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

In 1982, Fr 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, the Mission 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.

The Mission is the Catholic Church in action and is supported by its strong relationship with the parish of Elwood/St Kilda West.

Vision Statement
Our vision is of 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 healthcare; and
♥ 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. The Mission 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.

Preamble

“...for I was hungry and you gave me food, I was thirsty and you gave me drink...” (Mt 25:35-36)
Melbourne’s recognition as one of the world’s “most liveable” cities gives many people in this town a feeling of considerable pride. However, for many of our fellow citizens, life in Melbourne is anything but liveable. Lack of access to safe, comfortable housing, the need for medical, health and social services, a hunger for supportive friendships, and help with engagement in the community are basic and critical issues for many. To be truly “liveable”, a city needs more than clean air and low crime. It needs a soul. Sacred Heart Mission is at the core of Melbourne’s soul. By its unreserved and generous welcoming, personal companionship and helping people to manage whatever life has dealt them, it infuses a wonderful goodness into Melbourne.

The Mission also acts as a magnet for volunteers and its many donors, supporters and clients. Its leading research into the multiple causes of homelessness will greatly assist government and other agencies in their collaborative work in this complex area.

Since taking the Mission’s chair I have been humbled to meet many staff, volunteers and supporters whose enthusiasm, competence, professionalism, focus, generosity and good humour assures a great future for the Mission and the city it calls its home.

Mark Dohrmann
Incoming Chair, Board of Governance

I would like to thank you all for the opportunity to serve as Chair of the Board of Sacred Heart Mission over the last seven years. During that period it has been very much a time of development and refinement in the services provided by the Mission and its operation.

Fundamental to all of this has been the financial stability achieved during times of world economic distress. Over the period, our turnover doubled from $7 to $14 million dollars and we have been able to maintain a self-funded proportion of 20 per cent with our six retail shops contributing a further 23 per cent.

I want to thank the Board for its professionalism and integrity throughout my term as Chair. I also want to publically acknowledge the astute guidance of the Mission performed by the CEO Michael Perusco, and the spiritual inspiration of both Fathers John Petrulis and Terry Kean.

However, what has stood out above all else during my term has been the dedication of the Mission’s staff to their jobs and the care they provide to our people, who have such special, and in some cases, exceptional needs. It has been this dedication which has enabled the Mission to prosper and to be so innovative in the programs developed.

I wish all at the Mission, especially new Chair Mark Dohrmann and the Board, well during the coming years.

Michael McInerney
Chair, Board of Governance

From the Board

Michael McInerney
Chair, Board of Governance

Mark Dohrmann
Incoming Chair, Board of Governance
After seven years of providing strong leadership and guidance to the Mission, Michael McInerney has stood down as Chair of the Mission Board. The Mission has greatly benefited from Michael’s energy, enthusiasm and the valuable perspective he has brought to Board discussions and we wish him all the best in his future endeavours.

In his place, we welcome Mark Dohrmann who has shown a life-long commitment to working for justice and the provision of quality care for people who are socially excluded and disadvantaged. He has received an Order of Australia “for services to persons with disabilities” and we very much look forward to the experience, insights and guidance Mark will bring to the Mission.

In March 2011 Lord Mayor Robert Doyle launched the first in a series of five reports to come out of our three-year pilot project, Journey to Social Inclusion (J2SI). ‘This is not living: Chronic homelessness in Melbourne’ draws on in-depth interviews with the participants of the project and shows that homelessness is a lived experience that has a profound impact on the people who experience it. It shows the extent of disadvantage amongst the 83 participants and confirms the link between childhood trauma and long-term homelessness.

At the end of the financial year, a report evaluating the first 12 months of service delivery of J2S was being finalised in preparation for an August 2011 launch by the Victorian Minister for Mental Health and Community Services, the Hon. Mary Wooldridge MP. The emerging results are encouraging and show a gap widening between the 40 participants receiving intense support and those in the comparison group who are using the existing system. During the year, Sacred Heart Mission continued to deliver a wide range of support services in an environment where housing is becoming even more scarce and difficult to obtain. Limited affordable housing is one of the biggest issues facing the people we work with. To get the issue on the political radar in the lead up to the next federal election, I am chairing the national housing campaign, Australians for Affordable Housing.

A highlight for the Sacred Heart parish and the Mission community this year was the introduction of a pastoral care worker role. This was created with the assistance of the Catholic Archdiocese of Melbourne and since Vince Corbett started in the role in August 2010, has provided great support to people who use the Mission’s services.

We have spent significant time during the year developing our strategic plan for 2011 to 2014. This process was led by the Strategic Planning Group chaired by Board member, Terri Farrell, and included representatives from staff, management, the parish and other key stakeholders. The Client Representative Group also made a valuable contribution.

The plan identifies three key directions: social inclusion, advocacy and sustainability and growth. It builds on our existing expertise and consolidates our position as a best practice provider in delivering services to people who are homeless and have complex and challenging needs. It has the potential to greatly enhance outcomes for people experiencing long-term homelessness and we are very excited about what the next three years holds.

The calendar of events you will find in this report highlight some of the Mission’s key achievements. They are many and varied and would not be possible without the volunteers, staff, members of the Board and people who support the Mission financially, in kind and in spirit. Each and every one of these people contribute to the community of Sacred Heart Mission and our fundamental work of making a difference to the lives of people who are experiencing homelessness.

Michael Perusco
CEO
Our client and resident representative groups provide an opportunity for us to listen to the people we work with about the day to day running of the Mission and to ensure we are living out the true call of our founding story. It is a story that began as Fr Ernie paid such compassionate attention to the people who he saw and met back in the early eighties.

As a parish, we have been listening and learning about the forces in our community that can promote or hinder the movement of people into stable housing and a life beyond homelessness. We have been keen to link in with the Mission’s advocacy efforts.

The ongoing development of our pastoral care team, consisting of Vince Corbett, Maria George and myself has given us a greater capacity to listen to the needs of the people we serve. Together we work alongside the Mission staff and volunteers, responding to the emotional and spiritual needs of the individual, regardless of explicit religious belonging. This work has taken us to be in many different hospitals and nursing homes. It has also taken us into the lives of grieving family and friends of the many people who have died over the years. The pastoral team has also facilitated reflections at staff gatherings to nurture that pastoral attitude: something that is relevant to each and every person working at the Mission.

To all who keep that listening heart alive to the need before us, I give thanks. Thanks for all our staff and volunteers, our CEO Michael Perusco and the new Chair of our Board of Governance, Mark Dohrmann, who has begun with a listening heart as he has made his way around our many services to help us begin a new era.

To our outgoing Chair, Michael McInerney, I pay tribute for his seven generous and dedicated years of skilled leadership of our Board. Always working to ensure we responded to the new challenges of our organisation and services to help us begin a new era.

Looking back on this last year I believe we have been listening in many different ways to the individuals we work with in order to further their growth.

We continue to live social inclusion, not just through 228 but throughout all our services. In doing so, we strive to listen and respond to new opportunities for people to break out of the homelessness subculture into the greater community.

Listening is a big part of life at the Mission – around the tables of lunch to paying attention to what is happening in the wider community. We listen to balance the poles of history, to make our world a place of change things – to change the movement to no peacemaking or social work or anything else to improve our world. We are convinced that the other is important. You are precious. You - not just ‘people’, but you. And we have a call to make history, not just accept history. We are called to respond to the need before us, l give thanks. Thanks for all our staff and volunteers, our CEO Michael Perusco and the new Chair of our Board of Governance, Mark Dohrmann, who has begun with a listening heart as he has made his way around our many services to help us begin a new era.

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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 working in consultancy and is mentoring and coaching students in education as well as practising teachers and leaders in schools. She holds qualifications in arts, theology and education and has completed further study in education law.

Amanda Kingham
Amanda joined the Board in 2008. She holds a Bachelor of Nursing (Hons). Amanda has worked in a range of management positions in acute rehabilitation, sub acute care and residential care. She is currently General Manager/Director of Nursing at Cabrini Residential Care.

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 22 years.

Carol Nettelbeck
A St Kilda resident and a Sacred Heart parishioner for 22 years, Carol has been a long standing member of the Board as a parish representative. She has a Masters Degree in French as well as qualifications in theology, philosophy and English. Carol is now retired after 24 years teaching at Melbourne Girls Grammar. She continues to volunteer in both the Meals Program and the Women’s House and is a member of the Women4Women Committee which raises essential funds for the Women’s House.

Fr John Petrulis
Fr John became parish priest in January 2007 and has been a priest of the Archdiocese of Melbourne for the past 25 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.

Nora Redmond
Nora joined the Board in 2008 as a parish representative. She became a parishioner of the Sacred Heart parish on arrival from Ireland 20 years ago. She has more than 25 years experience working in technology related roles, including strategy development, project initiation, project management and portfolio governance. She currently works as a Business Technology Partner at National Australia Bank.

Carolyn Clark
Carolyn joined the Board in October 2009. She has a Masters of Laws following her Bachelor of Laws (Hons) and Arts and worked for nine years as a solicitor and senior associate at Mallesons Stephen Jaques. She has also worked for the Australian Securities Commission and at Telstra as corporate legal counsel. Carolyn first volunteered in the Mission’s dining hall in 1994/95 and then returned to the Mission in 2003 volunteering at the Women’s House. In 2004 Carolyn joined the Mission’s Women4Women Committee dedicated to providing financial support to the Women’s House. She has been the chairperson of the committee since 2007.

Vin Martin
Vin joined the Board in October 2009. He has postgraduate qualifications in economics from the University of Melbourne. In a career spanning 34 years in the Victorian public service, Vin spent the past 27 years in economic or taxation policy in the Department of Treasury and Finance, following seven years in the Department of Premier and Cabinet.
Every three years, Sacred Heart Mission prepares a strategic plan that articulates the priorities for the planning period and focuses on the capacity of the organisation to deliver improved outcomes for the people we work with.

We have finalised a new strategic plan which covers 2011 – 2014 and which details an ambitious and exciting agenda. It builds on our existing expertise and consolidates our position as a best practice provider in delivering services to people who are homeless and have complex and challenging needs. The plan also has the potential to greatly enhance outcomes for the people experiencing long-term homelessness.

We are confident that the energy, skills and commitment of our staff, volunteers and supporters will ensure the success of this plan.

The plan identifies three key directions – social inclusion, advocacy and sustainability and growth. These key directions have been supported by a set of goals and related objectives that will be implemented over the life of the plan.

Key Direction 1: Social Inclusion
Sacred Heart Mission believes that homelessness is one expression of social exclusion and that the solution to it must be more comprehensive than if homelessness is seen solely as a lack of housing.

Our social inclusion framework clearly articulates our understanding of social inclusion and the importance of embedding it in our daily work practices. Our experiences during 2007-2010 affirmed the importance of this strategic direction and we will continue to work towards consolidating and developing this approach to the work that we do by continuing to:

- Ensure our social inclusion framework is embedded in practice.
- Focus on measuring the outcomes of our work.
- Ensure the people who use our services have input into the way we operate and develop our services.
- Implement the Journey to Social Inclusion pilot program.

The goals under this key direction are:
1. Develop our expertise in supporting adults who use Mission services.
2. Use the Journey to Social Inclusion implementation and evaluation to improve the understanding of homelessness in three to people who are chronically homeless.
3. Improve the understanding of homelessness in our community, particularly at a local level.

Key Direction 2: Advocacy
Sacred Heart Mission has identified three advocacy goals that will inform our communication with media, government, the sector and audiences throughout the life of this plan.

The goals under this key direction are:
1. Improve housing affordability for people who use Mission services.
2. Use the Journey to Social Inclusion implementation and evaluation to improve the understanding of homelessness in three to people who are chronically homeless.
3. Improve the understanding of homelessness in our community, particularly at a local level.

Key Direction 3: Sustainability and Growth
Sacred Heart Mission recognises the importance of maintaining the organisation’s sustainability in order to ensure continuity of service provision for the people who use our services. Furthermore, the Mission is committed to exploring opportunities to grow the organisation in areas that are consistent with our mission, values and mission and values and enhance our ability to support people who are chronically homeless and have a range of complex needs.

To ensure sustainability and growth we will continue to:
- Maintain a strong relationship with the parishes of Elwood and St Kilda.
- Ensure strategic financial management and financial control.
- Build the organisation’s profile in the community.
- Maintain accreditation requirements and embed continual quality improvement processes in all practices.
- Use our risk management framework to manage key risks and identify any new and emerging risks.
- Adequately maintain our assets.
- Ensure processes and procedures are in place to ensure a safe work environment.

To build on this work we have has established seven goals which are outlined below.

1. Establish clear financial goals.
2. Grow op shop income.
3. Attract and retain a highly skilled workforce.
4. Embed pastoral care in our services.
5. Minimise our impact on the environment.
6. Invest in the development of Business Services and our buildings.
7. Grow our services in a way that is sustainable and improves the Mission’s capacity to work more effectively with people who have a history of homelessness and are socially excluded.

Update on Strategic Plan

Sacred Heart Mission is proud to play an active role in Australians for Affordable Housing.

Australians for Affordable Housing (AAH) is a coalition of over 60 national housing, welfare and community sector organisations. The coalition aims to highlight the problem of housing affordability and call on all levels of government to make the changes necessary to ensure all Australians can find an affordable home.

Millions of Australians continue to struggle with high housing costs. AAH believes that the goal of government housing policy should be to ensure that all Australian households can access affordable housing and that government action needs to be coordinated to deliver that goal.

To do this, the nation needs a clear plan to deliver affordable housing to all Australians that includes:
- Investment in more low cost rental housing.
- More opportunities for low income households to get into home ownership.
- Better financial assistance for low income renters.
- Initiatives to make home ownership more achievable for first home buyers.
- Changing the housing investment tax arrangements that drive up house prices.
- A single cabinet level housing minister who is responsible for delivering these changes.

Sacred Heart Mission is proud to play an active role in Australians for Affordable Housing.
Greg*, 27, came in recently to say hello to the staff at Sacred Heart Central and to share the good news that he has a full-time job and has moved back home.

Greg’s first contact with the Mission was in 2007 when he accessed the shower facilities offered via the resource room. He had been homeless for several years, sleeping on the streets and didn’t have a job. He was experiencing severe anxiety and depression.

Greg’s relationship with his parents had broken down. He had been asked to leave home and had lost all contact with his siblings and extended family. During the months that followed, Greg accessed the resource room on a regular basis. He began to share more and more of his story as he developed trust in the Sacred Heart Mission support workers. Greg agreed to be case managed. The aims across the suite of services are:

- To provide a community experience, the gateway to a comprehensive range of integrated services.
- To build a sense of community and belonging among the most disadvantaged members of our community.
- To empower individuals and provide opportunities to explore pathways out of homelessness.
- To work in partnership with other agencies to be able to provide a collaborative response.
- To practice an assertive engagement approach that ensures the identification and resolution of issues.
- To provide long-term support for individuals.
- To develop a more detailed understanding of the client population to support evidence-based advocacy.
- To build a strong community network and a sense of connectedness with others and develop friendships, social networks and a sense of connectedness to a community. It exercises assertive engagement with three support workers present each day in the dining hall, a meeting place to inform people about the suite of services offered by Sacred Heart Mission and other agencies.

The kitchen is run by a dedicated team of six paid kitchen staff and around 25 volunteers each day; 400 regulars throughout the year. These include people serving a Community Based Order, Intensive Correction Order and parole. Additional assistance is also provided by the corporate sector, schools, individuals and other community groups.

This year, a total of 191,200 meals were served, a slight decrease from previous years. It is difficult to say why the decrease occurred given the many factors that drive homelessness and disadvantage. However one view is that the lack of affordable housing in Melbourne and the high cost of living is driving people to move to other parts of the country and less are coming to Melbourne in search of opportunities. With a minimal annual food budget of

Sacred Heart Central brings together a range of integrated service responses for people experiencing homelessness, financial disadvantage and social exclusion.

About 400 people attend Sacred Heart Central on any given day and services are provided every day of the year. The focus is on creating a welcoming environment where people come for support for issues such as physical and mental health, housing, financial, as well as a sense of belonging.

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$22,000 per year, our work is supplemented through a partnership with the City of Port Phillip which is attracting around 14 participants each week. Some were previously unable to switch on or use a computer which is a major disadvantage in an era where basic computer skills are a form of literacy. Attendances are encouraged to join the local library to access free computers and the internet: a move towards greater social inclusion in the community.

The Mission entered a team in the Brooks Spirit Triathlon for the third year in a row. A team of 17 people including staff, volunteers and people who use the Sports and Recreation Program participated in the competition on the St Kilda foreshore in March 2011. The annual Sports and Recreation survey conducted in May 2011 showed that participants’ satisfaction with the program was at 80 per cent. In addition, 75 per cent said that the program improved their quality of life in a social and physical capacity.

As it is rewarding to work with other regular volunteers, assisting in the preparation of meals as part of an organisation that provides for the less fortunate.

“From my involvement, I have learnt that everyone has a story and in today’s society we often take for granted the fundamentals in life, food, shelter and furniture. As well as volunteering Wednesdays fortnightly in the Meals Program, Rose Kailis also donates huge trays of frozen prawns, fish, crayfish and calamari from the family business.

As a company, Kailos Bros has been regularly donating seafood products to Sacred Heart Mission and has always supported groups and individuals in need. However, four years ago, I decided to personally get involved on a regular basis by becoming a volunteer in this dining room.

The Lieutenant Governor of Victoria and Governor-General of Canada presented the Award for Service to Humanity to the Aged (ACHA) Program. The program continues to achieve, case managers were able to offer support, housing outcomes were more difficult to achieve, case managers were able to offer support with issues such as gambling, drug and alcohol, legal and mental health.

According to respondents to the annual client satisfaction survey who had been case managed said that they had achieved on average around 75 per cent of the goals they had identified as part of their case plan. The Assistance with Care and Housing for the Aged (ACHA) Program continues to deliver specialised case management to people over 55 years. Twenty-two per cent of people using Sacred Heart Central services are aged over 55 and have more specialised health, aged related health and welfare needs. The ACHA Program is an important pathway for people to access our Homecare Program, aged care hostels and other supported housing.

Sports and Recreation Program

The Sports and Recreation Program is designed to build self-esteem and restore pride. It is rewarding to work with other regular volunteers, attending meetings is also provided.

An anonymous named volunteer input remains a driving force behind the Sports and Recreation Program. Volunteer input remains a driving force behind the Sports and Recreation Program. Volunteer input remains a driving force behind the Sports and Recreation Program.
Clinic
Located at the corner of Grey and Robe streets, the Clinic aims to assist people’s wellbeing by offering appropriate therapies in an atmosphere of respect and calm. The welcome provided at the Clinic by the receptionists, with often the offer of a piece of cake and a “cuppa”, is of equal importance to the treatments.

The Clinic has four consulting rooms and offers a wide range of ancillary health services provided by volunteers. In addition, chiropractic students from RMIT do their final year placement at the Clinic under supervision. Homeopathy is offered weekly by the members of HERA, a professional association and students often “shadow” clinicians.

Other health agencies work out of the Clinic to make their services more accessible to people coming to the Mission. Physiotherapy is provided by Inner South Community Health (one afternoon a fortnight), eye care by the Australian College of Optometry (two full days per month) and a pro bono dental program is offered.

The Clinic is open 9am – 4.30pm Monday to Friday and on average 120 appointments per week are kept. A total of 39 therapists and 18 receptionists volunteer their time and professional skills to deliver services including: hairdressing, counselling, kinesiology, manicures, reflexology, Reiki, acupuncture, massage, Alexander Technique, Bowen, naturopathy, Feldenkrais and orthotics.

In a client survey conducted in June, the Clinic received out of 10, 9.4 for client satisfaction, 9.5 for sense of welcome and 9.5 for sense of being respected.

Specialist Services
The specialist services team offers case management (and secondary consultation) for people with complex needs and behaviours, particularly mental health and drug and alcohol related issues. Partnerships with Alfred Psychiatry and Windana Drug and Alcohol Recovery enhance people’s pathways into specialist drug and alcohol services.

Homelessness Outreach Psychiatric Service (HOPS) staff from Alfred Psychiatry regularly attend the Mission, both proactively and in responding to a crisis. This outreach enables them to begin to work with a person who is experiencing significant mental health issues and who has complex needs, in an environment where that person feels comfortable. During the year an average of 21 people per month were referred through HOPS to Junction Clinic (part of Alfred Psychiatry) for ongoing treatment. Junction Clinic also provided Mission staff with training in understanding mental health issues and appropriate responses.

The specialist services coordinator position that was vacant for seven months was filled in February 2011. From this time until the end of the financial year, 56 people were assisted with specialist drug and alcohol support and 16 with specialist mental health support.
For two years Lou* has called Sacred Heart Community hostel home. Lou moved to Australia from Europe when she was in her mid-20s. Her parents had divorced when she was young and she had endured a childhood of neglect. She arrived in Australia with little English, knowing only one distant relative who lived in country Victoria, and no formal training beyond high-school.

She first moved to a women’s hostel and from there into private rental when she secured a job at a meat packing factory. When a bad back forced Lou to give up her job and move onto the disability pension, she could no longer afford to remain living in her home. With no real support networks, Lou began moving between women’s hostels and rooming houses. She has always struggled with depression however it was during this time that it began to impact on her ability to function on a day to day basis. It was through the Mission’s Assistance with Care and Housing for the Aged, that Lou was referred to our hostel.

When she first arrived, Lou would spend most of her day isolated in her room. After persistent encouragement by the personal care workers and lifestyle team, Lou now enjoys the weekly outings to the library and bingo sessions. She visits the Mission’s Clinic twice-weekly for chiropractic treatment as well as a massage and sometimes to get her hair or nails done. After the GP advised that regular walking can help with depression, Lou can often be seen strolling along the streets of St Kilda and is familiar face in the community.

*not her real name.

Aged Care Hostels
The Mission’s two aged care hostels provide a mix of high and low care for 83 residents who have histories of homelessness and disadvantage. Many residents have a range of complex needs, resulting from negative life experiences including exposure to trauma and social isolation. This requires a different approach to that provided by mainstream aged care providers. It requires acceptance, flexibility and persistence to meet the residents’ care needs. Fundamental to this approach is the relationship between the resident and the team of staff to ensure the resident is engaged and participates in the hostel community. Medical support is provided by nursing staff and a general practitioner, and allied health services are available such as podiatry and dentistry. Residents are also referred to other services in the community including counselling and psychology.

The average age of residents is 71 years, with the youngest being 30 years old. Three-quarters are men. More than half have been living in the hostel for more than three years. Sixty-three per cent have a history of homelessness and 23 per cent had been residing in public housing prior to the hostels. There is a high occurrence of mental health issues, alcohol and drug abuse issues, social isolation, brain injuries, disabilities and long-term disadvantage.

This means the care needs of the residents are relatively high for a low-care facility. Through a relationship-based approach, time and energy is invested into quality care and accommodation. A lifestyle program aims to create opportunities and help residents to feel connected to both the hostel community and also to the broader St Kilda community.

Residents are encouraged to maintain their independence and continue activities that have been a big part of their lifestyle for many years. This might be having a coffee at one of the local cafes, drinking at the local, lunch down at the Mission dining hall, spending time on Acland Street or having a glass of wine in the evening.

As part of the Chinese New Year, the lifestyle team introduced the ‘make a wish’ activity. Residents identified many wishes including a trip to Station Pier, where a number remembered their first arrival to Australia, a counter lunch, a Chinese dinner, flying an aeroplane, a visit to the moon at the Planetarium, and a trip to the Antarctic. Whist innovative ways of meeting some of these wishes is required, the first was met through a limo ride with a group of residents enjoying the trip.

Aged and Residential Services

Case Study

Bob accepted a part-time job in Homecare, thinking it would be good to tidy him over until a position more suited to his experience as a technical illustrator in the auto industry came along. That was in 1997. As a member of the homecare team, Bob assists people to remain living independently in their own home. This involves doing their cleaning, shopping, helping with showering, making beds, laundry and loads of driving.

"Working for Sacred Heart Mission gives me a sense of purposes, a chance to make a difference to the lives of people who need assistance in their later years. I’m privileged to walk those last steps of their life-long journey with them.

"All of us, if we live long enough, will need someone to take us by the hand and make the ageing process less painful, less complicated, less frightening, and a more secure, friendly journey."
Calendar of Events
### July 2010
- The annual fundraising dinner Dine with the Champions is a sold out success raising almost $90,000 for the Mission.

### September 2010
- The Clinic offers kinesiology for the back and joint pain management.
- The Wardrobe enjoy a fashion parade showcasing the stores. Attendees of Into the Wardrobe successful program through a series of after-work social events to assist the pastoral care team and access to the shop.

### January 2011
- The Mission's client Homecare resident Robert Callaghan celebrates his 100th Birthday.
- The Prahran RSL welcomes Lord Mayor Robert Doyle launches the Prahran RSL Anti-Poverty Week in Victoria.

### October 2010
- A Sacred Heart Mission representative thanks Dohrmann for his seven years of service to the Mission.

### November 2010
- Vince Corbett returns to the Mission to assist the pastoral care team and fill this role.
- The new Federal Housing Minister, Mark Dohrmann is welcomed to the Mission.

### December 2010
- The annual fundraising dinner Dine with the Champions is a sold out success raising almost $90,000 for the Mission.
- The Clinic offers kinesiology for the back and joint pain management.
- The Wardrobe enjoy a fashion parade showcasing the stores. Attendees of Into the Wardrobe successful program through a series of after-work social events to assist the pastoral care team and access to the shop.

### January 2011
- The Mission's client Homecare resident Robert Callaghan celebrates his 100th Birthday.
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Heart Mission and many will go on to our HOME CARE and community rooming houses about the range of the Mission’s aged care services. The information was well received and a number of residents and their families have been referred to Homecare’s services.

Rooming House Plus Program (RHPP)
The aim of the Rooming House Plus Program (RHPP) is to help people break the cycle of homelessness by providing residents with stable, long-term accommodation and the support to maintain their housing. The rooming house is located on Queens Road, Melbourne and is run in partnership with Community Housing Limited (CHL). It provides 67 self-contained units with manageable levels of support to two groups of residents; those receiving daily assistance to maintain good health and a stable tenancy and, those living independently but with access to a support worker and the offer of support to be linked into local services. Demand for accommodation at RHPP has remained high this year.}

Many people who seek to live at RHPP have a range of complex needs including mental health issues, substance abuse and dual diagnosis. An increase in the number of people have been assisting many clients who show interest in work to engage with a local employment consultancy. At the end of the financial year, planning was underway to commence an intermediary computer class for general residents as well as a swimming at MSAC as part of the Mission’s management of resident information. These changes have seen an improvement in service coordination for residents and the data system is better able to record the support provided and the outcomes achieved.

The social inclusion paradigm has been put into operation and work is being done to engage residents in community activities. Travel from the house is linked via Metlink to provide residents free travel to training. The support workers at RHPP have been assisting many clients who show a sense of belonging and citizenship.

As part of this study, the role of RHPP in breaking the cycle of homelessness will be evaluated. Residents will be interviewed twice over two years. Sacred Heart Mission is pleased to contribute to this study which is expected to increase our understanding of the role between support, housing and assisting people out of long-term homelessness.

The study is supported by the Australian Research Council.

Olavo had been living at the Queens Road rooming house for around six months when he started a security course. Working in security is something he has wanted to do for a while and he hopes to get a job at a nightclub. Olavo also sometimes goes swimming at MSAC as part of the Mission’s security training such as reminding me to wake up so I could get there on time. My favourite part of training was learning how to defend yourself and using the walkie talkie. At the end of the course I exchanged phone numbers with some of the other guys and we now go to a restaurant to catch-up.
Women’s services aim to provide safe, responsive and quality support services and accommodation to women who may be experiencing homelessness, social isolation or are in a crisis situation requiring assistance. It encompasses a drop-in centre (Women’s House), crisis accommodation (Homefront) and intensive case management. These services are delivered with social inclusion being a focus and from the perspective that women are often excluded from the community as a consequence of experiences such as violence, abuse, lack of economic participation and trauma.

Homefront provides support and accommodation for a six-week period to single women over the age of 25 years, without accompanying children in their care. Staff members seek to source safe, affordable and appropriate ongoing housing for the women staying at Homefront. Staffed 24 hours each day, the team provides holistic, flexible and coordinated one to one support. Homefront also provides outreach support to women residing in transitional housing. These are properties where women can live until a longer term option is found. This is usually in the form of an offer of public housing but can also be a residential rehabilitation setting, community housing or private rental. Support workers from Homefront also do outreach work with women living at two properties provided by the Orcadia Foundation.

Michelle* is in her 40s and was struggling to leave a relationship with an abusive partner when she first came to the Women’s House. She had been living with her violent partner in his private rental property in Melbourne’s southeast for 11 years. Michelle spoke with staff at the house and with their support obtained an intervention order. Staff assisted Michelle to secure accommodation at Homefront where support workers helped her to create a long-term housing plan and work towards reaching a number of goals.

Michelle had previously been employed in cleaning roles but had not worked for nine years. She said she felt ashamed and humiliated by the physical violence she had experienced from her partner. She told staff that from only ever being a social drinker, she had started drinking regularly and heavily with her ex partner and then on her own as a way to cope with the violence and to block out painful memories and to feel better about herself. This eventually impacted on her employment and Michelle left work without keeping in contact with her colleagues. Staff members at Homefront were able to offer Michelle stable accommodation in an Orcadia property. With their support and referral for help to overcome her trauma and drinking, Michelle’s life has stabilised and she is now contemplating re-entering the workforce through a volunteering position. It is 12 months since she first went to the Women’s House and her outlook is more positive than it has been in over a decade.

Nicole says there are lots of small celebrations at the Mission’s women’s crisis accommodation facility. Since she began working at Homefront in 2009 she has seen many women take steps toward something better; leaving a violent relationship, reconnecting with family, regaining independence, getting clean or finding a safe place to live. “At Homefront we provide a place to stay for women while they get things sorted. For a lot of women it has been a long time since they had a bathroom they felt safe in or a bed in the same place every night, let alone time to think about their history, grieve or even see a dentist. We make Homefront as safe and friendly an environment as possible to allow women the opportunity for reflection, change and healing as well as help to find housing and maybe a good GP and some counselling.”

*not her real name.
The Opening Doors Framework went live in March 2011, impacting on the way individuals experiencing homelessness are referred into supported or funded programs for accommodation. This state government policy has provided a centralised referral system for people wanting to access homelessness funded assistance via a prioritisation list for accommodation and support resources.

**Women’s House**

The objective of the Women’s House is to provide a safe and welcoming space for women to drop in during weekdays. Women may come to the house seeking support for a crisis, for social connection, to share a meal, to participate in an activity or access a safe space that includes them. Support workers are available to provide assistance to women experiencing homelessness, issues with mental health, drug and alcohol, domestic or family violence, social isolation and other related issues. Women are provided with a range of useful information and can be referred into formalised case management services.

Through the support of the Meals Program and regular volunteers, the house provides a nutritious free lunch and opportunities for women to connect over a meal or hot drink. The house offers art therapy and ceramics on a regular basis as well as a monthly outing. Support workers are available to provide assistance to women experiencing homelessness, issues with mental health, drug and alcohol, domestic or family violence, social isolation and other related issues. Women are provided with a range of useful information and can be referred into formalised case management services.

On average, around 155 individual women came through the Women’s House doors each month. There was an average of 644 contacts; this equates to each woman attending the house around four times per month. These figures are lower than last year and reflect that the house was closed for refurbishment and operated a limited service for one month during February/March 2011. Works done on the house included patching and painting of old plasterwork, new electrical wiring, a new shower and furniture, thanks to the generosity of Paula Fox.

The results of the annual client satisfaction survey showed that 75 per cent of respondents said the Women’s House was a warm and welcoming place. Those who were case managed said on average that 75 per cent of their goals had been met that were identified as part of their case plan.

A total of 118 women and nine children attended the Women’s House for the first time this year or had returned after an absence of two or more years. Through individual case management, 163 women were provided support including outreach support, crisis intervention and assistance.

**Intensive case management initiative**

Through the partnership of the Women Housing and Complex Needs (WHCN) initiative, funding was allocated for another 12 months to provide intensive case management to women who, as well as experiencing homelessness, have significant and multiple needs. Through this intensive model, a worker can spend up to five hours per week face to face with each woman on her case-load. Some key outcomes regularly achieved are stabilising crisis, limiting presentations to hospital emergency departments and triage services, and addressing long-term health issues.

This program has been funded until June 2012.
Sacred Heart Mission’s Journey to Social Inclusion (J2SI) was developed following the recognition that existing approaches are not working for people who experience long-term homelessness. The pilot commenced in November 2009 and is aimed at demonstrating that it is possible to break the cycle of homelessness and that it makes economic sense to do so.

J2SI provides 40 people, who have either slept rough continuously for more than 12 months or have been periodically homeless for at least three years, with three years of intense support, compared with 43 participants who are using existing homelessness services. RMIT University and the Australian Housing and Urban Research Institute are undertaking the evaluation together and the Economic and Social Research Institute are undertaking the evaluation together and the Australian Housing and Urban Research Institute is undertaking the evaluation together and the Economic and Social Research Institute is undertaking the evaluation. As part of the evaluation process, the 40 participants receiving intense support are being compared with 43 participants who are using existing homelessness services. People First Queensland and the University of the Sunshine Coast are undertaking the other evaluations.

The first J2SI evaluation report confirms that childhood trauma is an important contributing cause of long-term homelessness. Almost all of the evaluation’s participants (97%) had experienced childhood trauma in one form or another, and the average age at which they first experienced a traumatic event was just under 13 years of age. Many of the participants grew up in circumstances suggestive of chronic family strain that were often embedded in poverty and disadvantage.

The stories in the report illustrate that like everyone else, people who are homeless try to create a sense of order and purpose in their lives. However, in seeking control over their social environment the strategies they develop often create additional barriers that make it more difficult to get out of homelessness.

The report also shows that despite the difficulties and structural barriers that participants face, few accept homelessness as a way of life: they have aspirations for the future, for a more settled, less stigmatised existence.

One participant who tells us this is Aidan*, 28, who says of his hopes for the future, “I always dream, not necessarily plan but I sort of fantasise about this; I always think that I’m going to get a job and it will all be fine, I always think that one day I can do all that.”

For at least three years, 75% of the J2SI participants had moved on average. Over the same period, participants collectively used about $750,000 ($1.5 million) in hospital stays alone. This demonstrates that the current system is costly as people trapped in homelessness tend to be heavy users of such crisis services. However it rarely assists people to break the cycle.

In the six months prior to J2SI commencing, about half had been physically assaulted. Over the same period, participants collectively used about $750,000 ($1.5 million) in hospital stays alone. This demonstrates that the current system is costly as people trapped in homelessness tend to be heavy users of such crisis services. However it rarely assists people to break the cycle.

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Almost all grew up in poverty and most (88 per cent) experienced major and often repeated childhood trauma such as sexual or physical abuse, the involvement of child protection, or an experience of homelessness at a young age. The fact that so many participants had traumatic childhoods suggests that long-term homelessness is not random. Rather, people come from families marked by violence, abuse and poverty and experience profound and ongoing disadvantage.

The report demonstrates that by responding more effectively to the trauma people have experienced childhood trauma is an important contributing cause of long-term homelessness and that it makes economic sense to do so.

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It is interesting to note that there were improvements in the stress, anxiety and depression levels of the comparison group while the levels stayed relatively the same for the supported group. A possible explanation for this is that the transition to “becoming” housed can be a stressful process, particularly for people who have not had their own housing for a long time. They leave behind their social networks and it takes time to form new ones.

The rates of problematic and/or frequent substance abuse had decreased (from around 90 per cent for both groups) at the end of the 12 months to 67 per cent for the supported group and 82 per cent for the comparison group. It’s not surprising that at this stage problematic substance abuse remains an issue for the majority of supported participants given their history of trauma. It will however, be a focus over the next two years.

Even at this early stage, there are signs that the J2SI Program is assisting participants to overcome their disadvantages. While the participants continue to face extraordinary challenges over the final two years, the program will provide those receiving support with a great opportunity to rebuild their lives and reconnect with the community.

Based on findings from J2SI and other research, we have incorporated the objective to develop a trauma informed system of care in our new strategic plan. We will use the learnings and outcomes achieved in J2SI to develop our understanding of the issue and the best way in which to respond. We will also commission research to improve understanding of the impact of trauma on the lives of people who are long-term homeless and seek to demonstrate the causal link between childhood trauma and long-term homelessness.

Sacred Heart Mission would like to thank the funders of J2SI for their generous financial support and ongoing interest in the program and the partner services for their willingness to collaborate and trial new approaches.

Sacred Heart Mission would like to thank the following for their financial support of J2SI:

- Lord Mayor’s Charitable Foundation
- The Peter and Lyndy White Foundation
- GE Ross Trust
- William Buckland Foundation managed by ANZ Trustees
- Victorian Government
- St Mary’s Parish East St Kilda
- Analyte Foundation
- Calvary Health
- Umbi Family Foundation
- Ciocadia Foundation

Service partners:
- RMIT University and the Australian Housing and Urban Research Institute
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Thanks.
The Fundraising and Communications Department has had a busy and productive year.

In 2010/11 overall donations totalled $2.7 million, an increase of $360,232 from the previous year. Of that raised, $217,000 funded the Apprenticeship Program. The direct costs of the Fundraising Department were $133,729.

The Christmas and Winter appeal exceeded expectations raising more than $1,137,069 and $153,814 respectively. The Angus regular giving program remains strong with around 300 members.

Income from philanthropic trusts and foundations remained steady despite the economic downturn with the Mission receiving nearly $232,672 and $210,482 from bequests.

The year we welcomed a new committee, Mission Possible, formed to assist with our annual Dine with the Champions dinner. In October 2010 the event was held at the beautiful Junction Oval where cricket practice was taking place and the heritage ground looked spectacular under the light. It was an intimate gathering with Michael Roberts the MC who expertly interviewed the guests. The night an amazing success and the Mission looks forward to continuing this annual event. The concert made a net profit of over $97,000. Thanks must go to the Neil Preston Foundation for the wonderful work in assisting to bring the night together.

Once again generous support was received from many corporate and local businesses. Corporate donations decreased from last year due to some significant donations not being repeated. We have enjoyed the very generous ongoing support from Westmead Mazda, Valentine Young and Stateless Systems who are valued supporters.

The Mission continued to receive strong media attention in local and state newspapers together with attracting TV and radio coverage. This exposure promoted the Mission’s activities and community initiatives to a broad range of services and programs can continue to assist people who are homeless.

The Fundraising and Communications Department was also engaged in visits to schools (both primary and secondary) and community groups to educate them about the work of Sacred Heart Mission. We also conducted tours of the Mission’s services for donors, community groups and schools.

In 2011 we extended our online presence with the launch of a Sacred Heart Mission Facebook page. This is to provide a more interactive form of engagement with existing supporters of the Mission as well as to communicate with a new audience in an environment that they are regularly using. The page is also very popular event with more than 500 guests enjoying a fabulous autumn evening at Circa, The Prince Deck, St Kilda. The night made a profit of $87,000 and a very big thank you to all members of the Women’s Women Committee for their hard work and dedication – the committee is: Carolyn Clark (Chair), Tania Brougham, Judy Buchan, Sarah Conran, Marg Downey, Sandi Gibson, Lucy Hill, Josie Kelly, Teresa Liano, Karen Mitchell, Carol Nuttelback, Helen Prelosky, Katy Sadler, Linda Soborn, Diana Turner and Penelope Ward-Ambltie.

As part of the Mission’s ongoing commitment to local events, the Heart of St Kilda Concert was held at the Palais Theatre in June. A star-studded line up made the night an amazing success and the Mission looks forward to continuing this annual event. Once again generous support was received from bequests.

The Fundraising and Communications Department has had a busy and productive year. The page is used to inform people about what is happening in the different areas of the Mission in an entertaining way, promote our fundraising events, job vacancies, “not for sale” items for sale at shops as well as educate people around issues of homelessness and disadvantage and comment on issues in the media.

We thank designers Juncture Creative who provided a range of pro bono services during 2010/11 and previous years. We also thank photographers Mark Munro, Kirsty Limback and Uso Sorgini for the stunning photos they have each provided pro-bono for the Mission. We would like to thank Docklands Press our print partners for all of their work over the last year. Our volunteers have put on their working boots in many ways around the world in support of the Mission in many ways around the world in support of the Mission. We also thank designers Juncture Creative who provided a range of pro bono services during 2010/11 and previous years. We also thank photographers Mark Munro, Kirsty Limback and Uso Sorgini for the stunning photos they have each provided pro-bono for the Mission. We would like to thank Docklands Press our print partners for all of their work over the last year. Our volunteers have put on their working boots in many ways around the world in support of the Mission.

The Mission 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 who are homeless.

Nora Redmond has contributed to the Mission in many ways since she moved to St Kilda in 1989. She has volunteered in the Mission Program and used to regularly visit aged care resident, Jimmy. She makes a monetary contribution through the workplace giving program that is run by her employer, National Australia Bank (which matches her donation dollar for dollar making it an effective way to donate). And on top of all this, she is involved in setting the strategic direction of the Mission as a member of the Board of Governance.

“I see my role on the Board is to continue to foster the strong bond that exists between the Mission, the parish and the local community. I believe I contribute value using the business, governance and IT skills that I have amassed over my working life. When I joined the Board I was astounded by the breadth of care services that the Mission offers and I was pleased to play a role in sustaining and growing these services for as long as I can.”
The Mission’s volunteer community has experienced even more growth in the past year and we currently have more than 900 active individual volunteers helping throughout the Mission. This represents an increase of 20 per cent in our total Mission volunteer numbers for the year. More than 67 active corporate groups helped with the Meals Program (up from 50 last year). Staff from companies such as Neometro, Telstra, The Hilton, EJM Finance (50 last year) and Monash University have helped on a regular basis in the past three months. This represents an increase of approximately 30 per cent in our total Mission corporate volunteers. When it opened in July 2010, the Hawthorn op shop required an extra 36 volunteers. In 2011, the op shop increased its staff to 90, including 34 on a casual basis, staying safe at work and manual handling. Special thanks to Matt Temple (neurologist) for arranging large groups of their chiropractors. It is not a chore for me, ‘Work gives me a chance to interact with and reach out to the community. It improves my social and emotional health. We provide a professional health service to our clients to seek the professional health care they need, easily and affordably. Not only does this empower our clients to care for their own physical health and wellbeing, it even improves their social and emotional health.”

Some of the most vulnerable people in our community.

The Mission is fortunate to have so many wonderful volunteers who contribute every day in so many ways. Their generosity and enthusiasm is the foundation for an enviable position of not having enough places available for all of the corporate volunteers to come into the Meals Program and are already allocating places available for all of the corporate volunteers to come into the Meals Program on a weekly basis. This represents an increase in the number of volunteers attending group activities such as the Saturday barbecues and this coincides with a reduction in the number of residents requesting an individual visit. Special thanks to Kevin (coordinating the volunteers for the Saturday barbecues at 101 Grey Street. These weekly barbecues allow volunteers who work from Monday to Friday a great opportunity to get to know our residents and there are always more eager residents than places available.

Staff from companies such as Neometro, Telstra, The Hilton, EJM Finance (50 last year) and Monash University have helped on a regular basis in the past three months. This represents an increase of approximately 30 per cent in our total Mission corporate volunteers. When it opened in July 2010, the Hawthorn op shop required an extra 36 volunteers. In 2011, the op shop increased its staff to 90, including 34 on a casual basis.

Staff from companies such as Neometro, Telstra, The Hilton, EJM Finance (50 last year) and Monash University have helped on a regular basis in the past three months. This represents an increase of approximately 30 per cent in our total Mission corporate volunteers.

As we head into the next year, attracting and maintaining a highly skilled and committed team is a key strategic priority for the organisation. The plan to achieve this includes consolidating and enhancing workforce strategies that were implemented during the last strategic plan (2007-2010) and a focus on embedding a positive staff culture.

The Ernie Smith Award is an internal program that acknowledges the outstanding achievements of staff members and teams who embody the values of the founder of the Mission. Three awards were given out throughout the year to: Clinic Coordinator Sue Coyne, the South Melbourne op shop required an extra 36 volunteers. In 2011, the op shop increased its staff to 90, including 34 on a casual basis. Three awards were given out throughout the year to: Clinic Coordinator Sue Coyne, the South Melbourne op shop required an extra 36 volunteers. In 2011, the op shop increased its staff to 90, including 34 on a casual basis. Three awards were given out throughout the year to: Clinic Coordinator Sue Coyne, the South Melbourne op shop required an extra 36 volunteers. In 2011, the op shop increased its staff to 90, including 34 on a casual basis.

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Op Shops
Sacred Heart Mission has six op shops that sell quality goods at affordable prices and raise much needed funds for the Mission programs. With the tireless support of fantastic volunteers, the op shops provide an upbeat shopping experience where people can find a reliable source of goods, both for those on limited incomes as well as the treasure hunters. The op shops this year brought in a total of $3.2 million in sales; surpassing previous years.

In July 2010, the Mission opened its sixth op shop. The opening night of the Hawthorn store had people lining up around the corner and the first month brought in more than $50,000 in sales, exceeding expectations. This success has continued throughout the year thanks to the support of members of the local community with their custom, stocking the shop with donations as well as volunteering.

More people appear to be shopping in the op shops due to the tough economic climate and the realisation that the quality and range of stock is exceptional and inexpensive when compared to buying new. There is also the movement towards supporting the environment through the recycling and reusing of goods. Friendly customer service also draws people in.

Some of the many highlights throughout the year have included the introduction of social events Op Shopping After Dark, record sales at South Melbourne and Windsor stores, school clothing drives, ever-changing themed window displays, and achieving and exceeding sales targets across the six op shops.

A desire to raise the Mission’s profile in the wider community has become a focus of the op shops in recent times to increase donations and customs. We would like to extend a special thank you to Classic Moves, Diabetes Australia, H & H Jewellery, Joels Auction House and Kolourways Fashion Marketing for their support of the op shops and to Chisholm & Gamon for promoting our collection service to their customers.
# Our Financials

**Balance sheet as at 30 June 2011**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash assets</td>
<td>4,823,176</td>
<td>3,843,554</td>
</tr>
<tr>
<td>Receivables</td>
<td>331,488</td>
<td>545,456</td>
</tr>
<tr>
<td>Financial Assets</td>
<td>162,858</td>
<td>140,670</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>5,317,522</td>
<td>4,529,680</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant &amp; equipment</td>
<td>7,205,725</td>
<td>7,385,291</td>
</tr>
<tr>
<td>Intangibles</td>
<td>4,510,000</td>
<td>4,510,000</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>11,715,725</td>
<td>11,895,291</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>17,033,247</td>
<td>16,424,971</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>456,946</td>
<td>475,980</td>
</tr>
<tr>
<td>Provisions</td>
<td>640,742</td>
<td>562,487</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>3,295,237</td>
<td>3,297,004</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>104,406</td>
<td>70,709</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td>104,406</td>
<td>70,709</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>3,399,842</td>
<td>3,367,713</td>
</tr>
<tr>
<td>Net Assets</td>
<td>13,633,405</td>
<td>13,048,258</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital reserve</td>
<td>8,494,850</td>
<td>8,418,997</td>
</tr>
<tr>
<td>Capital improvement reserve</td>
<td>1,105,240</td>
<td>1,105,240</td>
</tr>
<tr>
<td>Retained profit</td>
<td>4,000,403</td>
<td>3,524,021</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>13,633,405</td>
<td>13,048,258</td>
</tr>
</tbody>
</table>

**REVENUE**

- **Government grants**: 6,001,048
- **Service fees**: 1,154,663
- **Funding**: 2,708,774
- **Retail outlet**: 3,351,219
- **Interest**: 222,059
- **Other**: 140,533

**Total revenue**: 13,478,196

**EXPENSES**

- **Staff costs**: 9,687,083
- **Operating costs**: 808,982
- **Occupancy costs**: 1,288,500
- **Depreciation**: 478,558
- **Repairs & maintenance**: 63,156
- **Office costs**: 274,588
- **Motor vehicle costs**: 196,709
- **Interest expense**: -
- **Other costs**: 174,238

**Total expenses**: 12,971,814

**Operating surplus**: 506,382

**Contributions received for the acquisition of non-current assets**: 56,264

**Surplus after accounting for contributions**: 562,646

All financials are extracts from the audited financial statements. Full financial statements are available on request.

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**Statement of comprehensive Income for the year ended 30 June 2011**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>13,478,196</td>
<td>12,128,242</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>12,971,814</td>
<td>11,688,753</td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>506,382</td>
<td>439,489</td>
</tr>
</tbody>
</table>

**Statement of Cash Flows for the year ended 30 June 2011**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating grant receipts</td>
<td>6,057,378</td>
<td>5,243,230</td>
</tr>
<tr>
<td>Non-grant receipts</td>
<td>7,473,666</td>
<td>7,320,100</td>
</tr>
<tr>
<td>Payments to supplies &amp; employees</td>
<td>(12,298,561)</td>
<td>(11,177,751)</td>
</tr>
<tr>
<td>Interest received</td>
<td>222,059</td>
<td>156,164</td>
</tr>
<tr>
<td>Interest paid</td>
<td>-</td>
<td>(1,328)</td>
</tr>
<tr>
<td><strong>Net operating cash flows</strong></td>
<td>1,454,542</td>
<td>1,699,456</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for property, plant &amp; equipment</td>
<td>(598,992)</td>
<td>(363,253)</td>
</tr>
<tr>
<td>Payments/receipts of accommodation bonds</td>
<td>(232,045)</td>
<td>(19,803)</td>
</tr>
<tr>
<td>Contributions received for the acquisition of non-current assets</td>
<td>56,264</td>
<td>120,000</td>
</tr>
<tr>
<td><strong>Net cash flows from investing activities</strong></td>
<td>(474,290)</td>
<td>(375,031)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of loans</td>
<td>-</td>
<td>(10,902)</td>
</tr>
<tr>
<td><strong>Net financing cash flows</strong></td>
<td>-</td>
<td>(10,902)</td>
</tr>
<tr>
<td><strong>Net increase in cash held</strong></td>
<td>979,622</td>
<td>1,213,522</td>
</tr>
<tr>
<td>Cash at the beginning of the financial year</td>
<td>3,843,554</td>
<td>2,630,032</td>
</tr>
<tr>
<td>Cash at the end of the financial year</td>
<td>4,823,176</td>
<td>3,843,554</td>
</tr>
</tbody>
</table>

All financials are extracts from the audited financial statements. Full financial statements are available on request.
This publication was produced at no cost to Sacred Heart Mission thanks to the generous pro bono support of:

Jurmaine Creative
Darlington Press
Mark Munro photography

Our very special thanks to

[Names of individuals and organisations]

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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 workplace 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 DONATION OF ☐ $45 ☐ $120 ☐ $250 ☐ MY CHOICE $

ALL DONATIONS ARE TAX DEDUCTIBLE

☐ PLEASE FIND MY CHEQUE ENCLOSED TO SACRED HEART MISSION
☐ PLEASE DEBIT MY CREDIT CARD ☐ VISA ☐ MASTERCARD ☐ AMEX
AMEX SECURITY PIN

CARDHOLDER’S NAME
EXPIRY DATE	TODAY’S DATE
SIGNATURE

PLEASE SEND ME INFORMATION ON
☐ REMEMBERING SACRED HEART MISSION IN MY WILL ☐ BECOMING A VOLUNTEER

PLEASE SEND TO
SACRED HEART MISSION, 87 GREY STREET, ST KILDA VIC 3182
1800 4 HEART (443 278) www.sacredheartmission.org ABN 62 843 874 179

Thank you for your support!