



Every Piece of the Heart

2011 ANNUAL REPORT





Chef Joh

MEALS PROGRAM

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02 Preamble

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.

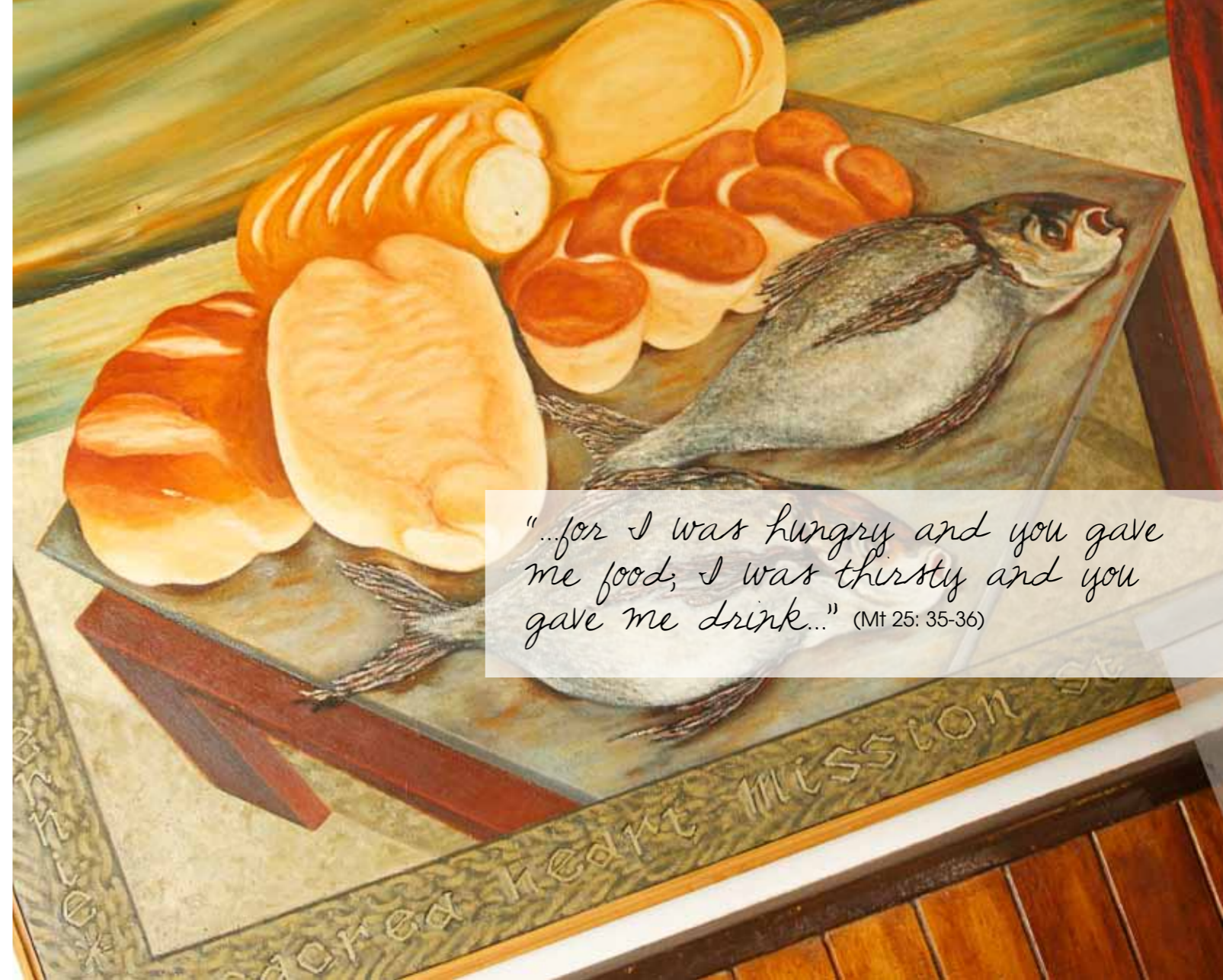
The dignity of the person means that each of us has the right to pursue our own path in life. We foster self worth as a means of empowering people.

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.



"...for I was hungry and you gave me food; I was thirsty and you gave me drink..." (Mt 25: 35-36)

04 From the Board

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.

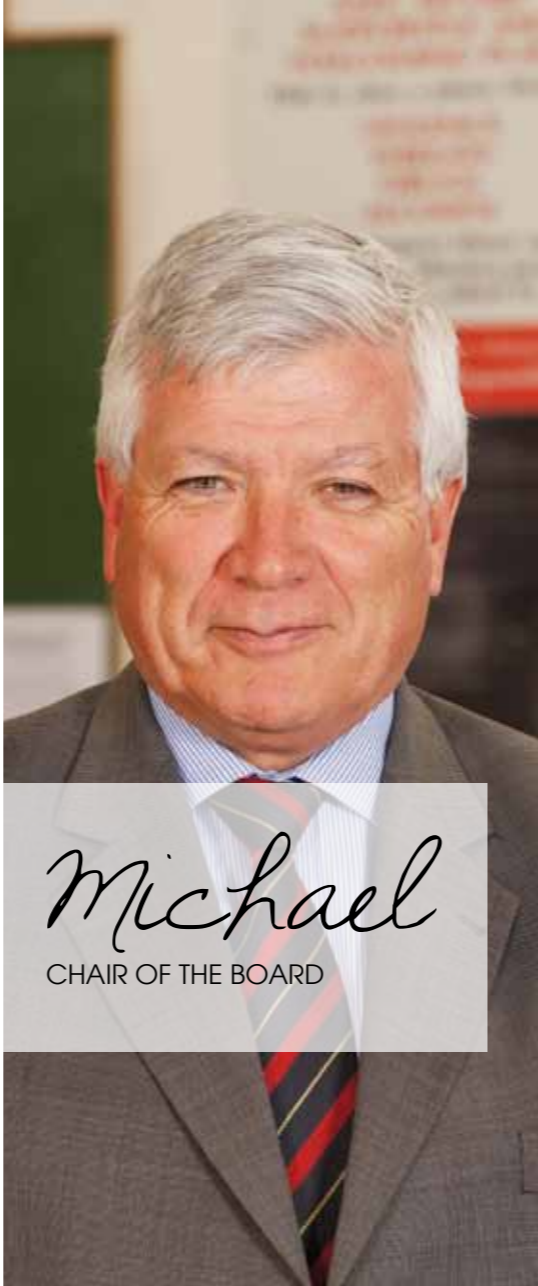
Fundamental to all of this has been the financial stability achieved during times of world economic distress. Over the period, our turnover doubled from \$7 to \$14 million dollars and we have been able to maintain a self-funded proportion of 20 per cent with our six retail shops contributing a further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



Michael

CHAIR OF THE BOARD

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 guarantee a great future for the Mission and the city it calls its home.

Mark Dohrmann
Incoming Chair, Board of Governance



Mark

INCOMING CHAIR OF THE BOARD

06 From the Executive

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 J2SI 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

Michael

CEO



08 From the Parish

Listening is a big part of life at the Mission - around the tables at lunch to paying attention to what is happening in the wider community. We listen to better understand the forces that tragically lead people into homelessness.

As Jean Vanier, the founder of a federation of communities of people living with intellectual disabilities, said, "There can be no peacemaking or social work or anything else to improve our world unless 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 change things - to change the movement of history, to make our world a place of love and not just place of conflict and competition" (an extract from 'Living Gently in A Violent World', Stanley Hauerwas and Jean Vanier).

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 J2SI but throughout all our services. In doing so, we strive to listen and respond to new opportunities for people to break out of the homeless subculture into the greater community.

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 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 year.

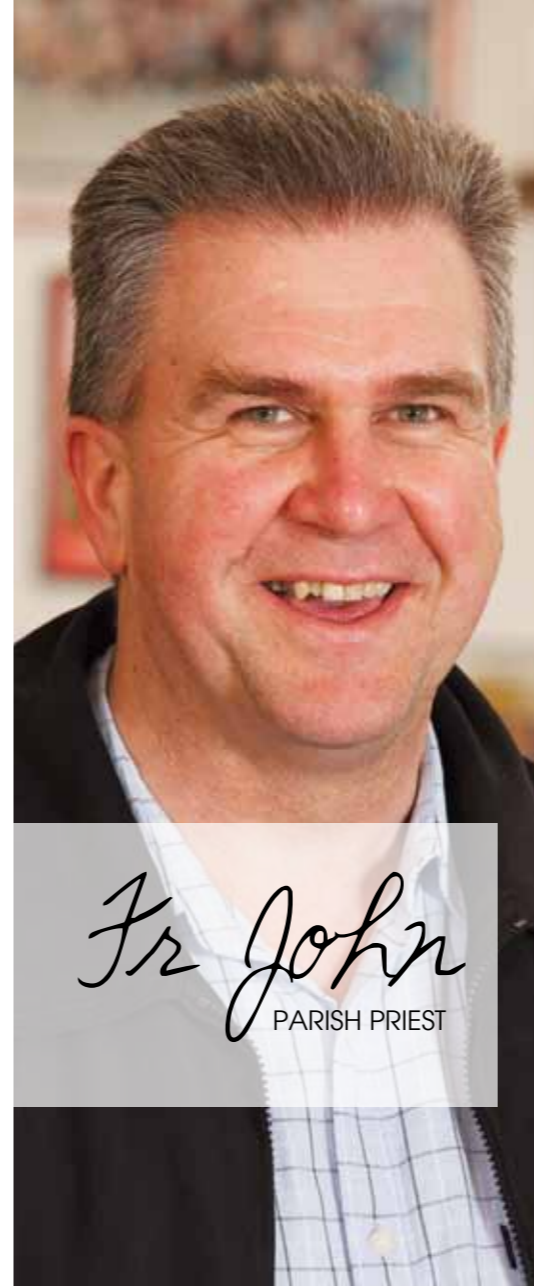
The pastoral team has also facilitated reflections at staff gatherings to nurture that pastoral attitude; something that is relevant to each and every person working at the Mission.

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 McNerney, 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 call as Sacred Heart Mission.

Let's keep on listening to what is really needed and what truly keeps us sustained for the long haul.

Fr John Petrus
Parish Priest



Fr John
PARISH PRIEST

09 Board Profiles

♥ Mark Dohrmann AM - Chair

Mark joined the Board as chair in 2011. He is a consulting professional engineer and ergonomist working in occupational and public safety, and an expert witness often called in personal injury cases. Qualified in engineering and ergonomics, Mark has a wide business and professional network in commercial, legal, health, union and government sectors and is chairman of Tadvic Inc, a state-wide organisation of volunteers providing people with disabilities with no-cost design and technical assistance with aids. He is also actively involved in parish life.

♥ 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 Research and Development Manager with Benetas, a leading aged care provider. Prior to this Alan was a senior manager in aged services with the Brotherhood of St Laurence and previously worked for more than 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 Project Director at 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 Executive Director of Human Resources at Cabrini Health for its six sites, a position she has held for more than 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 graduate studies in leadership and Catholic culture at ACU. She is also a member of the Community Services and Health Industry Training Board.

10 Board Profiles

♥ 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.



The Board

L-R MARK DOHRMANN, CAROL NETTLEBECK, CAROLYN CLARK, ALAN GRUNER, KRIS BOTHA, AMANDA KINGHAM, JO MAHER, TERRI FARRELL, NORA REDMOND, FR JOHN PETRULIS, VIN MARTIN, JAN HAYES, DAVID O'BRIEN.

12 Update on Strategic Plan

Every three years, Sacred Heart Mission prepares a strategic plan that articulates the priorities for the planning period and focuses on building 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 agreed as the main priorities for the organisation and each are 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 solutions 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 with complex needs and establish the organisation as a practice leader in this area.
2. Ensure our aged care operations meet the emerging needs of the Mission community.
3. Improve access to housing for people who use Mission services.

4. Implement a trauma informed approach to our service delivery.
5. Improve connections to the community for the people we work with.

Key Direction 2: Advocacy

Sacred Heart Mission has identified three advocacy goals that will inform our communication with media, government, the sector and donors 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 service response to people who are chronically homeless.
3. Improve the understanding of homelessness in the 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 vision, 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 parish of Elwood and St Kilda.
- ♥ Ensure strong financial management and financial controls.
- ♥ Build the organisation's profile in the community.
- ♥ Maintain accreditation requirements and embed continuous 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 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.

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.

Case Study

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, was 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. When he showed interest in addressing the issues that were contributing to his anxiety and depression, he was referred to the Mission's specialist services team as well as to counselling. He saw the GP for advice and the treatment of his physical health that he had sustained while sleeping rough. Greg's case manager also assisted him to access

accommodation through one of the local community rooming houses and supported him to reconnect with his family.

Greg stopped coming to the Mission in 2010. Since then he has found a job, reunited with his family and is feeling optimistic about his future. "The staff at Central stuck by me during a really hard period in my life and helped me get back on track."

*not his real name.

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.

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.

A biennial client survey was conducted from July to September 2010 of people using Sacred Heart Central services and the Women's House. It showed that housing was the number one concern and the main issues impacting on people's wellbeing were mental illness, substance abuse, health and gambling. Almost half of respondents said they would like to be employed, however for many, health issues and lack of housing were barriers to finding work. Government pensions were the main source of income for almost all respondents (87 per cent).

It is not unusual for many people who attend Sacred Heart Central to be spending more than 70 per cent of their income on renting a room in a private hotel with either shared or no access to cooking facilities. Sacred Heart Central creates a social hub where people can access meals, come for companionship and meet others. It is a gateway to a range of services and information across a number of issues including housing, financial assistance, mental health and medical support. It also provides opportunities to participate in Sports and Recreation activities.

Meals Program

Our Meals Program provides breakfast and a three-course nutritious lunch for free, every day of the year. It offers people who are socially excluded the opportunity to meet 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 and 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

\$22,000 per year, 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 Victoria Wide Meat Brokers, National Foods, KS Environmental, Chef's Hat, Kosher Butchers, Tip Top Bakeries, CSR Sugar, Luv-a-Duck Poultry, Dobson's Potato Farm, Les and Verna Baguley, Monte Coffee, and stallholders at Melbourne Markets.

The Mission also receives fresh nutritious food from food rescue organisations: FareShare, Second Bite and Foodbank Victoria.

The annual Meals Program survey was conducted by members of the Client Representative Group for the second year. People coming for meals were surveyed over a two week period. The feedback was very positive with 93 per cent of those surveyed either agreeing or strongly agreeing with the statement, "When I am served my meal I am treated with respect" and 85 per cent with the statement "I feel safe when I am in the dining hall."

Client Representative Group

The Client Representative Group is composed of nine people who are either using, or have used, the Mission's services and programs. It is designed to give people who access the Mission's services meaningful input into the strategic and operational issues of the Mission such as: service reviews, development and implementation of policy, compliance with homelessness assistance service standards and major projects.

The Client Representative Group continued to provide valuable feedback this year. The representatives received formal training in job interviewing and have been invited to sit on interview panels when the Mission is recruiting front line employees.

Resource Room

The resource room can be a first step for people wanting to make changes in their life and address issues they are facing. This year there was an average of 311 appointments each month, involving a support worker providing information, exploring options and referring individuals to case management for a range of issues.

Shower and laundry facilities are also available with these facilities being used an average of 34 and 21 times per week respectively. Through a partnership with

Inner-South Community Health, a GP and nurse are available and provided a total of 1,010 appointments throughout the year.

Case Management

Over the year, 163 people were supported with case management. The acute shortage of crisis housing and affordable rental properties in Melbourne has made the work of the case management team more complex and has required staff to be more creative in their work with people. Although positive housing outcomes were more difficult to achieve, case managers were able to offer clients support with issues such as gambling, drug and alcohol, legal and mental health.

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, 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 interesting to note that in this year's client survey, people who reported that they don't participate in social activities rated a lower feeling of satisfaction with their connection to the community; the average being 5 out of 10 compared with 6.3 for people who do participate. In contrast, the average score for community connectedness in Australia is 7.2 out of 10 (Australian Unity Wellbeing Index (2009)).

This year people participated in Sports and Recreation activities a total of 2,525 times. This included golf, swimming, tennis and basketball, as well as less physical pastimes such as movie afternoons and excursions. Traditional sports such as football and cricket remain popular with younger people using the program. Transport and support for people wanting to attend regular Alcoholics Anonymous and Narcotics Anonymous meetings is also provided.

Volunteer input remains a driving force behind the Sports and Recreation Program's success and this is another way for us to include the community in our work.

This year the program has been even more mindful of the needs of people who are less active. A computer literacy course was

provided through 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. Attendees 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 Sprint 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 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, Kailis 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 the dining room.

"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, such as a roof over our heads and food on our tables. So to be able to contribute to the Mission on a personal level has been very satisfying."

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.



Helen and Jan
CLINIC VOLUNTEER & STAFF RECEPTIONISTS

20 Aged and Residential Services

Case Study

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 50 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 for 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. Whilst 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.



Bob accepted a part-time job in Homecare, thinking it would be good to tide 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 purpose; 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."

The background is a dark red color with a pattern of lighter red hearts of various sizes. A horizontal dotted line is positioned above the text, and another dotted line is positioned below it.

Calendar of Events

July 2010

♥ The grand opening of our Hawthorn op shop has people lining up along Riversdale Rd. The first month in sales break the \$50,000 mark; exceeding all expectations.

♥ The busiest month in the Women's House with more than 800 contacts from women requiring support, coming in to share a meal or to participate in an activity.

♥ Our CEO meets with Federal Housing Minister, Tanya Plibersek MP at Parliament House as part of a review of the progress of the Government's white paper on homelessness.

♥ Renovations commence at our women's crisis accommodation facility, Homefront which include creating a resource room and upgrading the office and sleepover quarters for staff.

♥ A corporate volunteer from NAB nominates the Meals Program in a competition held by the bank and wins \$2000 for the program. The winnings are used to buy much-needed equipment.

August 2010

♥ A new chaplain position is created to assist the pastoral care team and Vince Corbett returns to the Mission to fill this role.

♥ As part of the building up and developing skills component of J2SI, volunteers help out with sewing classes. The participants get to choose their own fabrics and design; part of the process of making a house into their home.

♥ State Housing Minister Richard Wynne MP invites our CEO to a briefing on the Victorian homelessness strategy.

♥ Our footy team the Hearts are runners-up in the Reclink A-grade grand final after winning every other game in a stellar season. Comedian Des Dowling MC's the traditional Grand Final breakfast in the dining hall.

September 2010

♥ A member of the Mission's client representative group shares his experience of homelessness at the launch of the Victorian Government's homelessness strategy.

♥ 13-year-old Louis Edwards asks his Bar Mitzvah guests to donate to the Mission in lieu of gifts, raising \$10,000.

♥ Staff members attend a national homelessness conference in Brisbane where Dr Guy Johnson presents a paper on J2SI research methodology.

♥ 223 people using the Mission's Meals Program or Women's House are interviewed as part of the biennial client survey. Amongst many interesting findings, the results show that many have the skills and desire to work but face barriers to entering the job market.

♥ The Melbourne Weekly newspaper profiles regular Meals Program volunteer, Tom Doolan, and community visitor volunteer, Arji Fry in an article 'Local Treasures'.

October 2010

♥ The annual fundraising dinner Dine with the Champions is a sold out success with sporting personalities regaling the audience with stories from both on and off the field. More than \$40,000 is raised for our Sports and Rec Program.

♥ Local musician Phil Para and his band rock out Sacred Heart Church in a lunchtime concert organised by the Mission's Sports and Rec Program.

♥ The Mission holds its AGM which is well attended by a range of stakeholders.

Dine with the Champions raises more than \$40,000 for our Sports and Rec Program

November 2010

♥ The Sports and Recreation Program receives a \$2,500 grant from the Joint Councils Access for All Abilities (JCAAA) to purchase four kayaks and safety equipment - just in time to take out on the bay and Albert Park Lake in summer.

♥ The Victorian Electoral Commission set-up booths in the Mission to encourage people who are homeless to cast their vote in the State election.

♥ We receive a \$10,000 grant as part of the Woolworths Fresh Food Rescue Program which is put towards new safety equipment for the Meals Program.

December 2010

♥ To mark the first-year anniversary of the program, J2SI presents a photography exhibition at Gasworks Arts Park. The exhibition visually documents "a day in the life" or "part of the journey" of J2SI participants through a series of still photographs.

♥ Schools, volunteers, individuals, corporate and community groups donate a total of 500 Christmas food hampers (worth around \$25,000) which are distributed by the Mission's programs.

♥ Volunteer hairdresser at the Clinic, David Bennett, hits the milestone of 1000 hair-dos in 2010.

♥ Our CEO is appointed co-chair of 2011 Anti-Poverty Week in Victoria.

♥ People are coming off the street to express their admiration for the Chapel Street op shop Christmas window which is created entirely from donations.

♥ The Women's House welcomes the highest number of new clients for the year; 26 women come to the house for the first time for support around the Christmas period.

January 2011

♥ Robert Callaghan, who is assisted by our Homecare team to remain in his own home, celebrates his 100th birthday with a letter from the Queen and a party at the Prahran RSL.

♥ Our Christmas campaign wraps up with the amount we raise exceeding our goal of \$115,000; a healthy start for the New Year.

Homecare resident Robert Callaghan celebrates his 100th Birthday...

February 2011

♥ Our Women's House undergoes a facelift thanks to a generous donation of \$50,000 by Paula Fox.

♥ To mark the Chinese New Year, aged care residents are encouraged to "make a wish". These are shared with the lifestyle team which will spend the coming year finding innovative ways to fulfil these wishes.

♥ Oakley donates the admission fee from its annual St Kilda Festival rooftop party, raising almost \$90,00 for the Mission.

March 2011

♥ Lord Mayor Robert Doyle launches the first J2SI report, 'This is not living: Chronic homelessness in Melbourne' which is based on participants talking about their own experiences of homelessness.

♥ A team of 17 including people who use the Sports and Rec Program, Mission staff and volunteers compete in the Brooks Sprint Triathlon at Catani Gardens.

♥ Light Up a Life cocktail party is a sell-out success with around 450 guests enjoying the event at Circa and raising \$87,000 for our Women's House.

♥ Celebrity cricket match Batting for the Batters is held at Peanut Farm Oval with the Mission receiving \$10,000 from profits.

♥ Elsternwick op shop holds the first in a series of after-work social events to showcase the stores. Attendees of Into the Wardrobe enjoy a fashion parade showing off some fabulous garments from the shop.

♥ The Clinic offers kinesiology for the first time.

April 2011

♥ A Sacred Heart Mission representative thanks Haileybury Brighton students at their school assembly for filling up the Mission truck with cans on non-perishable food that can be used across a number of programs.

♥ The new Federal Housing Minister, Mark Arbib MP is provided with a briefing by our CEO on the progress of J2SI and Sacred Heart Mission in general.

♥ Queens Road rooming house residents create a cross in their art studio for the Easter celebration at Sacred Heart Church.

May 2011

♥ The op shops record their most successful month ever.

♥ Our Facebook page goes live with information about what's happening around the Mission, fundraising events, "hot" items in the op shops and more.

♥ The Hearts open the Reclink footy season with a stunning victory over the team that defeated them in last year's A-grade final.

♥ Our CEO speaks about J2SI at a mental health and homelessness symposium in Tasmania.

♥ A 100kg pumpkin is donated to the Mission by a Caroline Springs back-yard gardener.

♥ The annual Sports and Rec survey shows that participants' satisfaction with the program is 9.2 out of 10.

June 2011

♥ A weekly computer literacy course commences as part of the Sports and Rec Program to teach people basic computer skills.

♥ The Mission farewells outgoing Chair of the Board, Michael McInerney and thanks him for his seven years service to the Mission. Mark Dohrmann is welcomed as the new Chair.

♥ This year's Heart of St Kilda Concert at The Palais is a stellar night of entertainment featuring artists as diverse as Paul Kelly, Jimeoin, Wolframms Sisters, Adalita and Tripod. Around \$100,000 is raised for the Mission.

♥ The Clinic survey shows that almost every respondent is satisfied with the service they receive at the Clinic and feel welcome.

♥ Staff attend the National Day of Action for Equal Pay in support of pay equity under the SACS award.

22 Aged and Residential Services

Homecare

Homecare aims to enable 75 older people to continue to live independently in their community. Fourteen staff members work predominantly in the City of Port Phillip and Stonnington, providing care to older people living in their own homes or rooming houses. Everyone is allocated a case manager to co-ordinate the services. On average, a staff member visits each person three times a week and also provides transport for medical and community appointments. Meals are provided to around half of the residents as part of their care package. People choose the services they receive according to their needs, with the most popular being transport to appointments, assistance with shopping and care of the home.

Many people are referred because of financial disadvantage and social isolation. Sacred Heart Mission is known in the sector as an agency that is able to work with people with challenging mental and physical conditions.

There is a balanced gender mix with the average age being 82 years old. Some have had a long association with Sacred Heart Mission and many will go on to our aged care hostels when they are no longer able to live in the community. Providing a continuity of care is a key objective for the Mission, especially for people who often don't have family support.

A highlight of the year was celebrating a 100th birthday in January.

Robert Callaghan, who had no family to celebrate with him, was linked into the Prahran RSL with the assistance of his case manager and feted and honoured with a new set of medals on his birthday.

This year funds were allocated to educate and inform residents at private and community rooming houses about the range of the Mission's aged care services. The information was well received and a number of people have been referred to Homecare's services.

Rooming House Plus Project (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 appropriate 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 assistance 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 use and dual diagnosis. An increase in the cost of private rental, inner-city gentrification and a lack of other choices means that RHPP can be an attractive option for permanent accommodation.

The main aims of RHPP this year were to implement changes from a restructure that took place at the end of the 2009/10 financial year. Additional resources were used to develop support plans for the 29 residents receiving daily assistance and the independent residents seeking greater structure for their lives. Staff members were upgraded to welfare workers and a new position of coordinator of support for general residents was created. A new database was implemented to enable better reporting and confidential 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 training passes have been obtained from Metlink to provide residents free travel to training. The support workers at RHPP 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 residents in partnership with the City of Port Phillip.

A weekly visit by a Windana drug and alcohol worker has been very popular with many residents now actively engaged in addressing their drug and alcohol issues.

A major art exhibition showcasing the artistic talents of RHPP residents is taking place in November 2011 at Parliament House. Residents have already begun to create group and individual artwork pieces and this will remain the major focus of the art studio until the event.

Residents at RHPP can lead very active lives. In addition to the regular art therapy sessions, highlights through the year range from participating in weekly shopping trips to both the South Melbourne Market and the supermarket, to monthly music and movement sessions.

On average, residents have lived at RHPP for three years which is very positive given most had been long term homeless prior to moving in. The results of the resident survey conducted in April 2011 showed that 79% felt safe and secure, 73% reported enhanced participation in community life and 73% reported improved access to health, community care and welfare services.

Significant work was undertaken during the year to gain further funding from the state government to provide better coordination of services for residents at Queens Road. At the end of the financial year, the signs are encouraging and we are hopeful that this additional funding will be forthcoming.

In a partnership between Sacred Heart Mission and RMIT, PhD student Naomi Bailey is undertaking the first Australian qualitative longitudinal study to examine the role of supportive housing in breaking the cycle of chronic homelessness. The supportive housing model combines subsidised accommodation with support services available on site. The research will explore how people who are long-term homeless become housed, the role of home, the role of support and the impact of permanent accommodation on 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 Sports and Rec Program and likes to get on the drums in the monthly music sessions at Queens Road.

"I like the people here and the staff are friendly. They supported me during my 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."

Case Study

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 crisis 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.

*not her real name.

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

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.

Homefront averaged 84 per cent occupancy across the year. This is lower than usual and reflects the impact of operating a limited service during July and August 2010 due to renovations to the building. A resource room was created for residents to access a computer with the internet, a telephone and information covering issues as diverse as housing options to travel direction. The staff area was also upgraded to a modern office and sleepover quarters for the 24 hour service.

Eighty per cent of women who exited Homefront moved into accommodation that is considered safe and affordable such as public and community housing, private rental and rehabilitation services. The remaining 20 per cent moved into temporary forms of accommodation including private rooming houses, short-term accommodation with family or friends, hospital admissions, and in one instance, incarceration.



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."

26 Women's Services

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.

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.



Janina
QUEENS ROAD RESIDENT

28 Journey to Social Inclusion (J2SI)

Sacred Heart Mission's Journey to Social Inclusion (J2SI) was developed following the recognition that existing approaches are not working for people who are long-term homeless. 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. The project provides rapid access to housing, responds to the specific mental needs of participants and focuses on building their skills to reconnect with the community, including in the area of employment. The total cost will be \$3.8 million; around \$30,000 per supported participant, per year.

As part of the evaluation process, the 40 participants receiving intense support are being 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 with the Melbourne Institute of Applied Economic and Social Research.

In March 2011 a qualitative report was launched by the Lord Mayor Robert Doyle that draws on in-depth interviews conducted

with all J2SI participants. The report shares the participants' experiences of being homeless in their own words and also reveals the extent of the problems faced by those who are long-term homeless.

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.

trauma

The first J2SI evaluation report confirms that childhood trauma is an important contributing cause of long-term homelessness. Almost all of the evaluation participants (87%) had experienced childhood trauma in one form or another, and the average age 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.

More than 90 per cent of J2SI participants have chronic ill health and drug and alcohol problems and 63 per cent said they do not feel accepted by society. None had paid employment and most had not worked for five years or more. Apart from two who reported no income, all relied on government allowances.

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 annually) 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 response to these findings and other research, our new strategic plan includes an objective to develop a trauma informed system of care in all Sacred Heart Mission services. We believe that by responding more effectively to the trauma people have experienced we will better assist them to break the cycle of long term homelessness.

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 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 tell 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 my own place, I'm going to join a gym, I'm going to do some dance classes or martial arts classes and I'm going to get a job and it will all be fine, I always think that's what I want to do. So hopefully one day I can do all that."

*not his real name

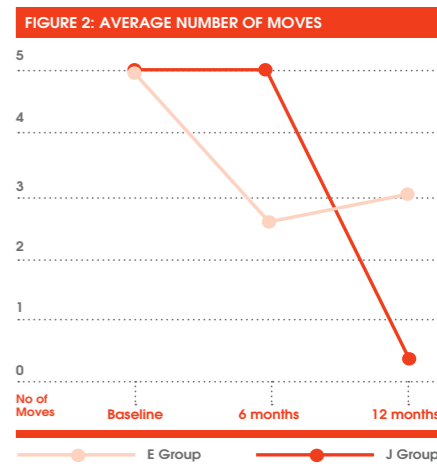
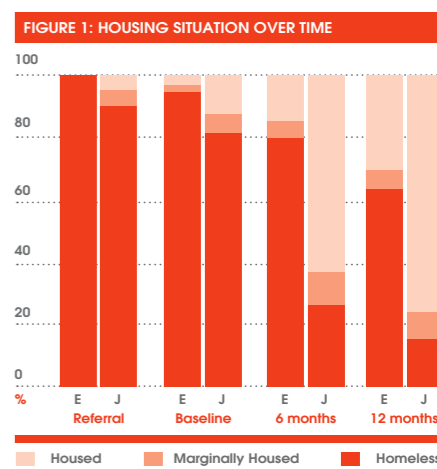
First Evaluation Report

Sacred Heart Mission will be launching in August 2011 the first of four reports that evaluate the effectiveness of the J2SI service model. This report, 'Long-term homelessness: understanding the challenge' is an analysis of the first 12 months of service delivery. It compares the 40 participants who are receiving the intense, long-term support with the 43 people using existing homelessness services.

Over the six months prior to the start of J2SI, all 83 participants had moved on average almost once a month. One year into the three-year project, the report shows that 75 per cent of the supported group are in safe and affordable housing, in contrast to 30 per cent of the comparison group. Most of the supported participants have achieved housing stability while the comparison group are still moving every two months on average.

The gap between the two groups has also widened when looking at their use of health services and employment outlooks. Relative to their counterparts, 12 months in, the supported participants are also using expensive acute physical, mental health and homelessness services less often.

Those either working or looking for work has risen to 42 per cent; an indication they are starting to think about their future and rebuild their lives. By comparison, those employed or actively looking in the second group has decreased to 15 per cent.



E Group = comparison group
J Group = group receiving J2SI services

30 Journey to Social Inclusion (J2SI)

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 homelessness 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.

thanks

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
- ♥ RE Ross Trust
- ♥ William Buckland Foundation managed by ANZ Trustees
- ♥ Victorian Government
- ♥ St Mary’s Parish East St Kilda
- ♥ AndyInc Foundation
- ♥ Cabrini Health
- ♥ Limb Family Foundation
- ♥ Orcadia Foundation

Service partners

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



Eddie and John dog walking with friends
QUEEN’S ROAD RESIDENTS

32 Fundraising and Communications

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 appeals exceeded expectations raising more than \$137,559 and \$153,814 respectively. The Angels regular giving program remains strong with around 200 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.

This 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 lights. It was an intimate gathering with Michael Roberts the MC who expertly interviewed sport celebrities Rick Kelly, Michael Klim, Sam Gilbert, Simon Gerrans, Peter Moody

and Gary Willetts. Angela Pippas was fabulous wandering through the audience and doing short interviews with other guests such as James Brayshaw and Merv Hughes. The night made a profit of \$40,406. A big thank you to the Mission Possible committee who are: Paul Ryan (Chair), Torsten Kasper, Paul Higgins, Paul Smith and Jeremy de Silva.

The annual Light up a Life cocktail party, organised in conjunction with the Women4Women Committee, continued to be very popular event with more than 400 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 Women4Women 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 Nettelbeck, Helen Prelovsky, Katy Sadler, Linda Slobom, Jane Turner and Penelope Ward-Ambler.

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 concert made a net profit of over \$97,000. Thanks must go to the Neil

Crocker and the Palais for the donation of the theatre and to Wal Bishop of Wal Bishop Enterprises, Larry Ponting from Johnston Audio Services and Brian Nankervis for their 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 Werribee Mazda, Ernst & 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 a range of programs across the Mission such as the Meals Program, Hearts football team, volunteering, J2SI and our fundraising events. The Mission is also regularly approached to provide media comment on issues relating to homelessness and poverty. We had a number of editorials and letters to the editor published throughout the year, in particular advocating for more affordable housing.

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 May 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 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, "hot" items for sale in the op 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 Umback and Lisa Sorgini for the stunning photos they have each provided pro-bono to 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 Melbourne in the past year to support our fundraising

activities: cheering on our team in the Brooks Sprint Triathlon, selling raffle tickets at the Heart of St Kilda Concert and just promoting the Mission amongst family and friends. We thank them for their passion and readiness to be involved in raising vital funds for 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 Meals 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 a very 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 want to play a role in sustaining and growing these services for as long as I can."

34 *Volunteers, Human Resources and Op Shops*

Volunteers

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 individual volunteer numbers. Of these, 500 are actively involved in preparing and serving meals in the Meals Program and 387 of these have helped on a regular basis in the past three months. This represents an increase of approximately 30 per cent in our total Meals Program 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 NAB, Ernst & Young, Medibank Private, Neometro, Telstra, The Hilton, EJM Finance and Caterpillar regularly come and help serve meals in the dining hall. We are in the enviable position of not having enough places available for all of the corporate groups who are hoping to help with the Meals Program and are already allocating shifts for 2012.

We would also like to acknowledge the ongoing help of Cabrini, Temple Beth Israel, Star of the Sea, Salesian College, St Joseph's College, St Leonards College, and the Xavier Social Justice Network who have been great regular helpers throughout the year.

We have also received terrific assistance from St Francis Xavier Parish in Montmorency whose parish priest, Fr Terry Kean, was formerly based at Sacred Heart parish. Fr Terry put out a call to his new congregation for help in the Meals Program on Sundays and more than 80 parishioners put up their hands and have been a great back-up on the weekends.

Our op shops currently have 220 active volunteers; a considerable increase from 170 volunteers the previous year. The Hawthorn op shop required an extra 36 volunteers when it opened in July 2010 which have been successfully filled.

Volunteer information sessions are held fortnightly and continue to be very well attended. In order to continuously improve standards in the dining hall, all volunteers are now undertaking an online food safety course. Extra training days have commenced covering such areas as professional boundaries, staying safe at work and manual handling. Special thanks to Matt Temple at NAB for arranging large groups of their corporate volunteers to come into the Meals Program on these days, allowing our regular volunteers to attend these important sessions.

The Community Visitors Scheme (CVS), which provides friends for residents in our hostels and other aged care facilities throughout the Port Phillip area, is the only area of volunteering

that has experienced a reduction in numbers. Many volunteers are keen to visit the elderly in a group activity setting but are unable to commit to one-on-one visiting. Instead we have seen a steady 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 visitor. Special thanks to Kevin Davis for 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.

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 extremely reliable, loyal volunteer base that assist staff and the people who use our services, throughout the Mission.

Human Resources

At the end of the financial year we had 195 employees; 74 full-time, 83 part-time and 38 casual. There were about 900 active volunteers helping throughout the Mission.

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 and the Meals Program. A total of nine staff members were recognised for their significant length of service at the Mission.

On 16 May 2011, Fair Work Australia found that social and community service workers are not receiving equal pay and that gender is a significant cause of the pay gap. This year, the Mission continued to support the Australian Services Union equal pay case to put pressure on governments for better wages and conditions. This is important to adequately remunerate people employed in the sector, help retain our employees, and ensure that we attract the best possible people to work with some of the most vulnerable people in our community.

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 chiropractic division of RMIT gives all its final-year students an opportunity to gain work experience within the community. This allows the students to develop further their skills and knowledge as well as contribute to the community. Dr James Evans is a Senior Clinician at RMIT Community Clinics and supervises four students over two days a week at the Mission's Clinic.

"We provide a professional health service in a pleasant, friendly environment. It is easily affordable for all those who seek our chiropractic health care service. This role enables me to supervise my wonderful team of highly trained, competent senior students and watch the growth and development occur in both patients and student chiropractors. It is not a chore for me, 'Work is only work if you would rather be doing something else.'"

Stephanie Fernandes is a RMIT final-year chiropractic student. She first began volunteering at Sacred Heart Mission in February 2011. When she got the opportunity to come back in July, she gladly took it.

"I'm involved and form part of the team that provides health care services at the Mission. My colleagues and I volunteer our chiropractic services to all who walk in the door seeking chiropractic help. It is a holistic approach to health where we aim to provide relief for people suffering from neuro-musculoskeletal disorders.

"Our volunteering allows our clients to seek the professional health care they need, easily and affordably. Not only does this empower them to care for their own physical health and wellbeing, it even improves their social and emotional health.

"Volunteering gives me the chance to connect with and reach out to the community. It improves my social skills, self-confidence and self-satisfaction. It gives me a chance to interact with different people, age groups, cultures and adds to my life experience."

36 Volunteers, Human Resources and Op Shops

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.



Judy Doyle is a terrific asset to the Chapel Street op shop; as a volunteer, shopper, as well as stocking the shop with donations. She began volunteering at the Mission about 15 years ago, first at (the now defunct) material aid for around seven years before moving to the Chapel Street store when it opened its doors.

"Without the help of volunteers, the Mission would not be able to provide the level of service and support needed for its many programs. Over the years of volunteering I have gained satisfaction and made many friends amongst staff and other volunteers. I often purchase items from the shop for family members, ranging from kitchen appliances to jigsaw puzzles. I also regularly collect clothing and goods from family, friends and neighbours to take to the store."

37 Business Services and Quality

Business Services

Our internal Mission-wide support services enable our client service programs to deliver sustainable outcomes. Included in these services are information technology, administration and reception, facilities management, maintenance, and payroll and accounting functions.

Quality Framework

Last financial year, Sacred Heart Mission underwent its second quality assessment cycle with Quality Improvement and Community Services Accreditation Inc. (QICSA). This year we began to work through the number of Continuous Quality Improvement (CQI) projects identified and included in the 2011-13 plan. In keeping with the CQI principles, we will be identifying new areas for improvement and adding those to the work plan for completion during the next year.

We are also implementing the new mental health standards to ensure that the relevant program areas, namely RHPP (Queens Road Rooming House) and Specialist Services, meet these when we are due for re-assessment.

In addition, we are working through the community care common standards to ensure Homecare meets these requirements when the program is due for re-assessment. In all, we have a busy time ahead of us in the remainder of 2011 with regards to CQI, accreditation requirements and risk management as we build on the excellent work completed by the organisation last financial year.

Op Shops

East St Kilda	415 Inkerman Street
Elsternwick	486 Glenhuntly Road
Hawthorn	86 Riversdale Road
Windsor	86 Chapel Street
South Melbourne	365 Clarendon Street
St Kilda	87A Grey Street

38 Our Financials

♥ Balance sheet as at 30 June 2011

	2011 \$	2010 \$
CURRENT ASSETS		
Cash assets	4,823,176	3,843,554
Receivables	331,488	545,456
Financial Assets	162,858	140,670
Total Current Assets	5,317,522	4,529,680
NON-CURRENT ASSETS		
Property, plant & equipment	7,205,725	7,385,291
Intangibles	4,510,000	4,510,000
Total Non-Current Assets	11,715,725	11,895,291
Total Assets	17,033,247	16,424,971
CURRENT LIABILITIES		
Payables	456,946	475,980
Provisions	640,742	562,487
Borrowings	-	-
Other liabilities	2,197,549	2,258,537
Total Current Liabilities	3,295,237	3,297,004
NON-CURRENT LIABILITIES		
Provisions	104,605	79,709
Total Non-Current Liabilities	104,605	79,709
Total Liabilities	3,399,842	3,376,713
Net Assets	13,633,405	13,048,258
EQUITY		
Capital reserve	8,494,850	8,418,997
Capital improvement reserve	1,105,240	1,105,240
Retained profits	4,030,403	3,524,021
Total Equity	13,633,405	13,048,258

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

	2011 \$	2010 \$
REVENUE		
Government grants	6,001,048	5,745,019
Service fees	1,154,563	1,142,763
Fundraising	2,708,774	2,348,542
Retail outlet	3,251,219	2,598,805
Interest	222,059	155,184
Other	140,533	137,929
Total revenue	13,478,196	12,128,242
EXPENSES		
Staff costs	9,687,083	8,707,656
Operating costs	808,982	715,141
Occupancy costs	1,288,500	1,174,238
Depreciation	478,558	506,554
Repairs & maintenance	63,156	51,417
Office costs	274,588	266,520
Motor vehicle costs	196,709	153,368
Interest expense	-	1,328
Other costs	174,238	112,531
Total expenses	12,971,814	11,688,753
Operating surplus	506,382	439,489
Contributions received for the acquisition of non-current assets	56,264	120,000
Surplus after accounting for contributions received for the acquisition of non-current assets	562,646	559,489

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

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

	2011 \$	2010 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating grant receipts	6,057,378	5,243,230
Non-grant receipts	7,473,666	7,320,100
Payments to suppliers & employees	(12,298,561)	(11,117,731)
Interest received	222,059	155,184
Interest paid	-	(1,328)
Net operating cash flows	1,454,542	1,599,455
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant & equipment	(298,992)	(363,253)
(Payments)/receipts of accommodation bonds	(232,504)	(19,803)
Contributions received for the acquisition of non-current assets	56,264	120,000
Non-cash bequest of investment in equity	-	(111,975)
Proceeds from sale of investment in equity	312	-
Net investing cash flows	(474,920)	(375,031)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of loans	-	(10,902)
Net financing cash flows	-	(10,902)
Net increase in cash held	979,622	1,213,522
Cash at the beginning of the financial year	3,843,554	2,630,032
Cash at the end of the financial year	4,823,176	3,843,554

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

40 Our very special thanks to

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

Juncture Creative
Docklands Press
Mark Munro photography

Our Supporters

Sacred Heart Mission wishes to thank the following supporters who have donated during the 2010/11 financial year.

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Victoria Wide Meat Brokers
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Foundation
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Estates

Estate of the late Betty Anne Murray
Estate of the late John Michael
Carey
Estate of the late Clare Marie
Carmody
Estate of the late Father Gerard
Fitzgerald

Support from Government

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

42 The Sacred Heart Mission Team personally values

♥ 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.



Aldo and Michael
SPORTS AND REC PROGRAM

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(WORK)

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Chefs Grant and Joh
MEALS PROGRAM



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