



Shaping communities
Our 2011 annual review

COMMUNITY



CEO and Superintendent's report: Shaping communities

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Decisions taken in 2010/11

created significant changes which now place Wesley Mission on a firm footing financially and organisationally for the future. They will underpin our continuing commitment to express Christlike servanthood as we work with disadvantaged and marginalised people in our society, and enable us to show unfailing integrity in the important work of shaping communities.

Shaping the organisation

Wesley Mission took a number of important and pivotal steps in 2010/11 to position the organisation for the future.

We continued to examine our financial viability and to build a platform of sustainability to ensure Wesley Mission remains an effective Christian charity. A forum in February with board members, senior managers, clients and donors re-evaluated the strategic direction of the organisation.

Participants examined a wide range of issues, including our Christian faith, financial viability, what services we should offer, how to implement an integrated approach to service delivery, and how we are and would wish to be perceived in the community. That work continues.

Wesley Mission also took the first tentative steps towards incorporation in response to a new environment where government funding bodies want to deal directly with us rather than through our parent, the Uniting Church in Australia. We treasure our accountability to the Uniting Church, but realised that change was needed.

Constructing facilities

In a truly exciting development in November, we began construction of 16 new independent living units at Alan Walker Village in Carlingford, as well as a new 74-bed, ageing-in-place residential care facility to be known as Wesley Rayward.

This facility will increase the care options available to residents at the village by enabling them to move into assisted care options when necessary without having to leave their spouses and friends.

During the year Wesley Mission also received funding to construct new training facilities at our Ashfield and Kogarah hospitals, which will further boost our reputation for excellence.

Expanding services

We officially welcomed into the Wesley Mission family the highly respected child mentoring program Aunties & Uncles, after we were approached to take over its operations when the service became at risk of closure.

Wesley LifeForce held suicide memorial days in Sydney, Newcastle and Hobart, and expanded its suicide prevention networks to include indigenous communities in the Northern Territory.

We also began negotiations with St. George Bank on a possible expansion of our financial counselling relationship to include a new community training program on financial literacy. This has subsequently become a reality.

Creating efficiencies

Wesley Mission launched an internal initiative during the year called the Synergy project, aimed at streamlining our finance, payroll and human resources management processes. The finance component was completed in 2010/11 and the initial part of the complex payroll changes was accomplished.

The year also saw our training team make big strides in the provision of new online learning options for staff.

Sharing faith

A highlight for our Christian community was the growth of our Wesley International Congregation established at Ryde in 2010, which now has a weekly attendance of more than 270.

Another highlight for 2010/11 was the growing success of Wesley Mission's Easter Mission. The Easter Sunrise Service, which celebrated its 50th year, drew a larger national television audience on the Seven Network and the previous year's service was repeated on the Australian Christian Channel later in the day. Once again, the Easter Sunrise Service was also simulcast on Christian radio stations around Australia.

During the year our Sunday morning TV program *Rise & Shine* was renamed as *Wesley Impact! TV*, in accordance with the branding of our other internal and external communications. This will also enable the program to be broadcast at times other than early morning around the world.

Making an impact

Wesley Mission raised its community profile during the year with the launch of two authoritative and well-received reports—*Making ends meet: Financial stress is not just about money* and *More than a bed: Sydney's homeless families speak out*.

With the change of government in NSW, I was gratified to be invited to play an even larger role in the Premier's Council on Homelessness, of which I was already co-chair. I see this as an indication of the high regard in which Wesley Mission is held.

Wesley Mission was invited to provide input into a national enquiry into gambling, and also to give evidence before a Federal House of Representatives public hearing into proposed national consumer credit protection measures and an enquiry into mental health and the workplace.

The inaugural High Tea event in Newcastle and the Sports United lunch in Sydney also signalled innovative new approaches to profile-building and fundraising by Wesley Mission.

Responsible stewardship

Our financial situation stabilised in 2010/11 and we came in near budget. Although we were not “out of the woods”, the result was a considerable improvement on the previous year. With changes put in place during the year, the goal of a \$1m cash flow and operating surplus by 2013 remains an achievable target.

During the year it was also pleasing to note that Wesley Mission significantly reduced its expenses without any negative impact on delivery of services.

Thanks

Finally, I would like to thank my two fellow Officers, Mr David Greatorex AO and Mr Mark Scott AO, for their fantastic support of Wesley Mission ... and also my senior colleagues who have each shown commitment to the work to which God has called us. In addition to their contribution, the involvement of thousands of staff, worshippers and volunteers has ensured Wesley Mission remains a Mission which is both Christ-centred and people-focused as we enter a year when we celebrate 200 years since the first Methodists gathered in Australia.



Rev Dr Keith V Garner
CEO/Superintendent



Each day Wesley Mission helps

to shape a better life for some of the most disadvantaged and marginalised people in our community. It does this by providing a range of services which help individuals, families and, in the end, our community.

Encouraging our workers

Almost 1,800 staff and 3,300 volunteers help us realise our mission of honouring God, serving people and building hope. We recruit, nurture and train our “family” so they are equipped to shape and sustain communities—through addiction counselling, family and youth services, caring for the homeless, looking after the aged and those with disabilities, and providing an urgent and empathetic ear to people with mental health issues or those affected by domestic violence.

Carving out quality care

Our committed staff help shape a better life for the frail aged and people with disabilities, enabling them to live active, rewarding lives, as independently as possible. We provide a range of tailored accommodation options, care and activities for these people and those who care for them.

Forging ahead with families and children

Caring for families is a major focus for Wesley Mission. We work with families, with young people and with children to help them deal with life’s challenges and keep the family together. Wesley Mission supports families in legal or financial difficulties or with domestic violence issues. We provide mediation, parenting assistance and support for children who need foster care, housing and education.

Working for the unemployed

In uncertain economic times, unemployment is never far away. In this climate, Wesley Mission’s work among those looking for jobs takes on added significance for their well-being. We work alongside these people to shape a better working world for them: supporting them to learn new skills, upgrade existing skills, gain qualifications and find suitable employers.

Creating business

Wesley Mission runs a number of commercially successful businesses to supplement the grants and fundraising income needed to support our work. These include conference and recreation facilities, training and packaging

services, and gardening/landscaping services. The latter also provides work to those who might not be able to work in more mainstream employment environments.

Shaping community opinion

Part of Wesley Mission’s role is to stimulate public discussion on key social problems and to provide solid evidence to prompt changes in attitudes and policies. In 2010/11 we once again published extensive research, this time in the areas of financial stress and family homelessness, and provided public comment on these issues.

Christ-shaped care

The Christian church carries on the work of Jesus Christ in this world and seeks to follow his example in our communities. Through chaplaincy, congregations and services, fellowship groups, counselling and our weekly *Wesley Impact!* TV program, Wesley Mission reaches out to people in every walk of life.

Our vision

To be at the heart of our community where everyone has the opportunity to live a whole and productive life.

Our mission

Honouring God, serving people, building hope.

Our values

Out of Christian love and compassion, we are driven by Christlike servanthood, unfailing integrity and courageous commitment.

Legal status

Wesley Mission is part of the Uniting Church in Australia. Wesley Mission’s legal entity is The Uniting Church in Australia Property Trust (NSW), which is constituted by the *Uniting Church in Australia Act 1977*. Wesley Mission is therefore part of a statutory corporation. We are endorsed as a Public Benevolent Institution by the Australian Taxation Office and are an authorised Deductible Gift Recipient.

Wesley Mission's congregations

provide a solid Christian foundation for our work and give a faith-based impetus for shaping communities. Today, we are building on our congregational base with the latest technology, enabling us to reach larger numbers of people seeking the inspiration of God's Word.

Ministry & Mission work

Every week more than 1,800 people worshipped at one of Wesley Mission's 10 congregations led by our team of eight chaplains.

Services were conducted in English, Mandarin, Samoan, Rotuman and Japanese.

Various staff and congregation members continued to engage in mission activities in several countries including China, Thailand, the Philippines and Cambodia. Congregations also gave more than \$100,000 in support of overseas mission activity.

Six Ministry & Mission staff were invited to Nanjing, capital of Jiangsu Province in China. While there they shared in worship, visited churches, and met with local ministers and pastors. The church there is growing at a rate of 80,000 registered members a year but lacks formally trained pastors.

Seven delegates from the Wesley Chinese, International, Samoan and 6pm Congregations attended the World Methodist International Christian Youth Conference in South Korea.

Congregations gave generously to support those affected by natural disasters in Queensland, New Zealand and Japan.

During the year, the Ministry & Mission office distributed a total of 1,144 food parcels and handled 425 referrals and 189 requests for financial assistance.

Broadcasting our message

The heart of our teaching at Wesley Mission is the Sunday night experience—*Praise, Prayer & Preaching*—with 51 programs screened on the Australian Christian Channel (ACC) during the year.

Our re-named *Wesley Impact! TV* is a fresh, exciting Sunday morning program featuring people whose lives have been transformed, singers who inspired us with the beauty of their talent and practical Christian teaching that encouraged and challenged us.

The 2010–11 season saw a new look for the *Wesley Impact!* backdrop and stage, and the development of a new opening and graphics for the show.

The Easter Sunrise Service was once again filmed live from the Sydney Opera House and broadcast across Australia on the Seven Network at 6am on Easter morning. The Northern Foyer of the Concert Hall was crowded as the Rev Keith Garner, Superintendent of Wesley Mission, singer Stan Walker and the Melbourne Gospel Choir led the live congregation and television and radio audiences, with the message of New Beginnings at Easter. Viewers and listeners interacted with Wesley Mission during the broadcast live via the internet, and also after the event via phone calls, email and regular post.

Ratings figures from the Seven Network in the five metro television markets showed that this was the most viewed Easter Sunrise Service for the past 10 years. Unprecedented media coverage of our events reached more than two million people through print and electronic media.

To help celebrate Wesley Mission's 200th anniversary in 2012, the Superintendent travelled to the United Kingdom in May to film a well-researched documentary on the life of John Wesley, founder of Methodism. From the footage shot, two documentaries are being produced—one specifically for Wesley Mission, and one that we hope will have some commercial success and appeal to the general public across the world.

Wesley Mission believes in good stewardship of its people, resources and funds, giving shape to our services and the communities we serve. Wesley Mission is a parish mission of the Uniting Church in Australia, consisting of 10 related congregations of the church which appoint representatives to a Mission Council. The Wesley Mission Board Chair is also an Executive Officer under Uniting Church governance.

The governing purpose, principles and strategic direction of our organisation are set by the Wesley Mission Board and Management Committee, with input from stakeholders. Implementation is via a sustainable management framework led by the Senior Executive Leadership Team with the support of Group Managers.

Supporting the Board are a number of committees overseeing finance, audit and risk, and care advisory. An Officers Committee gives shape to the leadership of Wesley Mission and this committee consists of the Honorary Secretary, Honorary Treasurer and CEO/Superintendent.

Wesley Mission is committed to the highest operating standards and is independently assessed and certified as a Quality Endorsed Organisation. Our management team complies with the requirements of the International Standard for Quality ISO 9001, International Financial Reporting (IFRS) and the industry-specific quality accreditations in Aged Care and Disability Service Standards. Our people are committed to continuous improvement.

Deloitte Touche Tohmatsu has audited our business for the past four years. Wesley Mission reviews its auditors every three years. We use external legal providers only as needed.

Wesley Mission Board 2010/11

Matthew Chee, MBA, MDiv, BAcc

Matthew is a long-time elder of the International Congregation of Wesley Mission. He also serves on the Core Team for the Wesley International Congregation Ryde service, which he chairs and where he preaches on occasion. An accountant and businessman, Matthew has served in various capacities on the Wesley Mission Board, including the Cottee Orchard Board, the Finance Committee, the Aged Care Committee and as chair of the Audit and Risk Committee.

John Christison, JP, AAIM, AAI

John is currently an elder with the 6pm Wesley Congregation, Secretary of the Elders Council, a lay preacher and Lifeline counsellor. John worked in the general Insurance industry in senior roles for 30 years, was an Electorate Officer and is a former Wesley Mission Director of Administration and Acting Executive Director Lifeline Sydney.

Nick Farr-Jones, AM

Nick is a well-known sporting personality, lawyer, former Director of NRMA, Councillor of the City of Sydney, Director of Societe Generale and current Director of Taurus Funds Management. He has extensive investment and banking experience and serves on a number of boards around the world.

Rev Dr Keith V Garner, MTh (Oxon), DD (Hon)

CEO/Superintendent

Rev Dr Keith V Garner was inducted as Wesley Mission's ninth Superintendent in 2006. He trained for mission and ministry in the UK and completed his MTh in applied theology at Oxford University in 1995. An accredited Methodist preacher since 1973, and a member of the College of Preachers since 1998, Dr Garner has won international recognition as an inspiring and gifted preacher. He has visited and preached in many countries, has written four books and regularly contributes to magazines and journals, as well as hosting a weekly Christian TV show.

Dr Garner is Chair of Wesley Mission Council, Wesley Mission Board, Wesley Mission Management Committee and Wesley Mission Care Advisory Committee. He is also a Board Member of Cottee Orchard and Deputy co-chair of the NSW Premier's Council on Homelessness. He is a member of the National Committee of UnitingCare Australia.

David Greatorex, AO, BA(Hons), MComm and Admin, PhD, FCA, FAIM

Honorary Secretary

David is a member of the 6pm Congregation at Wesley Mission. David was Chairman of Westmead Millenium Research Institute, State Bank of NSW, IBM NZ, Securenet Limited, Computer Australia Limited, First State Computing Pty Ltd, Centennial Park Trust and a Director of AWA Limited, IBM Australia Limited, NSW Cancer Council, TAFE NSW, Sydney Dance Company and the Macquarie Graduate School of Management. He was visiting professor at Wollongong and Macquarie Universities for 15 years.

David Lewinsohn

David is an Elder of the Wesley Mission International Congregation and a Sydney Presbytery member. David is currently the Database Manager with AMPCo and has previously worked as an analytical chemist for the Federal Government; an operations manager for a pathology laboratory and consulted in logistics to both government and industry. David has qualifications in applied chemistry, logistics management and information technology.

Elizabeth McQueen

Having grown up with a Methodist background and been educated at MLC Burwood, Elizabeth became a member of Wesley Mission in 1975, and is a long-term Elder of the Sunday night Congregation. A Pharmacist and Registered Nurse, Elizabeth worked in London, PNG and country and city NSW. From 1989-1999 she manned the Lifeline phones and has a long involvement in aged care.

Robert McSkimming

Robert is Chair of Elders of the 6pm Wesley congregation and a member of the Wesley Mission Council. He is a Program Manager with Telstra and has spent more than 25 years working in telecommunications companies.

Mark Scott, AO, BA, DipEd, MA (Sydney), MPA (Harvard) Honorary Treasurer

Mark was appointed Managing Director of the ABC in 2006. Under his leadership, the ABC has dramatically expanded its services and reach. Mark was named Media Person of the Year in 2008 and made the Financial Review's respected "Power" list in 2009. Before joining the ABC, he held a number of senior executive appointments at Fairfax Media. Mark has post-graduate degrees from Sydney and Harvard Universities in Government and Public Administration.

Beverly Smith

Beverly has extensive knowledge of the Uniting Church administration from her 10 year experience as Secretary, Presbytery of Sydney and as Treasurer of Maroubra Uniting Church. She was previously a consultant to Burroughs Computing Systems.

Dr Keith Suter, BA(Hons), MA(Hons), PhD, PhD, FAICD, FRAI

Keith has been involved with the Uniting Church for over 30 years and is currently completing a PhD on the future of the Uniting Church. He is also a company director, conference speaker, broadcaster, writer and teacher at both Macquarie University and Boston University (Sydney campus). He is also a Fellow of the Australian Institute of Company Directors.

Governance

Johnny Teong, MBA, FCPA, ACIS, MAICD

Johnny is an elder in the International Congregation of Wesley Mission, chairs the congregation council, is a member of the Sydney Presbytery Standing Committee of the Uniting Church, and chairs the Wesley Mission's Audit and Risk Committee. He is the National Corporate Services Director of Landcare Australia Limited. Over the past 30 years he has held senior regional and national roles in finance and business management in multinational corporations, SMEs and not-for-profit organisations.

Edmund Walker

Edmund is the Honorary Treasurer of Uniting World, a Director of UCA Assembly Ltd, and a member of the United Theological College Finance and Administration Committee. Previously he was the General Secretary, Board of Finance and Property, of the Uniting Church. Edmund has also been a board member Nareen Gardens Retirement Village and Chairman Sydney North Regional Aged Care Board. Trained in industrial law, he was once a personnel manager for BP Australia.

Sarah White, BA, Grad DipEd

Sarah is the Program Director of Lent Event, the Uniting Church movement she founded in 2005 to address world poverty. She is also a designer of leadlights for UnitingCare, including Wesley Mission's Lottie Stewart Hospital and co-founder of Amazing Space, a women's alternative worship initiative.



Senior Executive Leadership Team 2010/11

Rev Dr Keith V Garner, MTh (Oxon), DD (Hon)
CEO/Superintendent Wesley Mission

See description under Wesley Mission Board on page nine.

Mr David Cannings, BBus, MBA, FCPA, AICD
General Manager, Finance

David is responsible for Finance, Information Services and Assurance and Advisory. He has extensive executive management experience within Finance, Corporate and not-for-profit sectors. David sits on the Policy Committee and Investment Committee for the National Anglican Superannuation Fund. He is a Fellow CPA Australia and a member of the Australian Institute of Company Directors.

Graham Harris, CAHRI
General Manager, Corporate

Graham's career in Human Resource Management spans over 25 years and he has gained sound management experience, strategic leadership and analytical skills. Graham currently holds two external Board memberships: Australian Federation of Employers and Industries (AFEI) (Board member since 2000, being President from 2002-2008) and Australian Chamber of Commerce and Industry (ACCI) (Director since 2002).

Elizabeth Orr, BA, Dip Ed, MBA, MAICD, MACHSE
General Manager, Operations

Elizabeth is responsible for Ageing and Disability Services, Children, Youth, Family and Homelessness services as well as Health, Suicide Prevention and Mental Health support services. She has held many senior leadership and policy development roles in the community services sector and is a strong advocate for those suffering from mental health and family dysfunction traumas. Elizabeth worked at Macquarie University for many years researching innovative training methods and curriculum development to assist students with learning difficulties.

Mr Graham Want, BE, Dip Min, B Min, MA (Theol)
Director, Ministry & Mission

Graham is a member of the Wesley Mission Council. He oversees the growth and development of our congregational and chaplaincy ministries, the Wesley Conference Centre and Wesley School for Seniors. Since joining Wesley Mission over 10 years ago, Graham has overseen the diversification of chaplaincy services, built a stronger financial basis for the congregations and helped facilitate growth within the congregations.



Top to bottom, left to right:

Rev Dr Keith V Garner, David Grestorex, Mark Scott,

Elizabeth Orr, Graham Want, Graham Harris, David Cannings

Wesley Mission works hard to shape and nurture family life through a broad range of services that address both family emergencies as well as people's needs for long-term support, healing and growth. Families provide the stability that allows children to develop confidence and self-esteem to face life's challenges and to form healthy relationships themselves.

Keeping families together

The Family Services teams at Westlakes and Dungog assisted more than 180 families with children aged 0–8. Westlakes had increased referrals from NSW Community Health, while at Dungog the three Women's Wisdom and Mums Matter programs were very successful.

Wesley Mission's Multicultural Support and Educational Groups supported 140 families in Sydney's South West, offering education, advocacy, practical assistance and early intervention. Many clients of our Multicultural Women's Program reported benefits such as quitting smoking and adopting healthy eating habits for them and their children.

We also extended our Auburn office and recruited new staff with Arabic, Dari, Hindi, Punjab and Spanish-speakers now on staff.

Wesley Mission Brighter Futures Early Intervention Program in Blacktown/Baulkham Hills, Cumberland/Prospect and Nepean Local Government Areas achieved stronger relationships with other community service providers and gained an increasingly strong reputation as a solid supportive partner.

Wesley Family Services —Northwest Sector continued to develop the family support services which have been operating in the area for over 20 years. This year its various services assisted more than 2,000 families.

Riverstone Families Connect reported an increase in indigenous children attending the Creative Learning Circle, while the Paint The Town REaD initiative delivered early literacy packs to 625 children. Enrolments also increased in the Out of School Hours Care Program.

Finding a home

Accommodating the homeless continued to be a priority for Wesley Mission during the year. We are proud that our Superintendent has been appointed co-chair of the Premier's Council on Homelessness.

Wesley Newcastle Accommodation saw many clients move on to permanent housing, and a new service delivery approach proved very successful with new clients. The Oasis drop-in centre in Newcastle was renovated to create a more homely feel.

Wesley Community Housing expanded its relationship with St George Community Housing and was offered several new properties, while Edward Eagar Lodge in Surry Hills catered to over 800 men and women in need of urgent accommodation.

The Short Term Unit program at Carlingford continues to be one of very few to accommodate homeless families, and the merger of the Short Term Units and Ashfield Independent Living Program was a great success.

The Noreen Towers Community at Liverpool catered to 41 families during the year. The Independent Living Program on the Central Coast was able to add new properties through partnerships with two community housing providers.

Our Assistance with Care and Housing for the Aged team became involved with Wentworth Community Housing in a project to house rough sleepers.

Nurturing young people

Wesley Mission's Dalmar Childrens Services now assumes responsibility for the daily operation of the Aunties & Uncles youth mentoring program, which came into the Wesley Mission family this year. Wesley Dalmar provided care to over 350 children in the Greater Sydney and Central Coast areas this year. The Central Coast branch will celebrate their 15th anniversary in November 2011.

Wesley Gateway Cottage, a specialised unit for 12–15 year olds, provided crisis accommodation for 72 young people.

Wesley Newcastle Youth Service noted that 80 per cent of participating young people achieved positive outcomes measured by improvements in self-esteem, resilience, independence, safety and quality of life. Xstrata Coal NSW, in addition to ongoing annual funding of the Streetsmart Program in Newcastle, also committed to fund the purchase and fit-out of a new van to assist the program.

Our Ashfield Youth Outreach was successful in reaching at-risk youth through the Canada Bay Five Dock Library Drop-in program. Our Quakers Hill Youth Support Services worked with Quakers Hill Police to deliver a relationship-building program with students at two high schools.

Case study: From isolation to inclusion

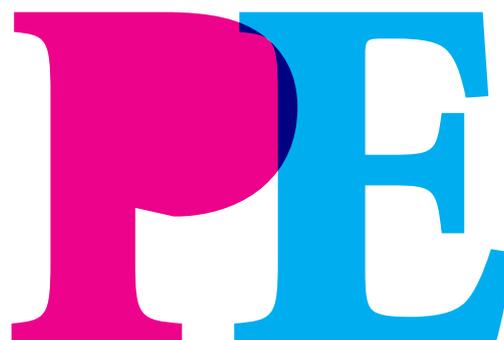
Family Services at Dungog was approached for help by a mum with five young children. Her husband was bedridden with a back injury and the family lived in a remote location, with only school bus transport. The mother was socially isolated and depressed.

The children had minimal social networks away from school due to transport and financial issues.

The family is indigenous and it took several weeks to gain their trust. Over time the father disclosed drug and alcohol issues, and was referred to mental health and addiction counsellors who now visit his home.

The mother was referred to the Women's Wisdom Program for help with her baby's sleeping problems and saw immediate changes.

The father has now become more engaged with the children and helps with their homework. The mother is now involved in her women's group, getting to know the other mothers and appreciating the fact that they do not judge her. The children have also developed new friendships and now invite children over to play at weekends.



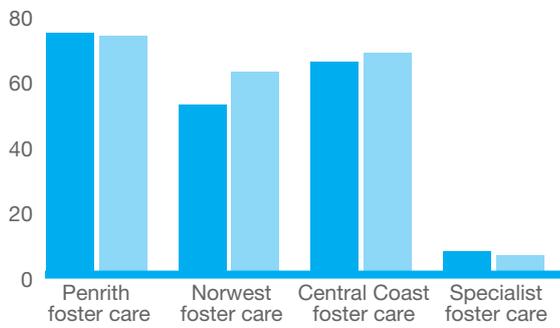
Family and Community Services

Child services

Children in care

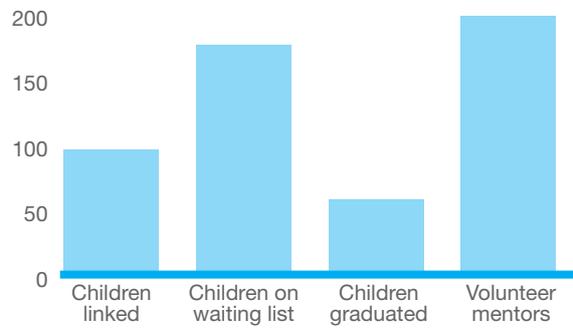
Total number of children in care in 2010–2011 was 213.

■ 2009–2010 ■ 2010–2011



Early intervention mentoring

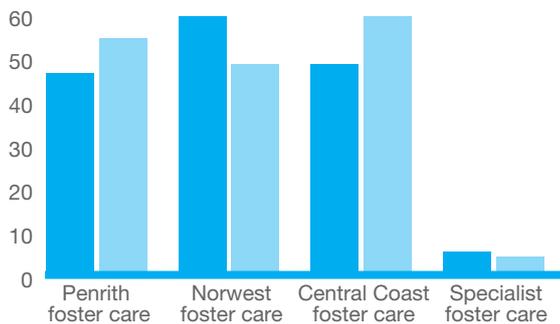
Number of children linked through the Aunties & Uncles program in 2010–2011 was 98.



Foster care families

Total number of foster care families in 2010–2011 was 169.

■ 2009–2010 ■ 2010–2011

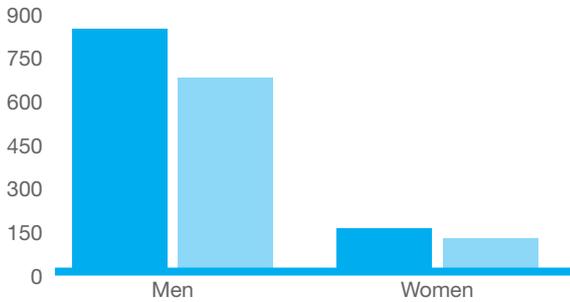


Homeless supported accommodation

Individuals in crisis accommodation

Total number of individuals in crisis accommodation in 2010–2011 was 804.

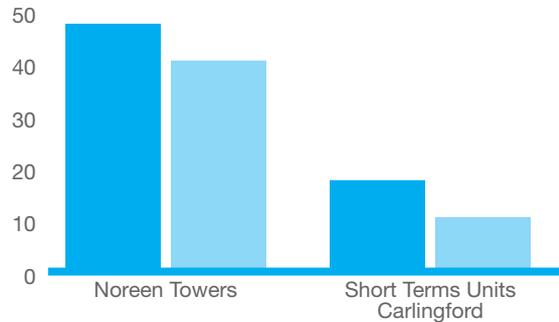
■ 2009–2010 ■ 2010–2011



Family accommodation

Total families provided emergency accommodation in 2010–2011 was 52.

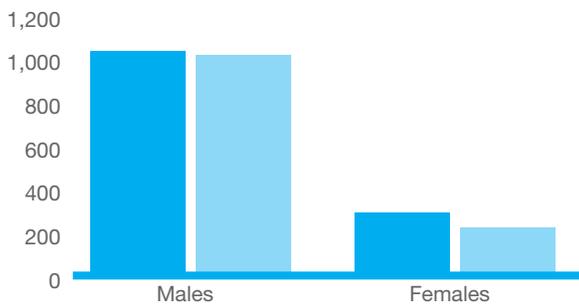
■ 2009–2010 ■ 2010–2011



Unmet need for individuals in crisis accommodation

Total number of people turned away from crisis accommodation due to lack of vacancy in 2010–2011 was 1,258.

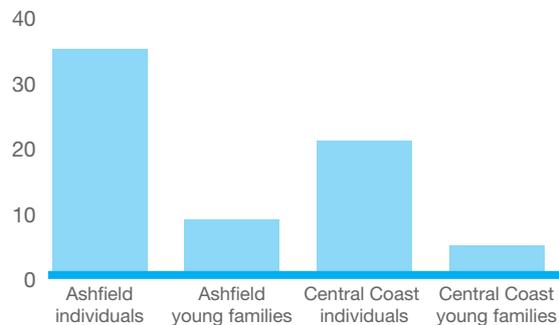
■ 2009–2010 ■ 2010–2011



Youth independent living program

Total individual youths provided supported accommodation in 2010–2011 was 56.

Total individual young families provided supported accommodation in 2010–2011 was 14.



Recreational services

Operation Hope

2010–2011

Total number of Operation Hope camps	8
Total number of sponsored campers attending Operation Hope camps	284

Recreational services attended

Total number of groups that attended Vision Valley	307
Total number of guests that attended Vision Valley	15,758

Wesley Mission believes in

caring for the whole person, and part of that care involves assisting people to find meaningful employment. When people have jobs, it has positive benefits for so many other areas of their lives. We work closely with disadvantaged job seekers throughout NSW to offer them new skills and new hope for shaping their employment future.

Tailoring our training

Wesley Vocational Institute, the registered vocational training arm of Wesley Mission, seeks to address the training needs of people living in areas of high unemployment and disadvantage. Wesley Vocational Institute supports clients to learn and upgrade their skills and access appropriate training and study opportunities. Training and assessment services are offered across NSW.

During the year, Wesley Vocational Institute was awarded major funding contracts from the Federal Government's Department of Health and Ageing to deliver training to the aged care industry across NSW.

Wesley Vocational Institute also supports Wesley Uniting Employment by delivering training to staff and job seekers in NSW and South Australia, and has interstate partnership projects operating within the Wesley Mission/UnitingCare network.

Wesley Vocational Institute significantly expanded its Indigenous Training Unit with the appointment of an Indigenous Training Manager and by securing additional State and Federally funded Indigenous training programs.

The first graduates of Wesley Vocational Institute's Indigenous Employment Program at Port Macquarie began to find work during the year—a great achievement. Their training in aged care aimed to make the most of opportunities in the booming aged care industry on the NSW Mid North Coast. Some 30 participants trained for either the Certificate III in Aged Care or Certificate III in Home and Community Care.

Under an internal restructure, Wesley Mission's Mental Health Training Unit became part of Wesley Vocational Institute. This is an exciting development and has allowed Wesley Vocational Institute to increase its workplace training offerings in the areas of mental health, suicide prevention, eating disorders, psychopharmacology, and alcohol and other drugs training programs. This is helping to shape the local community now and for the future.

Wesley Vocational Institute had 1,233 students enrolled in accredited training courses graduate during the year and

increased the number of students completing programs to 83 per cent. A further 1,500 students attended non-accredited training and workshops.

Shaping a working future

Wesley Uniting Employment provides a range of employment solutions under the Federal Government's Job Services Australia and Disability Employment Services program from 16 locations across NSW.

Services include creating and updating resumes; matching skills and abilities to jobs; training in job-seeking skills; referrals to training providers; writing job applications; access to wage subsidies to help eligible job seekers start work, and non-vocational assistance such as finding accommodation and dealing with substance abuse.

During the year Wesley Uniting Employment also delivered the Best Options Youth Mentoring program in Port Macquarie and Batemans Bay. This involves training mentors to provide one-on-one support for disadvantaged young people who are at school or looking for work.

Wesley Uniting Employment continued to be ranked by the Federal Government as the number one provider in all areas where it delivers the Job Services Australia contract.

In the year under review, Wesley Uniting Employment won a new Work Placement contract on the South Coast and began delivering these services for the first time.

Wesley Mission's Counselling Support Services and Wesley Uniting Employment also completed a pilot project that involved the former providing counselling support to job seekers who had problems that prevented them from finding work. The pilot delivered positive results for job seekers and the intention is to establish counselling support in all Wesley Uniting Employment sites.

In 2010/11 Wesley Uniting Employment assisted 5,856 job seekers. More than a thousand clients were employed for 13 weeks or more, and over 800 found work for six months or more.

Employment and training services

Wesley Vocational Institute	2009–2010	2010–2011
Students enrolled	970	1,233
Students commencing traineeships	151	112

Wesley Uniting Employment

Job seekers serviced	8,086	5,856
Work or education placements recorded	4,542	3,109
Job seekers employed for 13 weeks or more	1,130	1,085
Job seekers employed for 26 weeks or more	670	831

Case study: Aged care employment offers new opportunities

The first graduates in the Indigenous Employment Program at Wesley Vocational Institute Port Macquarie are already getting results. Their training in aged care is making the most of opportunities in the booming aged care industry on the Mid North Coast of NSW.

Garry Adams, Wesley Vocational Institute's Regional Operations Coordinator, said that Wesley Vocational Institute had a good record for matching job seekers with local job opportunities.

"With a lot of people retiring to the Mid North Coast, there are a lot of opportunities in aged care. We want to help people prepare for those opportunities," he said.

Kate*, who was one of the first students to graduate, found employment even before the course finished. "This was a fun course that covered everything we needed to know," she said.

Another student, Ben*, has found some strong employment leads. He said he was a bit daunted before starting because he had never passed a course before.

Ben said the group learning in the course made it much easier.

"Our trainer, Michelle, gave us a lot of support. She provided us with references and will call employers on our behalf," he said.

* Not their real names.

BELIEF



Wesley Mission addresses tough

issues that can severely impact people's lives—mental health, gambling, suicide, addictions and financial stress. We are committed to providing professional therapy and support for the most disadvantaged in our communities.

Acute mental health care

Wesley Hospitals at Ashfield and Kogarah are mental health facilities that offer an extensive range of in-patient and day patient services.

The 38-bed Wesley Hospital Ashfield saw a 22 per cent increase in general psychiatric admissions in 2010/11 to attain an occupancy of 79 per cent, mostly related to alcohol and drug treatments, and the 30-bed Kogarah facility attained an occupancy of 90 per cent for the year.

Ashfield has received a grant of \$2.69m and Kogarah a grant of \$2.9m to build clinical training facilities. It is expected that this facility will be completed by July 2012. This will support placement and training for student doctors, nurses and allied health.

Wesley Mission was also successful in a tender to Health Workforce Australia for \$350,000 to deliver nurse training. The first groups of students from the University of Technology Sydney were welcomed by the hospitals in March.

The hospitals also benefited from participation in a benchmarking group with other independent private hospitals. This provided the opportunity to discuss management issues and compare results in areas such as finance, clinical indicators and incidents.

Caring in the hardest of times

Established 48 years ago, Lifeline Sydney & Sutherland provides 24-hour crisis telephone counselling. In the year under review, Lifeline increased the number of telephone counsellors at Ashfield and made significant improvements at its three sites.

The high calibre of volunteer trainees achieved the best results since new national training was introduced.

During the year, Lifeline Sydney & Sutherland answered 20,424 calls and graduated 91 new telephone counsellors. Lifeline Sydney & Sutherland also held two successful bookfairs, raising much needed funds for the service.

Expanding suicide prevention

Wesley LifeForce is a suicide prevention program aimed at educating, empowering and resourcing Australian communities around the issue of suicide. More than 1,400 Australians completed suicide prevention training during the year and the organisation further refined its workshop/seminar content.

Wesley LifeForce partnered with the NSW Department of Industry to deliver suicide prevention seminars in regional NSW, and established eight new suicide prevention networks in communities across Australia, including two indigenous networks in the Northern Territory.

The organisation also held successful Wesley LifeForce Suicide Memorial Days in Sydney, Newcastle and Hobart.

Counselling on the frontline

Wesley Gambling Counselling Service provides a range of free services to gamblers, partners and families around problem gambling.

One of the year's highlights was a new self-exclusion management service where Wesley Counselling Services worked with problem gamblers who elected to ban themselves from clubs and hotels that have poker machines. Self-exclusion agreements were entered into with 30 clubs and hotels, which gives Wesley Counselling Services an important platform to offer counselling in conjunction with the self-exclusion harm minimisation initiative.

Credit Line Financial Counselling Service offers free and confidential financial counselling to the vulnerable and disadvantaged in our community facing financial crisis.

Work began on the development of a new financial literacy program for community groups, generously supported by St. George Bank. Wesley Mission has strongly advocated for financial literacy training over many years.

Elizabeth Terry, a Wesley Mission financial counsellor, was awarded the Meritorious Service Award by the Financial Counsellors Association of NSW for outstanding commitment.

The National Financial Counsellors' Resource Service is dedicated to supporting financial counsellors. In the year under review, the Service won a contract to develop a national Code of Ethics for financial counsellors.

In 2010/11 our gambling and financial counselling services saw almost 3,000 clients. Wesley Community Legal Service continued to provide legal training and advice to all our counsellors to support their important work.

Case study: A calm voice, a life saved

When our Lifeline counsellor picked up the phone, the caller was sobbing and saying repeatedly "I can't carry on", "I want to go to sleep and wake up when it's all over". The telephone counsellor was used to outpourings of pain and invited the caller to explain what had triggered these intense feelings. The young woman told an all too familiar story of anorexia, depression and a challenging domestic situation. The fact that she had also dropped out of university was further reinforcing her feelings of failure.

The telephone counsellor conducted a suicide risk assessment and gradually forged a close connection with the woman and was able to ensure that she didn't harm herself. The caller agreed to contact her case worker at the Mental Health Team and to see her GP. She also promised to make the effort to stay in touch with the people who supported her. As she hung up the young woman said, "Thank you."

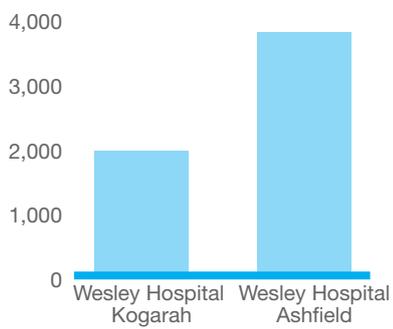


Mental Health and Counselling Services

Hospital services

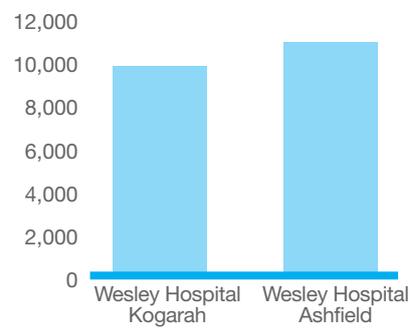
Hospital admissions

Total number of hospital admissions in 2010–2011 was 5,783.



Hospital bed days

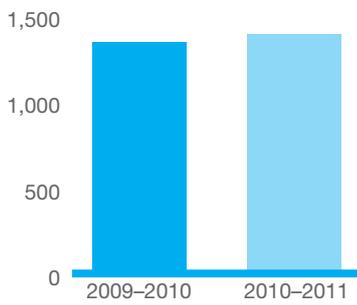
Total number of hospital bed days in 2010–2011 was 20,786.



Counselling services

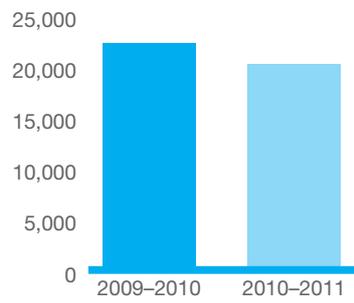
Wesley LifeForce, suicide prevention training

Total number of people trained in suicide prevention in 2010–2011 was 1,406.



Lifeline Sydney & Sutherland crisis calls

Total number of crisis calls taken in 2010–2011 was 20,424.



COMFORT



We focus on the aged and people with disabilities as some of the most vulnerable in our community.

Wesley Mission devotes much time and energy to these people through a diverse range of services—respite care, day centres, employment programs, in-home support, visitor programs—to enable them to have a choice in how they shape their lives.

Supporting care at home

Wesley Mission Home and Carer Support Services provide a range of maintenance and support for frail aged people, people with a disability and their carers who live at home.

As part of this service, the Inner West Commonwealth Respite and Carelink Centre assisted almost 800 carers and dealt with more than 6,500 enquiries during the year under review.

The Centre also initiated consultation with service providers to improve access to community care services for the Indian community, as well as promoting its services to the Korean and Latin American communities.

Wesley Mission Home Modification and Maintenance Service carried out more than 1,100 jobs during the year, providing services such as the installation of grab rails and handrails, access and bathroom modifications as well as minor maintenance work. The service received significant funding to expand services in the Cumberland and Prospect areas.

A great achievement for our In Home Support—Dementia Monitoring Service was receiving a \$100,000 extension to its funding from the State Government to enable it to support an additional 16 clients each week. This was recognition of how such a service builds and maintains community for the growing number of people with dementia.

Our Wesley Veterans Affairs Program, which provides domestic assistance, care and respite for veteran clients, had its contract extended with the Department of Veterans Affairs until 2014. The service assisted 75 clients.

The Community Aged Care Package Program assists frail older people to remain at home rather than moving prematurely to residential care. During the year the program assisted nearly 400 clients across Sydney and attracted new funding for additional packages in several locations.

In 2010/11 the Domestic Assistance service received additional funding in the Cumberland/Prospect region. The Western and Northern branches also continued to service more than 400 clients a week between them but unfortunately had to turn away more than 100 people due to lack of vacancies.

Providing a community

Wesley Seniors Day Centre provided 115 clients a week with activities, respite and socialisation during the year and secured new premises while also increasing its profile among volunteering and referring agent networks.

More than 100 volunteers visited residents of aged care homes under the Community Visitors Scheme. Significant efforts were made to attract more volunteers through participation in various public events and via the distribution of promotional material.

More than 500 students attended Wesley School for Seniors and enjoyed a wide range of courses during the year.

Living a full life

An exciting development for Wesley Disability Services is the LifeSkills Services program which secured a commitment from Sydney Rotary Club to raise \$250,000 towards refurbishing a building at Ashfield as a centre for people with a disability who have high support needs. This was an encouraging sign of how Rotary and Wesley Mission can help build community.

Wesley Disability Accommodation Services opened a Younger People in Residential Aged Care Service at Smithfield to provide more appropriate living options and practical support for younger people with a disability living in, or at risk of entry to, residential aged care. Wesley Disability Respite Services provides planned and emergency respite for the carers of both children and adults with intellectual disabilities. The service provided 510 emergency respite placements and 745 respite placements, and expanded its facilities and services.

Our Community Living Services team reviewed its participant training and reconfigured one of its services to expand its offering to young people with a disability who live with their families.

Wesley Enterprise —David Morgan Centre operates commercial businesses involving packaging, cleaning and gardening. During the year the number of supported employees increased to 110, and Wesley Gardening and Cleaning acquired significant corporate contracts that will expand to cover the greater metropolitan area in the coming year.

Case study: Restoring dignity

Harold* is an 80-year-old man who was referred to Wesley In-Home Support Service in 2005. He lived in his own unit and had no family. He was suffering from alcohol-related dementia and was living in squalor. He had no bed, his flat was infested with rats and cockroaches, and he hadn't showered in five years.

The Wesley team began working so Harold could live at home safely and hygienically.

Wesley Mission organised a clean-up, pest control service, got the hot water system and telephone re-connected, and a financial guardianship order was put in place.

A care worker currently visits Harold every day to ensure that he has eaten, or takes him out for coffee.

Harold is still living in his own home and gets Meals on Wheels daily. Maintenance work continues, with painting and re-covering of his floors. The man's health and quality of life have improved dramatically over the past five years and with the help of Wesley In-Home Support Service, Harold should be able to remain in his home for many more years.

* Not his real name.

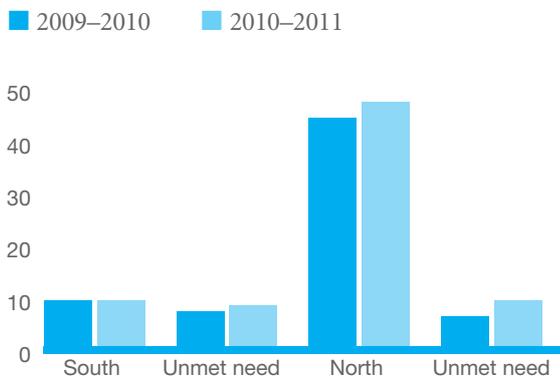


Community Ageing and Disability Services

Community support services

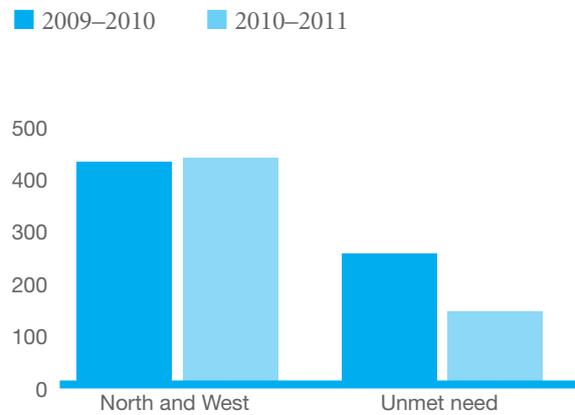
High-care support in the home (Extended Aged Care at Home)

Total number of clients assisted in 2010–2011 was 58.
Total number of unmet referrals in 2010–2011 was 19.



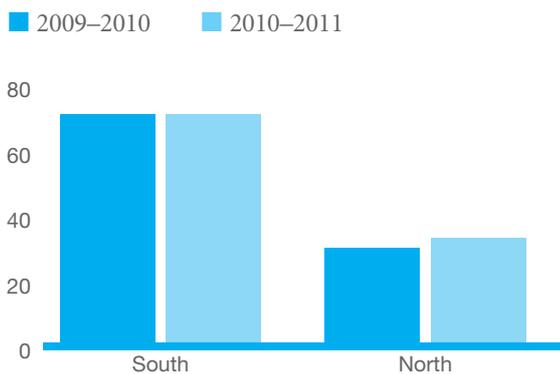
Domestic assistance

Total number of clients assisted weekly in 2010–2011 was 439.



Respite carers assisted in the home

Total number of carers assisted in the home in 2010–2011 was 106.

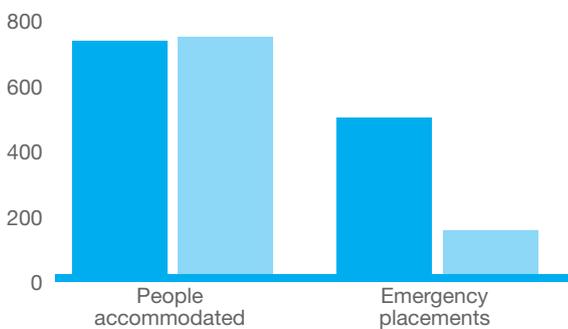


Disability services

Disability respite accommodation

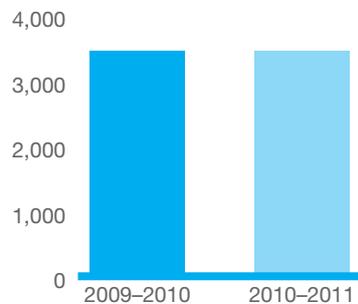
Total number of people accommodated in 2010–2011 was 899.

■ 2009–2010 ■ 2010–2011



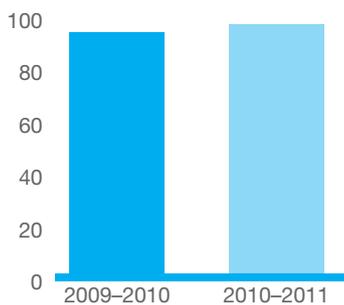
Respite

Total number of respite days provided in 2010–2011 was 3,498.



Disability support in the community

Total number of LifeSkills Services clients assisted in 2010–2011 was 98.



Support to live independently

as they age or assistance with their more complex care needs: Wesley Mission has the facilities and professional staff to provide both. Our extensive and growing services focus on providing people-centred care, with an emphasis on the social and spiritual, and all within a Christian environment. Such growth defines—and will continue to give shape to—our ageing communities.

Building for the future

Wesley Mission operates extensive residential aged care services across Sydney in caring Christian communities. These services provide varying levels of support to residents with their personal care, medication and other daily activities, according to their need. Social and spiritual activities also form a large part of life in these communities.

During the year construction began on 16 new independent living units for Alan Walker Village in Carlingford as well as a new 74-bed ageing-in-place residential care facility to be known as Wesley Rayward.

The new buildings are being constructed next to the existing village. This development will increase the care options available to Alan Walker Village residents, as those who need to transition from independent living to a significantly higher level of care may be able to remain on the same site. This could be especially helpful, for example, where one spouse needs to enter assisted care while the other remains in independent village accommodation.

The new facilities will help Alan Walker Village maintain its reputation as a highly desirable place in which to live. The new residential care facility, Wesley Rayward, will offer the very latest in technology to satisfy the needs of residents, and to assist staff in providing care more efficiently. It will also feature a cinema, café, kiosk, landscaped courtyard and a selection of lounge and dining rooms, as well as therapy rooms where residents can access the services of allied health professionals.

In 2010/11 Wesley Mission also received development approval for a new ageing-in-place facility to be constructed on the site of Frank Vickery Lodge. It will provide modern, state-of-the-art accommodation and care for older persons in need of supported accommodation. Construction is expected to begin in 2012.

Approval also came during the year for up to 88 new independent living units at Frank Vickery Village. These will replace existing older-style cottages and will provide significantly improved residential amenity for a large number of older people seeking a retirement village lifestyle. Construction is also expected to begin in 2012.

Up to the mark

At all Wesley Mission's residential aged care facilities—Hoban House (Pagewood – 47 beds), WG Taylor Village (Narrabeen – 24 units, 22 residents), Frank Vickery Village (Sylvania – 205 units, 238 residents), Alan Walker Village (Carlingford – 203 units, 250 residents), RE Tebbutt Lodge (Dundas Valley – 68 beds), Frank Vickery Lodge (Sylvania – 69 beds), HC Foreman Lodge (Miranda – 44 beds) and WG Taylor Lodge (Narrabeen – 74 beds)—significant effort goes into maintaining regulatory compliance and achieving successful audit outcomes. During the year under review all our centres were successful in this regard. Assessors spent considerable time interviewing staff, residents and relatives, and commented on the excellent continuous improvement activities within the homes which focus on improving the living environment for our residents.

All facilities similarly maintained their level “A” food safety rating following audits from the NSW Food Authority audit process. This is a new external auditing regime arising from NSW state legislation and Wesley Mission was successful in obtaining the highest rating.

The aged care industry is currently facing significant difficulties in recruiting and retaining suitably skilled and qualified staff. Accordingly, Wesley Mission has been working to support our existing staff and to strengthen retention rates by offering a range of opportunities for further education and career development.

In the year under review, our various facilities offered a large number of places in accredited training programs, including Certificate IV programs in Aged Care, Leisure and Health and Frontline Management, along with an Advanced Diploma in Management and a comprehensive in-house training program.

Case study: Cause for celebration

Social life plays a big part at all Wesley Mission's aged care facilities and we never miss an opportunity to celebrate significant events in residents' lives.

During 2010/11 at Frank Vickery Lodge and Village, Edna Stone celebrated her 100th birthday, Betty Hampel marked her 104th and Flo Denning was heartily congratulated on her 106th birthday. And at WG Taylor Village, Nola Woodcock turned 102 while Amy Ford at HC Foreman Lodge celebrated her 103rd birthday. She had lived by herself at home until she was 102! Apart from Amy, all the other centenarians were long-time residents, and staff and other residents joined in to help them celebrate.

Inspired by Kate and William's Royal Wedding, Phil and Yvonne Mulray, who have been married for more than 50 years, renewed their wedding vows at WG Taylor Village. On the day, the bride asked two retirement village residents, her bridge teacher Beryl Page, and Dorothy Butler, to be her matrons of honour.

The happy event gained considerable coverage in the local media.

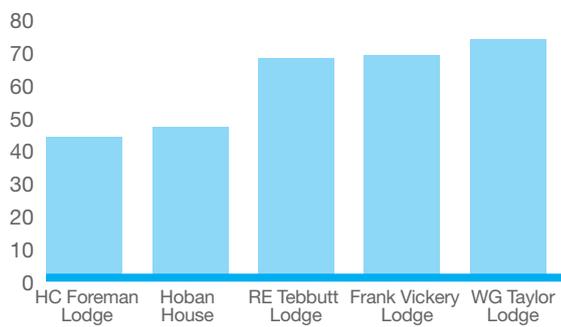
LOVE



Residential Aged Care Services

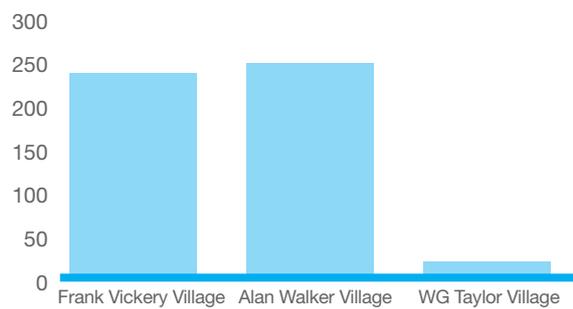
Elderly residents in residential care

Total number of residential beds in 2010–2011 was 302.



Elderly residents in retirement villages

Total number of residents in 2010–2011 was 510.



CARE



Our staff and volunteers are the driving force for all that we do at Wesley Mission and translate our principles and goals into action every day. Wesley Mission is committed to providing a safe workplace with up to date systems and an environment of continuous learning where employees have every opportunity to reach their potential.

Taking care of our people

The Human Resources (HR) function supports the organisation in effectively managing our people and culture. Our services extend across Employee/Industrial Relations, Learning & Development, Occupational Health & Safety, Payroll, and Volunteering.

After much effort from our dedicated staff, Wesley Mission introduced a new and more robust Payroll/HR information system in March. This will deliver considerable efficiencies for managers and staff and its implementation was made more challenging by the fact that during the year we applied the Federal Government's new Modern Award framework for many of our employees.

In 2010/11 our HR team also supported the recruitment of 450 new staff to Wesley Mission in a very tough market.

More than 3,300 people volunteered with Wesley Mission, clocking up more than 187,000 hours of service (or the equivalent of 95 full-time staff over one year).

Wesley Mission's Occupational Health, Safety and Injury Management (OHS&IM) team of five professionals provides strategic and operational support to Wesley Mission employees, volunteers and clients in the areas of health and safety, risk management, workers compensation claims management and injury management. The team is responsible for keeping Wesley Mission abreast of legislative changes through developing and implementing industry leading systems for Occupational Health and Safety (OHS) management and injury management to promote a safe working environment, to meet legislative obligations, and to offer injured employees medical, rehabilitation and return to work support to achieve a timely, safe and durable return to the workplace.

The 2010/11 result of 92 injuries and illnesses represented a 33 per cent reduction over the past five years and continued an encouraging trend.

The internal audit program expanded in scope and number, providing a greater level of assurance in the integrity of our OHS management system.

Improvements in injury management strategies, through the implementation of a new Psychological Injury Management Model, resulted in a 34 per cent reduction in the average time lost by employees reporting psychological injury and illness over the past four years.

The year under review also saw the implementation of a new process for workers compensation claims modelling and insurance premium projection.

The HR team also began currently reviewing and updating its OHS management system, training programs and reporting structures in preparation for a new Work Health and Safety Act due to be introduced in 2012.

Continuous learning

The Learning and Development (L&D) team design and develop learning programs to support organisational learning initiatives including new system implementation and mandatory training. L&D also investigate and implement new forms of learning delivery and develop policy and procedures to support best practice in organisational learning and development.

In 2010/11 the L&D team rolled out training to support the new PeopleSoft Finance and Work Force Management systems, and introduced a "virtual classroom" to support new learning programs.

Other achievements included introducing professional development programs for financial literacy and workplace coaching, and providing financial assistance to 29 employees undertaking work-related studies through the Educational Assistance Scheme.

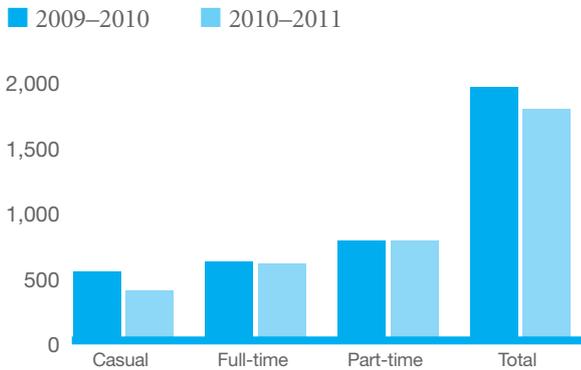
L&D delivered more than 14,000 hours of training to more than 3,300 attendees through partnerships with other specialists in corporate services and external training providers.

The team also began early planning to introduce a new Learning Management System for accurate recording and reporting of L&D activity, and the first stages of a new leadership program.

Employees and volunteers

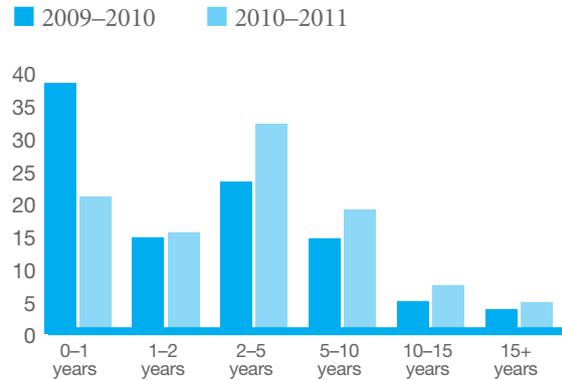
Total number of employees

Total number of employees in 2010–2011 was 1,797.



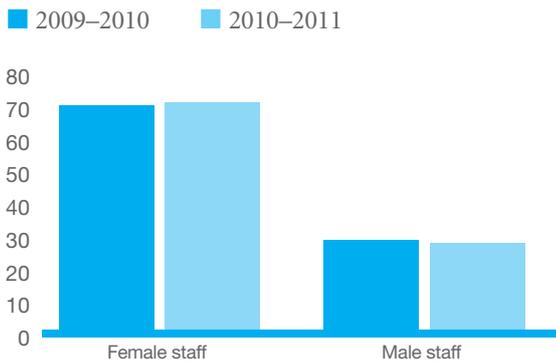
Staff tenure (%)

Thirty two per cent of the workforce have been employed for two to five years.



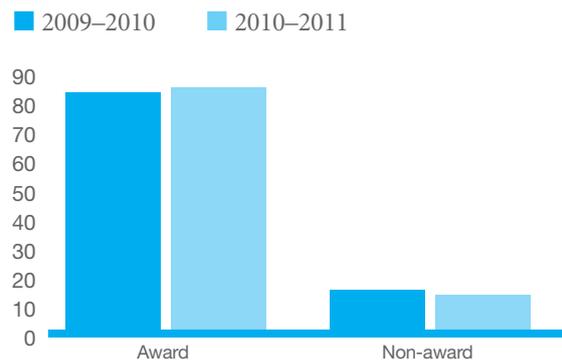
Gender of workforce (%)

Females accounted for 72 per cent and males 28 per cent of the workforce in 2010–2011.



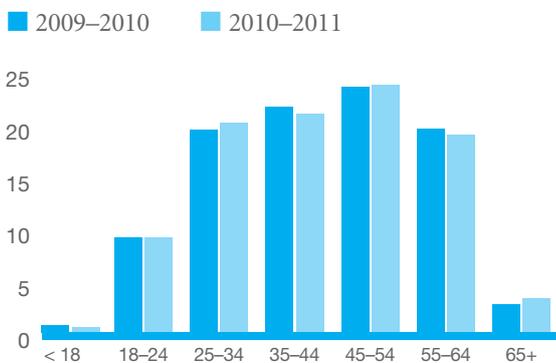
Employment type (%)

Award employees accounted for 86 per cent and non-award 16 per cent of the workforce in 2010–2011.



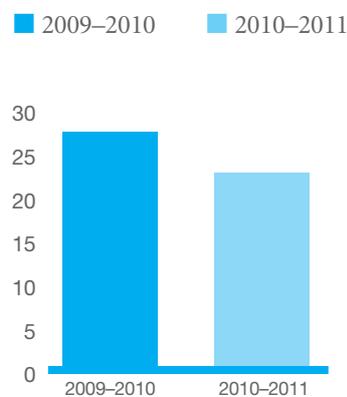
Age of workforce (%)

The workforce was evenly spread over the 25–64 age range in 2010–2011.



Employee turnover (%)

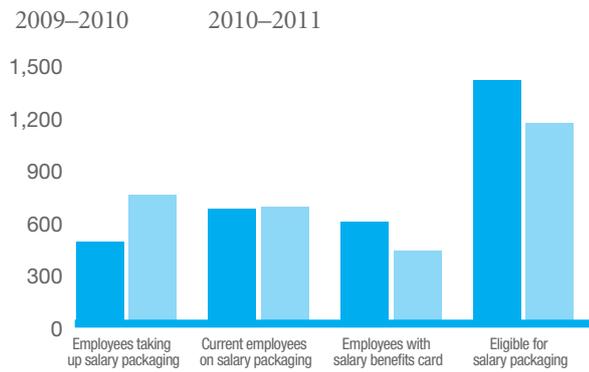
Total employee turnover in 2010–2011 was 23 per cent.



Our people and culture

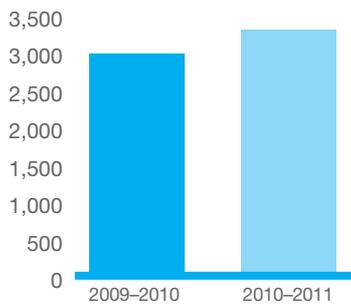
Salary packaging

There were 1,167 employees eligible for salary packaging in 2010–2011.



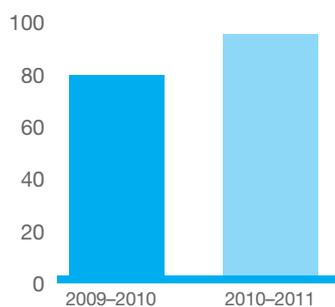
Registered volunteers

Total number of registered volunteers in 2010–2011 was 3,328.



Volunteers full-time equivalent

The number of hours worked by volunteers was the equivalent of 95 full-time staff in 2010–2011.



Breakdown of workforce	2009–2010	2010–2011
General managers	5	5
Group managers	8	8
Operational managers	16	30
Centre managers	176	64
General staff	1,760	1,690

Occupational health and safety

Mechanism of injury	Number	Days lost	Fatalities
Being hit by objects	6	6	0
Being hit by person	7	97	0
Contact with heat, cold, electricity, radiation	1	7	0
Contact with substance	3	6	0
Exposure to biological agents (non human)	0	0	0
Exposure to blood or bodily fluids	3	0	0
Exposure to traumatic event	1	0	0
Falls from height	1	0	0
Hitting objects with body	8	34	0
Insect bites and stings	3	14	0
Lifting or carrying	9	212	0
Other muscular stress	10	290	0
Other	7	28	0
Repetitive movement with low muscle loading	3	20	0
Sound or pressure	0	0	0
Stepping, sitting on objects	0	8	0
Trips and slips	23	170	0
Vehicle accident	7	131	0
Total	92	1,023	0

Whether it is the amount of fuel

we use, the vehicles we choose to drive or the suppliers we trust to engage, Procurement plays a vital role in ensuring that many of the things we take for granted at Wesley Mission actually happen.

During the year under review our Procurement team reviewed several key areas of spending and rationalised the number of suppliers to Wesley Mission. This included suppliers of waste management services where we reduced the number of our suppliers from 20 to two. Once the new arrangements are fully implemented, this will reduce costs by 60 per cent.

Procurement also achieved savings in laptop and desktop computers in excess of 50 per cent. They also investigated LED monitor and TV options for our new aged care facility at Wesley Rayward as the power consumed is less than half that used by LCD devices.

As part of Uniting Church initiatives, Wesley Mission also reviewed its carbon footprint. This will allow Wesley Mission to identify areas for improvement.

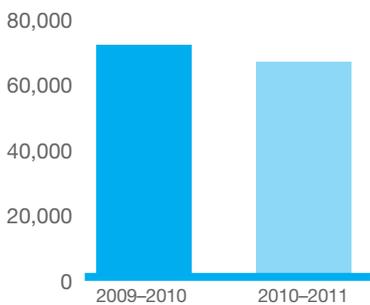
STEW
ARD
SHIP



Motor vehicle usage

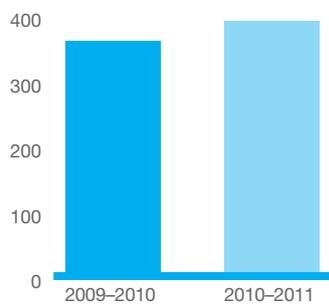
Litres of fuel consumed per month

Average number of litres of fuel consumed per month in 2010–2011 was 66,689.



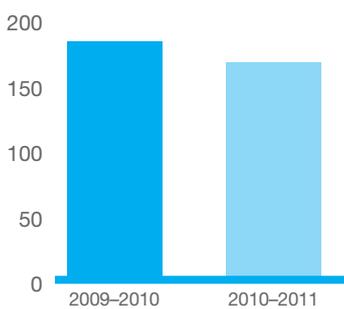
Fleet size

Total fleet size in 2010–2011 was 395.



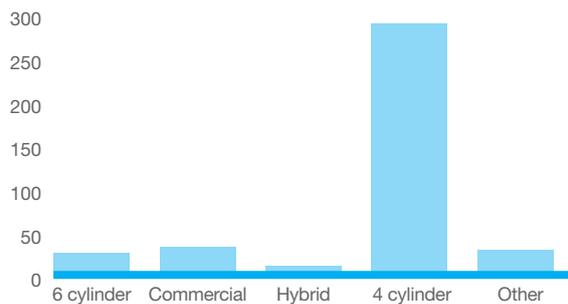
Average fuel consumption (litres per month per vehicle)

Average fuel consumption in 2010–2011 was 169 litres per month per vehicle.



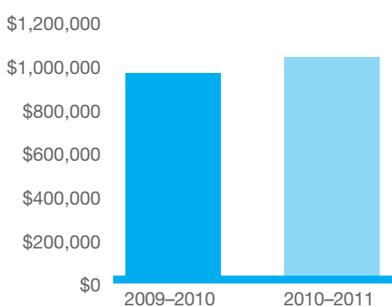
Fleet breakdown

The fleet consisted of 292 four cylinder, 36 commercial, 29 six cylinder, 32 other and six hybrid vehicles in 2010–2011.



Total fuel cost (per annum)

Total fuel cost in 2010–2011 was \$1,033,703.



Communicating our Christian

ethos and position on important social issues to the public and donors is vital in consolidating Wesley Mission's image in the community as a professional, caring and trusted charity. This work goes hand in hand with supporting our generous and loyal donors, while constantly seeking new avenues for raising funds for our work.

Promoting Wesley Mission

Communications & Fundraising raises funds to support the activities of Wesley Mission, creates a strong, consistent brand to increase awareness of Wesley Mission, and supports the centres in their fundraising, profile-building and promotional activities.

Community Relations was renamed Communications & Fundraising at the end of the financial year. This reflected a change in how the unit reported on its achievements. Moving forward, there will be a clearer distinction between the activity focused on profile and brand development, and fundraising activities.

A further two research reports were issued in 2010/11. In October 2010, Wesley Mission released a report—*Making ends meet: Financial stress is not just about money*—that explored the impact of financial stress on families and individuals. This report contributed to gaining funding from St. George Bank to pilot a financial literacy program. In May 2011, *More than a bed: Homeless families speak out* was released. This highlighted the increasing incidence of homeless families. Both reports received significant media coverage and opened the door for meetings with senior government representatives.

Also during the year, Wesley Mission launched an integrated approach to communication resulting in:

- the television program, previously known as *Rise & Shine*, becoming *Wesley Impact! TV*
- the magazine, previously known as *Impact*, being renamed as *Wesley Impact!*
- the newsletter, previously known as *Frontlines* (or online version, *Reconnect*), being renamed *Wesley Impact! news*
- the development of a new section on the website, which included all material, case studies and research projects.

Due to the need for the organisation to reduce expenses, it was decided not to conduct on-the-street fundraising during the financial year. This activity, although delivering long-term benefits, required up-front investment which was not possible in this financial year.

Marketing our brand

The marketing team was restructured during the year to provide a dedicated focus on key areas across Wesley Mission, namely:

- Health, Employment and Counselling Services
- Residential Care and Development Services/Community Ageing and Disability Services
- Family and Community Services
- Corporate
- Major campaigns.

Visits to Wesley Mission's website totalled 693,928 during the financial year. Communications & Fundraising supported 29 sites within Wesley Mission: 17 unique sites including two Intranets and one non-Wesley site (Aged Persons Welfare Foundation) and 12 sites at centres.

Total online donations for the year were \$169,799—an eight per cent increase on the previous year.

Public Affairs

Wesley Mission received unprecedented coverage in its Christmas 2010 campaign with major stories on its research into financial stress appearing on all major TV news programs, and in key metropolitan and national newspapers, both print and on-line. Radio coverage was also up and interest in the topic and research remains steady into 2011. Our research on homelessness and the 2011 Easter Mission almost emulated this achievement.

Wesley Mission was contacted daily for comment while *Wesley Impact!* won several awards at the Australasian Religious Press Association conference. Public Affairs was also instrumental in assuring that Wesley Mission was represented at several government enquiries in areas such as credit reform and mental health. It also provided public affairs advice to senior management on a range of issues and government liaison on numerous issues and events.

More than 3,000 stories, interviews and other items appeared in the media.

Generous donors

With the resignation of a senior manager and efficiencies delivered by the ThankQ database system, there was an opportunity to consolidate resources and merge two departments. This delivered cost savings with minimal change in the level or quality of service provision.

More than \$3.7m was raised from individual donors during the year and the team processed more than 77,000 transactions. Wesley Mission gained over 4,000 new donors.

Our Deferred Giving team received more than \$1.8m in legacies during the financial year.

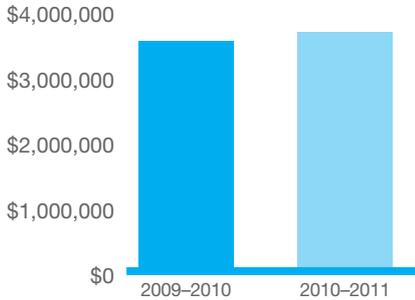


Communications and Fundraising

Fundraising

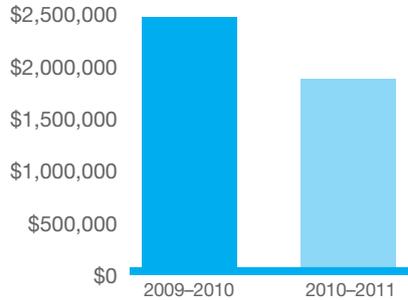
Funds raised from donors

Total funds raised from donors in 2010–2011 was \$3,703,784.



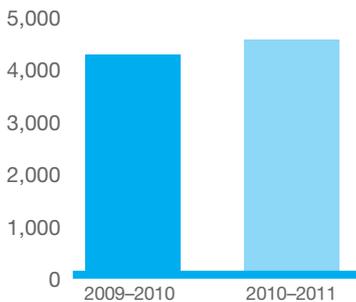
Funds raised from legacies

Total funds raised from legacies in 2010–2011 was \$1,861,602.



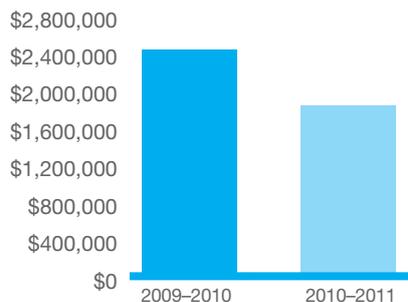
Number of new donors

Total number of new donors in 2010–2011 was 4,558.



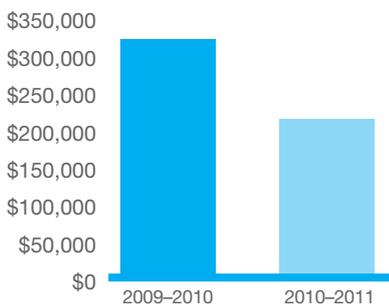
Value of new bequest commitments

Total value of new bequest commitments in 2010–2011 was \$1,726,250.



Funds raised by trusts and foundations

Total funds raised by trusts and foundations in 2010–2011 was \$215,818.



Communications

Marketing projects	2009-2010	2010-2011
Marketing campaigns/projects completed	438	437

Online

Number of websites supported	22	29
Visitors to the Wesley Mission website	1,366,603	693,928*
Online donations	\$156,977	\$169,799

*This decrease was due to a change in reporting methodology.

Public affairs

TV, radio and readership reach in media	58,700,000	59,400,000
Articles, interviews, stories in media	2,900	3,010

SUPPORT



Wesley Mission's finance and information systems form the backbone of our work, enabling staff to deliver each day on our commitments to those we serve. During the year both areas introduced new system improvements and maintained their focus on continuous improvement and optimum service delivery. In addition, under this portfolio there are also a number of revenue-generating businesses.

Focus on improving systems

Wesley Mission spent a major part of 2010/11 developing and improving systems throughout its Finance Division and streamlining processes to deliver a more effective service.

A major challenge was to train and develop staff with the new systems while still maintaining timely delivery of accounts.

Information Services (IS) supported Wesley Mission's operations and strategy through the provision and maintenance of information technology services and systems.

Following the launch of the initial finance modules (general ledger, accounts payable, assets management) on July 1, 2010, IS launched additional finance modules (accounts receivable, billing and staff expenses).

The team also refined the IS project governance model to improve oversight of existing projects and prioritisation of new initiatives in partnership with the business. Another achievement was to develop a standard project methodology and templates for managing IS projects.

Information Services also aligned its account managers to the various operational portfolios to better understand business priorities and help support project prioritisation and management. Consolidation of core infrastructure continued, and was key to major improvements in service delivery.

Service delivery a priority

The team also developed a strong focus on service delivery, and implemented a new budgeting system that allowed more efficient data entry and reporting. There was also improved joined up thinking and practice between IS and business teams over the prioritisation and management of projects.

Engagement between IS and business stakeholders overall continued to improve at a strategic level, particularly in regard to sustainability. During the year IS also set up a Continuous Improvement forum for finance matters and this was handed over to the Finance team to manage.

One of the major challenges was in recruiting staff and extensive out-of-hours work required to maintain service levels.

In 2010/11 the average number of weekly jobs through the service desk was 378 and totalled more than 19,000 for the year. Key system availability and outages are reported on a monthly basis and during the year these systems were available more than 99.8 per cent of the time, the equivalent of less than three unscheduled outages per system per year. This was a major improvement on 2009/10.

Delivering an income stream

The Wesley Conference Centre in Pitt Street, Sydney is ideally suited for conferences and meetings of between 10 and 900 people. During the year the Centre attracted 94 new clients, including annual general meetings for Network Ten and Brambles, and a new corporate client in NBN Co Ltd. The Centre recorded a 7.5 per cent increase in external income.

Challenges during the year included increasing competition, with hotels offering complimentary accommodation and alcohol packages to conference clients, and some major competitors like Star City carrying out refurbishments. The Wesley Conference Centre held 1,468 events in 2010/11.

Proceeds from the sale of flowers nationally ordered through Charity Flowers go towards helping Wesley Mission's work. During the year, Charity Flowers' branding was revamped for a launch in 2011/12 with the new name of Wesley Flowers.

Cottee Orchard is a citrus and almond orchard established for the benefit of Wesley Mission's Dalmar Children's Services. During the year the sale of produce contributed financially to Wesley Mission. A 10-year plan was established to redevelop key aspects of the orchard.

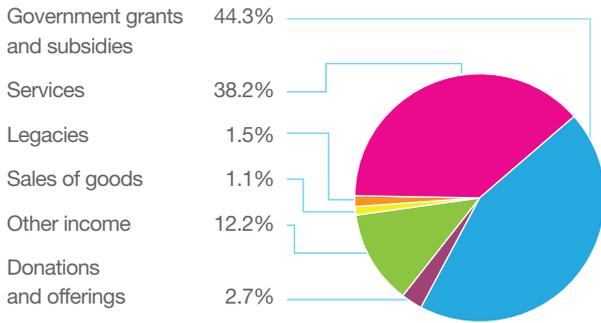


Financial summary

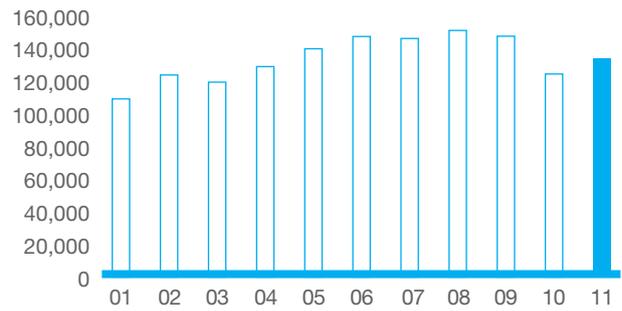
Balance sheet as at June 30, 2011	2011	2010
	\$,000	\$,000
Current assets		
Cash and cash equivalents	28,156	32,379
Trade and other receivables	6,473	7,471
Other financial assets	90	77
Inventories	185	226
Total current assets	34,904	40,153
Non-current assets		
Property, plant and equipment	176,877	167,215
Investment properties	150,543	146,536
Other financial assets	514	650
Total non-current assets	327,934	314,401
Total assets	362,838	354,554
Current liabilities		
Trade and other payables	13,202	14,357
Interest bearing liabilities	512	852
Provisions	5,992	6,597
Unearned income	310	310
Resident/hostel licence agreements expected to be paid within 12 months	11,417	10,173
Resident/hostel licence agreements not expected to be paid within 12 months	94,812	91,277
Other liabilities	11,701	7,093
Total current liabilities	137,946	130,659
Non-current liabilities		
Unearned income	28,181	28,492
Provisions	1,632	1,490
Total non-current liabilities	29,813	29,982
Total liabilities	167,759	160,641
Net assets	195,079	193,913
Equity		
Accumulated funds	70,040	70,691
Reserves	125,039	123,222
Total equity	195,079	193,913
Income statement for the year ended June 30, 2011	2011	2010
	\$,000	\$,000
Revenue from continuing operations	120,767	115,671
Other income	12,701	8,674
Total revenue	133,468	124,345
Cost of goods sold	562	598
Material and other client services	15,917	14,084
Employee benefits expense	82,758	81,933
Depreciation and amortisation expense	5,744	4,178
Maintenance and accommodation	11,093	12,341
Travelling expenses	5,939	5,927
Communications	1,791	1,796
Professional fees	4,102	3,058
Finance costs	257	181
Loss from sale of asset	50	97
Other expenses	5,877	4,419
Total expenditure	134,090	128,612
(Deficit)/surplus	(622)	(4,267)
Gain on revaluation of properties	1,923	5,058
Total comprehensive income	1,301	791

Note: Changes in prior year comparison from last year's report are due to consolidated results reported last year.

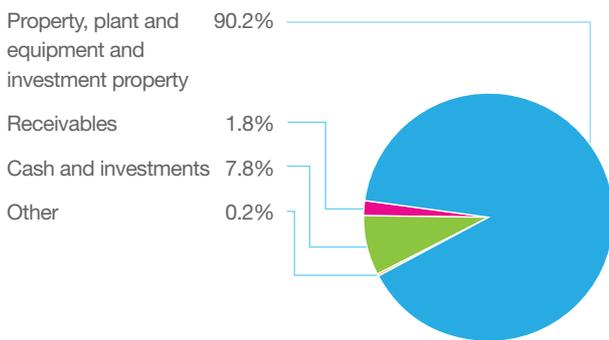
Revenue breakdown (%)



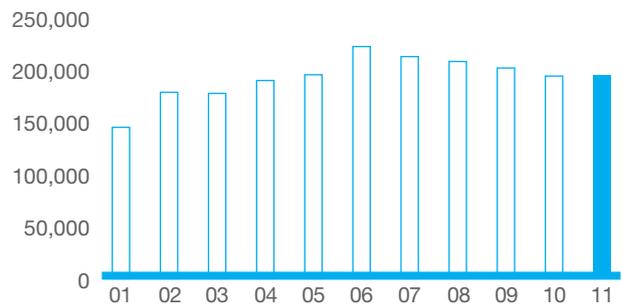
Total revenue (\$,000)



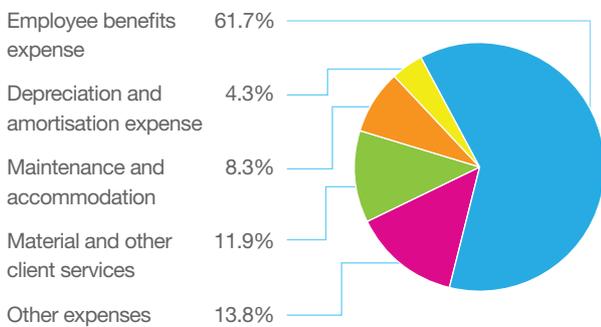
Asset breakdown (%)



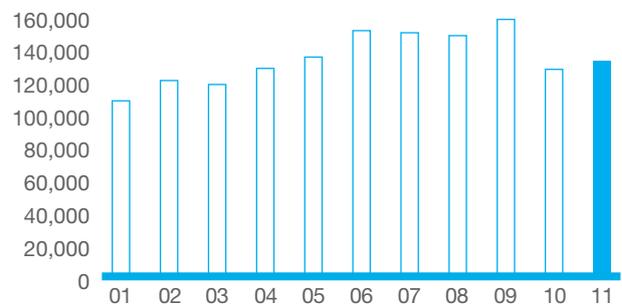
Net assets (\$,000)



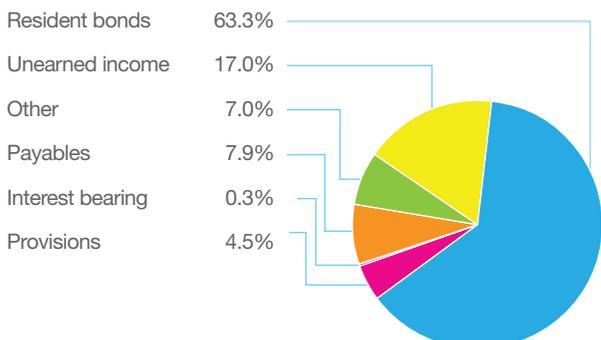
Expense breakdown (%)



Total expenses (\$,000)



Liabilities breakdown (%)



Our supporters include

Clubs and Councils

Ashfield Council
Avalon Beach RSL
Bankstown RSL
Bankstown Sports Club
Blacktown RSL
Bowlers Club of NSW
Burwood Council
Burwood RSL
Canada Bay Council
Canterbury Leagues Club
Castle Hill Lodge
Chatswood RSL
City of Sydney RSL
City Tattersals Club
Club Central Hurstville
Club Swans
diggers@the entrance
Earlwood Bardwell Park RSL
Hornsby RSL
Hornsby Shire Council
Illawarra Catholic Club
Leichhardt Council
Maroubra Seals Sports & Community Club
Merrylands Bowling, Sporting and Recreation Club
Merrylands RSL
Nepean Youth Homeless Service
North Ryde RSL
NSW Leagues Club
Panthers
Penrith City Council
Randwick RSL
Riverstone Schofields Memorial Club
Rooty Hill RSL
Rotary Club of Kuring-gai
Rotary Clubs in District 9680
Rotary Clubs of Wollondilly
Ryde-Eastwood Leagues Club
South Sydney Junior Rugby Club
St George Masonic Club
St George RSL

Tradies
Western Suburbs (Newcastle) Leagues Club
Wyong Rugby Leagues Club

Corporate

Alfred Lewis Pty Ltd
Buzrio Pty Ltd
Clayton Utz
Commonwealth Bank of Australia
Corwell Investments Pty Ltd
Dimension Data
DLA Piper Australia
Edmen
Gadens Lawyers
Harman Nominees Pty Ltd
Hope 103.2
ICAP Australia Pty Ltd
Print & Digital Publishing Pty Ltd
Rellim Holdings Pty Limited
Rocksia Hotel
Romax Tiles Australia
Seven Network
Sola Gracia Pty Ltd
St. George Bank
Thwaite Consulting Group
Westpac Banking Corporation
Woodend Pty Ltd
Xstrata Coal NSW Pty Ltd

Funding Bodies and Partners

Beyond Blue
Council of Australian Governments
Department of Education, Employment and Workplace Relations
Department of Education and Training
Department of Families, Housing, Community Services and Indigenous Affairs
Department of Health and Ageing
Department of Veteran Affairs

Family & Community Services, Ageing, Disability & Home Care, NSW

Family & Community Services Housing NSW

Health Workforce Australia

NSW Family & Community Services

NSW Health Department

NSW Health Hunter New England Local Health District

NSW Office of Communities – Better Futures

Office of Fair Trading

Responsible Gambling Fund

South Sydney West Area Health Service, NSW Health

Trusts and Foundations

Baxter Charitable Foundation
Bruce & Joy Reid Foundation
Carlo & Roslyn Salteri Foundation
Chestnut Tree Foundation
Dancler Trust
James Kirby Foundation
John Lamble Foundation
The Adolf Basser Trust
The Fairbridge Foundation
The Greatorex Foundation
The Hely Trust
The James N Kirby Foundation
The Miller Foundation
The Vincent Fairfax Foundation
Vaisey N T W

Volunteers

AGL
Arden Anglican School
Australian Red Cross
Bankwest
Calrossy Anglican School
Castle Glen Childcare Centre
Cecil Hills High School

Commonwealth Bank of Australia

DLA Piper Australia

Ellerman Childcare Centre

Epping Boys High School

Greater Sydney Pathfinders

IAG

Knox Grammar School

Lexis Nexis

Liverpool Girls High School

National Australia Bank/MLC

National Prescribing Service Limited

Northern Beaches Christian School

Norwest Christian College

NSW Rovers

Office of the Australian Information Commissioner

Oxley College

Pinjarra Childcare Centre

Ravenswood School for Girls

Redeemer Baptist School

Scone Grammar School

Seventh Day Adventist Ladies – Parramatta

Shore School

The Armidale School

Toorak College

Wesley Mission Youth and Congregations

West Epping Uniting Church Group

Westfields Sports High School

William Clarke College



Help Wesley Mission shape communities

In everything it does, Wesley Mission is shaping communities for the better.

From working with parents and children in struggling families to help them overcome their challenges to delivering financial literacy to ensure that people can manage their spending, Wesley Mission is building the capacity and character of communities.

For the newly homeless, it might involve providing emergency accommodation and counselling. And for those in deep despair, it might demand professional help at one of our psychiatric hospitals.

If people are unemployed, then our job of caring might be to help them re-train and hone their job interview skills. And if they are frail aged but want to keep living independently at home, we can offer a range of in-home assistance to make that possible.

Wesley Mission shapes communities in many other ways too, and you can help us continue that work into the future with a one-off donation or a regular gift.

Please help us reach more people and find new ways to meet their needs—changing lives, changing communities.

Support Wesley Mission to keep providing care into the future:

- volunteer your time and skills
- host a fundraising event
- commit to a regular donation
- leave a last gift in your Will
- introduce Wesley Mission to your workplace or community group.

Talk to us to find out more or to share your thoughts. Call 1800 021 821.

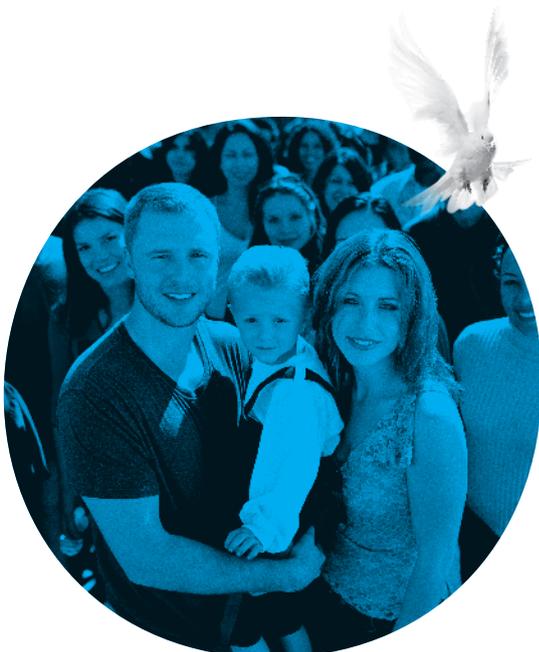
Please donate now using our secure online form and help Wesley Mission keep providing care to the most vulnerable people in the community.

Or you can call 1800 021 821 to make a donation or send a cheque made out to 'Wesley Mission' to PO Box A270, Sydney South NSW 1235.

Please donate now ▶

www.wesleymission.org.au/donate/annualreview

Donations of \$2 or more are tax-deductible. You will be mailed a tax receipt and you may claim income tax deductions for your donation to Wesley Mission.





For we are God's handiwork,
created in Christ Jesus to do good
works, which God prepared in
advance for us to do.

Ephesians 2:10 TNIV

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Superintendent/CEO: Rev Dr Keith V Garner

ABN 57 996 964 406

Wesley Mission is a part of the Uniting Church in Australia.