



*from the heart...*

*sacred heart mission annual report 2009*







# *contents*

Who we are	2
From the board	4
From the executive	5
From the parish	7
Board profiles	8
Update on the strategic plan	10
A Journey to Social Inclusion (J2SI)	13
Sacred Heart Central	15
Aged & residential services	20
Women's services	23
Fundraising	25
Volunteers, human resources and op shops	26
Mission wide and quality	28
Our financials	29
Acknowledgements	32

## who we are

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.

### 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

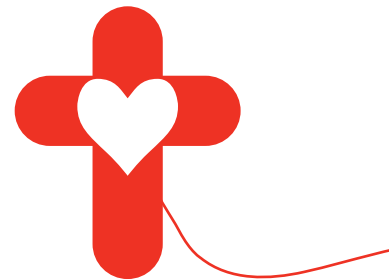
**Welcome – we welcome and accept people as they are.** The Mission began with the opening of the Parish doors to whoever wished to come in. The spirit of the Mission’s work flows and develops from the notion of welcome, which it cherishes as integral to all it does.

**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.





## from the Board

It has been another busy year at the Mission. The economic environment presents particular difficulties at the moment and into the future for the provision of our services. However, with continued hard work and dedication of all at the Mission, we are confident that we will be able to solve all such problems.

In keeping with the Strategic Plan, the Board has focused on ensuring financial stability and continued improvement of the services we provide. Most importantly, we are working to ensure the delivery of such services is conducted in a sustainable manner.

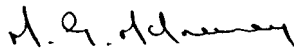
A major achievement of the Mission this year, and of Michael Perusco CEO, has been the successful funding of A Journey to Social Inclusion. This groundbreaking project is an exciting addition to the work of the Mission and is to be launched by the Premier in July 2009.

The Board would like to acknowledge our dedicated and hard working staff led so well by Cathy Humphrey, General Manager: Client Services and Anthony McEvoy, General Manager: Business Services. I would also like to acknowledge Sally Elford, Fundraising and Development Manager and her staff in the Fundraising and Communications Department.

It has been a particularly important year for our aged care hostels with their successful accreditation and I would like to acknowledge the work of the Board Aged Care Sub Committee and Jenny Williams, Aged Care Manager. I would like to thank Jenny and her staff for the incredible amount of work and effort put into achieving the accreditation.

The Board would also like to formally acknowledge the dedication and inspiration of our Parish Priest, Fr John Petrusis.

Finally, I would like to personally 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



## *from the executive*

In December 2008, the Federal Government launched *The Road Home*, its White Paper on homelessness. The paper included the goal to halve homelessness by 2020.

This is a bold goal that all State and Territory Governments have now signed up to and at the Victorian level, we are pleased that the Government has committed to a 10 year strategy to achieve it. Sacred Heart Mission has played a key role in representing the interests of the people who use our services in the lead up to the White Paper being produced and we look forward to continuing to work with both levels of Government to ensure that these targets are met.

We have also welcomed the Federal Government's support of public and community housing with an additional \$6.4 billion in funding. This investment must be viewed as a first step because meeting the targets outlined above relies on creating affordable housing options for those who are most disadvantaged. As we are very aware, there are people in our community who cannot afford to be subjected to the ebbs and flows of the private housing market.

After three years of hard work and determination we have secured the funding to pilot the groundbreaking project, A Journey to Social Inclusion (J2SI). At a cost of \$3.8 million and involving 40 participants, J2SI aims to demonstrate that it is possible to break the cycle of homelessness for people who are chronically homeless and that it makes economic sense to do it. Importantly, J2SI extends the continuum of the services that the Mission offers and

provides us with a much more effective way of getting permanent outcomes for those we work with. As a community, we should not accept chronic homelessness as an intractable social issue and J2SI provides us with the opportunity to make an alternative choice.

Over the last 12 months we have also implemented a number of key strategic projects including the establishment of a Client Representative Group (CRG). We now have a group of people, who are either using or have used our services, to give advice on how we provide these services and their perspectives and input have been invaluable.

Our staff continue to deliver high quality services to the people who come to the Mission and our accreditation under the Homelessness Assistance Services Standards Accreditation Program and Aged Care Accreditation Standards this year is a demonstration of this. Our induction into the Port Philip Business Hall of Fame in October 2008 also demonstrated the importance of our work to the local community.

Finally, thank you to our many and varied supporters, volunteers and staff for their passion and dedication in making a difference in the lives of people who are experiencing homelessness.



**Michael Perusco**  
CEO







## *from the parish*

'Life is lived forward but understood backwards'  
– Soeren Kierkegaard.

The words of philosopher Soeren Kierkegaard apply very well to our work at the Mission and our need to keep reflecting on the past and the lessons we have learnt about ways to do our work.

Fr Ernie Smith's simple act of reaching out to those seeking help continues to inspire our work and guide our growth and development.

Most importantly, Fr Ernie's example has taught us the vital importance of providing a welcoming community for all. Many people who come to the Mission do not have family and friends to turn to during difficult times. The Mission steps in to provide this critical support which gives people the confidence to tackle the challenges in their lives. It may be a short or a long journey, either way, we are there every step of the way.

From humble beginnings our work has expanded to focus on addressing the underlying causes of homelessness and the reasons why people become homeless. A Journey to Social Inclusion is a result of the lessons we have learnt from talking to the people who use our services and realising that many are trapped in a cycle of homelessness which desperately needs to be broken.

On behalf of our Parish community, I would like to congratulate and offer my heartfelt thanks to Michael Perusco, CEO and Michael McNerney, Chairman for their leadership, care and support of those who come to the Mission.

To all our staff, volunteers and supporters, thank you for your wonderful work that enables us to keep moving forward and to address the issue of homelessness.



**Fr John Petruilis**  
Parish Priest



## our Board



### **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 Mission's Board since 2004.

### **Alan Gruner – Vice Chairperson**

Alan is a parishioner and has been a long standing member of the Board. 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 BA (Hons) in Psychology and a post graduate qualification in Business Management.

### **David O'Brien – Treasurer**

David joined the Board in 2002. He is qualified with a Bachelor of Business, majoring in accounting and boasts extensive experience in financial, commercial, contract, risk and project management, as well as business continuity planning. David's current position is as Commercial and Project Manager for National Australia Bank.

### **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 there. Terri is qualified with a Bachelor of Commerce from Melbourne University.

### **Kris Botha**

Kris joined the Board in 2002. She is currently the Director of Human Resources at Cabrini Health, for its 6 sites, a position she has held for over 15 years. She 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 also a member of the Community Services and Health Industry Training Board.

### **Anne Dooley**

Anne Dooley joined the Board in 2008. She is a qualified nurse and midwife, has a Master of Arts, Bachelor of Applied Science and Diploma in Social Justice Studies. Anne has spent many years as an educator, relationship manager and passionate worker for women's health. She currently works in Mission Development at MacKillop Family Services.

### **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.

### **Amanda Kingham**

Amanda joined the Board in 2008. She holds a Bachelor of Nursing (Hons) and has been working as a Registered Nurse Division One for 24 years. During this time she has held a range of management positions in rehabilitation, sub-acute and aged care nursing. She is currently Director of Residential Care at Cabrini Health.

### **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**

A St Kilda resident and member of the local parish for 20 years, Carol joined the Board in 1998 as a parish representative. She has a Masters Degree in French and qualifications in theology, philosophy and English. Carol is now retired after 24 years teaching 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 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.

### **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.



*Left to Right: Anne Dooley, Kris Botha, Jan Hayes, Alan Gruner, Carol Nettelbeck, David O'Brien, Nora Redman, Jo Maher and Amanda Kingham. Absent: Terri Farrell, Gail Hamilton, Michael McInerney and Fr John Petruilis.*

# *update on the strategic plan*

## **A Social Inclusion Framework**

Sacred Heart Mission has adopted the Social Inclusion Framework as its central philosophy and approach to providing assistance to people who are homeless.

This framework recognises 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 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 social supports.

The Strategic Plan is focused on embedding this framework in the way we provide services and ensuring we have the resources to work with people in a way that will lead to permanent outcomes.

## **Client Representative Group**

Over the years Sacred Heart Mission's attempts at gathering meaningful input from people who access our services has been ad hoc.

As part of our Strategic Plan we decided to address this by developing a Client Representative Group (CRG). The aim was to establish a more structured way for people who access the Mission's services to have meaningful input into the strategic and operational issues of the Mission, including service reviews, development and implementation of policy

and compliance with Homelessness Assistance Service Standards. The group's development was informed by consultation with Mission program staff and valuable insights and expertise gathered from the Council to Homeless Person's Peer Education Support Program (PESP).

We now have a sustainable group of five core members on the CRG with a further four members recently recruited – all of whom have used or are continuing to use Mission services. In the past 12 months the group has undertaken a comprehensive training program that focused on working effectively as part of a team and advice on how to obtain feedback from the people who use our services.

The CRG meet regularly and to date projects have included feedback on the Mission's Rights and Responsibility Policy as well as assisting with gathering feedback for the review of the Meals Program.

The CRG will have an ongoing and central role in ensuring the Mission continues to provide quality services.



## **Measuring Outcomes**

A key focus of the Strategic Plan has been to improve our ability to measure the impact of our services.

In response, each program area at the Mission developed a set of outcome measures that were approved by the Board. Significant work has been undertaken to train staff and amend data systems. Collection of data commenced in August 2008.

Examples of the types of data that are being collected include:

- > Satisfaction levels with the Meals Program and Women's House and in particular whether they provide welcoming and safe environments;
- > The percentage of goals met in a person's case plan;
- > The proportion of clients for whom we are able to resolve their immediate homelessness;
- > Whether our services are effective in reducing social isolation;
- > The length of time people stay in our long term accommodation and if it is effective in breaking the cycle of homelessness;
- > If a person leaves the Mission, do they have an exit plan in place?; and
- > The number of people who have received a mental health diagnosis who have not previously been in contact with the mental health system.



The data collected will become more useful over time and will enable the Mission to benchmark outcomes against different program areas and other homelessness services.

### Quality Accreditation

Sacred Heart Mission is committed to continuous improvement and has structures and processes in place to ensure we review and improve our daily work practices.

During this financial year, two important goals were met:

1. The Mission was accredited under the Homelessness Assistance Services Standards (HASS) Accreditation Program. These standards were recently introduced by the Victorian Government to ensure that agencies providing services to people who are homeless do so in a way that meets a person's specific needs.
2. Our Residential Aged Care Facilities were accredited by the Aged Care Standards and Accreditation Agency and were found to be compliant with the 44 outcome areas.

### Case Management Framework

The Case Management Framework (CMF) has been developed to ensure that Sacred Heart Mission case management services are provided in accordance with the Social Inclusion Framework and are based on good practice which is consistent with the Mission's values.

The CMF aims to provide the basis for a consistent response to all those who use Mission services, irrespective of the service they approach, by providing guidance and tools to

all staff connected with the delivery of case management. Further, it aims to provide clarity to both the individual receiving the service and caseworker about the purpose and expectations of case management.

All relevant staff have now been provided with comprehensive training in the CMF and the effectiveness of its implementation will be reviewed over the next 12 months.

### Who Uses Mission Services

Every two years the Mission commissions a comprehensive survey of the people using its high volume services (Sacred Heart Central and the Women's House) in order to get a better understanding of their demographic profile, housing history, extent of social exclusion and their satisfaction with the services received. Each day over 500 people come in contact with these services.

300 people were surveyed over a six week period in late 2008 and the results included the following:

- > The average age of people using these services was 44 years.
- > 50% of people are on a Disability Support Pension, 10% on an Aged Care Pension and the remainder receive Newstart or have no income.
- > 44% of respondents can be classified as chronically homeless – they had their first experience of homelessness more than three years ago and were not in permanent accommodation at the time of the survey.



The highest incidence of chronic homelessness occurred in the middle age groups (30 to 39 years (56%) and 40 to 49 years (52%)).

- While nearly all respondents in the survey had been employed at some period in their life, the duration of employment was short (under two years) and the number of years since employment was high (between 6 and 10 years).
- 62% of respondents from Sacred Heart Central and 78% of respondents from the Women's House indicated that they had no access to social activities outside the Mission.
- 22% of people using the services had lived in care as children.

This information has been very useful in ensuring that we tailor our services in the most effective way possible to meet people's needs. The data clearly shows that those who use our services are highly disadvantaged and marginalised and reinforces the need for the Mission's pilot project, A Journey to Social Inclusion and more broadly, the Social Inclusion Framework.

## *a journey to social inclusion (j2si)*

Sacred Heart Mission's innovative pilot program, A Journey to Social Inclusion (J2SI) which aims to end – not just manage – chronic homelessness, will be officially launched in mid July by the Victorian Premier, the Hon John Brumby, along with the Victorian Housing Minister, the Hon Richard Wynne and Lord Mayor, Robert Doyle.

J2SI will focus on addressing the underlying causes of a person's homelessness and equipping them with the skills to reconnect to the mainstream community and build social networks outside of the homeless subculture.

The program will run for three years from September 2009 at a cost of approximately \$3.8 million which is an investment per participant of \$30,000 per year. Participants will be people who have been either sleeping rough for more than a year or who have experienced several episodes of homelessness over the past three years and who currently utilise services provided by the Mission.

J2SI is important because on any given night in Australia there are approximately 105,000 people who are homeless with between 30% and 40% trapped in a cycle of homelessness. The crisis-oriented homeless service system results in a fragmented approach for people who are chronically homeless, is costly and rarely assists people to break the cycle. It costs an estimated \$30,000 to \$35,000 per year to manage a person's homelessness.

The consequence of the crisis-orientated system is significant, repetitive and fruitless expenditure in dealing with the inevitable crises or emergencies that occur, rather than an investment in addressing the root causes of a person's homelessness to resolve them once and for all.

J2SI will invest the time and resources necessary to establish a meaningful relationship with participants and uses this as the platform to address the underlying causes of a person's homelessness in a way that leads to permanent outcomes.

J2SI is groundbreaking because it is a long term and intensive service model with levels of resources and support that have never been invested in people who are chronically homeless. For many participants this will be the first opportunity in their lives to seriously work on the challenges they are facing. By working through past trauma and providing intensive case management J2SI will work on addressing the underlying causes of an individual's homelessness.

The current crisis-orientated service system does not always allow caseworkers the opportunity to fully address the causes of a person's homelessness. J2SI will change this with a strong emphasis on understanding the underlying causes and triggers so they can be permanently overcome. It also focuses on assisting people to build strong relationships and social networks which are often missing for people who are chronically homeless.

The Mission's current ratio of case worker to client is 1:12. J2SI will provide a ratio of 1:4 for the three year period.

In addition, many people who are homeless have experienced some form of trauma in their life and this can be a major reason why they have continued to cycle in and out of homelessness. This will be another major focus of J2SI, with participants having access to psychologists and tailored therapeutic sessions to address the unresolved trauma which has led to homelessness as well as the trauma experienced as a result of becoming homeless.

At the end of three years of support from J2SI we believe that we will be able to demonstrate that participants will have permanently broken the cycle of homelessness. We will also be measuring the economic impact of the model because we believe the upfront investment provided by J2SI will produce significant economic returns through reduced service usage and economic participation of individuals. To ensure the evaluation is robust we have contracted RMIT University to evaluate the impact of J2SI on participants and The Melbourne Institute of Applied Economic and Social Research to undertake the economic evaluation.



## Why is J2SI Groundbreaking?

- > **Long Term and Intensive Service Model** - this level of resources has never been invested in people who are chronically homeless. J2SI provides the opportunity to trial a comprehensive approach and importantly allows for an analysis of the social and economic outcomes that will be achieved.
- > **The Relationship** - people who are chronically homeless usually do not have a “significant other(s)” in their life which makes facing challenges and sustaining outcomes almost impossible. In J2SI, the key worker takes on this role (within professional boundaries) until such time as participants build their own social networks.
- > **Addressing the Causes of Homelessness** - significant time will be invested in gaining an understanding of the underlying causes of a participant’s homelessness to identify and respond to the triggers in people’s lives that lead to periods of homelessness and to ensure support is targeted to the right areas.

- > **Resolving Trauma** - there is a high prevalence of unresolved trauma amongst people who are chronically homeless which can lead to the development of coping behaviours that create barriers to getting out of homelessness (poorly developed interpersonal skills, highly emotional responses, testing the boundaries of relationships). J2SI focuses heavily on resolving a person’s trauma so that it no longer impacts on their day to day functioning.
- > **Breaking out of the Homeless Sub-culture** - over time, people adapt to the homeless subculture and eventually homelessness becomes a way of life. J2SI focuses on disassociating participants from the homeless subculture and building alternative networks.
- > **Building the Skills to Connect** - a critical building block of generating sustainable outcomes is equipping people with the skills to build and sustain relationships and in turn, reconnect with the mainstream community. All aspects of the model are focused on developing and practicing these skills.

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

- > The Lord Mayor’s Charitable Fund
- > Peter & Lyndy White Foundation
- > The RE Ross Trust
- > William Buckland Foundation managed by ANZ Trustees
- > The Victorian Government
- > St Mary’s Parish East St Kilda
- > AndyInc Foundation
- > Cabrini Health
- > The Limb Family Foundation
- > The Orcadia Foundation

## Service partners

- > RMIT University and the Australian Housing & Urban Research Institute
- > Alfred Health Psychiatric Services
- > The Department of Human Services
- > Windana Drug and Alcohol Recovery
- > Melbourne Institute of Applied Economic & Social Research

**On any given night there are approximately 105,000 Australians who are homeless. Between 30% and 40% are trapped in a cycle of homelessness**



## program reports

### 2008/09 - sacred heart central

Sacred Heart Central brings together a range of integrated services (Meals Program, Clinic, Resource Room and other specialist services) to assist people who are experiencing homelessness, financial disadvantage or social isolation. The services work in partnership to build a sense of community and belonging amongst the most disadvantaged members of our society and provide opportunities to explore pathways out of homelessness.

#### Meals Program

The Meals Program running out of the Dining Hall, is at the very heart of the Mission. It is the place where the majority of people first come into contact with our services and as a result staff and volunteers work hard to make it a welcoming and inviting place for all. The Meals Program offers a free, nutritious breakfast and three-course lunch every day of the year. On average, approximately 500 meals a day are served. The Dining Hall offers isolated people the opportunity to meet with others and develop friendships, social networks and a sense of connectedness to a community.

The Meals Program is also the gateway to other support services offered by Sacred Heart Mission. Three support workers are based in the Dining Hall and are a source of information and referral to other Mission services.

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

Suzanne McDonnell, Meals Program Coordinator won the *Community Corrections Supervisor of the Year Award*. The citation recognises Suzanne's "contribution to assisting, with care and compassion, in the rehabilitation into society of those people who must undertake community service as part of their parole conditions or a community based court order or on a Day Release from Prison Program".

With a minimal annual food budget our work is supplemented by generous food donations from farmers, catering companies, local bakeries, cafes and restaurants.

In particular, we would like to recognise the generosity of Bamboo House, Blue Train Café, Cabrini Health, Coca Cola, Dobson's Potatoes, FareShare, Latina Pasta, Les Baguelly, Monarch's Cake, Monte Coffee, National Foods, Nudies Drinks, Nuttelex, Patterson's Cakes, Philippa's Bakery, Prestige Foods, Second Bite, stall holders from the Footscray, Prahran, Queen Victoria and South Melbourne markets, Temptation Bakery, Tip-Top Bakeries, Villi's Pies and Wagstaff abattoir.



#### Snapshot

- 173 people case managed
- 4,386 crisis support episodes - requests for advocacy, information, support, financial assistance, access to showers, laundry facilities
- 2,826 emergency relief requests
- 3,963 appointments for complementary and alternative therapies
- 1,734 people participated in sport and recreation activities
- 81 people aged over 55 years supported with care and housing assistance
- 33 people assisted with specialist drug and alcohol support
- 38 people assisted with specialist mental health support
- 502 people visits to GP Clinic



## Resource Room and Material Aid

Adjacent to the Dining Hall is the Mission's Resource Room, where 4,386 people came this year for crisis support. From 9.30am until 2pm each week day, information is provided and referrals made to medical, housing, financial and specialist support services. Staff also assist 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. Many also use the showers, toilets and laundry facilities available onsite. There is also access to the doctor (Monday) and nurse (Wednesday and Friday).

The Mission's Material Aid service over the year responded to a total of 2,826 urgent requests for food parcels, blankets, public transport passes, and clothing vouchers redeemable at the Mission's op shops.

The Mission would like to thank all the schools and businesses that collected and donated enormous amounts of non-perishable food and toiletries for the Material Aid Program.

## Elizabeth\* - Case study

Elizabeth\* was in her 40s with no money and no address when she first came to the meals program at the Mission. Her life had fallen apart after her ex-husband was granted custody of her children and she subsequently lost contact with her family. She was also unwell but did not understand what was wrong with her. She went to the Resource Room and was then referred to a doctor who diagnosed her as having paranoid schizophrenia.

After a few months Elizabeth was told the Mission's rooming house had a room available. She was accepted as a resident and began working with the doctor, caseworker and counsellor who helped her to achieve stability in her life and reconnect with her family.

Elizabeth is now involved in lots of different aspects of life at the Mission. She attends a writing workshop, art therapy, visits the clinic and goes on excursions through the Sport and Recreation Program. She has gained a lot of confidence and a new approach to life since first coming here. She is a happier and healthier person who now looks forward to the future.

\*Not her real name



## **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.

Each year there are 12 activities offered including swimming, cricket, golf, reading group, movie afternoon, mystery day trips and bowling. Again this year, people attended the ReLink Camp at Ballan. Six clients and several staff members also completed the Brooks Triathlon in March at St Kilda Beach. This was a massive achievement for all involved.

Inclusion in activities especially 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 ReLink Grand Final made a big difference to the player's outlook and confidence.

The twice-weekly Art Program continues to be very popular as a creative form of self expression and a way to unlock hidden talent.



### **Personal Support Program**

The Personal Support Program (PSP) is a Federal Government initiative aimed at providing long term case management support to individuals who are presently unemployed and who face multiple barriers to employment and community participation. The program assists people to tackle barriers and issues that are preventing them from looking for work, getting a job, benefiting from employment assistance, studying or participating in the community.

A multidisciplinary 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 flexibility to meet the varied and often complex needs of program participants.

In 2008/09 Sacred Heart Mission was funded to provide case management services to 195 people. At the end of the year, 84 participants were participating in employment, study, vocational rehabilitation or voluntary work.

In late 2008 the Federal Government introduced a new service delivery model combining a number of pre-employment (PSP) and employment programs. Sacred Heart Mission made a strategic decision not to tender for the new contracts but instead to focus on achieving long term outcomes for people via the J2SI model.



Sacred Heart Mission has been providing PSP services since July 2003 and a total of 214 people have completed the two year program.

### **Specialist Services**

The Specialist Services Team offer case management for people with complex needs and behaviours, particularly mental health and drug and alcohol related issues. The Team provides specialist services in partnership with Windana Drug and Alcohol Recovery and the Alfred Hospital Homeless Outreach Psychiatry Service (HOPS). The service provides comprehensive mental health treatment and support services to people accessing three Mission sites: the Women's House, Homefront and Sacred Heart Central. It aims to enhance a person's ability to access specialist psychiatric and drug and alcohol services.

This year, the team comprised two senior case managers employed by the Mission, a Windana Street Project Worker and staff from HOPS. They provided support to 33 people for help with drug and alcohol issues and 38 people with mental health concerns.

The partnership between the Alfred Hospital and Sacred Heart Mission was nominated and selected as a finalist for the *Reducing Inequalities Award, 'Mental Healthcare on the Streets: An Integrated Approach'*. The winner will be announced at the Victorian Public Healthcare Awards gala ceremony in September 2009.

## Case Management

People requiring intensive, one to one support and counselling are often referred by support workers in the Dining Hall to the Case Management Team. The Team is funded to work with 36 clients at any give time, for a period of up to three months. Assistance is provided to help with housing, mental health, legal, medical, social and life skills. After the three month period has ended people are linked in with ongoing support outside of the Mission.

Additional case management is made available to people aged over 50 years. This is specifically designed to help them to access other aged services and accommodation through networks and advocacy.

## Clinic

The Clinic provides access to a range of complementary and alternative therapies delivered by qualified volunteer practitioners and supervised health students. This year nearly 4,000 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. Approximately 12 dentists provided \$35,000 worth of dental care to 16 patients, who at the end of their treatment were linked into mainstream dental services.

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.

## 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.

The client surveys conducted extensively in 2006 and 2008 highlighted an increase in the age of people seeking services at Sacred Heart Mission. The 2008 data collected from Sacred Heart Central indicated that 40% of those aged over 50 years were at risk of homelessness and experiencing isolation and disadvantage, including 6% who were living rough.

People using the ACHA service have 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 assists with linkages to health services, recreation and social interaction opportunities in the local community.



# *aged and residential services*

The Mission operates two Aged Care Hostels for people who have been homeless or disadvantaged during some stage of their lives. The hostels provide a mixture of low and high care for 83 residents.

## **Aged Care Hostels**

Both hostels achieved three years accreditation under the Aged Care Accreditation Standards conducted in June 2009. The hostels performed very well and met all 44 outcomes. In particular the assessors noted the following:

- > That the residents share and support each other, and that there was a real sense of community amongst residents.
- > The residents are empowered to be independent and it is evident that the staff team is welcoming, supportive and accepting.
- > The high level of self esteem evident in the residents.

The staff team's dedication, hard work, passion and commitment to our residents is evident by the high level of standards and care that is provided to residents.

One of the vital parts of the services offered at the hostels is the emphasis on social inclusion. Residents are actively involved in the local community and activities offered by the hostel and other Mission programs.

As many residents have lost contact with friends and family, these social networks provide a pivotal point of contact and entertainment. Residents participate in the internal activity program which includes weekly trips to South Melbourne and Prahran Markets, monthly movie outings and regular bus trips to various locations. Art and music therapy programs provide great benefit to the residents' lives, especially the establishment of the hostel choir, which was formed earlier this year.

## **Supported Residential Services Outreach Program**

The Supported Residential Services (SRS) Outreach Program provides support and activities designed to encourage social inclusion for disadvantaged residents who reside in three local Supported Residential Services - Alma House, Scottsdale House and Hambleton House.

The program provides residents with an opportunity to socialise and to take part in activities and outings which may not have previously been available to them. The activities include coffee and lunch outings, bus trips and regular attendance to the movie afternoons at the Queens Road Rooming House. Participation in the program has resulted in increased confidence, self esteem and a reconnection with the local community.

## **Les\* - Case study**

Les\* had been homeless for over six years when he came to live at the Mission's aged care hostel. He had been sleeping rough for many years and when asked what his previous address was he replied 'a friend's couch'. Due to many years of neglect, his health had deteriorated and he was experiencing severe leg ulcers and extreme pain as a result.

When asked about moving to the Mission, Les said he was concerned about how he would fit into living with others in a hostel environment. When shown his room, his face lit up when he saw the newly acquired television set which had been donated to the Mission. Les's health responded very quickly to the increased care and support of the staff.

For the first time in many years Les has been able to obtain new clothing and other essential items. Les has grown in confidence and he is enjoying being part of the Mission community. Living here has opened up new opportunities and possibilities to make new friends and be part of the local community.

\* Not his real name.

## Homecare

The Homecare team of staff and volunteers provide support and care services to enable frail and elderly people in the Port Phillip, Glen Eira and Stonnington communities to remain living in their own homes. Many residents face difficulties including dementia, other mental health issues and financial problems.

This year the Homecare program provided support to 75 elderly people at any one time. On average the team visits people three times a week and helps them with a variety of activities such as shopping, cleaning and transport to appointments. People are also supported and visited if they are hospitalised.

To counteract the isolation typically faced by many older people, a large emphasis is placed on ensuring people are able to be active within their local community. The service has expanded its capacity by introducing cab charges to be used for return trips or out of hours trips. This allows people to access activities and to return in their own time. Homecare has also benefited from the increased network of activities provided in the three municipalities in which the service operates.

An increase in staff has also meant that case managers have more time to spend with people and are achieving greater outcomes as a result. Staff have also sourced two extra meal providers to give a greater variety of meals. People are now able to choose between six providers of which two are culturally more appropriate.

The team is committed to training to improve the quality of service available. Five staff members are currently studying for their Certificate 4 in Community Care, Disability and Aged Care.

## Rooming House Plus Project (Queens Road)

The Rooming House Plus Project (RHPP) continues to provide long term, self contained accommodation for 64 single people. The hostel is run in partnership with Community Housing Limited who acts as landlord while Sacred Heart Mission provides onsite support 24 hours a day, 7 days a week.

Personal care staff provide support and assistance with daily living tasks for 29 supported residents with complex needs, including intellectual disability, acquired brain injury, mental illness, substance addiction or misuse and social isolation.

General support workers provide low level support to 35 general residents (Monday to Saturday) and have temporary funding to provide case management support to eight general residents at any time.

There is the ability for residents to change their care plans and over the last year seven residents have changed from general to supported tenancies to address issues of instability, substance use, to increase coordination between services and provide crisis relief. There have also been nine residents change from supported to general tenancies.

## Grant\* - Case study

Grant\* is 83 years old and first came to the Mission over nine years ago. He came for the companionship and the meals and as a result formed a close circle of friends. It was also through the Dining Hall that Grant first heard about the Assistance with Care and Housing for the Aged (ACHA) program and Homecare. Staff from the ACHA program helped to relocate him from a very cluttered one room accommodation to a flat of his own in Windsor.

As Grant's health and memory started to deteriorate he was referred to the Homecare program. He was accepted by the Homecare team in January 2005 and for the next four years Homecare staff helped him to attend podiatry and health care appointments, provided meals seven days a week, brought him to the Mission three days a week and helped with some cleaning and light maintenance. In later years Grant became less able to maintain his health and decided to move to one of the Mission's aged care facilities.

With the help of Homecare staff he moved into one of the Mission's hostels in May this year. He enjoys an active life and is still able to visit his friends at the Dining Hall. His health has also improved greatly as a result of the care he is receiving from the staff at the hostel.

\*Not his real name



This was mainly as a result of financial issues and to provide an opportunity for independent living. This year three residents also left Queens Road and successfully moved into independent accommodation for the first time in many years.

Staff support and assist residents with a range of personal care, physical health concerns, emotional support and to maintain links to various Mission services and the local community.

Queens Road features its own fully equipped, volunteer-run gym and art studio, with a community garden. There is also a dedicated lifestyle program, which keeps residents entertained with regular activities including Friday night BBQs, winter pizza nights, live music from De La Salle College students, plus a range of other recreational pursuits, offsite excursions and mass.

A \$15,000 grant was received from the City of Melbourne to enable Art Therapist GailMarie Hart to work with residents to enrich their understanding of art, gain access to alternative outlets and galleries and to host an exhibition of their work in December 2009.



## women's 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 exiting prison or street prostitution. The development of trusting relationships with staff is pivotal to providing 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 support from staff and volunteers for a range of issues. Assistance and referrals can be provided for housing, counselling, drug and alcohol support, physical and mental health, parenting advice or legal support. Women are also able to use the kitchen, laundry and shower facilities, or to participate in a range of life-skills workshops, art classes and social activities.

This year approximately 50 women accessed the house each day. Personalised case management assistance, including outreach support, was provided to 208 women.

The recreational activities offered by the Women's House include regular pamper days, outings to events and activities, a fitness program with Fernwood, and an arts and ceramics program which included participation in an exhibition at the St Kilda Town Hall. The addition of a pergola built in late 2008, allows a greater use of the back garden and paved area. The inclusion of a small vegetable patch and garden for the women to care for has also been of therapeutic benefit.

### **Women's Housing and Complex Needs Project – Intensive Case Management**

The Women's Housing and Complex Needs (WHCN) Project is an initiative which targets women who are homeless and have a range of complex needs to access the Intensive Case Management (ICM) program funded by the Department of Human services.

In its second year, the project has enjoyed a fruitful year and has achieved great outcomes for participants. The success of the project was reflected in it receiving repeat funding for the next 12 months from the Department of Human Services to provide an Intensive Case Manager. This funding ensures women are able to access an ICM service and to provide support and consultancy to direct service workers engaged in intensive work with women in the Inner South area.

The partnership agencies - Hanover, Good Shepherd, Inner South Community Health, the Salvation Army and Sacred Heart Mission continue to meet regularly and explore enhanced service models and partnerships to provide more intensive individual support for women. The Service Coordination Group which has representatives from each agency also meets regularly to help implement a service coordination framework to improve service delivery and professional development for practitioners.

### **Homefront and Orcadia House**

As part of 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 breakdown of previous accommodation. While housing is the main focus of Homefront, staff work with individuals to adopt extensive case management planning strategies to help them move forward.

Homefront was interrupted from usual service delivery for two months at the beginning of 2009 to accommodate a fire safety upgrade of the premises which involved a sprinkler system being installed throughout the facility. The upgrade was completed successfully and regular service delivery re-commenced in March 2009.

Previously, further support for Homefront was provided through the three-bedroom Orcadia House in Elsternwick. This property was sold at the end of 2008 and will be replaced with self contained apartments in the local community. This will offer longer-term housing for women who have experienced homelessness, many of whom have accessed the service via outreach. 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 180 women were referred to Homefront, 108 of whom were provided with accommodation. These numbers are consistent with previous figures and continue to demonstrate the high level of unmet demand from women seeking crisis accommodation and longer-term housing support.

On leaving Homefront 62 women gained successful medium or longer-term accommodation outcomes which include public and community housing, private rental, transitional housing, and community rooming houses. 15 moved on to temporary accommodation including rehabilitation, hospital and interstate facilities and 31 moved to unknown accommodation.

### Case Study Hannah

Hannah\* is in her 40s and has been homeless and living a transient lifestyle for the past three years. She has experienced extensive domestic violence and sustained long term painful injuries not only to her spine but to her emotional and mental well-being.

Hannah was initially referred to a worker funded through the Department of Human Services' Intensive Case Management Initiative. Hannah was successfully referred for accommodation to Homefront and now lives in a supported residential psycho-social rehabilitation program run through Mind. Hannah has recently completed her application for priority housing and is waiting for permanent accommodation. Hannah was also introduced to the Women's House which provided access meals and support in a safe environment, the Clinic to access health support and the Resource Room.

In the nine months since being referred to the Mission, with the support of her worker, Hannah has been consistent with following up numerous appointments relating to her health.

Hannah also made a vital step by reporting to the police the details of the violence she experienced in her previous relationship. She has also linked in with a range of activities in the community such as writing and being published in Roomers magazine, attending hydrotherapy and joining a music group. Hannah has even flown to Tasmania recently to visit her two children whom she had not seen for three years – an achievement that Hannah is very proud of.

\* Not her real name



## Fundraising & communication

The Fundraising and Communications Department has had a busy and productive year. In 2008/09 overall donations totalled \$1.8 million, an increase of \$247,424 from the previous year. Of the funds raised, \$1.3 million was directed towards the everyday running costs of programs and services, with \$100,000 funding special projects such as the Apprenticeship Program. The direct costs of the Fundraising Department were \$178,561.

The Christmas and Winter Appeals exceeded expectations raising over \$113,000 and \$150,000 respectively. The Angels regular giving program has grown since it was launched last year with 200 members as at the end of June 2009.

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 continued very generous support from Werribee Mazda, Westside Honda and Ernst & Young and welcome Stateless Systems, Kmart and Cadbury Australia as valued supporters.

Income from philanthropic trusts and foundations remained steady at \$240,000 and the Mission received bequests from six estates totalling \$452,936. Three fundraising events were held during 2008/09 making a surplus of approximately \$209,000.

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.

The annual Light up a Life cocktail party, organised in conjunction with the Women4Women Committee, continued to be very popular event with approximately 300 guests at Fix at Docklands, Waterfront City.

The Mission continued to receive strong media attention in local newspapers and on radio including guest appearances on 3AW's breakfast and afternoon programs and ABC's breakfast and drive programs. The highlight was national coverage of the op shops on A Current Affair in June 2009 and coverage in the Herald Sun.

In addition to the raising of direct funds, the Fundraising and Communications Department 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.

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

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.



# *volunteers, human resources & op shops*

## **Volunteers**

The Mission's volunteer community continues to grow and we currently have 559 active volunteers helping in many areas of the Mission. In the last financial year the Mission has been assisted by 247 regular individual Dining Hall volunteers, 34 corporate groups and 12 schools. Companies such as ANZ, Cabrini Health, Cadbury Australia, Consolidated Property Services, Ernst & Young, Goldman Sachs, JB Were, Medibank Private, Mercer and NAB have been regular helpers in the Dining Hall. We would also like to acknowledge the regular help of the Office of Senator Judith Troeth, Keysborough College, Salesian College, St Joseph's College, Star of the Sea, St Leonard's College and the Xavier Social Justice Network throughout the year.

Our Op Shops currently have 116 volunteers who help to serve, receive and sort goods. We also continue to receive great support from market gardener, Les Baguley, who grows fresh produce for the meals program. We have now expanded the volunteer opportunities at the Mission to enable volunteers to assist Les with harvesting and planting. It is a very popular option for larger groups of volunteers such as schools and corporate organisations who are looking for a great team-building experience.

Our new database has simplified rostering and the newly implemented monthly electronic newsletter (Ezine) keeps everyone informed of new volunteering opportunities, Mission events and general Mission news.

The Community Visitors Scheme which facilitates volunteer visits to residents in local aged care facilities continues to be highly successful - 26 active volunteers visit their 'buddies' regularly. These visitors provide much appreciated friendship to our elderly citizens who may not otherwise receive any visits.

We have continued to place tertiary students from various institutions around the Mission in areas such as the Women's House, the Clinic, Sacred Heart Central and the hostels. We have benefited from their enthusiasm, energy and knowledge and they have gained valuable hands-on experience during their time at the Mission. The Mission highly values the contributions of these students and has developed strong links with various institutions around Melbourne.

We would like to thank all those who assist the Mission in its daily work. Your enthusiasm and drive inspires and motivates us and we thank you for your hard work and dedication.

## **Human Resources**

Sacred Heart Mission has over 170 paid staff and 559 active volunteers working together to provide a varied range of services. To support and retain current staff levels, the Mission has developed a Human Resources (HR) Strategy. The HR Strategy aims to make the Mission an organisation that attracts and retains the best possible professionals and ensures the Mission continues to be a highly desirable place to work. It also strives to demonstrate that the Mission is highly committed to work practices and strong values which staff and volunteers are attuned to.

The HR Strategy's goal is to develop the best possible staff team to achieve the best possible outcomes for the people who use our services.

The HR Strategy has four key objectives:

1. To retain staff and when recruiting, attract people that will best achieve long-term, sustainable outcomes.
2. To provide all staff with the development opportunities to enable them to become the best professionals they can be.
3. To ensure that remuneration and benefits offered to staff are competitive within the homelessness and aged care sectors.
4. To provide the support structures staff need to be effective.

## **Op shops**

Sacred Heart Mission Op Shops have continued to grow and develop over the last year. The current economic climate has created a greater demand for reasonably priced clothing and furniture. This has led to increased demand for op shop goods and is evidenced by the number of record monthly sales achieved in our Inkerman and Chapel Street stores over the last year.

A lease was obtained to re-open a store in Clarendon Street, South Melbourne after the previous store was closed because the building was being redeveloped. A new store was also opened on Glenhuntly Road, Elsternwick in June 2009. Both stores have received good support from the community and have had strong sales and donations as a result.



### **Op shops**

St Kilda:  
87A Grey Street

Windsor:  
86 Chapel Street

East St Kilda:  
415 Inkerman Street

South Melbourne:  
365 Clarendon Street

Elsternwick:  
486 Glenhuntly Road



## *mission wide & quality*

Hard work from staff and volunteers took the total income for the Mission's op shops to \$2,019,420 for 2008/09.

Operating seven days a week, the Mission prides itself on developing creative and exciting stores which are also inviting and welcoming. We want shopping in our stores to be an upbeat and enjoyable experience offering a reliable source of household goods, clothing and other essentials for people on limited incomes.

### **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, while the finance department processed 4,745 invoices.

### **Quality Framework**

The Mission-wide Quality Framework has continued to assist Mission services to identify service improvements and ways to improve their efficiency. In 2008, the Mission introduced a new structure to strengthen the focus on quality, the Mission also introduced the notion of 'Continuous Quality Improvement' (CQI) to ensure quality is considered and involved at every level and aspect of the Mission's work.

The new structure includes the introduction of the CQI Management Group consisting of managers and general managers, and the CQI Committee which has representatives from each program or service area. Regular meetings are held by both groups.

Other achievements in 2009 include:

- The introduction of the Green Team to improve practices affecting environmental sustainability.
- Completion of preventative maintenance schedules that will ensure our properties are well maintained.
- The development of an overall Risk Management Strategy with specific actions to assist the Mission to effectively control identified risks.
- The introduction of reflective practice sessions within teams to provide the opportunity to reflect on how we have done things and how we might improve on them.
- Development of a Legislative Compliance Calendar that will assist with meeting legislative and reporting requirements.

These are selected highlights from over 60 specific actions listed in the CQI Work Plan.

Preparations for the Quality Improvement and Community Services Accreditation Inc accreditation review to be conducted in 2010 have also commenced with the development of a Quality Journal.



## our financials -

balance sheet as at 30 June 2009

	2009	2008
	\$	\$
<b>Current Assets</b>		
Cash assets	2,630,032	2,441,675
Receivables	291,232	194,511
Financial Assets	28,695	-
<b>Total Current Assets</b>	<b>2,949,959</b>	<b>2,636,186</b>
<b>Non-Current Assets</b>		
Property, plant & equipment	7,528,592	7,451,758
Intangibles	4,510,000	3,444,000
<b>Total Non-Current Assets</b>	<b>12,038,592</b>	<b>10,895,758</b>
<b>Total Assets</b>	<b>14,988,551</b>	<b>13,531,944</b>
<b>Current Liabilities</b>		
Payables	398,543	420,669
Provisions	490,855	506,570
Borrowings	10,902	-
Other liabilities	1,488,575	1,141,387
<b>Total Current Liabilities</b>	<b>2,388,875</b>	<b>2,068,626</b>
<b>Non-Current Liabilities</b>		
Provisions	110,907	96,563
Borrowings	-	55,310
<b>Total Non-Current Liabilities</b>	<b>110,907</b>	<b>151,873</b>
<b>Total Liabilities</b>	<b>2,499,782</b>	<b>2,220,499</b>
<b>Net Assets</b>	<b>12,488,769</b>	<b>11,311,445</b>
<b>Equity</b>		
Capital reserve	8,298,997	8,244,909
Capital improvement reserve	1,105,240	39,240
Retained profits	3,084,532	3,027,296
<b>Total Equity</b>	<b>12,488,769</b>	<b>11,311,445</b>

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

## *our financials -*

### *statement of comprehensive income for the year ended 30 June 2009*

	2009	2008
	\$	\$
<b>Revenue</b>		
Government grants	5,860,131	5,412,222
Service fees	1,069,550	1,074,561
Fundraising	1,807,323	1,559,899
Retail outlet	2,005,578	1,374,080
Interest	111,786	140,418
Other	145,754	235,812
<b>Total revenue</b>	<b>11,000,122</b>	<b>9,796,992</b>
<b>Expenses</b>		
Staff costs	8,232,449	7,109,310
Operating costs	627,962	633,999
Occupancy costs	961,063	827,445
Depreciation	513,040	451,417
Repairs & maintenance	96,623	65,648
Office costs	254,848	186,736
Motor vehicle costs	143,892	138,001
Interest expense	2,771	6,410
Other costs	110,238	113,303
<b>Total expenses</b>	<b>10,942,886</b>	<b>9,532,269</b>
<b>Operating surplus</b>	<b>57,236</b>	<b>264,723</b>
Contributions received for the acquisition of non current assets	54,088	44,177
Surplus after accounting for contributions received for the acquisition of non-current assets	111,324	308,900

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



## our financials -

### statement of cash flows for the year ended 30 June 2009

	2009	2008
	\$	\$
<b>Cash flows operating activities</b>		
Operating grant receipts	5,957,686	5,524,389
Non-grant receipts	5,078,524	4,326,613
Payments to suppliers and employees	(10,449,618)	(9,249,719)
Interest received	111,786	117,642
Interest paid	(2,771)	(6,410)
<b>Net operating cash flows</b>	<b>695,607</b>	<b>712,515</b>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment	(589,874)	(333,891)
(Payments)/receipts of accommodation bonds	102,593	109,583
Proceeds from sale of plant and equipment	(954)	(5,983)
Contributions received for the acquisition of non-current assets	54,088	44,177
Non-cash bequest of investment in equity	(28,695)	-
<b>Net investing cash flows</b>	<b>(462,842)</b>	<b>(186,114)</b>
<b>Cash flows from financing activities</b>		
Repayment of loans	(44,408)	(49,448)
<b>Net financing cash flows</b>	<b>(44,408)</b>	<b>(49,448)</b>
Net increase in cash held	188,357	476,953
Cash at the beginning of the financial year	2,441,675	1,964,722
<b>Cash at the end of the financial year</b>	<b>2,630,032</b>	<b>2,441,675</b>

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

## *our very special thanks to...*

**This publication was produced at no cost to Sacred Heart Mission thanks to the generous pro bono support of:**

Allardice Group  
Ckaos Ink  
Mark Munro Photography

**Our Supporters Sacred Heart Mission wishes to thank the following supporters who have donated during the 2008/09 financial year.**

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The Good Guys  
The Mushroom Exchange  
The Steel Club of  
Victoria Inc  
Tip Top Bakeries  
Villi's Pies  
Vue de Monde  
Wagstaff abattoir  
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Westside Honda  
Xavier College  
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The Limb Family Foundation  
The Marian and E H Flack Trust  
The Michael and Andrew Buxton  
Foundation  
The Myer Foundation  
The Orloff Family Charitable Trust  
The Peter Isaacson Foundation  
The RE Ross Trust  
The Sheehan-Birrell Foundation  
Pty Ltd  
William Angliss (Victoria)  
Charitable Fund  
William Buckland Foundation  
(managed by ANZ Trustees)

### *Estates*

Estate of Alice May Hanley  
Estate of Eileen Veronica Palmer  
Estate of Frances M Smet - Mehrer  
Estate of Jean Constance Hunter  
Estate of Leo John Hanger

### *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.



# our values...

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

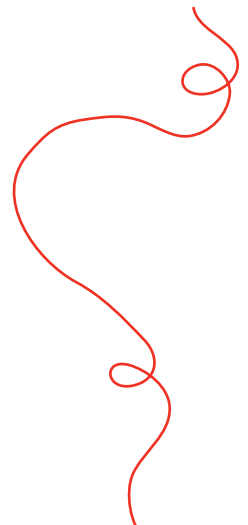
- > We are creative and spontaneous in learning and achieving.
- > We are inclusive, positive and encouraging in our communication with others.
- > We recognise that it is important to have fun in the workplace and respect each other while doing so.
- > We strive for the safest and most positive work 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: \$ \_\_\_\_\_  
all donations are tax deductible

Please find enclosed my cheque 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** (1800 443 278) [www.sacredheartmission.org](http://www.sacredheartmission.org) ABN 62 843 874 179

## Thank you for your support!

Sacred Heart Mission follows the National Privacy Principles. Be assured your details remain confidential and are not supplied to other organisations.



87 Grey Street, St Kilda 3182  
PO Box 1284, St Kilda South 3182  
[www.sacredheartmission.org](http://www.sacredheartmission.org)  
t: 03 9537 1166  
f: 03 9525 3268  
e: [info@sacredheartmission.org](mailto:info@sacredheartmission.org)

ABN 62 843 874 179