and update our payroll function, a review of business continuity plans to secure our continued ability to function in a range of scenarios and an integrated incident management system for critical incidents.

Wesley Mission Board

Rev Keith V Garner AM CEO/Superintendent

MTh (Oxon), DD (Hon)

Since his appointment to Wesley Mission in 2006 Keith Garner has built a strong reputation as a public advocate on such issues as homelessness, household debt and financial stress, in addition to the care of the mentally ill and vulnerable. He is a strong media contributor whose informed comments on social issues are sought regularly.

His weekly television program, Wesley Impact! TV is shown nationally on the Nine Network and the Praise, Prayer and Preaching program on the Australian Christian Channel. Keith records a 10 minute radio program which is broadcast across the world by United Christian Broadcasters. He has written a number of books, as well as hosting award winning documentary films including John Wesley, The Man and his Mission, and a six-part series, Jesus, the Man of Galilee (2018).

In 2008 he participated in the Strengthening Communities, Supporting Families and Social Inclusion stream at the Australian Government's 2020 Summit in Canberra. He has given evidence and made numerous submissions to government enquiries on issues ranging from suicide prevention to finance industry reform.

Keith served as the Deputy Co-Chair of the NSW Premier's Council on Homelessness for eight years. He is a director of the Community Council of

Australia which represents the not-for-profit sector. He became the President of the Rotary Club of Sydney in July 2018 leading a President's Project 'Building Resilience in Mental Wellbeing and Suicide Prevention'. Keith is a Board Member of the major religious organisations' group SEIROS (The Study of the Economic Impact of Religion on Society).

Best known as an inspiring and gifted preacher, Mr Garner has preached throughout the world. He has a vision for Christian church agencies and mission using leadership and organisational skills alongside an ability to delegate.

Before moving to Australia to take up his current role in 2006, Keith had more than 25 years ministry experience including the leadership of some of Britain's largest Methodist churches and sat on numerous councils and boards.

Keith Garner was awarded a Member of the Order of Australia (AM) in the 2015 Queen's Birthday honours for significant service to the community and being an advocate for people who are homeless and socially disadvantaged.

Keith's formation training was at Wesley College Bristol and he later completed his Master of Theology through the University of Oxford. He was awarded an Honorary Doctorate by the Evangelical Bible Seminary in Yangon for work throughout the world in supporting poorer communities.

Keith is married to Carol and they became Australian citizens in 2008.

Michael Anderson

Non-Executive Director and Chair

BEC, FIAA, Grad Dip (Christian Studies), MAICD

Michael is Chair of Uniting Mission and Education (NSW/ACT). Until recently he was Chair of Uniting

Financial Services (a \$1.5B financial services provider) and Ecclesia Housing (community housing). He has other roles around strategy, investments, ethics and leadership and is a member of the AMP Capital Responsible Investment Leaders Ethics Committee and Westpac Stakeholder Advisory Committee.

Michael had a wide range of experience at AMP Capital Investors which spanned a range of senior investment and general management roles. These roles included Head of Australian Equities, leader of Australia's largest Sustainable Investment Fund and being a company spokesperson on corporate governance issues. Michael was appointed to the Board in May 2017.

Meredith Scott

Non-Executive Director and Deputy Chair
BEC, FCA, GAICD

Meredith is CEO of Opportunity International Australia, an international aid agency that uses services centred around microfinance to alleviate poverty in the developing world. She has held that role since April 2018. Prior to that she was a partner of Ernst & Young Australia, specialising in Assurance Services, with 32 years' experience providing accounting, reporting and auditing advice to clients in Australia, Canada and the United States. Meredith is also Deputy Chairman of Pymble Ladies' College (a Uniting Church School) and Chair of its Audit and Risk Committee. Meredith is also an Elder, the Honorary Treasurer and Outreach Coordinator at Turramurra Baptist Church. She was made an Honorary Fellow of the Senate of Sydney University in 2015 for services to the University Audit and Risk Committee over 10 years. Meredith has been a Board member for Wesley Mission since July 2014.

Dr Keith Suter

Non-Executive Director

BA (Hons), MA (Hons), PhD, FAICD, FRAI

Keith has been involved with the Uniting Church for over 40 years. His most recent PhD focused on the future of the Uniting Church in Australia. He is a company director, conference speaker, broadcaster, writer and teacher at Boston University (Sydney campus). He is a Fellow of the Australian Institute of Company Directors. Keith is a well-known contributor to the media scene in Australia. Keith has been a Board member since January 2009.

Jim Mein AM

Non-Executive Director

AM, FCA, FCPA, FAIM, FLGAA

Jim is a former Moderator of the Uniting Church in Australia, Synod of NSW and ACT. He has held many positions within the Uniting Church including Director of the NSW Trust Association, Executive Director of the Synod Board of Finance and Property and later Uniting Resources. He has also served on the Board of a range of organisations including UnitingCare Ageing, Council of Christians and Jews Incorporated, Dougherty Apartments and a number of schools. A Chartered Accountant, Jim has extensive experience in auditing, governance, taxation and consulting.

In 2010 Jim was awarded Membership of the Order of Australia for services to the Uniting Church in Australia, promotion of interfaith dialogue, education and community service. He is the former Chairperson of the Uniting Church Frontier Services Board, Sydney Central Coast Presbytery and Benefund Limited (former trustee of the Uniting Church in Australia Beneficiary Fund). Jim became a Board member in July 2013.

Bernard Boerma

Non-Executive Director

BA, B.Soc.Stud, (1st Class Hons), MBA, MAICD

Bernard has over 25 years of social work and senior management experience, including over 12 years as CEO of a large human service agency. He has worked in a wide range of human service sector organisations—including mental health, public housing, child protection, aged care, disability services, juvenile justice and community-based corrections, family support, homelessness, counselling and community development. He is currently Secretary of the Australian and New Zealand Third Sector Research Incorporated and is currently teaching at the University of Sydney.

Bernard has served as an industry leader with community organisations, for example, the Sydney Alliance, NSW Council of Social Services, Catholic Social Services Australia and the Association of Major Community Organisations. He is committed to ensuring a just society that promotes the dignity, equality and participation of all persons. He is a member of the Catholic community with links to the Uniting Church.

Bernard is married to Helen, with two adult children and a grandson. Bernard was appointed to the Board in May 2017.

Jill Pretty

Non-Executive Director

RN, MN, BN (Admin)

Jill Pretty is a Registered Nurse and holds a degree in Nursing Management and a Master in Nursing majoring in Aged and Palliative Care as well as a Certificate IV in Training and Assessment. Jill was employed by Aged and Community Services NSW

and ACT (ACS) for 15 years and held the position of Manager of Policy and Consultancy before being appointed as the Chief Executive Officer in 2008. Before joining ACS, she was the Director of Nursing at McQuoin Park, Mercy Family Centre for 12 years.

Jill currently has her own consultancy where she delivers training to staff in aged care and advises on clinical and management issues. Jill is a Fellow of the Australian College of Nursing and the Australian Association of Gerontology and a Member of the Australian Institute of Company Directors.

Mark Northern

Non- Executive Director

B.Comm, B.Acc, GAICD

Mark is a chartered accountant and experienced property and finance executive with a lengthy record of success in Australia, the USA and South Africa. As a senior property, operations, development, finance and retail executive, Mark has 30 years of experience gained at a high performing ASX top 20 global organisation.

Mark is currently chairman of KYDS Youth Development Service, providing adolescent mental health services in northern Sydney, and past board member of Wesley Gardens Aged Care.

Mark is currently Treasurer, Elder, Councillor and previously Chairman and a member of various committees of Roseville Uniting Church. Mark joined the Wesley Mission Board in July 2017 and is a member of the Finance and Audit Committee.

Our growing community of generous hearts

Wesley Mission is blessed to be supported by an incredibly loyal base of donors, partners and corporate allies, which grew even further in 2017/18.

Following our Board's approval of a new fundraising strategy, it was a year of planning and focus as we mapped out new solutions to support Wesley Mission's sustainable growth through fundraising.

We exceeded our fundraising target, thanks to you!

We're grateful to all the individuals, families, volunteers, corporations, workplaces and other organisations who supported us this year, and helped us exceed our fundraising target of \$3.8 million. Our total fundraising income in 2017/18 was over \$7.7 million. A significant portion of that came from bequests, and we will be forever grateful to the supporters who enable the continuation of our work by leaving a gift to us in their will.

Supported by 1,000 more people doing all the good they can

In 2017/18 our supporter base grew by more than 1,000 people. It was the result of a focused effort to identify and attract new supporters: no easy feat in a crowded charity marketplace, and in a busy world

cluttered with competing demands for time, attention and finances. Our on the street team has been a valuable resource in gaining new donors to support our services. Every day they hit the streets of Sydney with friendly smiles and a contagious energy, sharing stories of the lives changed by Wesley Mission, and showing people the impact even a small gift can have.

So many live on through their legacy to Wesley Mission

In 2017/18, 33 more people added a bequest to Wesley Mission in their will. The memory of so many people lives on through the legacy of support they leave to Wesley Mission, and year after year we're grateful for the significant bequests that help us continue our work.

Supporters take to the skies to raise money for Wesley Mission

In October 2017, the AMP Foundation set generous (and daring!) Sydneysiders the challenge of zip lining between two of Sydney's tallest buildings to raise funds for their 12 charity partners, including Wesley Mission. Suspended 47-storeys above busy Circular Quay, the AMP Foundation's Big Zipper was the first building-to-building zipline in Australia.

Wesley Mission's fundraisers included corporate partners, supporters, staff and members of the public, who leapt from a platform 188 metres above the ground for the exhilarating journey. Their daring feat netted over \$117,000. This money has already begun supporting the work of our services.

Australian sports stars raise money to tackle homelessness

In May 2018, some of Australia's leading sports stars came together to tackle the nation's growing homelessness crisis by helping to raise money to support Wesley Mission services.

The number of Australians experiencing homelessness has grown from 104,000 to over 116,000 in just five years from 2011 to 2016, leading to unprecedented demand for assistance. To highlight the issue and raise much needed funds to support the work of Wesley Mission, more than 220 people, including current and past sporting heroes, gathered for the Wesley Sports United event.

Former World Cup winning Wallaby Captain Nick Farr-Jones led the event and interviewed some of the sporting identities, who included former Wallaby Tim Gavin, co-captain of Australia's Paralympic Team Joany Badenhorst and Australian Olympic water polo gold medallist Taryn Woods.

Other sports stars who lent their support included former NSW and Australian cricketer Greg Matthews, former Bulldogs, NSW Captain and Australian rugby league half back Steve Mortimer and Australian gold medal winning Olympic diver Matthew Mitcham.

In its ninth year, Wesley Sports United was supported by gold sponsor Chatswood Toyota.

"Of course our primary driver is that our contribution and support will assist in helping those fellow citizens who find themselves homeless," said

Ian Mayer, Managing Director of Chatswood/Ryde Toyota.

"Our company believes if you are in a position to help then you should do so... hence why we have a selection of organisations which we support on an ongoing basis."

The Superintendent and CEO called for people to both understand the challenge of homelessness and support our work in this area.

Philip Hartog once again played an important role in making this event a great success.

\$7,785,981
in fundraising and legacies

1,034
new donors acquired by
the on the street team

51,910
donations

6
wills days held

33
new bequests
identified



Steph and Tash give back

One was itching to go, while the other was shaking at the knees. But it was the same desire to give back that spurred Steph and Tash to zip line off a 47-storey building to raise funds for Wesley Mission.

Steph and Tash found support, care and compassion in Wesley Mission's services when they most needed it. And they've found strength and joy in the ability to help us support more people into the future. We're so grateful for their incredible efforts. And we're proud to introduce you to these two courageous women.

Meet Tash the confident thrill seeker

Growing up, Tash has always been drawn towards thrill-seeking activities. When asked to take part in AMP Foundation's Big Zipper, there was no hesitation. And, when told about the zipline height, she just laughed. "I love heights," she said.

While Tash naturally exudes confidence and determination, she admits she hasn't always felt this courageous. Just shy of turning 18, Tash's relationship with her foster carers deteriorated and her home situation changed. This is where Wesley Take Charge of Your Life stepped in.

"I wouldn't have anywhere to go. I have my sister, but I don't really want to go bother her when I need something, and that's what Wesley Take Charge of Your Life is good for," explains Tash.

Within weeks, Wesley Out of Home Care Worker, Rosie found Tash a place to live.

Since Wesley Take Charge of Your Life launched in November 2015, the program has been assisting young people, like Tash, who are aged 15 to 24, to successfully transition from foster care to living independently. For Tash, the help she received from Wesley Take Charge of Your Life has been life-changing. Not only has Tash found a place to call home, she has developed many new life skills along the way, such as learning how to cook and pay her bills. She has also been supported to study for a career in disability services at TAFE and Rosie has helped her look for a job. Most importantly, Tash says she is grateful to have someone she can rely on.

"I needed the help... and I wasn't getting anywhere with life and I want to get somewhere," says Tash.

Rosie adds: "When I met Tash she was quite depressed... so it's been quite lovely to see her grow into a young woman and be very independent and a lot more stable"

Through the help of Wesley Take Charge of Your Life, Tash says she feels confident for the future. And that confidence is what motivated Tash to give something back by taking part in the AMP Foundation Big Zipper and raise much needed funds for Wesley Mission programs, so that other young people can have the support that she has received.

Tash was elated after her Big Zipper drop. "I did this for Wesley Mission, because they've helped me more than anyone else ever has," she beamed.

"I wouldn't have anywhere to go... and that's what Wesley Take Charge of Your Life is good for."



Meet Steph the courageous fear fighter

While for many, jumping off a building at a 45-degree angle would be a significant challenge, overcoming heights is a small feat for Stephanie. Since her late teenage years, Stephanie has suffered from an eating disorder. And, for many years she kept it a secret.

While Stephanie is unable to pinpoint the moment her downward spiral began, like many teenagers before her, she admits her struggles stem from a desire to live the perfect life. Add in the pressures of leaving school and making future life decisions, she began facing her challenges by changing her eating habits. And, just when Stephanie thought life was overwhelming enough, her world was turned upside down when her family home caught on fire.

Continuing to keep her condition a secret, Stephanie's eating habits began to seriously affect her health. While she knew she needed to make a change, at first she was reluctant to seek help.

"It was really scary. My eating disorder was the way I coped with life and... I didn't want to lose that because I didn't know how else I would manage," she admits.

After seeking initial help from her GP, at 24, Stephanie was diagnosed with anorexia nervosa and admitted as an inpatient at Wesley Hospital Ashfield. It was here Stephanie's journey of recovery began. Across the course of a few years, Stephanie stayed at Wesley Hospital Ashfield over four separate occasions as part of her recovery.

"The staff were really amazing. At first I was really apprehensive about getting treatment at all but it was just their approach and the way they spoke to me. It made me feel like it wasn't my fault and they were really comforting. It felt like I was finally in an environment where people understood what I was going through," she says.

After being discharged from Wesley Hospital Ashfield, Stephanie continued her recovery journey with the help of Wesley Mission. She regularly attended a Dialectical Behavioural Therapy (DBT) program, run by Wesley Hospital Ashfield, which focuses on helping Stephanie manage her emotions.

Carol, Wesley Hospital Ashfield DBT Therapy Coordinator and Group Facilitator and key influencer in Stephanie's recovery journey adds: "Stephanie has developed a great resilience—probably more than she realises while in the DBT program. I am watching her week to week come out of her shell and step into many discomfort zones, because she simply knows that she must keep striving in order to maintain recovery and stay on track."

Giving back to others is now a major life focus for Stephanie. Currently studying a social work degree at Western Sydney University, Stephanie is eager to work for an organisation like Wesley Mission that offers support to young people leaving foster care. She also has a passion to help eradicate misconceptions about eating disorders.

"I do want to raise awareness about eating disorders because there are so many misconceptions about it... that it's all a lifestyle choice. I hate all that because it's totally not a choice. It's a real illness like any physical illness."

It's due to this motivation that Stephanie took part in the AMP Foundation Big Zipper.

"I'd only do this for Wesley Mission. I have a fear of heights but I really wanted to give something back."

Making a difference together

We are thankful for all of the groups, businesses and organisations who have supported Wesley Mission's work and clients over the past 12 months. Your financial support, donations in-kind, and time volunteering with our staff and clients have made a real impact in Australian communities.

Our financial supporters

Platinum supporters

Aged Persons Welfare Fund
AMP Foundation
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Cottee Orchard

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Macquarie Finance
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Samoan congregation
Stephen Edwards Constructions Pty Ltd
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Uralla & District Uniting Church
Wesley International Congregation
Woollahra-Double Bay Uniting Church

Trusts and foundations

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John Lamble Foundation
Perpetual Trustee P/L
Property Industry Foundation
The Radio Community Chest Inc.
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(Bill Leavey Foundation)

Legacies

Ronald Armour
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Vision FM

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Foxtel Nine Network
Network Ten
Nine Network
Seven Network
The Australian Christian Channel
Trinity Broadcasting Network
UCB TV

Funding bodies and partners

AGL
Department of Jobs and Small Business
(formerly Dept of Employment)
Australian Government Department of Health
Australian Government Department of Social Services
Australian Government Department of Veterans' Affairs
City of Canada Bay Council
Hunter New England Health

North Coast Primary Health Network
NSW Department of Family and Community Services
NSW Department of Industry
NSW Ministry of Health,
Mental Health Branch
NSW Health
Liquor & Gaming NSW
Simply Conveyancing Coffs Harbour
Sydney Local Health District
WentWest Primary Health Network
Wentworth Primary Health Network
Western NSW Primary Health Network

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Blacktown Workers Club
Burwood RSL
Canada Bay Club
Charlestown Bowling Club
Chatswood RSL
City Tattersalls Club
Club Five Dock RSL
Dooleys Lidcombe Catholic Club
Earlwood Bardwell Park RSL Club
Glenbrook Panthers
Gosford Central Coast Leagues Club
Guildford Leagues Club
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Hornsby RSL Club
Illawarra Catholic Club
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Parramatta Leagues Club
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Riverstone Schofields Memorial Club
Rooty Hill RSL Club
Ryde-Eastwood Leagues Club
St Johns Bowling Club

The Randwick Club
West Ashfield Leagues
Wyong Rugby League Club

Law firms

AWM Dickinson
Bainbridge Legal
B Hayward and Co
Diamond Conway Lawyers
Georgiadis and Baker
Goldrick Farrell Mullan
Kah Lawyers
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Low Doherty Stratford
Madison Marcus
Makinson d'Apiece
Owen Hodge Lawyers
JFM Law
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Our volunteers

Schools and community groups

Allambie Scouts
Beverly Hills North Public School
Carlrossy Anglican School
Christian Covenant
Conservatorium High School
Epping Boys High School
Epping Pathfinders Club
Good Samaritan College
Hills District Mums Group
Knox Grammar
Leichhardt Public School
Meadowbank TAFE
Orange Christian School
Parramatta SDA Church
Ravenswood Girls High School

Rotary Club North Sydney
Rover Scouts
Wahroonga Preparatory School
William Clarke College

Corporate groups

Accenture
AGL
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Alinta Energy
Allegis
Allianz
AMEX
AMP Bank
AMP Foundation
ANZ
Aurecon Group
BMC Group
Boehringer-Ingelheim
Broadcast Australia
Carmichael Fisher
CBA
Challenger
Charter Hall
Cisco
CommSec
Conservatorium High School
Cover-More
Deutsche Group Services
Dimension Data
Ernst & Young
Endeavour
Estee Lauder
FlexiGroup
Genworth
Gilbert & Tobin
Good Samaritan College
Hayden Real Estate
Hilton
iCare

ITS
Johnson & Johnson
JP Morgan
K&L Gates
Kimberly-Clark
Liberty International Underwriters
Lotus
Macquarie
Mazars Risk and Assurance PTY Ltd
Medtronic
Momentum Worldwide
MSD Health
Nomura
NRMA
Optus
PWC
Qantas
QBE
Salesforce
Schroders
Swaab
Target (Macquarie Shopping Centre)
Trend Micro
Under Armour
Vanguard
Wealth Australia (ANZ)
Westpac

Financial summary

Statement of profit or loss for the year ended 30 June 2018	2018 \$'000	2017 \$'000
Government grants	87,209	91,435
Revenue from rendering of services	92,689	77,093
Revenue from sale of goods	8,955	8,108
Legacies and donations	7,786	4,627
Investment income	4,664	4,627
Other income	3,542	4,188
Total revenue	204,845	190,078
Employee benefits expense	130,834	117,366
Material and other client services	28,895	28,616
Maintenance and accommodation	13,905	13,159
Depreciation and amortisation expense	9,261	8,587
Travelling expenses	5,254	4,554
Professional fees	4,774	4,275
Communications	1,390	1,257
Cost of goods sold	1,259	816
Finance costs	251	283
Other expenses	8,376	7,447
Total expenditure	204,199	186,360
Surplus for the year	646	3,718
Statement of financial position as at 30 June 2018		
Current assets		
Cash and cash equivalents	91,018	79,886
Trade and other receivables	18,922	14,459
Inventories	429	395
Assets classified as held for sale	-	2,934
Other financial assets	13,666	12,304
Total current assets	124,035	109,978

	2018 \$'000	2017 \$'000
Non current assets		
Property, plant and equipment	335,533	334,245
Investments	-	10,961
Other assets	696	749
Total non current assets	336,229	345,955
Total assets	460,264	455,933
Current liabilities		
Trade and other payables	19,649	16,108
Borrowings	4,444	3,493
Provisions	12,072	10,518
Resident licence agreements expected to be paid within 12 months	33,877	31,809
Resident licence agreements not expected to be paid within 12 months	143,603	147,314
Unearned lease premium	168	168
Unearned funds	13,878	13,910
Other liabilities	821	834
Total current liabilities	228,512	224,154
Non current liabilities		
Unearned lease premium	2,735	2,918
Borrowings	4,644	5,239
Provisions	2,535	2,429
Total non current liabilities	9,914	10,586
Total liabilities	238,426	234,740
Net assets	221,838	221,193
Equity		
Accumulated funds	219,008	217,984
Reserves	2,830	3,209
Total equity	221,838	221,193

Statement of cash flows	2018 \$'000	2017 \$'000
Cash flows from operating activities		
Receipts from customers including government subsidies	199,541	188,778
Payments to suppliers and employees	(199,861)	(190,099)
Interest received	4,185	4,627
Net cash provided by operating activities	3,865	3,306
Cash flows from investing activities		
Purchase of property, plant and equipment	(7,980)	(7,470)
Proceeds from sale of property, plant and equipment	6,113	2,861
Purchase of other financial assets	(950)	(1,450)
Investment in non current term deposits	10,962	(10,961)
Proceeds from redemption of available for sale financial assets	54	250
Net cash provided by / (used in) investing activities	8,199	(16,770)
Cash flows from financing activities		
Receipts from resident funded licence agreements	26,556	28,845
Repayments for resident funded licence agreements	(23,415)	(18,460)
Repayments of finance leases	(3,822)	(3,957)
Finance charges	(251)	(283)
Net cash provided by / (used in) financing activities	(932)	6,145
Net increase (decrease) in cash and cash equivalents	11,132	(7,319)
Cash and cash equivalents at the beginning of the financial year	79,886	87,205
Cash and cash equivalents at end of year	91,018	79,886

Our courageous commitment to long term growth

2017/18 has been a year of deliberate and purposeful connection and expansion. Through new systems, improved processes and rigorous organisation-wide governance, we've joined up the people, services and functions within Wesley Mission like never before.

Over the coming year, this connection will translate into an even greater focus on delivering communities with integrated, person-centred, and evidence-based care. Through data-led improvements, and the commencement of the rollout of a new service model in Taree, we'll make our ever-widening range of services more accessible to more communities.

Filling the gaps in Australia's community services sector

The government provides funding for many of the community services delivered by Wesley Mission, and organisations like us, in Australia. But this funding doesn't cover the breadth of the needs we see in our community and there are always some people and some needs that fall between the gaps of available services.

Wesley Mission has a long history of filling those gaps. We use the extensive skills and experience of our people and resources, including the time invested by volunteers and the generous support of donors, to create and run innovative new programs. We also generate funds through providing high-quality fee-for-service programs such as our private hospital and residential aged care network. These funds and resources enable us to respond to the need in our community, allowing us to advocate on behalf of and support those who fall through the cracks.

In the coming year, we'll take this even further. We'll open our first location operating with a new model of service in Taree, offering people a more accessible and seamless way to engage with Wesley Mission's wraparound services. We aim to meet people's full range of needs and continue to reduce the gaps in Australia's community services landscape.

Continuing to build our resilience, flexibility and agility

We'll continue to invest in strengthening our systems, processes and people over the coming year to build on the significant work we've completed this year. Through a rigorous risk management framework and comprehensive whole of organisation governance over project and service delivery, our organisation is stronger and more

resilient as a result of our achievements over the past 12 months. We're prepared, and in a good position to face the likelihood of recent changes to funding structure and service delivery models expanding into other service areas.

Both aged care and disability have new quality frameworks that we'll transition into over the next year and which will impact across the whole of Wesley Mission.

Following the framework of risk rating we formalised in 2017/18, we have four key focus areas of risk for 2018/19: work health and safety, risk of significant client harm, data security and contracts.

Pioneering new programs and expanding existing services

We're continually trusted with new business, trusted to lead pilot programs and receive renewed funding for pilots and programs that we've pioneered. As we enter the new financial year, we're excited about building on the successes of 2017/18.

In 2018/19, we look to find more opportunities to give children in care the permanency that they deserve. Although we facilitate and support adoptions we're not currently an accredited adoption agency. Achieving accreditation will mean that we can give children and foster carers more options where adoption is the recommendation of our Permanency Panel.

We'll also continue to build the transition pathways out of care. Over the last 12 months, we extensively expanded the scope and reach of Wesley Take Charge of Your Life, which assists young people leaving care to transition into an independent life. And in the coming year, we'll continue to invest in new ways of equipping young people with skills and support to set out on their own with confidence.

We'll also continue to expand our highly successful Mums and Kids Matter program, with a focus on outreach services to meet the needs of clients living in regional and rural areas of New South Wales (NSW).

And we're pioneering a new model for legal services: a person-centred approach that allows us to track results and outcomes over time. We're developing a local presence in regional NSW, targeting areas with high rates of gambling addiction. We'll be upskilling our community lawyers and developing resourcing models to deliver a best practice integrated legal service model.

We aim to increase sector capacity through education and training, with an emphasis on an early intervention approach to minimise legal escalation. An important part of the new model will be the creation of a bespoke legal services outcomes reporting framework. This will give us a solid evidence base for future funding and serve our longer-term goal to build a scalable service offering.

Strategic property investment framework

We've developed a strategic property investment plan which we'll begin implementing in 2018/19. All of our major properties are now covered by a development strategy to ensure we optimise the use of the land we have available. The framework is a \$300 million, ten-year property plan which will upgrade five of our properties – Wesley Edward Eagar Lodge, Frank Vickery Village and Lodge, Wesley Hospital Kogarah, RJ Williams Lodge and the new Wesley Mission Taree.

Focus on measuring outcomes and evidence based care

With the implementation of our Business Intelligence Portal last year, we've already begun expanding our understanding of the social impact of our services. In 2018/19, one of our focuses will be further developing this system to provide managers with a deeper understanding of their services. For example, we plan to develop a one-page dashboard report that will contain all of the information managers need: income, expenditure, staffing numbers, clients assisted, etc. We'll also continue to work with individual service areas to tailor the system to their needs and to build their capacity to analyse their data and use it to inform continuous improvement.

As we enter the third year of our 2016-2021 Strategic Business Plan to achieve 50 per cent growth, we're confident in the foundations we've laid this year to underpin that growth. In today's environment of constant change, organisations can be unwilling, or unable, to commit to long-term projects. As an organisation founded on the long-term commitment which stems from our Christian faith, we're working with purpose and determination to realise our strategic objectives and deepen Wesley Mission's presence in Australian communities.

As we enter the next 12 months of deliberate and planned growth, we're prayerfully committed not only to each other but also to the ways that God is leading us to grow with purpose.

Weaving a network of care

Cherrie truly represents Wesley Mission’s Word and deed ministry, continually finding new ways for congregation members, volunteers and others to engage in Wesley Mission’s services.

Not so long ago, Cherrie would never have imagined that she would be working with people experiencing homelessness. “I used to walk past people on the street begging and I’d think, ‘You’re half my age. Get a job. You’re asking me for money? I’m a pensioner,’” she recalls. “You know, that was my attitude. And I certainly didn’t want to work with them.”

It’s an attitude in stark contrast to the one she displays weekly as a volunteer with Wesley Connect food and care where she and other volunteers serve people in and around Sydney facing hardship, crisis, homelessness and other severe challenges.

“God, with his sense of humour, seems to keep leading me into places of challenging roles... It’s certainly broadened me as a person,” said Cherrie, who is candid about how volunteering has changed her.

“I’ve learned that these people are there because they’ve had some horrendous times in their lives. And as much as we look at them and we see that they look like an able-bodied person, you can’t see inside somebody’s mind and how they operate.”

Cherrie is also a Wesley Mission congregation member and a volunteer instructor with Wesley School for Seniors. Through her varied roles, Cherrie has been weaving an ever-expanding network of care and support across Wesley Mission. It should come as no surprise then, that she’s a knitter and a quilter.

She recently challenged her Wesley School for Seniors knitting class to make playmats for children in Wesley Mission’s Mums and Kids Matter program. A staff member visited the class to explain how the service supports mothers in New South Wales who are living with a complex mental health condition and have children under the age of five. And so, by connecting the objectives of the service with the objectives of her class, Cherrie engaged a group of people who may not otherwise have come in contact with this area of Wesley Mission’s work.

It’s not the first time Cherrie has created such a connection. And it won’t be the last.

Her class has made blankets for residents living with dementia at Wesley Mission’s aged care facility and residents of Wesley Edward Eagar Lodge, an emergency accommodation facility for people experiencing homelessness in Sydney’s inner city.

“And we’ve got a new challenge coming up now with quilting,” Cherrie explained, describing how she answered a phone call from a man looking to donate a huge amount of quilting material to anyone who could use it. He called the right person. Cherrie’s Wesley School for Senior’s quilting class is using the fabric to make quilts for young people in Wesley Take Charge of Your Life, a support program assisting young people transitioning from out-of-home care to living independently.

“I just want to keep doing things and I want to –. I mean, we’re going to do these scarves that–,” Cherrie begins, overflowing with so many ideas we run out of time to hear them all.

We don’t expect it will be long, though, before we see her latest ideas in action.



Get involved

Working together, we can make a real difference in the lives of people in need.

Donate, and make a difference today

Each year, Wesley Mission helps thousands of families and people in need. But we can’t do it without you.

For more information or to make a donation, **visit us online** or call 1800 021 821.

Volunteer with us

Through their experience and skills, compassion and commitment, Wesley Mission volunteers help people in need by supporting the work of our community services—helping us provide more services, to more people, more often into the future.

Visit us online or call (02) 9263 5551 to find out how you can join our team of volunteers.

Fundraise for us

From running a marathon to baking cakes and everything in between, you have the power to help people in need in your community.

Visit our website to find out how.

Leave a bequest

We believe it takes a lot of love, faith and commitment to engage in the lives of people in need. Our work is as diverse as the people we walk alongside, so we shape our programs, church services and activities to support people—wherever they are on their journey.

Every life matters. By leaving a gift in your will to Wesley Mission, you can leave a legacy that lives beyond your natural life to touch others with an act of unconditional love.

Visit our website to find out how.

Shop with us

Next time you’re looking for a present for a loved one, why not give a gift that matters. Your gift could buy books to help children in need learn to read, or pay for a night’s accommodation for someone facing homelessness.

To make a purchase, **visit the Wesley Gift Shop on our website.**

Be in the know

Visit our website for all our latest publications, including Wesley Impact! magazine, Wesley research reports, videos such as our weekly Wesley Impact! TV program, and Stories of Hope told by people we have helped. Or sign up to receive our newsletter and be amongst the first to know about the work that we’re doing.

Join the conversation and spread the word

Every day, we share news and stories about our work, the people we help and the people who need help in our communities. You can help us grow our influence and spur more people into action by joining the conversation and encouraging others to do all the good they can by sharing, liking and commenting on content we publish on social media and our website.



Connect with us on social media

Visit wesleymission.org.au to find out how you can get involved and do all the good you can.

Get involved

To volunteer, donate or leave a bequest
visit wesleymission.org.au

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PO Box A5555 Sydney South NSW 1235
(02) 9263 5555
communications@wesleymission.org.au
wesleymission.org.au

CEO/Superintendent: Rev Keith V Garner AM
ABN 42 164 655 145 Wesley Mission is a part of the Uniting Church in Australia.

Do all the good you can because every life matters

