



our journey together



Sacred Heart Mission
Annual Report 2007/08



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who we are

Sacred Heart Mission (SHM) has its origins in the welcoming response of the founder and parish priest, Father Ernie Smith, to those who came knocking on the door of the Presbytery seeking food and shelter.

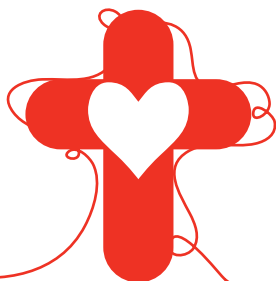
In 1982, Father Ernie gathered a small team of committed staff, who, with the support of the parishioners of St Kilda West, took up the Gospel call of Jesus Christ: *“for I was hungry and you gave me food; I was thirsty and you gave me drink; I was a stranger and you made me welcome; naked and you clothed me, sick and you visited me, in prison and you came to see me”* Mt 25: verses 35-36.

Since that time, the Mission has continued to respond to the basic needs of those who seek assistance. Progressively, it has sought to provide services which also address the underlying causes of disadvantage and help people to live life to the full.



From its beginnings, SHM has seen its work as living the story of Jesus' life and teachings in today's world.

This work continues to be centred around St Kilda and is sustained by the deep pool of generosity and talent within the organisation and the broader community.





Our Vision

A world where people live free from poverty and belong to a community that is compassionate, just and inclusive of all.

Our Mission

The Mission addresses homelessness and disadvantage by providing a range of diverse and creative services that:

- ▶ ensure people have access to necessities including housing, food and health care
- ▶ enable people to connect with their community and develop support networks that sustain and nurture their lives.

Our Values

Welcome – we welcome and accept people as they are. SHM began with the opening of the Parish doors to whoever wished to come in. The spirit of the Mission’s work flows and develops from the notion of welcome, which it cherishes as integral to all it does.

Community – we build community. The Mission seeks to develop a sense of community amongst the people who use our service and establish connections with the broader community.

Empowerment – we work with people to enable them to take control of their lives. The dignity of the person means that each of us has the right to pursue our own path in life. We foster self worth as a means of empowering people.

Challenge – we challenge the unjust structures of our society. The Mission recognises that disadvantage is often created and perpetuated by unjust social and economic structures. We commit to identifying such structures, presenting fairer alternatives and advocating for change.

Stewardship – we value our staff and volunteers and manage our resources effectively. Staff and volunteers are highly valued and critical to the Mission’s work. The Mission also recognises its responsibility to effectively manage the resources entrusted to it by government, philanthropic organisations and donors.



from the board

The last year has been extremely busy, with a continuation of the giving spirit expressed by staff and the development of a trusting relationship with the people who use our services.

Following the acceptance last year of our Strategic Plan for 2007-2010, the Board has adopted an implementation strategy to ensure sustainability of the Mission and seek funding for the pilot project, *A Journey to Social Inclusion (J2SI)*. The project aims to break the cycle of homelessness for those who are chronically homeless and socially excluded. Undertaking this pilot will, of course, depend upon raising the necessary funds. At this stage, \$2.1 million has been committed to the project and we will know whether we have been successful in raising the remaining \$1.5 million by Christmas of this year.

At all times, the Board has been at pains to ensure any development takes place within a stable financial environment. I want to thank our Finance Sub-Committee for their assistance, and our departing Business Manager, Michael McConnell, for his valued preparation of the reports each month. I am pleased to say that our financial performance has been excellent. I also wish to acknowledge the importance of our Fundraising Department and I thank in particular, Sally Elford and her staff.

Finally, I would personally like to thank all who contributed to our success this year. In particular, our dedicated staff, volunteers and the parishioners of Elwood and St Kilda West who play such a key role in the Mission's work.



Michael McInerney
Chair, Board of Governance

At all times, the Board has been at pains to ensure any development takes place within a stable financial environment.

from the executive



Over the past year we have had many opportunities to celebrate the Mission's 25th Anniversary, most notably with the launch of the Mission's History, *Walk with Me*, by Josephine Hook.

It vividly describes the way in which the Mission has touched thousands of people's lives and the values of community, welcome and love that have underpinned our work.

The last 12 months has seen many changes and developments. We have experienced an unprecedented growth in demand for our services, commenced the implementation of the three-year Strategic Plan, opened a fourth Op Shop and actively lobbied for policy changes by State and Federal Governments to address the housing affordability crisis.

In the midst of all this, our core activity has not changed. We have continued to work in partnership with some of the most disadvantaged members of our community to enable them to rebuild their lives and re-connect with the community. Sometimes this takes a short time, sometimes it takes longer. Either way, the staff and volunteers of the Mission are there for the journey.

The support of our work has also continued to increase and I would like to thank the individuals, businesses and community groups that fund much of our work and give so generously of their time.

Finally, thank you to the staff, clients, residents, volunteers and parishioners that make up the Mission community. The Mission continues to be a wonderful example of the great things that can happen when people come together for a common purpose.

A handwritten signature in black ink, appearing to read 'Michael Perusco'.

Michael Perusco
CEO

from the parish

“It’s got to the stage where I’m too afraid to go out of my room. It’s just too dangerous. I don’t feel safe, especially at night, with all that is going on around the place”. This is a story I hear regularly at the Mission.

Can you imagine what it is like trying to live in a small room without access to a kitchen or bathroom because you are too fearful to leave your room?

Helping those who live in constant fear, intimidation and without access to adequate housing and services is at the heart of the Mission’s work.

All of our programs, planning and donations go not only to meeting immediate support needs but helping people to live free from fear, with dignity and access to the basic amenities we all take for granted.

The last 12 months at the Mission have been another inspirational time of witnessing staff and volunteers supporting people to find lasting solutions and to move forward in their lives.

In the face of this enormous and growing challenge, our admiration and thanks goes to Michael Perusco, CEO for his dynamic leadership. We are also very grateful for the caring and attentive leadership of Michael McNerney, Chair, Board of Governance and his fellow board members.

As we continue on this journey to social inclusion, I pray that no person will have to live in fear and isolation but will be free to live a life filled with dignity and respect.



Fr John Petruilis
Parish Priest



board profiles

The Mission's Board of Governance is responsible for the overall governance and development of the organisation.

Michael McInerney – Chair

Michael was appointed a Judge of the County Court of Victoria in 1994. He is currently a member of the Executive Committee of the Council of Judges and was a member of the Xavier College School Council from 1994 to 2000. He was Chairperson of the Committee which prepared the Xavier College Strategic Plan for 2003 to 2007. Michael has been Chair of the Board since 2004.

Alan Gruner – Vice Chairperson

Alan is a Sacred Heart parishioner and has been on the Board for over 14 years. In this time he has held the posts of Treasurer, Secretary and Vice Chairperson. Alan is currently Senior Manager of Aged Services

with the Brotherhood of St Laurence and previously worked for over 15 years in senior management positions in local government. Alan holds a Bachelor (Hons) in Psychology and a post graduate qualification in business management.

David O'Brien – Treasurer

David joined the Board in 2002. He is currently Commercial and Project Manager for NAB. Qualified with a Bachelor of Business, majoring in accounting, David boasts extensive experience in financial, commercial, contract, risk and project management, as well as business continuity planning.



*(L to R): Michael McInerney, Kris Botha, David O'Brien, Fr John Petruilis, Carol Nettlebeck, Terri Farrell, Anthony McEvoy, Anne Tuohey, Jo Maher, Gail Hamilton.
Absent: Alan Gruner, Anne Dooley and Jan Hayes*



Terri Farrell – Secretary

Terri joined the Board in 2001. She has since retired from Australia Post headquarters where she held a variety of policy development and executive management positions during her 25 year career. Terri is qualified with a Bachelor of Commerce.

Kris Botha

Kris joined the Board in 2002. She is currently the Director of Human Resources at Cabrini Health, a position she has held for over 14 years. She previously worked in clinical nursing before pursuing a career in administration and management. Kris holds a Bachelor of Applied Science in Advanced Nursing (Nursing Administration) and a Masters of Business (Human Resources/Industrial Relations) and is currently undertaking a PhD at Deakin University. She is a member of the Community Services and Health Industry Training Board.

Anne Dooley (Appointed March 2008)

Anne Dooley joined the Board in March 2008. She currently works as a Coordinator of Lay Partnerships for the Marist Brothers' Southern Province. Anne is a qualified nurse/midwife, has a Bachelor of Applied Science, Master of Arts and Diploma in Social Justice Studies. She has spent many years as an educator, relationship manager and worked in women's health.

Gail Hamilton

Gail is a Parish Representative and has been a Board member since 1996. She worked in a private health fund for 21 years as a Member Services Manager and is now retired.

Jan Hayes

Jan joined the Board in 1999 as a Parish Representative. Jan has also been a member and Chair of the Parish Council of St Kilda West. Jan is now Deputy Principal at Sacré Coeur. She holds qualifications in Arts, Theology and Education and has completed further study in Education Law.

Jo Maher

Jo joined the Board in 2002 and has been volunteering at the Mission since 1997. She has a background in business management and has been a partner in the establishment and operation of a business for the last 21 years.

Carol Nettelbeck

Carol joined the Board in 1998 as a Parish Representative. She is a St Kilda resident and has been a member of the St Kilda Parish for 20 years. With a Masters Degree in French and qualifications in theology, philosophy and English, she has retired after 24 years from her teaching position at Melbourne Girls Grammar. She has volunteered at the Women's House and is a member of the Women 4 Women group who raise essential funds for the Women's House.

Fr John Petruilis

Fr John became SHM's Parish Priest in January 2007 and has been a priest of the Archdiocese of Melbourne for the past 21 years. In that time he has ministered in a variety of parishes including Sunbury, Ferntree Gully, Heidelberg, East Bentleigh and Boronia where he was parish priest for 10 years. Over the journey of his appointments, John has been involved as a hospital chaplain and has pursued further study in the area of spirituality.

Anne Tuohey

Anne joined the Board in February 2003 as the nominee of the Episcopal Vicar for Social Welfare for the Catholic Archdiocese of Melbourne. She is currently employed as Policy and Research Coordinator, St Vincent de Paul Aged Care and Community Services. Anne worked with the Office of Housing from 1980 to 1992. She has also held policy advisor positions at Jesuit Social Services, Catholic Social Services and the Victorian Council of Social Services.

Anthony McEvoy (November 2007 to September 2008)

Anthony joined the Board in November 2007. He was formerly the Director of The Salvation Army's Eastcare and has significant experience in the areas of homelessness and child protection.

update on the strategic plan

There are 4 key directions which form SHM's Strategic Plan for 2007-10. These guide the way SHM works and grows.

Key Direction 1:

A New Way Of Working – A Social Inclusion Framework

SHM believes that homelessness should be seen as an expression of social exclusion and the solutions to it must be comprehensive and recognise it is more than simply a housing issue. As a result, an approach is needed that is based on the concept of social inclusion and solutions must equip people with the skills to re-connect with the mainstream community and build support networks.

- ▶ **Progress:** SHM has created an innovative new service model designed to end the cycle of homelessness. *Journey to Social Inclusion (J2SI)* will be a pilot model for 40 adults who are entrenched in homelessness and socially excluded. We are currently seeking \$3.6m to pilot the model. To date, \$2.1m has been raised and we will know whether we have been successful in raising the remaining amount by December 2008.

All SHM programs have established a set of measurable social inclusion outcomes.

- ▶ a Client Representative Group has been established to ensure the people who use our services have the opportunity to provide feedback on the way SHM services are run and developed.
- ▶ a case management framework has been developed which incorporates the principles of social inclusion.

Key Direction 2:

Social Action

The Strategic Plan focuses SHM's social action activities on two particular areas:

- ▶ ensuring Governments at all levels adopt ending homelessness as a goal and provide the necessary involvement to meet that goal
- ▶ ensuring Government at all levels introduce policies that address the housing affordability crisis for the most disadvantaged in our community.



- ▶ **Progress:** Michael Perusco CEO, was Chairperson of Australians for Affordable Housing (AAH) and actively campaigned to ensure housing affordability was a key issue in the 2007 Federal election campaign
- ▶ SHM submitted a written response to the Federal Government's White Paper on Homelessness which outlines a 10 year policy response to reducing homelessness
- ▶ Michael Perusco CEO, spoke at the Homeless Roundtable convened by the Federal Minister for Housing, The Hon. Tanya Plibersek and the Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- ▶ as Chairperson of the Council to Homeless Persons, Michael Perusco CEO, actively lobbied for a policy framework that provides long term support and investment in affordable housing options
- ▶ SHM gained media attention highlighting the significant increase in demand for the Mission's breakfast program in the last 12-18 months and calling for urgent investment in public and community housing and long-term support for people who are homeless.

Key Directions 3: Sustainability

In order to work with people to achieve a meaningful and lasting difference in their lives, SHM must be a sustainable organisation.

- ▶ **Progress:** A fourth Op Shop was opened in Brunswick St, Fitzroy and the majority of the proceeds from this store will be used to build SHM's cash reserves
- ▶ changes to the rules of the organisation were approved at the 2007 Annual General Meeting which provide for a larger membership of the SHM association
- ▶ SHM continued accreditation under the Quality Improvement Council's standards
- ▶ SHM was accredited under the Victorian Government's Homelessness Assistance Standards.

SHM believes that homelessness should be seen as an expression of social exclusion and the solutions to it must be comprehensive and recognise it is more than simply a housing issue.

Key Direction 4: Growth

The plan provides clear guidelines for SHM's growth. We will only take on additional services if they provide the opportunity to work more intensively with people over a longer period of time and where we can demonstrate that it accords with our Vision statement.

- ▶ **Progress:** During the year, all opportunities for growth were considered against the principles outlined above.

This led to two important developments:
 - ▶ the Federal Government has developed a new employment service to replace PSP from July 1 2009. The Mission has decided not to tender to provide the new service because we believe it will not be effective in delivering long-term change for people who use our services.
 - ▶ the significant increase in demand for our Meals Program has put pressure on existing resources. While investing in frontline resources of this nature is not a priority within the growth strategy, we had a clear choice – invest more resources or turn people away. Thanks to the continued and very generous support of our donors we have been able to increase resources on a temporary basis to ensure we keep up with demand.

sacred heart central

Sacred Heart Central (SHC) is the axis around which many of the Mission's programs revolve.

For many people in the community experiencing social isolation and economic exclusion, it is the gateway to the Mission and a way for people to feel re-connected and supported.

This year, SHC was commended for its outstanding work in meeting the Homelessness Assistance Service Standards.

These are the industry standards for homelessness support services funded through the Department of Human Services (Office of Housing).

Meals Program

The flagship Meals Program is the Mission's longest running program. Meals are served every day of the year in the Mission's Dining Hall and this year an average of 130 people attended for breakfast and up to 350 people for lunch. Extra meals were also provided to the Mission's aged care hostels while their kitchen was being remodelled.

The Program is run by a dedicated team of seven paid staff and more than 200 volunteers. These include representatives from the corporate sector, schools and other community groups such as the St Kilda Football Club. Additional assistance is also provided by people serving Community Based Orders, Intensive Correction Orders and parole.

This year's annual food budget of just \$18,000 was supplemented by generous food donations from farmers, catering companies, local bakeries, cafes and restaurants. Monte Coffee, who donated the cherished coffee machine in the Dining Hall, continues to supply more than 18 kilograms of coffee each week.

In particular, we would like to recognise the generosity of Bamboo House, Blue Train Café, Cabrini Health, Dobson's Potatoes, FareShare, Les Baguelly, Monarch's Cake, National Foods, Nudie Drinks, Nuttelex, Patterson's Cakes, Philippa's Bakery, Second Bite, Temptation Bakery, Tip-Top Bakeries, Villi's Pies, Wagstaff abattoir and stall holders from the Melbourne Wholesale Fruit and Vegetable Market in Footscary, Prahan Market, Queen Victoria Market and South Melbourne Market.

In an ongoing commitment to providing real opportunities for social inclusion, the Meals Program also facilitates training courses in hospitality operations. This year, the Certificate 2 training course equipped five people with the necessary skills to secure employment. A further two people were offered commercial cookery apprenticeships after completing the training course facilitated by the Mission.

Resource Room and Material Aid

Adjacent to the Dining Hall is the Mission's Resource Room, where 3,560 people came this year to seek immediate crisis support. Information was provided and referrals made to medical, housing, financial and specialist support services. Staff also assisted people with administrative and bureaucratic challenges within the social welfare system. For example, assisting someone with the completion of a complicated application form or helping to make an appointment with a welfare agency.

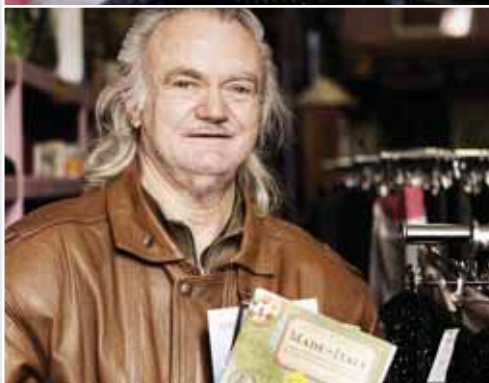
More than 290 people visited the Resource Room each month. Many also used the showers, toilets and laundry facilities available onsite.

Around the corner in Robe Street, the Mission's Material Aid service responded to 3,809 urgent requests for food parcels, blankets, public transport passes, and clothing vouchers redeemable at the Mission's op shops.

Appreciative thanks to all the schools and businesses that collected and donated enormous amounts of non-perishable food and toiletries for the Material Aid Program.

Snapshot

- ▶ **240,910** meals provided
- ▶ **3,560** crisis support requests for financial assistance, counselling, access to showers, laundry facilities, advocacy, information and general support
- ▶ **3,809** emergency relief requests for food parcels, clothing and essentials such as blankets and hygiene products
- ▶ **3,696** appointments for complementary and alternative therapies provided at the SHM Health Clinic
- ▶ **666** appointments for medical services provided by the GP
- ▶ **1,467** people participated in social activities including art classes, bingo and trivia
- ▶ **148** people received case management
- ▶ **206** people received long term support to address barriers to unemployment.



Sport and Recreation Program

In an effort to combat the loneliness and boredom symptomatic of homelessness, the Mission facilitates a range of sport and recreational activities for men and women of all ages. Without these activities, many people would have no other opportunities for entertainment or social contact.

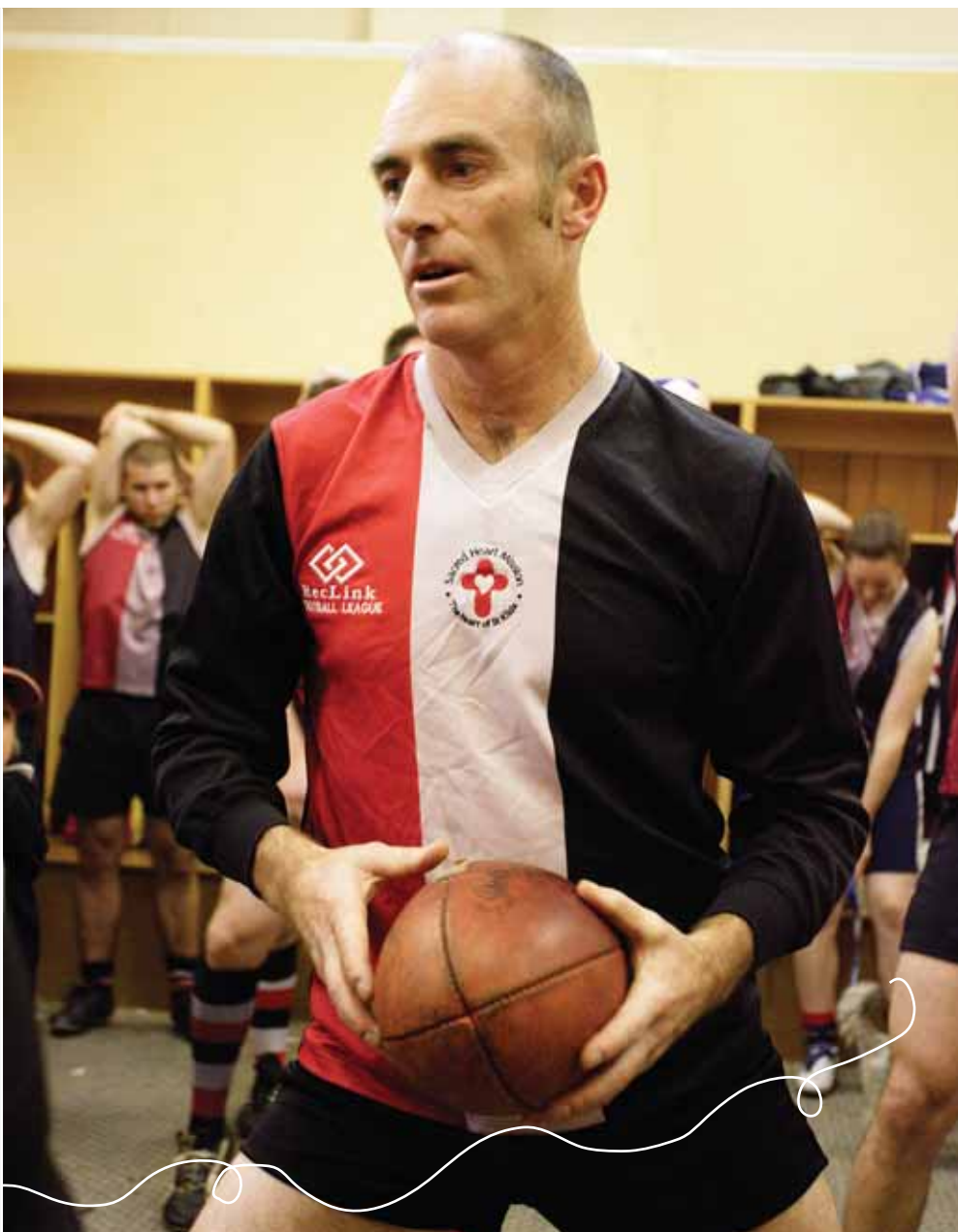
Inclusion in sporting teams, like the beloved Hearts football team, goes a long way towards relieving feelings of isolation. Players are recognised for consistency in attendance and recent success for the Hearts in the Reclink Grand Final made a big difference to the player's outlook and confidence. It also reduced drug and cigarette use and increased general fitness.

The twice-weekly Art Program continues to be very popular as a creative form of self expression and a way to unlock hidden talent. This year the Art for the Heart exhibition was held at the commercial Ho Gallery and more than \$2,720 worth of art work was sold.

The 12 sports and recreation activities were attended 200 times by people at the Mission in 2007/08.

The activities included swimming, cricket, golf, reading, movie afternoons, mystery day trips and bowling.

Again this year, SHC and the Women's House joined forces with Reclink to send 11 people on a camping excursion to Ballan.



health & personal support

Personal Support Program

The Mission's Personal Support Program (PSP) provides a case management approach to helping people overcome barriers to employment. These barriers include homelessness, substance abuse, mental illness, domestic violence, financial stress, gambling addiction, physical and intellectual disabilities, racial discrimination, and language difficulties.

In response to these issues, a multi-disciplinary team of psychologists and social workers provide a range of counselling, advocacy, outreach, practical and personal support services. Staff work in partnership with participants, helping them to set goals which are monitored and reviewed regularly. This approach provides greater flexibility to meet the varied and often complex needs of program participants.

During 2007/08 the PSP assisted 200 participants, 70 of whom were women. An increasing number of female participants are referred to the program through the Mission's women's services and a third of all participants are linked in to other Mission services such as the Meals Program, Resource Room and Health Clinic. At the end of the year, 61 participants were engaged in employment, study, vocational rehabilitation and voluntary work.

GP Service and Health Clinic

In order to respond to the health needs of those who would otherwise miss out on access to traditional primary health services, the Mission provides private consultations with a General Practice (GP) doctor and nurse, who visit twice per week. This year, 666 appointments were made with the GP. Additional funding was provided by the Department of Human Services and will be used to assess the long-term sustainability of the service.

In addition, the Mission's Health Clinic provides a range of complementary and alternative therapies delivered by qualified volunteer practitioners and supervised health students. This year 3,696 appointments were made for services including acupuncture, chiropractics, massage therapy, reiki, physiotherapy, podiatry and optometry.

The pro bono dental scheme, trialled in 2007, continued to deliver positive outcomes. Ten dentists provided \$10,000 worth of dental care to 21 patients, who are continuing to receive pro bono dental treatment.

The clinic is part of the Hands on Health Association (HOHA), which this year held its annual conference at the Mission. HOHA began in 1989 with a small scale service operating at the Mission. Today it continues to assist communities to improve the delivery of health and other services to marginalised people by utilising the resources of community volunteers.

Complex Needs Team

The Complex Needs Team (CNT) is an initiative of the Mission, the Windana Society and The Alfred Psychiatric Services Division. It provides comprehensive mental health treatment and support services to people accessing three Mission sites: the Women's House, Homefront and Sacred Heart Central.

This year's team comprised two senior case managers employed by the Mission, a Windana Society Project worker and staff from The Alfred's Homeless Outreach Psychiatric Service (HOPS). They provided support to 14 people in psychosocial rehabilitation, 83 people managing addictions and four people requiring intensive outreach assistance. In addition, the HOPS team made 165 referrals to other services. As a result, 48 people are now linked in with clinical mental health services and a further 15 people are accessing drug detoxification facilities.

aged & residential services

Assistance with Care and Housing for the Aged

The Assistance with Care and Housing for the Aged (ACHA) program offers outreach support to older people experiencing or at risk of homelessness. The ACHA Case Manager works closely with the Sacred Heart Central support workers to identify the support needs of older clients presenting at the open door services.

During 2007/08 120 ACHA clients have received help with a range of support needs including assistance with moving into stable accommodation, being linked into services such as Homecare and help with assessment for supported accommodation.

The ACHA Case Manager also assisted with linkages to health services, recreation and social interaction opportunities in the local community.

Aged Care Hostels

The Mission's accredited aged care hostels, located in Robe and Grey Streets, provide 24-hour, qualified care to 83 residents.

The hostels cater for people who have been trapped in the cycle of homelessness or who have been living in local boarding houses. Many residents have little or no family support and because of their age and health concerns have had few options open to them.

This year, a successful grant application enabled upgrades to be made to the kitchen and laundry facilities. The kitchen was re-modelled to improve storage and make room for a walk-in freezer and cool room.

Meanwhile, the laundry received two new washing machines, two dryers and a clothes labelling machine.

Social inclusion is an important part of hostel life and continues to be facilitated by a range of recreational activities, which this year included art, cooking classes, barbecues and offsite excursions. Outings were made to the football, the movies, the beach, local gardens, the ballet and concerts at the Arts Centre. These activities have proven to be very popular with the residents, a large number of whom were previously living in relative isolation.

Homecare

The assistance provided by the Homecare team enables frail and elderly people in the Port Phillip, Glen Eira and Stonnington communities to remain living in their own homes. Most residents face difficulties including dementia, other mental health issues and financial problems.

This year the Homecare program provided support to 75 elderly people. Most were referred by staff of Sacred Heart Central and five of them were previously involved with the Mission as volunteers or parishioners.

To counteract the cycle of isolation typically faced by older people, the program encourages clients to become active in their community. This year, an additional staff vehicle increased Homecare's capacity to transport clients to appointments and social activities.

Supported Residential Services (SRS) Outreach Program

The SRS Outreach Program provides support and social activities for disadvantaged residents of two local Supported Residential Services – Hambleton House in Albert Park and Alma House in St Kilda. In 2007/08 an increasing number of residents enjoyed activities including coffee and tea outings, cooking classes, local walks and excursions to cinemas and community sports clubs.

Residents from SHM's Queens Road Rooming House assisted with the excursions and this volunteer experience has helped the Queens Road residents with confidence, self esteem and personal development.



The outcomes for residents have been excellent and funding was subsequently provided for an additional general support worker.

Rooming Houses

The Mission continues to manage transitional properties for disadvantaged people seeking accommodation support. During the year, one of The Mission's rooming houses was closed because it was sold by its owner. In the 6 months leading up to the closure, a team of support workers helped residents move into safe and affordable accommodation. Offsetting the loss was the purchase of another property in St Kilda by St Mary's Parish. This has been set up as a long-term supported accommodation facility under Mission management.

Meanwhile the Queens Road facility, otherwise known as the Rooming House Plus Project (RHPP), continued to provide long-term, self-contained accommodation to 64 single people with links to the Port Phillip area. Residents range in age from 19 to 76 years. Onsite support is provided around the clock and includes personal care for 29 supported residents with complex needs.

Low level support is provided to 35 general residents from Monday to Saturday.

The Queens Road facility enjoys direct access to community, transport and health services developed for residents. It also features its own fully equipped, volunteer-run gym and art studio, with a Community Garden Project currently being planned in partnership with EcoCentre and Cultivating Communities. There is a dedicated lifestyle program, which keeps residents entertained with regular activities including Friday night BBQs, winter pizza nights, live music from De Le Salle College students, a range of recreational pursuits, offsite excursions and Mass. RHPP is facilitated by a committed and cohesive team of paid staff and volunteers. It also enjoys strong working relationships with external agencies and services.

To improve facilities and maintain the project's high service standards, residents are consulted via bi-monthly house meetings and regular surveys. In December 2007,

an internal review of the program revealed that general residents would greatly benefit from case management assistance. In particular, it recognised a need for onsite case management, more intensive one-on-one care, and a greater focus on personal skills development. The outcomes for residents have been excellent and funding was subsequently provided for an additional general support worker.

womens services

Many of the women who access the Mission's services are facing serious challenges including substance addiction, mental illness, domestic violence and sexual abuse.

Some are also exiting prison or street prostitution. The development of trusting relationships with staff is pivotal to providing women with pathways towards a brighter future.

Women's House

The Women's House on Robe Street is a safe and welcoming drop-in centre for women seeking housing and emergency assistance, counselling, drug rehabilitation, health referrals, parenting advice or legal support. Women are able to use the kitchen, laundry and shower facilities. They are also able to participate in a range of life-skills workshops, art classes and social activities.

This year 2,149 women accessed the House, a total of 9,971 times. Personalised case management assistance, including outreach support, was provided to 263 of these women.

Over the last 12 months there has been an increased demand for services and as a result the Women's House has employed an additional case worker. The House is also closing an hour earlier to increase the time available for case management and outreach support.

The recreational activities offered by the Women's House include regular pamper days, fortnightly outings to exhibitions and events, a fitness program with Fernwood Gym, and an arts and ceramics program which included participation in an exhibition at the St Kilda Town Hall.

Women's Housing and Complex Needs Project

The Women's Housing and Complex Needs (WHCN) Project is a Federal Government funded initiative which assists women who are homeless and have a range of complex needs. A key focus of the project is helping women to access the Intensive Case Management (ICM) program funded by the Department of Human Services (DHS).

The project uses enhanced service models and partnerships to provide more intensive individual support. Access to ICM packages was provided to support workers from Good Shepherd, Hanover, Inner South Community Health, the Salvation Army and SHM.

This year 221 women were referred to Homefront, 115 of whom were provided with accommodation.





to demonstrate the high level of unmet demand from women seeking crisis accommodation and longer-term housing support.

On leaving Homefront, 26 women gained longer-term accommodation (public and community housing and private rentals), 33 found medium-term housing (transitional and family), 21 moved on to temporary accommodation including rehabilitation, hospital and interstate facilities and 24 moved to unknown accommodation.

These numbers have increased since last year and continue to demonstrate the high level of unmet demand from women seeking crisis accommodation and longer-term housing support.

An ICM Partnership with the five agencies resulted in the recruitment of a full-time intensive care manager to work with 12 women over 12 months.

The project also established a Service Coordination Group (SCG) with representatives from each agency implementing a service coordination framework to improve service delivery and professional development for senior practitioners.

Homefront and Orcadia House

Under the Supported Accommodation and Assistance Program (SAAP), Homefront provides short-term (six weeks) crisis accommodation support and intensive case management for single women over the age of 25. The self-contained units can accommodate 11 women at a time.

Many of the women have experienced domestic violence, mental health problems, substance abuse issues and a lack of access to permanent and safe accommodation.

While housing is the main focus of Homefront, staff work with individuals to adopt extensive case management planning strategies to help people move forward. An alternative therapies activities program is just one of the complementary services aimed at engaging the women beyond the six weeks they are in crisis accommodation.

Further support for Homefront is provided through the three-bedroom Orcadia House in Elsternwick. It offers longer-term housing for women involved in street prostitution.

Support from the Orcadia Foundation helps strengthen links to community services and activities, and has also assisted women in pursuit of study and employment opportunities.

This year 221 women were referred to Homefront, 115 of whom were provided with accommodation. These numbers have increased since last year and continue

fundraising

The Fundraising Department has had a busy and productive year with the Mission's 25th Anniversary celebrations and continued strong support from the community.

In 2007/08 overall donations totalled \$1.69 million, an increase of \$426,000 from the previous year.

In 2007/08 overall donations totalled \$1.69 million, an increase of \$426,000 from the previous year. Of the funds raised, \$1.33 million was directed towards the everyday running costs of programs and services, with \$220,000 funding special projects such as the Apprenticeship Program and the renovations at Mission House. The direct costs of the Fundraising Department's activities was \$135,000.

Both the Christmas and Winter Appeals exceeded expectations raising over \$130,000 and \$150,000 respectively. The Mission also launched the Angels regular giving program, with 122 members at the end of June 2008.

Once again generous support was received from many corporate and local businesses. Corporate donations increased by a staggering 83% from the year before with significant donations from AXA, Ernst & Young, Werribee Mazda, Westside Honda and Sunland Constructions.

Income from philanthropic trusts and foundations increased by 18% to \$263,000 and the Mission received bequests from four estates totalling \$84,000.

Two fundraising events were held during 2007/08 making a profit of \$150,000. Unfortunately due to the drought, the Celebrity Cricket Match was not held this year. The Mission also decided to no longer conduct the annual Community Cup, as the increasing costs of the event were making it unsustainable in the longer term.

As part of the Mission's ongoing commitment to local events, the Heart of St Kilda Concert was held at the Palais Theatre in May. A star studded line up made the night an amazing success and the Mission hopes to make this an annual feature of its events calendar.

The annual Light up a Life cocktail party, organised in conjunction with the Women4Women group, continued to be a very popular event with over 400 guests at the Melbourne Film Studios in Port Melbourne.

The Mission continued to receive strong media attention. The highlight being coverage on the 7:30 Report in May focusing on the increased numbers of people using Mission services.

We thank designers Ckaos Ink, printers Communications Management and photographer Mark Munro for providing ongoing pro-bono professional services to the Mission.

SHM would like to thank all the individuals, small businesses, corporate organisations, trusts, schools, clubs and associations that so enthusiastically support the organisation. Their generosity and compassion ensure that the Mission's broad range of services and programs can continue to assist people in need.

volunteering

Put simply, the Mission could not implement its current breadth of programs without volunteer support.

In addition to the 7000 hours that our 350 active volunteers spend each month helping to deliver Mission services, many others also help out at fundraising events and provide much valued administrative support.

The Mission's volunteer community comprises people from all age groups, localities, backgrounds and also includes people who have previously accessed Mission services.

Complementing our regular and community volunteers is strong support from schools and corporate organisations. Every day of the year there is either a school or business group volunteering at the Mission. In particular the Mission would like to thank ANZ, Australia Post, AXA, Cabrini Health, CBA, Consolidated Property Services, Ernst & Young, Goldman Sachs, IAG (CGU), Medibank Private, Mercer, Moorabbin TAFE, NAB, Office of Senator Judith Troeth, St Leonard's College, Second Bite and Yamaha. Their contribution helps the Mission as much as it provides a rewarding and team-building experience for those who take part.

The Mission is also very privileged to benefit from the skills and expertise of tertiary students who bring with them new approaches in technique and service delivery. The students come from various tertiary institutions, representing disciplines that range from psychology, personal care and alternative therapies to welfare and community development.

Keeping everyone informed is the regular volunteer e-zine (email newsletter, also made available in hard copy), which is distributed to all volunteers, notifying them of new volunteer opportunities, Mission events, policy updates and relevant volunteer information.

26 volunteers visited aged care residents as part of the Community Visitors Scheme (CVS) in 2007/08. This is a Federal Government funded initiative to ensure community involvement and participation for aged care residents.



op shops



Operating seven days a week and welcoming over 500 customers a day, the SHM op shops generate significant funds for the Mission.

They are also treasure troves for lovers of vintage, as well as a reliable source of household goods, clothing and other essentials for people on limited incomes. For people seeking crisis support, redeemable vouchers are available from Material Aid to enable them to shop for basic necessities free of charge.

Hard work from staff and volunteers took the total income for the Mission's op shops to \$1,374,080 this year. In May, SHM opened a new store in Brunswick Street, Fitzroy. Our original op shop on Grey Street was particularly busy, grossing \$40,000 more than the previous year.

The success is set to continue into the new financial year, with a lease obtained for a fifth shop in Clarendon Street, South Melbourne.

St Kilda

87A Grey St

Windsor

86 Chapel St

East St Kilda

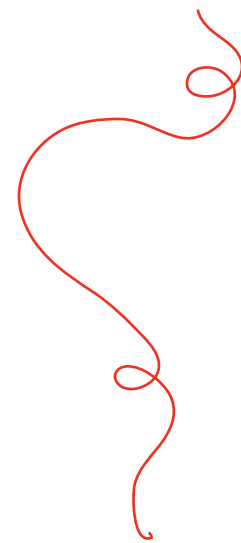
415 Inkerman St

Fitzroy

184 Brunswick St

South Melbourne

365 Clarendon Street





mission wide



Considering the multitude of services that are delivered by the Mission, infrastructural support is paramount. Day-to-day operations rely on a range of administrative functions including accounting and finance, information technology, facilities management, workplace safety and human resource management.

This year, the facilities team completed 994 building maintenance tasks, and the finance department processed 4,745 invoices.

Quality Framework

Since its inception in 2004, the Mission's Quality Framework has been used to measure the effectiveness of services and identify opportunities for improvement.

Achievements this year included:

- ▶ successful completion of the mid-cycle review with accrediting body, Quality Improvement and Community Services Accreditation Inc (QICSA)
- ▶ analysis and review by staff of the 2007-10 strategic planning process
- ▶ advocacy for increased affordable housing in the community
- ▶ establishment of a Client Representative Group to enable the people who use our services to have a say in how they are provided for and the Mission's development
- ▶ development of the SHM Case Management framework to inform the delivery of services and ensure consistency across all program areas
- ▶ successful assessment of SHM services against the State Government's Homelessness Assistance Services Standards
- ▶ appointment of a Human Resources (HR) Manager to develop and review HR policies and procedures
- ▶ completion of a comprehensive risk management plan and workshops to determine how identified risks can best be managed
- ▶ Leadership Management Group participation in workshops on agreed principles of good practice
- ▶ improved approaches to knowledge management and the sharing of information
- ▶ an external review of our quality processes is currently underway. This will provide recommendations on how we can further improve and streamline our quality framework across the Mission.

our financials

Balance Sheet as at 30 June 2008

	2008 \$	2007 \$
Current Assets		
Cash assets	2,441,675	1,964,722
Receivables	194,511	236,424
Total Current Assets	2,636,186	2,201,146
Non-Current Assets		
Property, plant & equipment	7,451,758	7,569,285
Intangibles	3,444,000	3,444,000
Total Non-Current Assets	10,895,758	11,013,285
Total Assets	13,531,944	13,214,431
Current Liabilities		
Payables	420,669	655,009
Provisions	506,570	456,605
Other liabilities	1,141,387	902,065
Total Current Liabilities	2,068,626	2,013,679
Non-Current Liabilities		
Provisions	96,563	93,448
Borrowings	55,310	104,758
Total Non-Current Liabilities	151,873	198,206
Total Liabilities	2,220,499	2,211,885
Net Assets	11,311,445	11,002,546
Equity		
Capital reserve	8,244,909	8,115,830
Capital improvement reserve	39,240	124,143
Retained profits	3,027,296	2,762,573
Total Equity	11,311,445	11,002,546

*This is an extract from the audited financial statements.
Full financial statements are available on request.*

**Statement of Comprehensive Income
for the year ended 30 June 2008**

	2008 \$	2007 \$
Revenue		
Government Grants	5,412,222	4,828,682
Service fees	1,074,561	1,036,941
Fundraising	1,559,899	1,136,518
Retail outlet	1,374,080	1,386,866
Interest	140,418	89,772
Other	235,812	150,856
Total revenue	9,796,992	8,629,635
Expenses		
Staff costs	7,109,310	6,365,117
Operating costs	633,999	486,728
Occupancy costs	827,445	797,547
Depreciation	451,417	440,097
Repairs & maintenance	65,648	58,981
Office costs	186,736	190,920
Motor vehicle costs	138,001	140,250
Interest expense	6,410	7,401
Other costs	113,303	93,742
Total expenses	9,532,269	8,580,783
Operating surplus/ (deficit)	264,723	48,852
Contributions received for the acquisition of non-current assets	44,177	42,036
Surplus after accounting for contributions received for the acquisition of non-current assets	308,900	90,888

*This is an extract from the audited financial statements.
Full financial statements are available on request.*

**Statement of Cash Flows
for the year ended 30 June 2008**

	2008 \$	2007 \$
Cash flows operating activities		
Operating grant receipts	5,524,389	4,929,082
Non-grant receipts	4,326,613	3,712,923
Payments to suppliers and employees	(9,249,719)	(8,049,742)
Interest received	117,642	86,679
Interest paid	(6,410)	(9,302)
Net operating cash flows	712,515	669,640
Cash flows from investing activities		
Payments for property, plant and equipment	(333,891)	(309,425)
(payments)/receipts of accommodation bond	109,583	(122,425)
Proceeds from sale of plant and equipment	(5,983)	759
Contributions received for the acquisition of non-current assets	44,177	42,036
Net investing cash flows	(186,114)	(389,055)
Cash flows from financing activities		
Repayment of loans	(49,448)	(44,438)
Net financing cash flows	(49,448)	(44,438)
Net increase/(decrease) in cash held	476,953	236,147
Cash at the beginning of the financial year	1,964,722	1,728,575
Cash at the end of the financial year	2,441,675	1,964,722

*This is an extract from the audited financial statements.
Full financial statements are available on request.*

acknowledgements

This publication was produced at no cost to SHM thanks to the generous pro bono support of:

Ckaos Ink
Communications Management
Mark Munro Photography
KW Doggett

Our Supporters

Sacred Heart Mission wishes to thank the following supporters who donated \$2,000 or more during the 07/08 financial year.

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Estate of Jean Constance Hustler
Estate of Loretta Catherine Hueston
Estate of Mary Dupont Nolan
Estate of the Leslie Rosenbloom

Support From Government

Sacred Heart Mission acknowledges the significant funding it receives from the Federal Government, Victorian State Government and the City of Port Phillip.

the sacred heart mission team personally value:

Trust & Honesty

- ▶ We maintain the trust of the external community by striving to provide the best service possible, with integrity and honesty
- ▶ We provide an open and positive learning environment through appreciation and belief in one another
- ▶ We provide a transparent and inclusive decision making process, encouraging input from staff affected by these decisions
- ▶ We develop trust within the team through respect and appreciation of those we work with
- ▶ We strive to be true to ourselves, to our own values and to those of the Mission.

Family

- ▶ We have the environment and willingness to offer support to you as part of our family
- ▶ We welcome, appreciate and recognise who you are, the difference you make, and your place in our family
- ▶ As a family we may disagree, but in true family fashion we resolve our conflicts with respect and dignity
- ▶ Your family is important to our family
- ▶ We accept each other as part of the family, seeing past the worker and recognising the person.

Happiness & Fun

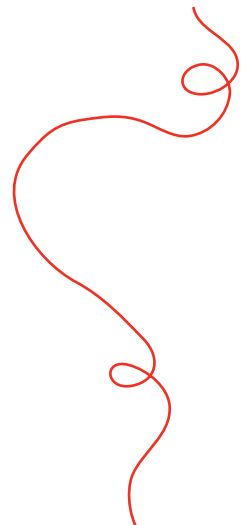
- ▶ We are creative and spontaneous in learning and achieving
- ▶ We are inclusive, positive and encouraging in our communication with others
- ▶ We recognise that it is important to have fun in the workplace and respect each other while doing so
- ▶ We strive for the safest and most positive work environment available to us.

Freedom

- ▶ We respect individuality and diversity
- ▶ We foster, value and respect the creative participation of each individual in their various domains
- ▶ We are proactive participants in the Mission's journey, with the freedom to have active involvement in the decision making process
- ▶ We are able to critique without it becoming personal
- ▶ We value our workplace culture of flexibility, autonomy, support and opportunity.

Love

- ▶ We love the work we do
- ▶ We recognise that simple acts of kindness are great acts of love
- ▶ We work with compassion and commitment towards a common cause which promotes a sense of Community Spirit
- ▶ We build relationships that are respectful and empowering of ourselves and others
- ▶ These behaviours support each of the values and allow each team member to be personally responsible for living the values.



Yes, I will support the vital work of Sacred Heart Mission



Mr/Mrs/Miss/Dr: _____

First Name: _____

Surname: _____

Address: _____

Suburb: _____ Postcode: _____

Tel(Home): _____ (Work): _____

Mobile: _____

Email: _____

I wish to make a gift of: \$45 \$120 \$250 My Choice: \$ _____

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Please find enclosed my cheque to Sacred Heart Mission

Please debit my credit card:

Visa Mastercard Diners Amex Amex Security Pin _____

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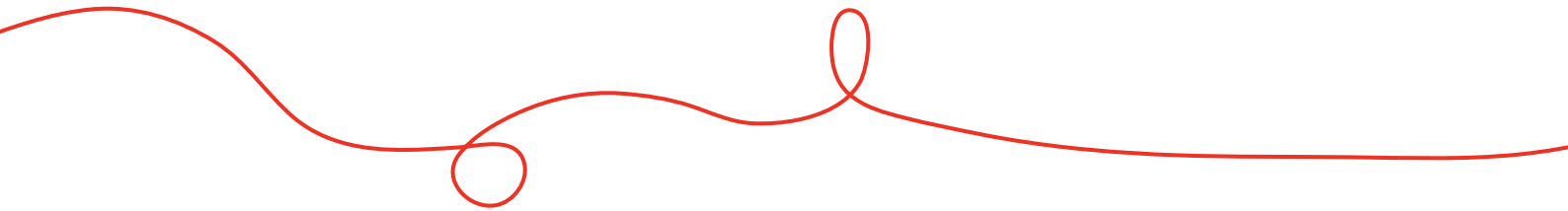
Please send to:

Sacred Heart Mission, 87 Grey Street, St Kilda VIC 3182

1800 4 HEART (1800 443 278) www.sacredheartmission.org ABN 62 843 874 179

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