

Annual Report 2014



With someone in their corner, people who have faced extraordinary disadvantage, extraordinary trauma, can find the courage to face the challenges in their life. The gift of Sacred Heart Mission is that we are in this for the long haul. It's not just three sessions of care and support and then you are on your own; We are committed to making a difference in people's lives.

1

ABOUT US

6

1.1	Our Vision	6
1.2	Our Mission	6
1.3	Our Values	7
1.4	Traditional Owners	7
1.5	The Homeless Experience	7



2

IT WAS A YEAR OF LISTENING, LEARNING, ACHIEVING

8

2.1	Message from the Board of Governance	8
2.2	Message from the Executive Committee	10
2.3	Message from the Parish	12



3

SACRED HEART MISSION - AT A GLANCE

14

3.1	Our Service Model Framework	14
3.2	A Snapshot of Our Services	15



4

OUR GOVERNANCE

16

4.1	Our Structure	16
	– Board of Governance	16
	– Working Groups	16
	– CEO	17
	– Principles of Governance	17
	– Client Representative Group	17
4.2	The People Behind the Roles	18
	– Introducing Our Board of Governance	18
	– Introducing Our Executive Committee	20
	– The Members of Our Client Representative Group are...	20
4.3	Our Quality	21
4.4	Our Risk Management Framework	22
4.5	Registration and Legislation	24
4.6	Diversity	24
4.7	Environmental sustainability	24
4.8	Organisational structure	25

5

OUR ACHIEVEMENTS OVER THE PAST YEAR

26

5.1	Our Strategic Priorities	26
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6

MOVING FORWARD

31

- 6.1 Our Strategic Priorities for the Next 10 Years 31



8

OUR SUPPORTERS AND ENGAGEMENT WITH THE COMMUNITY

45

- 8.1 Our Fundraising Activities 47
8.2 Our Op Shops 48
8.3 Our Volunteers 49
8.4 Students Placements 50
8.5 Our Staff 51
8.6 We Are Members of... 52
8.7 Accreditation 52
8.8 Our Special Thanks to... 53

7

OUR PROGRAMS

34

- 7.1 Meals Program 34
7.2 Resource Room 34
7.3 Case Management 35
7.4 Specialist Services 36
7.5 Kick Start: Wellbeing and Activities Program 36
7.6 Hands on Health Clinic 37
7.7 Assistance with Care and Housing for the Aged (ACHA) 38
7.8 Private Rental Brokerage 38
7.9 Women's House 38
7.10 Homefront 40
7.11 Outlandish 41
7.12 Rooming House Plus Program 42
7.13 Sacred Heart Community – Aged Care Hostels 43
7.14 Homecare 44
7.15 Pastoral Care 44

9

OUR FINANCIAL POSITION

56

- 9.1 Treasurer's Report 56
9.2 Where Our Funds Come From 57
9.3 How We Apply Our Funds 58
9.4 Financial Summaries 58



10

GETTING INVOLVED

62



11

CONTACT DETAILS

63



1 ABOUT US

Sacred Heart Mission has its origins in the welcoming response of our founder and Catholic parish priest, Fr Ernie Smith, 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”
(Matthew 25: 35-36)***

Our work is the Church in action and continues to be supported by the Parish of Elwood/St Kilda West, informed profoundly by the rich tradition of Catholic social teaching on confronting poverty, enhancing human dignity and advocating for a more just society.

1.1 OUR VISION

Our vision is of an inclusive, fair and compassionate community, which enables people to overcome disadvantage and realise their full potential.

1.2 OUR MISSION

Our mission is to build people's capacity to participate more fully in community life, by addressing the underlying causes of deep, persistent disadvantage and social exclusion.

We do this by:

- Ensuring access to the necessities of food, clothing, housing, health care and specialised services.
- Listening, understanding and responding to people in a holistic, caring, and respectful way, so they can take control of their lives.
- Delivering accessible, responsive, evidence-informed and innovative services.
- Welcoming people in the spirit of social justice, cooperation and partnership to create better communities.
- Engaging sector partners, researchers, philanthropy, business, government and the broader community, to contribute their time, expertise and resources.





1.3 OUR VALUES

Welcome – we welcome and actively engage people to build relationships based on respect and trust.

Community – we enable people to feel supported by, and connected to the broader community.

Challenge – we challenge unjust social and economic structures that cause disadvantage, social exclusion and homelessness.

Accountability – we measure the impact of our work so we can develop evidence to address deep, persistent disadvantage and social exclusion.

Innovation – we ensure our services remain contemporary, creative, responsive and effective.

About Us

Sacred Heart Mission has a long history of effectively assisting the most disadvantaged members of our community to rebuild their lives.

Since opening our doors in 1982, the Mission has evolved into an innovative organisation, sustained by a deep pool of generosity and support from the community.

We offer services in St Kilda and surrounding areas in Melbourne's inner south-east region, many provided in partnership or collaboration with other agencies.

At Sacred Heart Mission, we welcome and accept people as they are. We recognise everybody's journey is unique and we work to provide people with support that is effective and carefully tailored to their individual needs. No matter where they are in their journey, we are here to support them. It all starts with welcome, a meal, a relationship...

1.4 TRADITIONAL OWNERS

Sacred Heart Mission acknowledges the Kulin Nation as the Traditional Owners of the land on which we operate. Sacred Heart Mission commits to providing accessible and culturally appropriate services to Aboriginal and Torres Strait Islander people.

1.5 THE HOMELESS EXPERIENCE

While everyone has a different experience of homelessness, at its very core, homelessness is about absence: an absence of a home, a safe place to live, security, choices and control over one's life. It is also often an absence of family and friends.

The 2011 ABS census showed that in Australia there are more than 105,000 people who are experiencing homelessness. There are slightly more males than females, around a quarter are Aboriginal and Torres Strait Islander Australians, and 30 per cent were born overseas. Almost half are aged between 19-44 years old.

These statistics don't capture the many more people who are at risk of homelessness through economic and social disadvantage.

People experiencing homelessness may be sleeping rough, live in improvised dwellings, tents, cars, temporary or crisis accommodation, boarding houses, severely overcrowded dwellings, or be couch surfing, that is, staying with other households.

In addition, they are usually facing a range of issues, among them traumatic experiences such as childhood abuse or neglect or domestic violence, disability, mental illness, problematic substance abuse, thoughts of suicide or self-harm, interpersonal problems, established ways of living that are harmful to health and well-being, and social isolation and marginalisation.

2 IT WAS A YEAR OF LISTENING, LEARNING, ACHIEVING

2.1 MESSAGE FROM OUR BOARD OF GOVERNANCE

Thirty years on! With our huge reserve of experience, knowledge, evidence and goodwill, the Board is determined to increase the Mission's impact in a purposeful way, ensuring our clients are not left behind. The Board and staff have spent many months developing a new strategic plan to take us to 2024. The process has included contemplation, engagement with stakeholders, and collaborative discussions, internal and external, assisted by competent advisors. It has opened doors, brought surprises and presented us with real challenges.

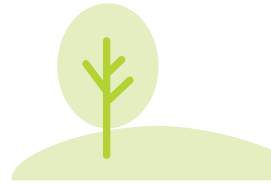
We know we have the capability, the will and talented people to deal with a complex and socially demanding world. Competition for funds is tougher than ever, and despite the endeavours of politicians and service-providers, homelessness just seems to grow. The Mission is an oasis in this difficult world, and it remains a home to many.

Driven by our vision of a compassionate and inclusive community, our vision is to build people's capacity to participate by addressing the underlying causes of disadvantage and exclusion. Our plan includes providing and growing high quality person-centred services; strong and informed financial strategies and management to build sustainable revenue streams and provide for growth; development of staff and volunteers' skills, supporting leadership and fostering talent; measuring and reporting outcomes, and applying what we learn to uncompromising advocacy; engaging meaningfully with our numerous partners; examining opportunities to spread our wings and services geographically; renewing our ageing buildings and facilities; investing in robust business systems and continuing to tell our story of welcome to a city in which rich and poor live in different worlds.

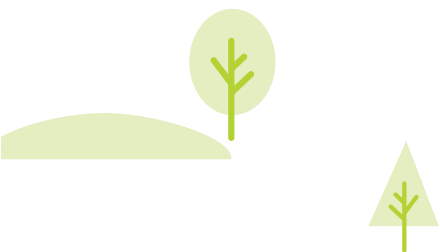
Much has been achieved this past year. We have new rules, new vision and mission statements, and we have succeeded in securing funding in a highly competitive environment. I sincerely thank all Board members for their hard work, their professionalism and accountability both at the Board and in its working groups. We farewelled Jan Hayes, Carol Nettlebeck and Kris Botha, and we welcomed Adrian Cropley. I congratulate CEO Cathy Humphrey and her senior team for their effective, committed management of the Mission and its programs. I thank our wonderful volunteers and generous supporters: donors, service providers and pro-bono contributors to all the Mission's programs.

The new strategic plan is a skilfully crafted roadmap, and the Board is confident it provides this wonderful organisation with the focus and direction needed to achieve great things. Thank you for being part of it. Hold on for the ride.





Board of Governance Team
(Standing L-R) Jo Maher, Chris McLoughlin, Mark Dohrmann, Nora Redmond, Vin Martin, Patrice Scales
(Sitting L-R) Terri Farrell, Carolyn Clark, Alan Gruner. Absent: David O'Brien, Adrian Cropley, Fr John Petrulis



2.2 MESSAGE FROM OUR EXECUTIVE

This year has been an important time for Sacred Heart Mission, building on our success through delivering our strategic priorities, while providing services that continue to be responsive, accessible and impactful.

The quality of our governance, services and systems was affirmed through a robust accreditation process. We have also been renewing our vision and mission, and setting out our strategic priorities for the next 10 years. This has been an important time for reflection, and examination of the work we do, our purposes and reason for existence. What we heard from the many conversations over the year is that we all hope for a society that is compassionate, just and inclusive. Yet despite our best efforts, deep disadvantage and social exclusion continue to be experienced in our communities.

Our founding story is of a grassroots parish and community response to need, developed over 30 years ago. We continue to value this grassroots response today, as it gathers people together to act in the interest of their communities and the common good. We come together as a collaborative, open community, so that with open minds and hearts we can spread compassion, awareness, peace and justice. Therefore it is critical that our vision, our mission, is to build a community that reaches out to those who are excluded and disadvantaged.

Homelessness is increasing across Australia and the 2011 census tells us that one in 200 Australians experience homelessness.

We continue to be challenged by structural barriers that are keeping people entrenched in poverty and disadvantage, and so we have maintained our efforts to influence government and advocate for change. We are in a time when increasing inequality in Australia presents a real threat, not just to the well-being of those who are missing out, but also to our collective well-being.

In these challenging times it is therefore crucial we promote the common good. The common good, that cherishes human lives regardless of background or life circumstances, that respects the dignity and worth of all human beings. We know communities that enable everyone to play a full and useful role in social, economic and cultural life are likely to be healthier than those where people face insecurity, exclusion and deprivation.

The essence of the Mission is community, and the value that comes from relationships has been at the core of the Mission's work from the beginning. It is only in a caring and welcoming environment that we have the courage to confront the challenges we face.

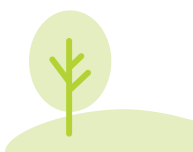
In April this year we launched two significant pieces of research; the three-year evaluation of our J2SI pilot and the Trauma and Homelessness Initiative research. These reports made it clear the experience of long-term homelessness, including exposure to traumatic events, impacts on people's sense of safety and connection with others, as well as the time people spend stuck in cycles of homelessness.

As a society therefore it is critical we address trauma experienced by children to prevent their trajectory into adult homelessness, but also that we invest in programs to assist adults to recover from the impact of trauma and a life-time of deep, persistent disadvantage.

Our J2SI pilot has shown us a relationship-based approach, with access to affordable housing, are the main ingredients to end long-term homelessness. With someone in their corner, people who have faced extraordinary disadvantage, extraordinary trauma, can find the courage to face challenges in their life. The gift of the Mission is that we are in this for the long haul; we are committed to making a difference in people's lives. We focus on the relationship, not the transaction; a relationship that starts with a welcome and a meal.

Building on 30 years of delivering services, in which we have developed our expertise and undertaken validated research, we are in a strong position to further embed evidence-based practices that lead to better client outcomes, and to design and deliver innovative services that make an ongoing difference in people's lives.

We are very proud of the collective community efforts at the essence of Sacred Heart Mission, with people working together as a team, to make a difference in people's lives and the communities in which we live.



2.3 MESSAGE FROM THE PARISH

As a way of looking back on this past year I'd like to share with you a story that typifies for me the countless untold stories of faithfulness to those in most need, the living loving story that is Sacred Heart Mission.

A stark consequence of suffering chronic homelessness is that often you have hardly anyone to honour and remember you when you die. This fact confronted me yet again this year when I received a phone call from a funeral director who said he had only the name and date of birth of a middle-aged man who had died. The man had lived a very reclusive life in a boarding house due to his long battle with mental illness.

Thus began the search to uncover this man's story so we might provide him with a dignified burial. He had engaged one of our services for support and they had some details. One piece of the story opened up another, and eventually I made contact with his parents who were both advanced in their years. They had lost contact with him more than 30 years ago as the crippling complexity of his mental illness pushed him into isolation.

I will never forget the overwhelming relief and gratitude of his family at hearing what had become of their long lost son. While struggling to come to terms with the pain and shock of the news of his death, it was powerfully consoling for them to know that in his life, and in his death, he had been cared for by many at Sacred Heart Mission.

When it came time for his funeral, there was so much more than a name and a date of birth. Gathered in our church to offer prayerful support to the family were our chaplaincy team, an outreach worker, and members of our wider parish community. There was an acknowledgement that his family was welcoming him back into their hearts forever, and could begin to find healing from his unwanted absence for too many years.

The story of working together of Sacred Heart Mission and the Parish of St Kilda West to develop and celebrate this faithful care happens on many fronts. We welcome residents from our hostels and wider Mission community to services and luncheons at St Columba's in Elwood. There's the 11am cuppa after Sunday mass at Sacred Heart Church. Parish members join our weekly hostel service, which is open to all.

Students from our St Columba's Primary School brought their renewing gift of youthful life, with support from teachers, when they visited our aged care hostels. Our celebration of the Feast of the Sacred Heart was richly blessed by the students' presence, songs, prayers and goods for donation they had collected.

The spirit of together holding the faithful care of our people is nurtured by Sacred Heart CEO Cathy Humphrey through her generous participation in parish development meetings.

Josephite sister Marianne Zeinstra, who worked at the Mission more than 20 years ago, has joined the chaplaincy team this year. Along with myself and Pastoral Associate Maria George, the care we have provided includes:

- regular visits to residents at our hostels, Queens Rd rooming house and the Mission's women's services
- visits to various hospitals and other facilities
- meeting quarterly with our Aged Pastoral Care team to coordinate resident care
- celebrating funerals and providing follow-up support to family and friends
- contributing to staff development at orientation and staff meetings
- celebrating our weekly services, alternating at our aged care communities and our special Easter, Christmas and our Sacred Heart Feast Day rituals.





Information on our day to day work as a pastoral care team has been gathered at a workshop with our managers, an important step in developing an integrated service strategy.

To our all our staff, volunteers and benefactors whose faithful care of our people is directed with such passionate commitment by our CEO, Cathy Humphrey, I give my deep gratitude on behalf of our parish community.

Changes in the world of social welfare make these challenging times, where many competing pressures vie for the attention of our Board of Governance. To our Chairperson, Mark Dohrmann, I give thanks for his engaging leadership of our Board, not only in our meetings but in all his generous, attentive visits across our community and wider parish.

The Mission began from the knowing heart of Fr Ernie Smith, who walked the streets of St Kilda, listening to the needs of the people. From the outset he knew it was only by holding that faithful spirit as a team, a family, harnessing goodwill, that real change can be opened up for people experiencing homelessness.

In thanks for another year of holding faithfulness together with our people.

Fr John Petrulis
Parish Priest



3 SACRED HEART MISSION – AT A GLANCE

3.1 OUR SERVICE MODEL FRAMEWORK

The end of this year saw the introduction of a service model developed to guide the work we do and how we do it, across the organisation as a whole.

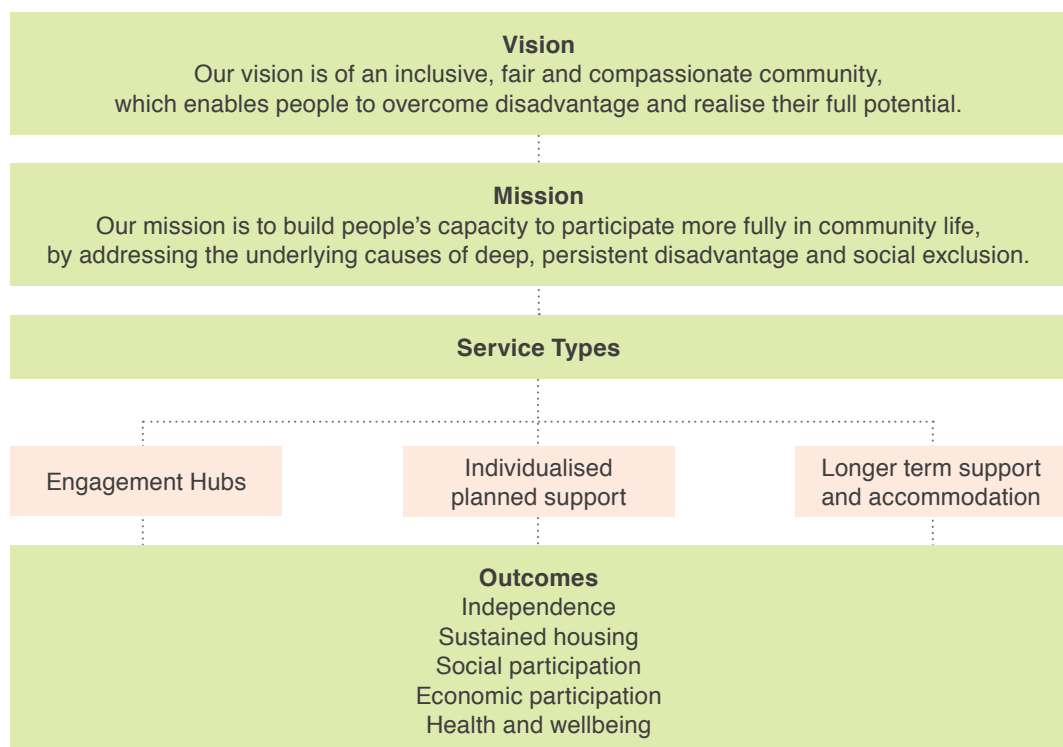
By aligning the service model with our vision and mission, we are putting the client at the centre of our service delivery and we will work with them to achieve real and sustainable changes driven by their aspirations.

The service model will:

- Provide a consistent approach, a framework for a whole-of-organisation response.
- Allow us to apply the best use of resources and increase the impact we have in the community.
- Provide us with a shared focus as an organisation on meeting our vision and mission.
- Focus on the benefits to our clients to empower them to direct their own lives.
- Ensure we have a shared clarity of purpose as an organisation with a focus on practices that are outcomes-driven.

Key components of the service model are:

- Three distinct types of services with clearly defined functions.
- Five outcomes against which all service responses will be mapped.
- Clear process for access, identification, planning and service response.
- Creating partnerships to help deliver individual and organisational outcomes.



3.2 A SNAPSHOT OF OUR SERVICES

Engagement Hubs



Women's House

A safe and welcoming space for women seeking assistance for a range of needs: from housing and legal support to parenting advice, companionship and a free lunch



Specialist Services Team

Case management for people with complex needs and behaviours, particularly mental health and drug and alcohol related issues



Meals Program

3,000 free breakfasts and 8,000 free, three-course nutritious lunches every month



Kick Start – Health and Wellbeing

Intensive support to assist people to develop healthier lives and independence through sport and other activities

Individualised Planned Support



Case Management

Assistance with housing, mental health, legal and medical needs, social and life skills



Outlandish

Offers opportunities for women to get involved in eco-volunteering and is designed to support women who would benefit from increased community participation



Clinic

A variety of complementary health and alternative therapies including massage, chiropractic, homeopathy, counselling, acupuncture, hairdressing and optometry



Pastoral Care

A person-centred, holistic approach to care that complements the care offered by other helping disciplines while paying particular attention to spiritual care



Homefront

Short-term crisis accommodation and intensive case management for single women over the age of 25



Women, Housing and Complex Needs (WHCN) Project

Provides intensive, longer-term support and case coordination for women who are homeless or at risk of homelessness and who have multiple and complex needs



Longer Term Support And Accommodation

Aged Care Hostels

A mix of high and low care accommodation for 83 people who have experienced homelessness or disadvantage during their lives



Home Care

Provides support and care to people who have age-related conditions and live in the cities of Port Phillip, Glen Eira and Stonnington, assisting them to remain at home



Resource Room

Information and referrals for housing, medical care, financial and specialist support services; also shower and laundry facilities



Rooming House

Long-term secure accommodation for 67 residents with a history of homelessness and complex needs

4 OUR GOVERNANCE

To ensure we are a robust, effective and sustainable organisation, good governance underpins everything we do. Structures and systems are in place to facilitate the work undertaken across the organisation. These ensure we are compliant, that we plan and manage our resources responsibly, and have the greatest impact possible in our community.

4.1 OUR STRUCTURE

Board of Governance

Sacred Heart Mission is an Incorporated Association, and as such, our Board of Governance ensures the Mission works toward achieving its charitable purpose in a way that also meets its ethical, legal and financial obligations under the Associations Act.

The Sacred Heart Mission Board also has a strong line of sight to the strategic plan, to ensure the organisation is achieving both its mission and strategic objectives. It is provided with robust reporting through a monthly dashboard – a detailed snapshot of actual performance and analysis of results, across a number of critical areas including finance, fundraising, service delivery and human resources.

Working Groups

The Board has created eight working groups that comprise of key Board members, management staff, and community members where external expertise is required. These working groups effectively increase the Board's capacity to play an active role in key strategic issues. Each working group has its own terms of reference, and these guide the scope of work and ensure a link back to the Board's strategic objectives.

The working groups are:

Remuneration Working Group

Annually reviews the performance of the CEO against agreed key performance indicators and the Committee reports the outcome of this review to the Board.

Governance Working Group

Exercises its governance role for Sacred Heart Mission in accordance with the Australian Charities and Not-for-profits Commission Act 2012, Associations Incorporation Reform Act 2012, Charities Act 2013 and all other legislative requirements for an incorporated association. The working group ensures the Board complies with the duties outlined in the governance standards that are specifically tailored for the not-for-profit sector.

Finance Working Group

Responsible for monitoring the financial performance of the organisation and reporting financial matters, including the annual budget, directly to the Board. The working group monitors, evaluates and manages the Risk Management Framework by reporting all fundamental and high risks to the Board. It is also responsible for the financial audit of the organisation.





Mission Integration Working Group

Focuses on the implementation and planned activities associated with embedding pastoral care in Sacred Heart Mission services and strategies to enhance the Mission's connection to its Catholic identity and founding story.

Strategic Plan Working Group

Focuses on the planning of activities associated with the formation of the new strategic plan, which is documented and approved by the Board for implementation.

Building Working Group

Formed in April 2014 to start creating the roadmap toward our vision of having the right spaces and places to deliver our services into the future. The group includes Board members, the executive team and external experts who have provided their time and expertise pro bono.

Fundraising Working Group

Oversees the fundraising strategy of Sacred Heart Mission on behalf of the Board ensuring it meets the long and short term fundraising needs of the organisation. The working group ensures practices are compliant and in line with organisational values, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

Public Policy and Programs Working Group

Focuses on the implementation and planning of activities associated with public policy, influencing government and examining sustainability in a climate of reform and competition for funding.

CEO

The Chief Executive Officer is responsible for ensuring Sacred Heart Mission provides high quality services in accordance with its vision, mission and values, is a respected stakeholder in relation to homelessness and housing issues and ensures the Mission remains a sustainable and innovative organisation.

The CEO ensures the organisation meets its legal and regulatory obligations and reports to the Board of Governance on these matters. The CEO also provides timely and effective advice to the Board regarding new strategic options and the development of policy and monitors Sacred Heart Mission's directions and actions against the strategic plan. The CEO supports the Chair and the Board in fulfilling its governance role, and acts as a source of information, advice and interpretation to the Board. Cathy Humphrey is the current CEO and has been in the role for three years.

Principles of Governance

Working together, the Board of Governance and the CEO assume responsibility for the four principles that underpin Sacred Heart Mission's governance:

1. A just culture – building a culture of trust and honesty, where there is open discussion of error and where staff willingly report adverse events
2. Foster commitment - fostering organisational commitment to continuous improvement by assigning clear responsibilities for service quality and safety to the CEO and managers
3. Monitoring systems – establishing rigorous monitoring and reporting systems
4. Evaluate performance – the active evaluation of service responses to ensure that quality and safety issues are addressed.

Client Representative Group

The Client Representative Group (CRG) is made up of people who use the services available through Sacred Heart Mission. These are eight individuals with experiences and skills to share, who volunteer their time each month to provide important client feedback on Mission services and policy initiatives.

4.2 THE PEOPLE BEHIND THE ROLES

Introducing our Board of Governance

Mark Dohrmann AM **Chairperson**

Board Member since 2011

Mark is a consulting professional engineer and ergonomist working in occupational and public safety, and an expert witness 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. He founded Solve - Disability Solutions Inc, a statewide organisation of volunteers providing people with disabilities with no-cost design, technical assistance and aids. He is also actively involved in parish life.

Alan Gruner **Vice Chairperson**

Board Member since 1995

Alan is a parishioner and has been a long standing member of the board. In this time he has held the posts of Treasurer, Secretary and Vice Chairperson. Alan is currently Senior Manager in aged services with the Brotherhood of St Laurence. Prior to this he was Innovations, Policy and Research Manager with Benetas, a leading aged care provider, 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**

Board Member since 2001

David is a Certified Practising Accountant with a Bachelor of Business degree. Having held senior positions in the telecommunications and banking sectors for more than 25 years, David has extensive experience in financial, commercial, contract, risk and project management and currently works as a management consultant.

Terri Farrell **Secretary**

Board Member since 2001

During her 25 year career at Australia Post headquarters, Terri held a variety of policy development and executive management positions before retiring in 2002. Terri can regularly be seen at our aged care hostels with fellow board member Jo Maher where the pair take the residents on bus outings. Terri has a Bachelor of Commerce from Melbourne University.

Carolyn Clark **Member**

Board Member since 2009

Carolyn 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 and is a member of the Australian Institute of Company Directors. In 2004, Carolyn joined the Mission's Women4Women Committee which is dedicated to providing financial support to the Women's House. She has been the chairperson of the committee since 2007 and volunteers regularly at the House.



**Jo Maher
Member**

Board Member since 2002

Jo has a background in business management and has been a partner in the establishment and operation of business for the last 25 years. She has been volunteering at the Mission since 1997 and currently assists in our St Kilda op shop as well as taking our aged care residents on regular bus outings.

**Vin Martin
Member**

Board Member since 2009

Vin acquired extensive experience in public policy, economic analysis and taxation policy during a long career in the Victorian public service. Currently, he advises charities on regulation and governance. Vin has postgraduate qualifications in economics from the University of Melbourne.

**Chris McLoughlin
Member**

Board member since 2012

Chris has more than 25 years experience in the people and performance domain; with senior roles as both an executive manager and consultant in the areas of learning and organisational development as well as human resources. She currently is an Executive Director at Alfred Health leading teams across human resources, learning and development and service redesign. Chris has a Bachelor of Social Work from Monash University.

**Fr John Petrulis
Member**

Board member since 2007

Fr John became parish priest in 2007 and has been a priest of the Archdiocese of Melbourne for the past 26 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
Member**

Board Member since 2008

Nora became a parishioner of Sacred Heart parish on arrival from Ireland 21 years ago. She has more than 30 years experience working in technology related roles, including strategy development, project initiation, project management and portfolio governance. She is currently working part time at National Australia Bank in their technology department. She has a diploma from Trinity College Dublin and is a Graduate member of the Australian Institute of Company Directors.

**Patrice Scales
Member**

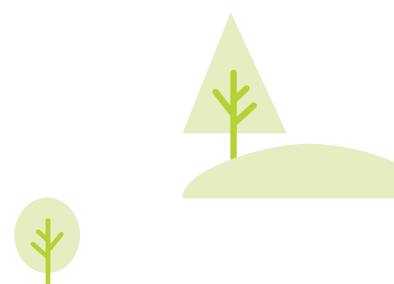
Board Member since 2012

Patrice is a communications and fundraising consultant with experience in senior management, fundraising and marketing roles in the private, public and not-for-profit sectors. Patrice is Chair of Council of Catholic Social Services Victoria, a member of the Homelessness Grants Committee at the Lord Mayor's Charitable Foundation, and a director and deputy chair of CatholicCare Victoria/Tasmania. She has a Bachelor of Arts, and Master of Arts (Communications).

**Adrian Cropley
Member**

Board Member since 2013

Adrian is the president and founder of Cropley Communication: a global consultancy specialising in strategy development in the areas of change communication, corporate communication, training and development, as well as executive coaching. For more than 25 years Adrian has worked in the professional communication field, mainly in telecommunication. He has enjoyed a variety of roles from technical project management to HR manager and as an internal consultant on change management and business planning. Adrian is an accredited Business Communicator and a Fellow of the Royal Society for Arts Manufactures and Commerce.



Introducing our Executive Committee

Cathy Humphrey CEO since 2011

Cathy Humphrey has been with the Mission for more than 12 years. During this time, she has overseen the operations of a number of different service areas at the Mission including Aged Care, Sacred Heart Central, Women's Services and the Rooming House Plus Program, in addition to taking on the CEO role.

Cathy has been working in the disability, community housing and homelessness sector for 22 years, and has been working in areas more specifically focused on people experiencing homelessness, in government and in various not for profit organisations, since 1996. Currently, Cathy sits as a director on the board of Council to Homeless Persons, the peak body for organisations working with people who are homeless in Victoria.

Cathy has a Certificate IV Training and Assessment, Certificate IV Life Coaching, Associate Diploma Social Science (Welfare), Advanced Certificate in Residential and Community Services.

Catherine Harris General Manager, Business Services since 2011

Catherine Harris is responsible for leadership of finance, IT, administration, human resources, fundraising and the op shops. Catherine was previously Director of Business at Family Life. She spent 18 years with the Coles Group in senior management roles across merchandise and support services. Catherine is on the board of St Kilda Community Housing, has held positions on the council of St Kilda Primary School and the management committee of St Kilda Steiner Pre-School.

Catherine holds a Bachelor of Commerce from the University of Western Australia and post-graduate qualifications in management from Deakin University.

Mary Bartlett General Manager, Community Services since 2011

Qualifications: Mary has an Arts degree from Melbourne University and post-graduate qualifications in women's studies and conflict resolution.

Mary has been with Sacred Heart Mission for more than 10 years, and is responsible for leadership of Sacred Heart Central, Women's Services and the Rooming House Plus Program. Mary has worked in the community sector for more than 25 years, mostly in the Port Phillip area. She has also worked in industry, local government and in mediation, both in St Kilda and in London.

Mary has held positions on the boards of various community sector organisations including St Kilda Uniting Care and St Kilda Legal Service.

Stephen Schmidtke General Manager, Aged Care Services since 2012

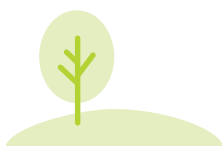
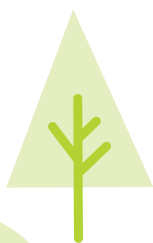
Qualifications: Stephen holds a Bachelor of Human Services from Monash University and a Master of Clinical Family Therapy from La Trobe University, The Bouverie Centre.

Stephen has been working as the General Manager for Aged Care Services at Sacred Heart Mission since the beginning of 2012, responsible for the hostels and Home Care. He has been working in the health and welfare sector for more than 20 years and held the position of General Manager, Primary Health at North Richmond Community Health for 10 years. Stephen has also held a number of voluntary board positions, most recently stepping down from the Board of Anex after 10 years of service.

The members of our Client Representative Group are*...

Stewart Weir
Kate Rockell
Marcus Findlay
Marcus Stelling
Cheryl Gray
David Mudge

**These members from our Client Representative Group have given their consent to be named.*



4.3 OUR QUALITY

We successfully achieved accreditation, endorsed by independent review body Quality Innovation Performance (QIP).

An initiative this year was inviting a member from the Client Representative Group to speak at the staff orientation about the lived experience of homelessness.

Future quality projects include the investigation of emerging technologies to enhance service delivery, and the integration of client management and financial systems to enable client directed packages.

Quality is discussed and reported at all levels of the organisation, from the Board of Governance, to team meetings. Quality actions are monitored in the quality work plan and reviewed by the executive and management group. Program areas have work plans that include continuous quality improvements, identified at the program level.

This year, we continued our work in continuous improvement through the CQI Task force and CQI Coordinator group meetings. These meetings provide a conduit for staff to share innovative ideas and projects as well as to identify areas for further improvement. Some recent projects include: implementation of a new way to measure client outcomes; the creation of electronic forms by Women's Services; development of prompt cards for use by support workers; and an early lunch application form in Chinese.

In September 2013 Sacred Heart Mission successfully achieved accreditation for the third consecutive time. The accreditation was endorsed by Quality Innovation Performance (QIP), an independent review body, against the following standards:

QIP reported that Sacred Heart Mission presents as an organisation **committed to continual improvement through strong systems, strategic partnering and quality service delivery** within its community. Our organisation shows **commitment to integrating its approach to quality service delivery** across the organisation and within each of its programs. The accreditation review team **commended Sacred Heart Mission on an exceptional review.**

Standards	Attainment level (Exceed, Met, Met in part or Not Met)
Quality Improvement Council (CIQ) Health and Community Standards	All met and two exceeded
Department of Human Services (DHS) Standards	All met
Community Care Common Standards	All met
National Mental Health Standards	All met

4.4 OUR RISK MANAGEMENT FRAMEWORK

Some of our actions, this year, to mitigate against risks included establishing a fundraising working group with board member representatives, undertaking client file audits every six months and completing the first staff file audit, to provide baseline measures for future audits.

Sacred Heart Mission uses a risk management framework to identify and manage risk across the organisation. This includes maintaining a risk register with key organisational risks identified and listed.

The risk categories identified in the risk register include:

1. Strategic positioning
2. Compliance
3. Physical assets and property management
4. Workplace practices and environment
5. Board corporate governance
6. Strategic execution
7. Fraud

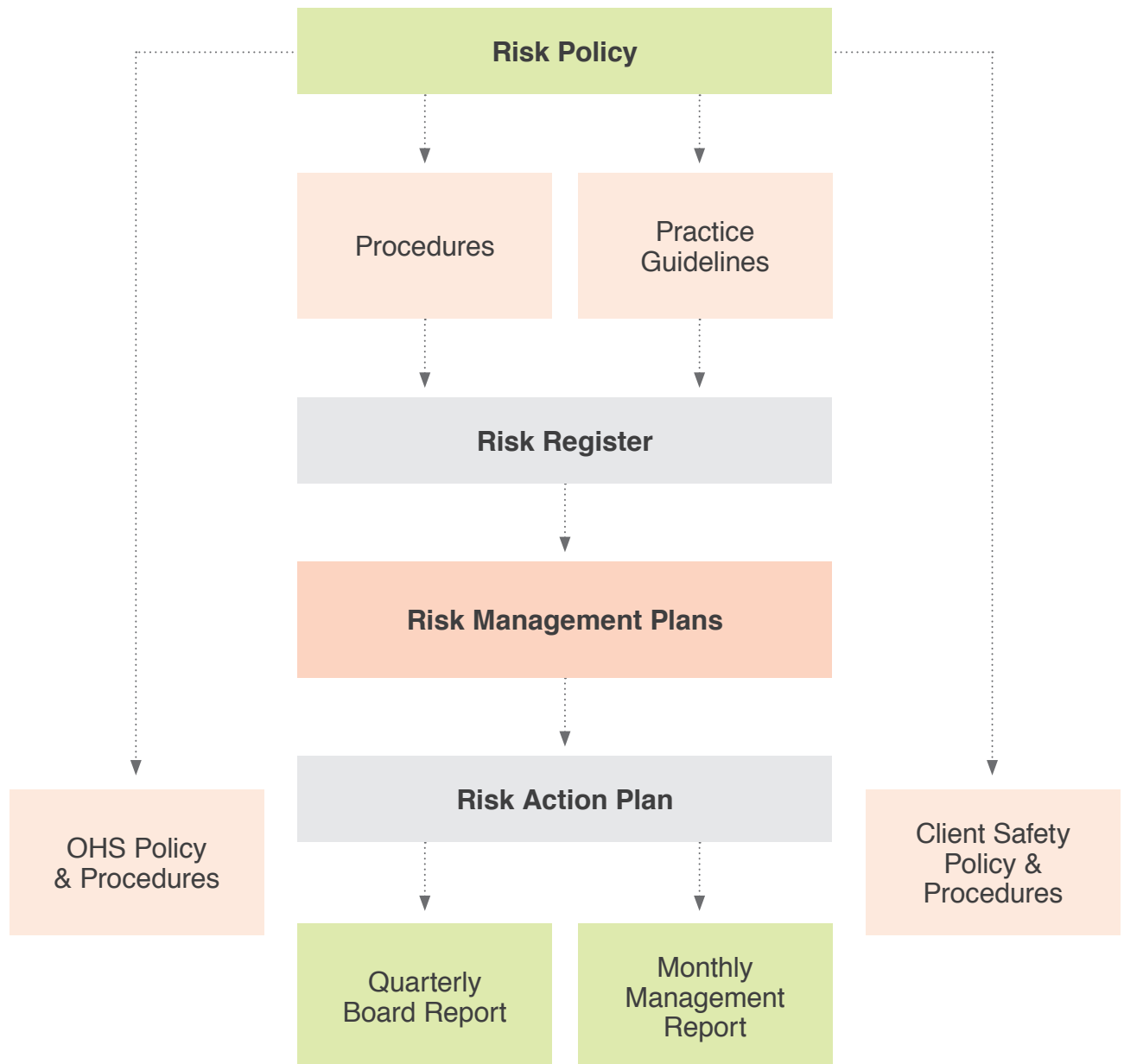
Last year, our risk register listed a total of 22 identified risks. This year, as part of a risk review process involving assistance from National Australia Bank and GE, we moved to describing risks to a higher, strategic level, integrating a number under a broader category. This process resulted in a total of seven risks, all with a risk management plan outlining current controls and follow up actions. These actions are included in the risk action plan for monitoring and follow-up.

Quarterly reports are prepared for the board through a traffic light RAG (Red Amber Green) report to indicate how we are progressing with action completion dates.

We also commenced the introduction of an internal risk audit process to monitor and test risk management.



**Sacred Heart Mission
Risk Management Framework**



4.5 REGISTRATION AND LEGISLATION

Sacred Heart Mission's Australian Business Number (ABN) 62 843 874 179

Sacred Heart Mission's endorsement as a deductible gift recipient under Subdivision 30-BA of the Income Tax Assessment Act 1997 is provided as detailed below:

Name	SACRED HEART MISSION ST KILDA INC
Australian Business Number	62 843 874 179
Endorsement date of effect	1 July 2000
Provision for gift deductibility	Item 1 of the table in section 30-15 of the Income Tax Assessment Act 1997
Item(s) in Subdivision 30-B of the Income Tax Assessment Act 1997	4.1.1 public benevolent institution
Sacred Heart Mission's registration number for VIC Consumer Affairs	8178.1
Sacred Heart Mission's Annual General Meeting	Held on Tuesday, 29 October 2013

4.6 DIVERSITY

Sacred Heart Mission welcomes and accepts people as they are and offers services to those most in need. We actively encourage the participation of people from groups who are traditionally disadvantaged.

Reconciliation Action Plan

In 2013 Sacred Heart Mission formed a project group to work on a Reconciliation Action Plan (RAP) acknowledging the need for the organisation to build stronger relationships and trust with Aboriginal and Torres Strait Islanders.

Data gathered by our client service areas show that up to 10 per cent of people accessing our services identify as Aboriginal or Torres Strait Islander. The organisation is committed to cultural responsiveness and recognised that to be as welcoming as possible, we needed to take practical actions. To echo the ethos of the RAP, we need to turn our good intentions into real actions.

As part of the RAP program, we have developed a business plan that documents what we will do within our business or sphere of influence to contribute to reconciliation in Australia. This was signed by our CEO Cathy Humphrey and endorsed by Reconciliation Australia in December 2013. The implementation of this plan has begun and will continue until December 2014 when our work will be reviewed.

4.7 ENVIRONMENTAL SUSTAINABILITY

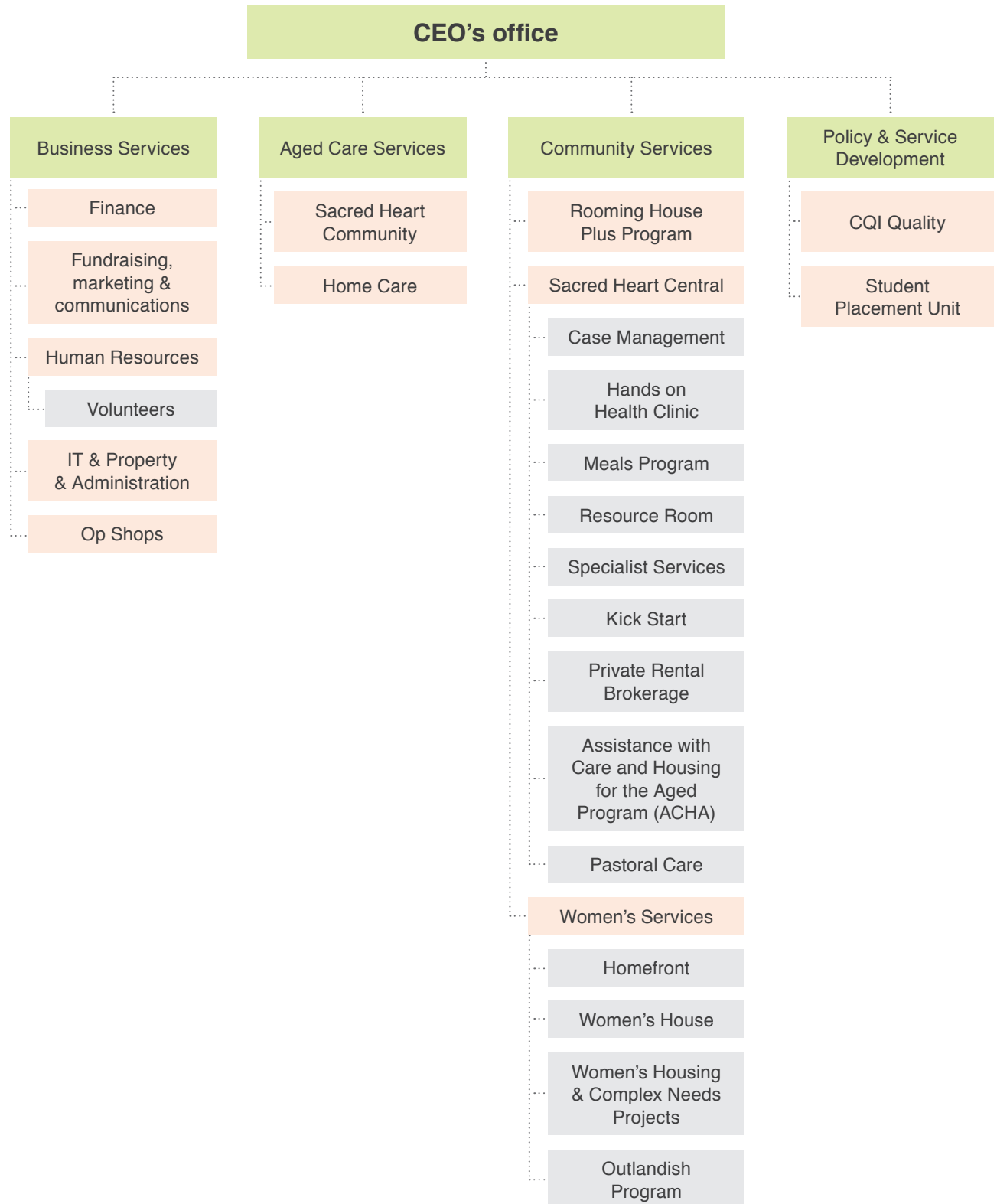
Sacred Heart Mission made a commitment in the 2011-2014 strategic plan to minimise the organisation's impact on the environment. This led to the formation of the 'Green Team' which is comprised of staff members from across the organisation, including a member of the executive team.

A workplan, based on the results of an emissions audit, guides the Green Team's initiatives to embed a culture of environmental sustainability within the organisation. Activities are aimed at energy, water and waste reduction, improving recycling and promoting sustainable forms of transport, such as our pool bikes.



Communications Coordinator Marika Fengler commutes to a meeting using one of the Mission's pool bikes available to staff

4.8 ORGANISATIONAL STRUCTURE



5 OUR ACHIEVEMENTS OVER THE PAST YEAR

5.1 OUR STRATEGIC PRIORITIES

This year marked the final year in the delivering of our three-year strategic plan set in 2011. The plan identified three key directions – social inclusion, advocacy, and sustainability and growth. These key directions were the agreed priorities for the organisation

and each of the directions were supported by a set of goals and related objectives.

Over the life of the plan 82% of the goals were met, with remaining goals transitioning to the new strategic plan.

Key Direction – Social Inclusion

Develop our expertise in supporting adults with complex needs and establish the organisation as a practice leader

Actions

We improved our expertise in delivering quality services through the introduction of an in-house training and practice development role.

Outcomes

Over the year we completed a training needs analysis across staff and volunteers. We developed and delivered some key practice based training such as Critical Incident Stress Management and Managing Client / Worker Boundaries.

Goal: Ensure our Aged Care operations meet the merging needs of the Sacred Heart Mission community

Actions

We continued to implement changes across our aged care operations in line with our Ageing in Place strategy. The most significant of these was the introduction of a new staffing model with 24 hour, seven day a week on-site nursing, an additional staff nurse educator, and a shift supervisor position into our residential facilities.

Outcomes

We have now experienced our first full year of these investments and the outcomes have been truly life changing and transformative for residents and staff.

Residents can now be supported at our aged care residential facilities with a full range of high care support and specialist palliative care services. In a practical sense, this means that as residents' care needs increase, and they are at their most vulnerable, we are able to continue to support them within their familiar environment, a place filled with people they trust and a place they call home.

The lifestyle and pastoral care team also help with funeral arrangements. At times we are the only known peoples in their lives. We are able to facilitate a life remembered and celebrated, at a funeral attended by people who cared.

As well as those residents requiring end of life care, there are also a larger number of residents who require longer-term high care support. Each month there was an average of 48 residents (59%) requiring high care, 17 (21%) of which previously would have had to been discharged to a high care facility prior to the changes that began in December 2012.



We have undertaken a project with Telstra, who is one of our significant commercial partners, to wire up both aged care facilities with complete wi-fi coverage.	This creates the foundation for greater use of technology to improve residents' living environment, clinical care and social inclusion opportunities through technology.
We have redesigned the communal areas in our aged care facilities to include new smaller more intimate dining and sitting room spaces.	This creates a more intimate home-like environment in our facilities which is important for our Ageing in Place strategy.
During three extreme heat waves over summer, we increased our level of support for vulnerable clients of our community based Homecare program by providing extra visits to people's homes on the weekends, moving vulnerable clients into the air conditioned comfort of our aged care facilities during the hottest days and providing them with lots of fluids and meals during the day.	We were able to ensure that our client's health and wellbeing was maintained during these extreme heat occurrences.
On two of these prolonged events, in partnership with the generous donation of Novotel Hotel Group, vulnerable clients were provided with an air-conditioned hotel room at no cost.	
We introduced a concept we call 'Holidays by the Seaside'. Here we offer people in the community who would benefit from a residential aged care place, the opportunity to trial a stay through a "holiday by the seaside" in one of our facilities.	This reduces the barriers for people entering aged care by giving them a positive experience of a "holiday".
We reviewed the way in which we deliver our community based Homecare program to ensure it is well aligned to the needs of our clients and is integrated into the Sacred Heart Mission service model.	The Homecare program continues to play a critical role in the delivery of relevant, high quality aged care services and we have a vision for growth in this area based on community need.

Goal: Improve access to housing for people using Sacred Heart Mission services

Actions	Outcomes
<p>In February 2014 the Orcadia Foundation established for Sacred Heart Mission an annual grant for Rental Brokerage. This enhances our capacity to assist men, women, couples and families to maintain or enter private rental housing.</p> <p>This grant is in recognition of Melbourne's chronic shortage of public and community housing, along with the high price of private rents, which puts even greater numbers of people at risk of eviction and homelessness.</p>	<p>The grant allows case managers to provide targeted assistance to people who are struggling financially to pay their rent and also helps people access private rental housing. The program is still in its early stages and we are excited to see how it might develop over the next 12 months.</p>

Goal: Implement a trauma informed approach to our service delivery

Actions	Outcomes
<p>In collaboration with three other agencies, Sacred Heart Mission commissioned the Australian Centre for Posttraumatic Mental Health (ACPMH) at the University of Melbourne to look at the relationship between the occurrence of traumatic events in people's lives and their state of homelessness. Based on their research, ACPMH has produced a framework for trauma-informed practice together with a worker guidebook.</p>	<p>We have taking the learnings from this research and incorporated them in our service model, which informs the way in which we provide our services into the future.</p> <p>These learnings have informed our 2014-2024 strategic plan.</p>

Goal: Improve connections to the community for the people we work with

Actions

This year we started to pilot a women's eco-volunteering program called Outlandish.

Outlandish is an innovative program designed to create pathways to training and employment for individuals who are socially isolated through volunteering.

Outcomes

Given the complex interrelationship between trauma, homelessness and mental health, Sacred Heart Mission understands that many of our clients will require significant support in order to develop the self-esteem and social skills that are required to effectively participate in training and employment.

Volunteering in nature or with animals is ideally suited for people who require a flexible and supportive pre-employment program whereby they can develop skills and social competence that will better equip them to succeed in education, training and employment in a safe and less confronting environment.

This year we enhanced the scope of our sports and recreation program and renamed it Kick Start. A focus on sport and recreation now sits alongside intensive support to assist people to develop healthier lives and independence.

Kick Start works with people to help them participate in sport and healthy activities alongside addressing their physical and mental health, their drug and alcohol use and supports them to build positive experiences of the community, from learning about healthy diets to learning how to swim.

People can access tailored support to address their needs, alongside support to access activities in the community so that they can participate when and where they want to, and as a result achieve independence from services.

Over the last two years, Sacred Heart Mission has reviewed the way in which we deliver services, how we impact on the lives of the people we work with and how we can deliver services within the social service landscape we are now operating in. This piece of work has resulted in us articulating clearly what our service model for the future will be. We have captured the heart of our organisation, the impact of our work, and defined how we need to develop in order to improve our service offer.

This work will inform our next strategic plan, how we develop and how we improve our ability to create great outcomes for the people we work with. We are very excited about the future and our ability to make a difference.

Key Direction
– Advocacy

Goal: Use the Journey to Social Inclusion Implementation and evaluation to improve services provided to people who are chronically homeless

Actions

In the lead up to the Federal election, Tony Abbott MP served meals in our dining during Homeless Persons Week.

We launched the researching findings of the third-year economic and social evaluation of the J2SI pilot.

Outcomes

We took this opportunity to brief him on our Journey to Social Inclusion pilot and put forward solutions for reducing long-term homelessness.

These findings have been used to shape our service model in our new strategic plan.

Goal: Improve the understanding of homelessness in the community

Actions

At Sacred Heart Mission we work hard to improve the understanding in our community of homelessness; its causes and how the community can be involved in addressing the issues of disadvantage.

Over the year we presented on homelessness and Sacred Heart Mission services to 26 corporate groups, 30 school/community groups, and gave countless individual tours of Sacred Heart Mission.

Outcomes

We are committed to improving our community's understanding of homelessness and how we can all contribute to resolving it by speaking about the issue at any opportunity. We believe this helps to create an inclusive, fair and compassionate community, which is central to the Sacred Heart Mission vision.

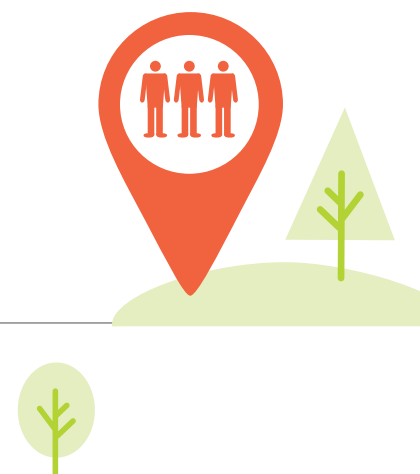
Key Direction
– Sustainability & Growth

Goal: Grow our Income

Actions	Outcomes
<p>This past year we extended our Chapel Street, Windsor op shop into the neighbouring premises, which has proven to be a resounding success. Our Hawthorn, East St Kilda and Elsternwick stores also recorded their best ever years, while Bentleigh, in its second year, continued to show greater improvement with each month; and the original St Kilda store, and our South Melbourne location, were bolstered by their Rock n Roll Op Shopping and Studio 54 soiree events respectively.</p>	<p>Thanks to the overwhelming support of the communities in which each of our op shops operate, this year we exceeded sales of \$4 million for the first time in our long history across our seven stores.</p> <p>Op shops deliver a profit to Sacred Heart Mission which funds approximately 30% of service delivery – the Meals Program, Women’s House, Hands on Health Clinic, Kick Start program and Sacred Heart Central all receive funding from our op shops to run their service.</p>
<p>We made a significant step towards improving our fundraising income through the development and introduction of a new fundraising strategy and the revitalisation of our brand.</p> <p>The brand refresh came about after some thinking about what Sacred Heart Mission stands for and how the organisation wants to represent itself. Thanks to the pro bono support of our creative agency, Canyon, the Mission now has a fresh and friendly new-look identity that clearly illustrates the essence of Sacred Heart Mission: an organisation that has an open door, and an open heart. We are here to provide practical help that makes our community a better place, one person at a time.</p>	<p>Our new fundraising strategy and brand will not only increase our ability to generate funds through fundraising activities, but also increase our community presence and an understanding of the work we do.</p>

Goal: Attract and retain a highly skilled workforce

Actions	Outcomes
<p>We focused on improving the performance of our team through strengthening our performance development and review process. Managers worked with staff to regularly review performance, identify training needs and establish work plans. This year our work plans were established in accordance with the deliverables of our strategic plan. This ensures that all staff understands the role they play in the delivery of identified key objectives in the coming year.</p> <p>The management group has recently undertaken training to assist in the development of a high performance culture. The objective of the training was to equip managers with a suite of skills to communicate and provide constructive feedback to staff to ensure optimum performance.</p>	<p>Our focus on retaining a highly skilled workforce through effective performance management has lead to reduced turnover and a clearer organisational focus on our strategy and client outcomes.</p>



Goal: Embed Pastoral Care in our services

Actions

In 2013 we began the Pastoral Care Project which aims to develop a model of pastoral care which reflects the vision, mission, values and service philosophy of Sacred Heart Mission across all our services.

In 2014, we have made some good progress in this strategic project. We conducted research on best practice approaches in the delivery of pastoral care and were able to define the role of pastoral care in service practice.

The project will continue into next year, to further shape the pastoral care model and to develop tools and resources as well as identify training needs to ensure it is embedded into our service practice.

Outcomes

Pastoral care continues to have an important role in the work of Sacred Heart Mission as part of a holistic and integrated service response to people experiencing homelessness, disadvantage and social exclusion.

Goal: Minimise our impact on the environment

Actions

Based on an emissions audit, the Green Team developed a work plan to embed a culture of environmental sustainability within the organisation.

Thanks to a generous donation from Classic Bicycle Shop, we introduced pool bicycles for staff to use. We also participated in Ride to Work Day to raise awareness of the benefits of bike riding by encouraging staff to cycle to work.

We began to measure energy use across various sites and have set energy reduction targets across the organisation.

Building maintenance schedules now incorporate sustainability improvements, such as replacing light bulbs with LEDs.

There were regular updates in the staff and volunteer newsletters to educate staff about ways to minimise their impact on the environment and inform them about the resources available to them such as battery, mobile phone and print cartridge recycling.

Sacred Heart Mission was The New Joneses project charity partner.

Outcomes

The Green Team work plan has been incorporated into the 2014-2024 strategic plan.

Staff members are able to minimise their impact on the environment with access to alternative transport.

Some staff members cycled to work for the very first time on Ride to Work Day and have continued commuting by bicycle.

Processes are in place to educate staff and volunteers around reducing their energy use. We can track and measure their progress against the targets.

Ongoing improvements are being made to maximise the environmental sustainability of our infrastructure.

An increasing number of staff and volunteers make use of resources available to work and live more sustainably and are aware of the benefits of doing so.

Through this partnership we promoted awareness around the life-cycle of goods, and encouraged people to reuse and recycle goods by shopping at, and donating to, our op shops.



6 MOVING FORWARD

We know the future is challenging, but we will rise to the challenge and be proactive, revolutionary and evolutionary, in order to support people to make lasting changes in their lives.

6.1 OUR STRATEGIC PRIORITIES FOR THE NEXT 10 YEARS

To achieve sustainable and lasting changes in people's lives we need to be progressive, brave and ambitious in setting our future directions. A longer planning cycle is required to do this, and that is why we are moving from a three to a ten year strategic plan.

As part of this process, we have recreated our vision and mission statements, and our organisational values. These statements are the basis for continuing our journey of development and growth, so that current and future clients, carers and families have service choices and access to an integrated range of services that will assist them to achieve their personal aspirations and undertake their life's journey.

Looking ten years ahead, as result of our collective effort and organisational focus, our impact will be measured and reported, we will know what happens to clients, carers and families as a result of our services and the difference we make. We will be accountable for our social value and measure our social return on investment.



OUR 10 YEAR STRATEGY

**IT ALL STARTS AT THE
TABLE AT SACRED HEART MISSION.
A SIMPLE MEAL IS THE FIRST
STEP IN IMPROVING PEOPLE'S LIVES,
AND EVERYONE IS WELCOME
AT OUR TABLE.**

The dining hall is at our heart, with a whole range of other services wrapped around it that give people the support and opportunities to live stable and fulfilling lives. Whether it's women's services or aged care, crisis and long-term, supported accommodation, or counselling and health services, support is tailored to each person with respect and compassion.

For over 30 years we have been driven to assist the most disadvantaged Victorians to rebuild their lives. The deep pool of generosity from the wider community ensures we can continue to develop and innovate into the future, offering greater choices and access to integrated services so that everyone can successfully embark upon their own life journeys.





DEVELOP THE SYSTEMS, EXTRACT THE STORY

WE WILL HAVE ROBUST ORGANISATIONAL AND OPERATIONAL SYSTEMS AND ASSOCIATED TECHNOLOGIES WHICH PROVIDE TIMELY, ACCURATE AND RELEVANT DATA, INFORMATION AND KNOWLEDGE



ACTIVELY ENGAGE, WELCOME EVERYONE TO OUR TABLE

WE WILL ENSURE CLIENTS, CARERS AND FAMILIES HAVE ACCESS TO AN INTEGRATED RANGE OF RESPONSIVE, HIGH QUALITY SERVICES THAT ADDRESS THEIR PHYSICAL, PSYCHOSOCIAL, SPIRITUAL AND EMOTIONAL NEEDS.



STRENGTHEN OUR FUTURE, DEVELOP OUR SERVICES

WE WILL GROW EXISTING SERVICES AND DEVELOP NEW RESPONSES, TO ENSURE CURRENT AND FUTURE CLIENTS, CARERS AND FAMILIES HAVE ACCESS TO SERVICES THAT MEET THEIR NEEDS.



SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

WE WILL BE A VIABLE AND SUSTAINABLE ORGANISATION.



IMPROVE OUR PLACES, GROW OUR SPACES

WE WILL ENSURE STAFF AND VOLUNTEERS OPERATE FROM FIT FOR PURPOSE FACILITIES THAT ADOPT GREEN BUILDING DESIGN AND PRACTICES.



SHARE OUR STORY, INSPIRE SUPPORT

WE WILL PORTRAY OUR VISION, MISSION AND VALUES, REPRESENTING WHO WE ARE, WHAT WE DO AND WHAT WE ACHIEVE.



ENGAGE COMMUNITY, BUILD COLLABORATION

WE WILL FOSTER RELATIONSHIPS THAT PROVIDE MEASURABLE VALUE, MUTUAL BENEFIT, AND ASSIST OUR WORK.



DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

WE WILL INVEST IN THE SKILLS AND CAPABILITIES OF OUR PEOPLE.



BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

WE USE RESEARCH AND EVIDENCE-INFORMED PRACTICE TO INFORM AND STRENGTHEN OUR SERVICE MODEL.

MEASURES OF SUCCESS
OUR IMPACT IS MEASURED AND REPORTED, WE KNOW WHAT HAPPENS TO CLIENTS, CARERS AND FAMILIES AS A RESULT OF OUR SERVICES AND THE DIFFERENCE WE MAKE. WE ARE ACCOUNTABLE FOR OUR SOCIAL VALUE AND TO MEASURE OUR SOCIAL RETURN ON INVESTMENT.

7 OUR PROGRAMS

7.1 MEALS PROGRAM



The Meals Program operates out of our St Kilda dining hall and is often referred to as being the “heart” of Sacred Heart Mission. Every day of the year, a high-quality, nutritious breakfast and three-course lunch are offered free to anyone who seeks a meal.

The kitchen is run each day by a dedicated team of four paid kitchen staff, with help from around 20 volunteers - individuals, community groups, school students, teachers and people from the corporate sector.

With limited funds, our work is supplemented by generous food donations from farmers, catering companies, local bakeries, cafes and restaurants, and food rescue agencies. Over many years, the Mission has developed strong relationships with many food donors and we rely on a steady supply of stock.

Chef traineeship program

For the third year, we've been able to deliver fully accredited training in hospitality to Mission clients. This opportunity was made possible through the generous support of The Prescott Foundation, donors with a particular interest in assisting disadvantaged people to access vocational training. In recognition that a paid job is a pathway out of disadvantage, the traineeship offers vocational tuition and specialised

support to assist clients in gaining qualifications (Hospitality Certificates II and III, Kitchen Operations). Some of our trainees have had sporadic education and may not have held a job in many years, so the transition to study and work can present a range of challenges.

Our qualified chefs are supportive instructors and mentors and the collegial atmosphere of our Meals Program has greatly helped our client trainees to feel at ease. With some supplementary tuition from Practical Training Pathways, a registered training provider, each trainee has been instructed in safe food handling and received practical hands on chef experience in our kitchen. Our kitchen is large and well appointed and because thousands of meals are prepared there every month, the trainees work in an ideal venue with a great diversity of ingredients and techniques. Outcomes for those clients who have completed the training include paid employment in commercial kitchens and further training to qualify as a chef.

7.2 RESOURCE ROOM

The Resource Room is adjacent to the dining hall and it is often the first place people come when seeking support in a crisis. It's a private space with a duty worker where clients can ask for specific advice and support. This year almost 3,500 individuals sought information and referral to medical, housing, financial and specialist support services. Resource Room staff members also help people navigate administrative and bureaucratic challenges often found in the social welfare system, assisting with the completion of applications, appealing decisions and helping to connect people with other services.

One of the key functions of the Resource Room is to link clients into the range of Mission support services such as case management, the Hands on Health Clinic, aged care, Women's Services and accommodation.

Many visitors to the Resource Room make use of the showers, toilets and laundry facilities available onsite. There is also access to a doctor and community health nurse on site through a partnership with Inner South Community Health.

The resource room recorded almost



300 VISITS

on average each month

There were **50** 
VISITS TO THE GP & NURSE CLINIC
on average each month

7.3 CASE MANAGEMENT

There were a total of

472
CASE
MANAGEMENT



Whether they're working in the Resource Room or in the dining hall, support workers regularly refer people who need more intensive, one-to-one support to the case management team. This team is funded to work with 36 clients at any given time, for a period of up to three months, providing assistance with housing, mental health, legal, medical, social and life skills. The team's aim is to build people's independence and link them into ongoing and effective support.

With private rental housing being expensive and in short supply it is almost impossible for some of our more vulnerable clients to access decent quality and safe accommodation. The invaluable support of St Mary's Parish in East St Kilda has allowed us to support people, through our case management program, to gain access to two local apartments. Each apartment is affordable, fully self contained, furnished and secure and has allowed people, who would otherwise not be able to find accommodation, to create a home in the wider community. Through the stability offered, the tenants have been able to pursue part-time work, counselling and a range of other supports to help them resolve their homelessness. Sacred Heart Mission workers continue to support the tenants to help them build independent living skills.

THE 5 TOP 5 ISSUES

for people being case managed were: financial difficulties, housing affordability stress, housing crisis, inadequate or inappropriate dwelling conditions, and previous accommodation ended.

17%
OF PEOPLE

being case managed were from culturally and linguistically diverse backgrounds, including **Cambodia, Czech Republic, Greece, India, Italy, Korea, Myanmar, Philippines, Romania, Samoa, Serbia, Somalia, Vietnam.**



7.4 SPECIALIST SERVICES

Specialist Services is an eight-year-long partnership established to respond to clients with complex issues such as mental illness and alcohol and drug issues. Sacred Heart Mission, Alfred Community Psychiatry (HOPS) & Windana: Drug & Alcohol Recovery (Street Project) work together to provide a comprehensive and integrated response.

The Mission's Specialist Services practitioner is funded by the Department of Health to provide intensive case management and support to a minimum of six clients each year. Due to the complex nature of the people we work with, there is a high demand for such specialised care.

The expertise of our Specialist Services practitioner is extended to other Mission case managers and support workers by providing secondary consultation and skills development.

791 
**DIRECT HOURS
OF SUPPORT**

were given to 20 people with complex issues, generally mental illness and Alcohol and Drug issues.

**WOMEN'S
SERVICES
CLIENTS** 

were offered group work to address their anxiety and depression.

During the year, the Department of Health recommissioned services funded as Psychiatric Disability and Rehabilitation Support Services (PDRSS). The Specialist Services Coordinator position is one such service. The Mission partnered with Uniting Care Prahlan Mission in a tender bid for services in the Bayside catchment area. Although the bid was successful, and the Mission has retained a mental health position, recommissioning has resulted in a changed mental health sector, the impacts of which on our clients are still unfolding.

7.5 KICK START: WELLBEING AND ACTIVITIES PROGRAM

This year we enhanced the scope of our sports and recreation program and renamed it Kick Start. A focus on intensive support to assist people to develop healthier lives and independence has been introduced, while maintaining sporting activities like football, cricket, swimming and tennis. The program aims to support people to build on their strengths and gain the confidence and/or fitness to pursue sport and recreation independently in the wider community. For some, multiple mental and physical health or age-related issues create barriers to participating in sports and recreation activities.

The program works with people to help them participate in sport and healthy activities as well as addressing their physical and mental health, their drug and alcohol use and supports them to build positive experiences of the community, from learning about healthy diets to learning how to swim.

People are assisted to access activities in the community so they can participate when and where they want to, and as a result achieve independence from services.

Volunteers remain a vital part of supporting sporting and fitness activities and are a strong link to our wider community.

A total of 
436
**PEOPLE
PARTICIPATED**
in wellbeing activities
throughout the year.

We enhanced the scope of our sports and recreation program and renamed it Kick Start.

7.6 HANDS ON HEALTH CLINIC

4,685

INDIVIDUAL THERAPY SESSIONS

were provided by a broad range of volunteer therapists and a dedicated team of volunteer receptionists.

We upgraded our massage therapy capability with the addition of a new massage chair. We can now provide services to people with ambulatory difficulties.

The Hands on Health Clinic is located on the corner of Robe and Grey streets. Open weekdays, it offers a wide range of complementary therapies in a warm and welcoming atmosphere, making it one of our most popular services. The clinic is a model of community development

and collaboration, with fully qualified volunteer professionals and students, under full supervision, providing therapies as diverse as chiropractic, optometry, massage, podiatry, naturopathy, counselling, and hairdressing.

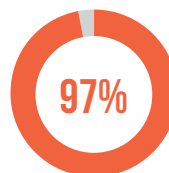
As we receive no government or other funding, we ask for a client

contribution of \$2 for most therapies, and because there is such a high demand on services there are criteria to help us prioritise appointments. With only two part-time paid staff members, who are dedicated to managing daily functioning, the clinic is fortunate to have the support of a reliable and welcoming team of volunteer receptionists.

With our primary goal of providing a respectful, welcoming and highly effective range of services we were delighted with the results of our client survey, which indicated that



**OF RECIPIENTS
FELT RESPECTED
AND WELCOMED**



**OF RECIPIENTS
WERE SATISFIED
WITH OUR SERVICES**

Information and knowledge is an important preventative health and well-being strategy. Over the year our volunteer naturopaths provided several well-attended talks about "healthy eating on a budget".

LEONIE



Leonie didn't realise how debilitating tendonitis could be. "I was on morphine and even that didn't stop the pain," she says. The condition affects both hands. She can get a lightning strike of pain from simple movements like reaching for a door handle. For about six years, Leonie has been coming to our health clinic two or three times a week for treatment like chiropractic, massage, Feldenkrais and reiki. That keeps the pain at bay.

"This clinic has been a godsend really. It's freed me of the pain. I haven't got acute pain anymore," she says.

The tendonitis developed while she was doing a part-time warehouse job in the 90's. Her mother was ill with leukaemia, so she left a well-paid management role at a hospitality venue interstate, put all her stuff in storage and took the first job she could get back in Melbourne. But after a few months, the tendonitis struck and for seven months she was unable to work. Although Leonie wasn't paid during this time, she couldn't claim a benefit as she still technically had a job.

Things went downhill fairly rapidly. She had a falling out with her mother so couldn't get help from family. Living off savings, she had about 20 addresses in two years, including temporary crisis accommodation, and sometimes slept rough. She had a car but no money for petrol.

"I had doctor's appointments but I didn't even have bus fare to get to them. It was difficult. The bulk of the money I had from my savings was going on storage - \$200 a month.

My day was broken up into two hour lots. An hour to get to a place to eat. I didn't know about all these services here (at Sacred Heart Mission) at the time. It was just exhausting. Commitments with Workcover, seeing my physio which they (the employer) were paying for. They were trying to make me resign from the job, but my solicitor advised me not to."

Having worked in a range of professional roles, it was a huge change for Leonie. "I was more of a yuppie before, like, always blazers and nails and stuff," she says.

Eventually, Leonie was supported through our women's crisis accommodation service, and was able to go into public housing. She dreams of working again one day, perhaps doing something with her warm, deep voice. In the meantime, she's a regular at the clinic.

"They look after me. There's a lot of love in this place and there's a lot of characters who are full on and want to talk to you. There's a lot of lovely people who come through the door. A mixed bag of people, which is great."

*Leonie asked that we use only her first name.

7.7 ASSISTANCE WITH CARE AND HOUSING FOR THE AGED PROGRAM

The Mission's ACHA worker supported 54 people who were homeless or at risk of becoming so. All were assisted to maintain or to obtain housing. The majority of people were aged between 50 and 64 years.

For more than ten years, our Assistance with Care and Housing for the Aged program (ACHA) has provided targeted advocacy and support to older women and men who come to our dining hall for meals. At the Mission we witness first-hand how living homeless often prematurely ages people. For this reason ACHA works with people aged 50 and over whose needs often can't be met by mainstream services as they are below the age qualification for entry.

ACHA clients often present with a range of challenges including physical ill health, cognitive impairment, mental illness, and acquired brain injury. Additionally, years of isolation and sleeping rough can make it difficult for older clients to trust workers.

Critical to ACHA's success is an ability to engage with people, build trust and gradually, sometimes painstakingly, support them by linking them into services they require, be they medical or housing related. Sometimes clients need hostel accommodation. Others are assisted to live independently in the community, in rooming houses or in their own flat.

It is understood that the Home and Community Care Division of the Department of Health, which has funded ACHA since 1993, is exploring alternative models of providing support and funding programs. It is hoped the specialist needs of older people who have experienced chronic disadvantage and homelessness are factored into the government's initiatives.

7.8 PRIVATE RENTAL BROKERAGE

The generosity of the Orcadia Foundation has greatly enhanced our capacity to assist men, women, couples and families to maintain or enter private rental housing. A fund established by the Foundation in February 2014 enables case managers to provide targeted assistance to people who are struggling financially to pay their rent and also to help people to access private rental housing. This is in recognition of Melbourne's chronic shortage of public and community housing, and the high price of private rents, which are putting increasing numbers of people at risk of eviction and homelessness. The program is still in its early stages and we are excited to see how it might develop over the next 12 months.

7.9 WOMEN'S HOUSE

A highlight of the Women's House this year was a client-initiated and led knitting group. It has been great to see the space used in such a productive way, with women supporting each other to learn new skills.

The Women's House is an open access service, providing a safe and welcoming space for women seeking support for a range of issues. A healthy cooked lunch is available each day, along with access to showers, laundry facilities, and a private sleep room. Health and wellbeing activities occur on a regular basis, such as the art therapy program "Creative Connections" which is supported by the City of Port Phillip.



20% OF WOMEN BEING CASE MANAGED AT THE WOMEN'S HOUSE

are from culturally and linguistically diverse backgrounds, including Bosnia, Bulgaria, Egypt, Germany, Iran, Italy, Korea, Malaysia, Moldova, Netherlands, Samoa, Somalia, Sudan, Tanzania and Thailand.

The number of Aboriginal and Torres Strait Islander women accessing the Women's House increased.



89 WOMEN

were provided with case management at the Women's House; and more than 70 were provided with support to resolve an immediate crisis situation.

10 women were provided with intensive case management through our Women, Housing and Complex Needs Program (WHCN).

The Women's House operates as an engagement hub, where staff members work to assertively engage with vulnerable women who are experiencing a crisis situation or social isolation, to identify their needs and link them to the appropriate supports. This may include a referral for case management which is aimed at improving safety, preventing or resolving homelessness and addressing health and other support needs.

The Women's Housing and Complex Needs Project provided intensive case management support for ten women during the year. The capacity to work with women for up to one year enables a relationship of trust to be established, and women to be supported to address complex and challenging issues. Bonita (not her real name) provided the following feedback about her case manager "she worked around my struggles with respect, honesty and compassion at all times".

LIZ PERDOMO



Liz Perdomo says that it's a very rare occasion that she goes for a walk along Fitzroy Street without seeing someone she knows and stopping to say hello. That's because one of her main roles as a community nurse as part of the RNDs Homeless Persons' Program (HPP), is to get out and about and talk to people.

For 10 years Liz has been looking after the healthcare needs of people who are homeless in St Kilda and surrounding areas, people who typically wouldn't access mainstream health services.

She says many of her clients have stopped using general health services. "Our clients are very complex and have many issues. It's really hard for them to access mainstream services. There are so many issues - they may find it hard to keep appointments, to follow what the doctor says, to go for medical investigations." Moving from place to place in search of affordable accommodation makes it difficult for people to build a therapeutic relationship with location based health services.

Liz and her colleagues remove some of these barriers by going to where the people are. Our women's crisis accommodation facility Homefront, the Women's House and the Rooming House Plus Program regularly call on the HPP team when a client or resident requires medical assistance.

"The medical issue can be anything, from common problems such as high blood pressure, wound care, diabetes, through to sexual health needs, mental health and drug and alcohol issues, or injuries from domestic violence which is a huge problem," Liz says.

However Liz says the job is really about engagement. There was a woman who, from the first time Liz met her, took two and a half years to trust and feel comfortable enough with Liz to allow the nurse to take her to outpatient appointments for an enduring medical issue. "This woman had such horrible experiences with general health in the past."

That's why Liz will often pop into our Women's House just to say "hi" and speak to some of the women so they get to know her face. "HPP has a good name and word of mouth."

Liz says that having a team and collaborative approach is vital to providing the best healthcare for people experiencing homelessness. She acts as an advocate for her clients by going along with them to appointments to ensure they get there on time, assisting with the paperwork and interpreting what the doctor or specialist says. However she also refers clients onto other services they may need, whether it's health-related or part of wider issues.

Sacred Heart Mission is fortunate to have had a long association with RDNS. Nurses Joan Kikos, Bill Brennan and John Curtis have provided holistic healthcare to our clients over many years, and improved their access to mainstream health services.

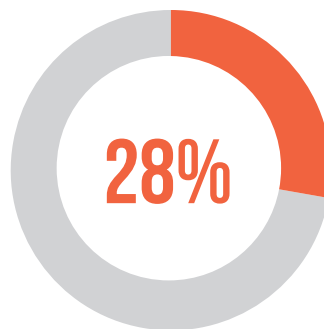
7.10 HOMEFRONT

Homefront is a statewide crisis accommodation service for women over the age of 25, without accompanying children. Homefront provides a safe and supportive environment for women with a diverse range of needs; from women who are experiencing homelessness for the first time through to women who have experienced chronic, recurring homelessness due to complex challenges such as mental health issues and drug and alcohol dependence.

Housing is only one part of an intensive intervention that aims to link women with as many supports as required to help them maintain their housing and improve their safety, health and wellbeing. For women experiencing homelessness for the first time, a rapid response is essential to mitigate the impact of trauma caused by homelessness and to help women quickly regain confidence and return to meaningful social and economic participation.

HOMEFRONT ASSISTED MORE THAN 100 WOMEN IN CRISIS

to find safe accommodation. In many cases, these housing outcomes have led to the reunification of women with their children.



OF HOMEFRONT'S CLIENTS WERE FROM DIVERSE CULTURAL BACKGROUNDS

including Chile, China, Colombia, Eritrea, Ethiopia, Iran, Iraq, Papua New Guinea, Philippines, Poland, Russian Federation, Samoa, Sri Lanka, Sudan, Turkey and Vietnam.

Additionally, Homefront manages the tenancies of two properties owned by the Orcadia Foundation. These units are an invaluable resource as they can be used to accommodate women without an income. This is an area of increasing need. For example, women who leave a violent relationship while on a Spousal Visa are not entitled to any Centrelink benefits or Medicare, until they are able to gain a permanent visa of their own. Last year Homefront staff supported six women who were in this extremely vulnerable situation.



7.11 OUTLANDISH

When Good Shepherd Youth Family Services closed its St Kilda program, we were fortunate to inherit its women's eco-volunteering program, Outlandish. A bequest of \$50,000 from the Estate of the Late Denise Maree Lang to our Women's Services has allowed us to pilot the program this year.

This year saw the Outlandish program being piloted within Women's Services. Outlandish is an innovative eco-volunteering program designed to create pathways to training and employment for women who are socially isolated.

Given the complex interrelationship between trauma, homelessness and mental health, Sacred Heart Mission understands many of our clients will need significant support to overcome their mistrust of people and services and develop the self esteem and social skills required to effectively participate in training and employment.

Volunteering in nature-based activities offers a range of therapeutic benefits including a safe environment in which to develop interpersonal and work-ready skills. Importantly, Outlandish is not a case management program. Participants are treated as volunteers from the outset with a range of boundaries and expectations in place that role model what would be expected in a work environment. The emphasis is on making the transition from being a 'service user' to an active community volunteer. This empowers individuals to begin to see themselves in a new way.



Outlandish volunteers work on a research project on sea snails with a marine ranger at Jawbone Sanctuary.

7.12 ROOMING HOUSE PLUS PROGRAM

- Establishing and maintaining a safe home is the overarching goal of the Rooming House Plus Program.
- In the annual resident survey, 78% of residents stated “Queens Road is my home”; 84% reported that “support staff listen to me and I feel heard”.
- 6% of residents are of Aboriginal and Torres Strait Islander background.
- This year, drumming and song-writing classes were introduced into the Social Inclusion program.
- Residents are showcasing their visual and performing

arts talents at an exhibition, *Sit With Me*, at The Gallery, St Kilda Town Hall.

Since 2005, the Rooming House Plus Program (RHPP) has enabled people to break their cycle of homelessness by providing stable, long term accommodation and the support needed to maintain housing. RHPP is a Sacred Heart partnership with Community Housing Limited (CHL), a not-for-profit organisation which is owner and tenancy manager of the rooming house at 69 Queens Road, Melbourne. Sixty-seven people live in self-contained apartments with access to a communal dining room, arts studio, laundry facilities, gym and vegetable garden. Some residents are assisted with activities of daily living while others live more independently, with extra support always available.

The people who live at RHPP have a range of complex needs including mental health issues, substance use, and histories of long-term homelessness and trauma. Despite the challenges faced by the resident group, living in this community environment with Sacred Heart Mission support services has been beneficial for most residents.

Building a sense of community is central to RHPP and residents are strongly supported through the social inclusion program to be involved in activities in the broader community. Art therapy and a developing music therapy program are a major focus, together with recreation activities, and building community living skills. Attending local community activities is strongly encouraged.

Family members and carers are actively involved with the RHPP community. We support families and assist residents to maintain relationships and re-engage with family members.

ANTHONY RICHARDSON



After finishing his university study, Anthony Richardson, now aged in his late 40's, spent 25 years travelling the world with his work as an IT project manager. He says of these travelling years that he missed having a garden, especially as he had spent much of his pre-university time on his parents' orchard in country Victoria.

It was this yearning for a garden that inspired his 'Living Chair' – an artwork that will be displayed in an exhibition by residents of our rooming house called *Sit With Me*.

After “a mental burnout”, Anthony came to live at our Queens Road rooming house less than a year ago as part of his pathway to recovery. He says he didn't know he had a bone of creativity in his body, having never made art before, but he surprised himself! “Art saved my life.”

He joined the art therapy program, run by Social Inclusion Therapist GailMarie Hart, as an opportunity to meet other residents and was invited to participate in the *Sit With Me* exhibition.

Anthony created the Living Chair to “represent a chair as a living, breathing object” and to make people look at the basics of their garden with a new perspective. While also tending to the communal veggie garden in the rooming house courtyard, which he does for relaxation, Anthony has been cultivating fine lawn. This will be incorporated into the art piece when it is placed at the entrance of The Gallery, St Kilda Town Hall. Visitors will be invited to touch this grass, so people with vision impairment or other disabilities can experience the exhibition through senses other than sight.

Another of Anthony's pieces, the 'Passion' chair, is a nod to his love of motorbike riding and his former racing days at the Phillip Island track amongst others.

“When asked by the arts therapist to create something for the exhibition, I realized the potential I have to create something new that reflects who I am and my life experiences. My Passion Chair reflects my love of motorbikes. Once I'm on a bike, it is my opportunity to explore my soul and challenge myself. I enjoy the adrenaline rush and to be in control of one of the world's fastest machines.

“The bright red leather chair represents the blood that rushes through my veins from the excitement I get when I ride motorbikes. This chair is designed to grab your attention and give you insight into the risks I have taken throughout my life – some good and some dangerous.”

7.13 SACRED HEART COMMUNITY – AGED CARE HOSTELS

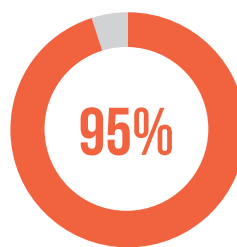
Sacred Heart Community provides a mix of low and high care service to 83 residents at the Mission's two aged care facilities in St Kilda. Residents have histories of homelessness and disadvantage, many with a range of complex needs, resulting from negative life experiences including exposure to trauma and social isolation. As a result, a different approach is necessary to that provided by mainstream aged care providers. It requires acceptance, flexibility and persistence to meet the residents' care needs. It's essential a relationship is fostered between the resident and the team of staff to ensure the resident is engaged and finds their place within the hostel community.

Adding to this approach, medical support is provided by nursing staff, general practitioner, and allied health services such as physiotherapy and podiatry. Residents are also referred to other services in the community including counselling and psychology. A well-planned lifestyle program aims to create opportunities for residents to feel connected to both the home 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 lives - a coffee at one of the local cafes, lunch down at the Mission dining hall, spending time on Acland Street or having a glass of wine in the evening.

There is a high occurrence of mental health issues, alcohol and drug abuse issues, social isolation, acquired brain injury, disabilities and long-term disadvantage. This means the behavioural and social care needs of the residents are high relative to that of other residential aged care facilities.



Eddie Hale has recently moved from our Queens Road Rooming House to our Sacred Heart Community aged care hostel.



**OF OUR
AGED CARE
RESIDENTS
HAVE A HISTORY
OF HOMELESSNESS**

The average age of residents is 71 years, with the youngest being 49 years old and the oldest being 93.

More than half have been living with us for more than three years.



**THREE-QUARTERS OF OUR
AGED CARE
RESIDENTS
ARE MEN**

7.14 HOME CARE

Given loneliness and social exclusion are significant issues faced by many people who are disadvantaged and ageing, the Home Care staff members adopt a relationship-based approach to their work, often going the extra mile. This was highlighted during the summer of 2014 heat waves experienced across Melbourne when vulnerable clients were relocated, some to air-conditioned hotel rooms that had been generously donated, at no cost - a truly life saving initiative.

Our Home Care program provides tailored support packages to 75 older people which helps them to continue to live independently in their local communities. Fourteen staff members work predominantly in the City of Port Phillip and Stonnington, providing care to people living in their own homes – often in public housing and rooming houses.

Each Home Care client has their own case manager to coordinate their support, and on average, a staff member visits each person three times a week. People choose the services they receive to best suit their situation and needs. Assistance with cleaning, meals (supplied to more than half the clients), shopping, personal care, transport to appointments, allied health and in-home nursing services are among the most popular.

Home Care's delivery is complex, as these services are provided to people who have experienced homelessness, are on low incomes with minimal financial resources, and are socially isolated. Many of the Home Care clients are referred from Sacred Heart Central (which incorporates our Meals Program, Resource Room, case management, ACHA program amongst others) and clients of Home Care also access Sacred Heart Community (our aged care hostels) for respite care as required. Sacred Heart Community is also a key referral destination when clients' support needs can no longer be met in the community.

7.15 PASTORAL CARE

Pastoral care is and has always been at the heart of the Sacred Heart Mission response to those who come to access services:

"For I was hungry and you gave me food; I was thirsty and you gave me a 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: 35-36

Pastoral care is a person-centred, holistic approach to care that complements the care offered by other helping disciplines while paying particular attention to spiritual care. The focus of pastoral care is upon the healing, guiding, supporting, reconciling, nurturing, liberating, and empowering of people in whatever situation they find themselves (thanks to Bruce Rumbold from La Trobe University for this definition of pastoral care).

In addition to the pastoral care provided by all Sacred Heart Mission client-service staff, a designated Pastoral Care Worker works across all our client services offering the dimension of pastoral care to clients in a more focused way. Pastoral care support may be of great benefit to those clients who are dealing with pain, loss, loneliness and anxiety, along with those celebrating their joys and victories.

Pastoral care works inclusively with all people regardless of religious affiliation and liaises with other workers or services relevant to the client's needs.

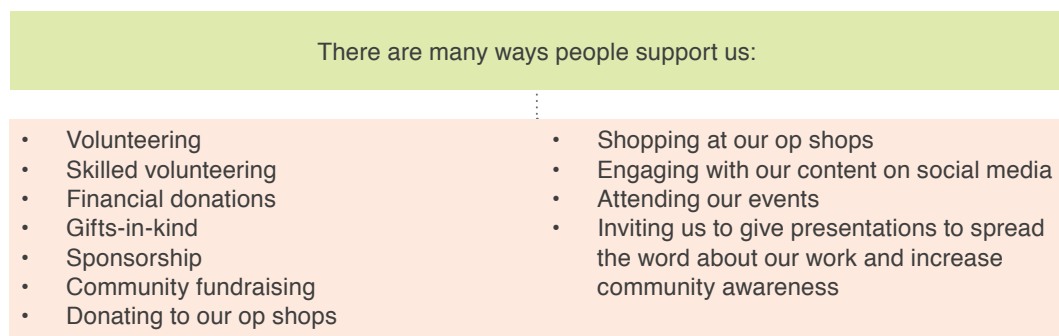
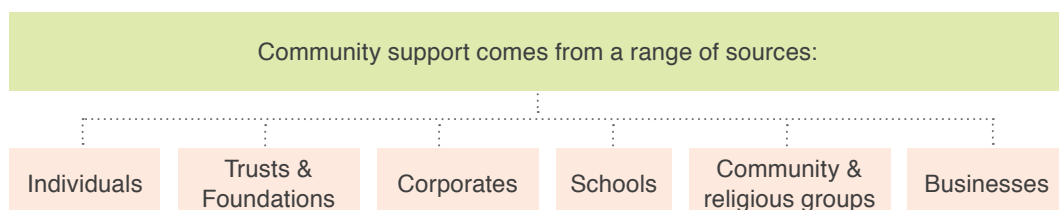


8 OUR SUPPORTERS AND COMMUNITY ENGAGEMENT

- We don't work alone; we are fortunate to have an enormous amount of community support and goodwill and strong community engagement.
- More than 40% of our funding comes from the community through our fundraising activities and op shop income.
- Volunteering and skilled volunteering supplement this income and allow us to deliver programs and activities that we otherwise could not hope to do.

It is thanks to a very deep pool of community generosity that enables us to do more with the money we receive by minimising our back-end costs. This generosity is illustrated through both cash and in-kind donations, volunteering, the community goodwill around our

op shops, and a willingness to provide support where it is most needed. Underpinning our income generating activities is the objective to educate our supporters about the issues that affect the people we work with.





Some of the ways we engaged with the community this year:

We gave 30 presentations to school and community groups to educate them about the issues around homelessness and the work we do.

We were delighted to be nominated as charity partner for the St Kilda Festival.

Music fans came together at our St Kilda op shop's Rock n Roll Op Shopping event, and a Studio 54 themed soiree at our South Melbourne store was organised as a thank-you to its dedicated volunteers and regular customers.

For Anti-Poverty Week we created a social media campaign 'What can't you live without' and encouraged people to share a photo or comment about what they can't live without.

People interested in volunteering were invited to our regular volunteer information sessions.

For the first year ever, we set up Christmas wrapping stalls at the South Melbourne market.

We used the learnings from our Homelessness and Trauma Research Initiative and latest Journey to Social Inclusion evaluation to advocate on behalf of the people we work with through social and traditional media.

We welcomed the assistance of the corporate sector with a number of projects, such as Telstra's installation of complete wi-fi coverage in both our aged care hostels, and the completion of business continuity plans and internal audit processes with National Australia Bank.

As charity partner to The New Joneses - a project promoting sustainable living - we furnished an apartment that had been craned into Federation Square for a week with kitchen wares from our op shops. Adjunct to the event, we were lucky to have Channel 7's Sunrise weather woman Edwina Bartholomew spruik the benefits of op shopping in a televised visit to our South Melbourne store.

Sports fans came together for our Dine with Champions intimate fundraising dinner; foodies enjoyed fare prepared by some of Melbourne's most renowned chefs for our inaugural Dining with Heart fundraiser; and women (and men) supported women at our Light Up A Life cocktail party.

During National Volunteer Week we thanked our volunteers with an afternoon tea and ask them to share stories and photos about their volunteering experience on a mural.

Some of Melbourne's most renowned chefs, food lovers, and good friends of Sacred Heart Mission came together for our inaugural Dining with Heart fundraising dinner.

8.1 OUR FUNDRAISING ACTIVITIES

We reached unprecedented benchmarks in our annual Christmas and winter appeals, raising \$156,677 and \$224,237 respectively.

THIS YEAR A TOTAL OF
\$1,769,343

The Fundraising and Communications team has been through a period of change, working on the development and roll out of the new brand, and putting plans in place to support the Mission's future service delivery through the preparation of a new three-year fundraising strategy.

The revitalised brand came about after some thinking about what Sacred Heart Mission stands for and how the organisation wants to represent itself. Thanks to the pro bono support of our creative agency, Canyon, the Mission now has a fresh and friendly new-look identity that clearly illustrates the essence of Sacred Heart Mission; an organisation that has an open door, and an open heart. We are here to provide practical help that makes our community a better place, one person at a time.

With the new brand implemented, we turned our focus to developing the three-year fundraising strategy. The strategy adds new fundraising functions to the traditional activities that have proven successful for the Mission in the past. At the heart of this strategy is the understanding that community relationships are key to enabling our work. Below are our key fundraising activities.

THE MISSION POSSIBLE

Committee delivered the best ever Dine with the Champions fundraising result of \$80,564 for our Kick Start Program.

THE WOMEN FOR WOMEN

Committee raised \$97,765 for the Women's House through our annual Light up a Life Cocktail Party.

Appeals

We have two major appeals per year that leverage the peak giving periods around Christmas and tax. For the first time our Christmas appeal involved a fully integrated marketing campaign, reaching schools, businesses, local community members, volunteers and other stakeholders.

Monthly giving program

Our regular giving program allows donors to make regular monthly or quarterly contributions to Sacred Heart Mission.

Workplace giving program

A number of corporations and businesses allow employees to make pre-tax voluntary donations to Sacred Heart Mission via automatic payroll deductions. Some employers will match their employees' donations.

Trusts and foundations

Grants from trusts and foundations fund some of our community-impact and innovative initiatives.

THIS YEAR SAW THE
INTRODUCTION OF
A NEW EVENT
DINE WITH HEART

Thanks to the celebrity chefs who pulled together to deliver a very special evening and raised

\$33,796

FOR OUR MEALS PROGRAM

Philanthropic trusts and foundations donated a total of \$207,897 and we received \$594,425 in bequests.

Events

As well as generating much-needed funds, our events are great for engaging the community, increasing awareness of the Sacred Heart Mission brand, and providing a vehicle to recruit new donors.

Our stable of events include the *Light Up a Life* cocktail party which raises funds for our Women's House, the *Heart of St Kilda Concert* supports our Meals Program, and *Dining with Champions* generates income for Kick Start, our health and wellbeing program. This year we added *Dine with Heart*, also raising funds for our Meals Program.

These events are supported by dedicated event committees who use their contacts, skills and resources to assist our Fundraising and Communications team with the organising.

The last Heart of St Kilda Concert was held in May 2013. For a number of reasons the following concert has been pushed into August 2014 meaning that a concert wasn't held this financial year.

Community-led fundraising

We are fortunate to receive donations from people and groups who fundraise on our behalf. For example, people requesting donations to Sacred Heart in lieu of birthday gifts, school groups participating in fundraising activities, or through collection tins place in workplaces and retail outlets.

Bequests

Leaving a bequest is one of the most powerful ways to support our work and contribute to the organisation's financial sustainability. Some people who have supported us during their lives continue by leaving a bequest, while for others, a bequest is their only option to support us financially.

8.2 OUR OP SHOPS

- An extension of our Windsor op shop into the neighbouring premises has proven to be a resounding success. The store had a record month of more than \$100,000 in sales in May.
- Our Hawthorn, East St Kilda, Windsor and Elsternwick stores recorded their best ever years.
- Our St Kilda store held its second Rock n' Roll Op Shopping event.

For many, our seven op shops are the first introduction to the Sacred Heart Mission community. We aim to offer an exciting and welcoming shopping experience for each and every person who walks through our doors, through upholding the organisational values and providing a warm, fun atmosphere (much of which is afforded by our wonderful volunteers, without whose support and hard work we would not be able to operate whatsoever).

Thanks to the overwhelming support of the communities in which each store operates – who keep our stores afloat through quality donations and their custom – our op shops this year exceeded sales of \$4 million for the first time in our long history.

OUR OP SHOP SALES THIS YEAR EXCEEDED \$4,000,000

TRISH WILLIAMS



The sheer scale of operations at our Windsor op shop is staggering. It expanded to the premises next door in 2013, so it now occupies 84-88 Chapel St. Each day two trucks continuously deliver collections of donations from the community to the store, as well as doing countless deliveries to customers. There is a bank of more than 50 volunteers who support two or three staff throughout the week, and keeping track of it all is the Windsor op shop coordinator Trish Williams. Trish says that the store has continuously done better from year to year since she took on the job in 2008, thanks in large part to an ever-growing support base from within the community.

Leonard Joel Auction House, with whom Trish developed a relationship early in her tenure, has been a key part of that support. Trish initially went there to buy cheap furniture; things she could pick up for \$5 and sell for a bit more at the op shop. But soon Joel's also began donating goods and referring clients, and they continue to do so, as well as freely valuing items donated to the op shop, and sometimes even putting the odd piece to auction. In 2013, Joel's even assisted in conducting an auction night at the op shop, which raised more than \$16,400 for Sacred Heart Mission. Another is being held in October 2014, marking the shop's ten year anniversary.

Customers are a mixed lot. There are the local cafe owners who come in for the crockery; a lot of young people buy clothes, especially on weekends; there are those that come from all over Melbourne in search of a unique piece of furniture; and others on low incomes who just need the bare necessities. Trish says she loves working with such a diverse group of people and is happy to be in a place that welcomes anyone and everyone from the community.

"I've got people who come in here every single day. Some come in just for a chat," she says. "It's important to spend the time of day. It doesn't cost anything to say, 'Hello, how are you?' I want people to come here and feel comfortable and happy. It's a retail job with substance. I've learnt a lot about the Mission. There a lot of people who are in need out there, from all walks of life, and it's great to be able to do our bit to help; and judging by all the support I see on a daily basis, both from local residents and local businesses, it's comforting to see that the majority of the community feels the same."

8.3 OUR VOLUNTEERS

- The volunteers in our community visitor scheme create wonderful long term relationships through one-on-one visits with residents in our aged care hostels and other aged care facilities throughout the Port Phillip area. These relationships enhance the quality of life for both our residents and visitors, and show the benefits of community engagement.
- We are lucky to have a responsive volunteering community to reach out to for one-off activities such as tin rattling, gift wrapping, and assistance with special events.

Sacred Heart Mission is a well respected and loved by the community. Nowhere is this more apparent than in our volunteer team. Volunteers come from across Melbourne and beyond to offer their time and support to our various programs. Without this support, we could not provide some of our services. Our diverse volunteer workforce offers a rich array of expertise, skills and knowledge and its support is greatly appreciated. We truly value their input, feedback and contribution and thank them all for their ongoing, unwavering support.

Throughout the year we provide information and training for our volunteers, ensuring they feel confident in their roles and connected. Our fortnightly volunteer information continues to be well attended. All ongoing volunteers for our Meals Program and Women's House are required to undertake an online food safety course ensuring we deliver quality meals. Training covering professional boundaries, staying safe and manual handling is offered, ensuring volunteers feel supported.



By drawing on professional skills in the community through skilled volunteering, we are able to do more with less.

Farmer Les Bagley and a group of dedicated volunteers continue to support our Meals Program by providing fresh produce which contributes to our ability to offer nutritious meals.

ANNIE AITKEN



Annie Aitken has been a volunteer for about seven years. While her hands on work has made an invaluable contribution, her ability to harness and coordinate the energies of others has perhaps been even more astounding.

For about six years, she has worked in our Meals Program at the dining hall in Grey Street. She has coordinated a roster of about 20 teachers and parents from Xavier College in Kew, to do shifts in the meals program on Sundays.

At the start of 2014, Annie delegated her Grey Street duties to another able volunteer, and instituted an additional Xavier parents' roster, at our Women's House in Robe St. Every second Thursday Annie volunteers at the House, and she coordinates various other parents to take on the job on alternate Thursday. Meals are collected from the Grey St dining hall where they are prepared, and then served at the House. The volunteers may also whip up a cake or something extra for the women to enjoy.

Annie says it has been gratifying that a sense of recognition from the women has developed during her time at the House.

"There are usually 30 to 40 women there for lunch each day, so people get to know you. They always say thanks. They're very polite. But it's really good when they say "Hi Annie. It's nice to see your face again."

Like so many of our volunteers, Annie is driven by a need to give back to the community. Annie is keen to praise the efforts of her fellow volunteers, and says she has been especially impressed, watching the Women's House support workers in action.

"They're very intuitive about picking up on how the women are feeling. If someone's in crisis they come in and say "how can we support you?" They're amazing."

Volunteers assist in many of our client-service program areas but also provide support to our op shops, fundraising, finance, administration. We are fortunate to have a great number of skilled volunteers who assist with project-specific tasks, and programs such as Kick Start (health and wellbeing program), and our Hands on Health clinic.

A large array of corporate volunteers offer their time and expertise in strategy, program analysis and training. Their support comes in many forms and adds great depth to the strength of our programs, assisting us to achieve many of our key objectives.

We welcome the participation of young volunteers in many of our services. Volunteering provides many benefits and this program in particular allows Sacred Heart to maintain community links and relationships with schools while also building new community relationships in the hope of creating the potential for ongoing long-term support. Another aim of engaging young volunteers is to strengthen social awareness around the issues affecting people who are experiencing homelessness and disadvantage.

8.4 STUDENT PLACEMENTS

This year we hosted a series of block placements of RMIT Diploma of Nursing students within the aged care hostels.

A group of four RMIT social workers joined a variety of program areas for a 14 week placement across our community services programs.

Over the past two years we have developed a range of collaborative partnerships with universities and educational organisations which make student placements possible. These include established arrangements with: RMIT's schools of nursing, social work and chiropractics; local TAFE's; and other registered training organisations.

Program area staff, managers and the people who use our services generously support the students to learn valuable new skills. Students are a welcome addition to our work and staff members who work with them also receive benefits from supporting placements, as they stimulate new thinking and strengthen reflective practice. Supervisors reported the enjoyable aspects of supervising students to be: reflecting on the work through explaining to the student, creating learning experience, discussions about theories / perspectives and developing skills in supervision.

Some students remain with us after their placements to join us as staff which is a great benefit to both the students and the organisation.

'It's been an incredible placement and I've been extremely well supported'

'This is my third placement and there is nothing I could ask further. The staff, managers and clients were very receptive and supportive'

Volunteers - at a glance

A snapshot of our volunteers' contribution throughout the year

Meals Program	996 volunteers	36,158 hours
Op Shops	355	27,950
Hands on Health Clinic	157	9,300
Women's House	74	3,160
Community Visitors Scheme	22	600
Sport and Recreation Program	7	875
Main Reception	8	757
Aged Care Hostels	11	986
Market Garden	11	850
TOTAL	1,641	80,636



OUR VOLUNTEERS COLLECTIVELY
CONTRIBUTED
80,636
VOLUNTEERING
HOURS
 THROUGHOUT THE YEAR

8.5 OUR STAFF

We have a committed and competent team of skilled professionals dedicated to working above and beyond expectations. Every day throughout Sacred Heart Mission our front-line staff provide compassionate, professional care to the people that use our services. Our frontline staff are supported behind-the-scenes by a committed team of professionals in both administration and management.

Establishing a high performance culture

Managers work with staff to regularly review performance, identify training needs and establish work plans. Our work plans for the coming year will be established in accordance with the key deliverables of both our new strategic plan and our revised service model. This ensures that all staff understand the role they play in the delivery of identified key deliverables. Management have undertaken training to assist in the development of a high performance culture.

The objective of the training was to equip managers with a suite of skills to communicate and provide constructive feedback to staff to ensure optimum performance.

Industrial landscape

In July 2013 the second of our enterprise agreements was ratified by the Fair Work Commission. The Sacred Heart Mission Nurses Enterprise Agreement 2014 covers all of our nursing staff working in aged care. The organisation now has two current enterprise agreements that ensure a strong position in the organisation's industrial landscape until 2016.

Reward and recognition

Two staff forums were conducted during the year during which staff were recognised for their outstanding achievement and commitment to demonstrating both the organisational and staff values. As such, the following staff were awarded the Ernie Smith Award: Rose Marie

Brown, Louisa De Censo, Vince Corbett, Alex Frazer, Elizabeth Kelleher and Wouter Spijker and Margaret Thorpe.

YEAR OF SERVICE

Over the past 12 months, the following staff have been acknowledged for their service and contribution to Sacred Heart Mission:

10 YEARS:

Mary Bartlett, Kay Kennon, Eseta Leveni and Wade Piva.

5 YEARS:

Santiago Aznal, Rosemary Cornish, Megan Fagg, Ingrid Goff, Catherine Hill, Maree Hynes, Joan Kerr, Chris Middendorp, Bahirja Ramulic, Katherine Robson, Kathy Sin, Jeary Solomon, Robert Stanfield, Michelle Taylor and Yubin Wang.

KEN MCNAMARA



The connections between Ken McNamara and Sacred Heart Mission run deep. Ken's father, a local solicitor, knew Mission founder Father Ernie Smith. So when Ken married his wife Catharine about 25 years ago, the ceremony took place at our parish church. While studying his Social Work degree, he volunteered serving coffee in the dining hall and wrote a resource manual, making him one of many people who helped form the Mission in the 1980's.

In 2008, Ken joined the staff as a mental health worker, and in 2010 began his current role as Manager of the Rooming House Plus Program, which we run with our partner, Community Housing Limited Victoria.

He sees his key job as supporting staff to support the residents. He says the residents have seen a lot in their lives and are dealing with many challenges such as drug, alcohol and mental health issues.

"My biggest interest is helping create a sense of safety and a sense of home, that where they live is where they feel valued and respected, that's our key thing here. We had some results from our residents' survey that were very positive. They identified this as their home and feeling safe and secure and feeling heard by staff," he says.

"We work within a harm minimisation approach and have strict codes of behaviour about sexism, bullying, homophobia, so people are free to not feel intimidated."

Each resident has their own bathroom and kitchenette, providing a sense of autonomy. But they also have access to a range of services provided on site, such as a gym, a dining hall that serves three healthy meals a day, arts activities and 24 hour a day staff support.

Ken has instituted a range of additional crucial services, capitalising on links

forged during his career in the sector, with the Alfred Hospital Area Mental Health Service and Inner South Community Health Service.

"Sometimes just getting on top of mental health or drug and alcohol or general health concerns, once there are some supports in place, people are better able to look at options. It's very important for people to have options rather than have this as the only place they can be."

What's most gratifying for Ken is when he sees what people can achieve with a bit of support. A highlight for him was the accomplishment of one resident who played on the Australian soccer team at the World Homeless Games last year. She was feeling anxious in the lead up as she had never travelled by plane before and the event was in Poland. The flying was not her concern. It was the prospect of clearing security checks. So staff helped her overcome that, giving her a practice run going through security at a Melbourne court. "We want to further consolidate people's recovery, put clients at the centre of their care. We have a firm view people do the best they can with what they've got. We want people to optimise their potential."

Type of Employment	
Casual	63
Part Time	104
Full Time	71
TOTAL	238

Gender	
Female	158
Male	80
TOTAL	238

Years of Service		
0 - 1 years	21.43%	51
1 - 2 years	18.49%	44
2 - 3 years	17.23%	41
3 - 5 years	20.17%	48
5 - 10 years	17.65%	42
> 10 years	5.04%	12
TOTAL	100%	238

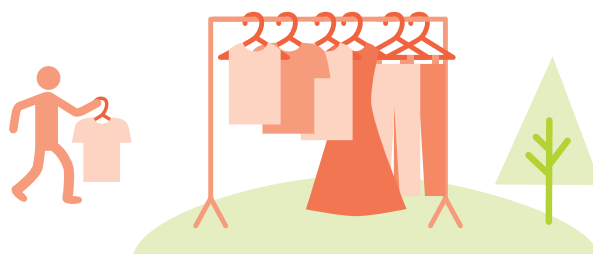
Age Group		
18 - 24	3.36%	8
25 - 34	26.05%	62
35 - 44	20.59%	49
45 - 59	37.82%	90
> 60	12.18%	29
TOTAL	100%	238

8.6 WE ARE MEMBERS OF...

- Australians for Affordable Housing
- Catholic Health Australia
- Catholic Social Services Australia
- Catholic Social Services Victoria
- Council to Homeless Persons
- Jobs Australia
- LASA
- National Association of Charitable Recycling Organisations Inc. (NACRO)
- Port Phillip Citizens for Reconciliation
- Reconciliation Victoria
- VECCI
- Victorian Council of Social Services (VCSS)

8.7 ACCREDITATION

We are a Quality Innovation Performance (QIP) accredited organisation.



8.8 OUR SPECIAL THANKS TO...

Organisation Name

16th St Actors Studio
2XU
3RRR
5Ways Food services
Acciona
AFL
Ajilon
Alcoa Fastening Systems
Alfred Psychiatry
Ali Limb
Altitude
Anderson Kelly
Anna Thomas
Anthony Freedman
ANZ
Aquinas College
Ardoch Youth Foundation
Art Series Hotel
Artist Photographer
Asahi
Asia Pac Consulting
Aust Playing Card Collectors Assoc
Australian College of Optometry
Australian College of Optometry
Australian College of Sports Therapy
Australian Hearing
Australian Super
Autism Victoria
Autograph Megastore
B'nai B'rith
Bayleaf Catering
Beat Box Burger & Taco trucks
Beat Magazine
Bec Walton Photography
Billy Hyde Stage Systems
Bomba
Bottega
Brazilian Butterfly
Brightspace Gallery
Brigidine Asylum Seekers Project
Brisbane Lions
Burson Auto Parts
Cabrini Health
Calendar Cheese Company
Captain Baxter
Caravan Music Club
Carman's
Cashmores Meats
Caterpillar of Australia
Catholic Archdiocese of Melbourne
Ce Soir Lingerie
Chef's Hat
Chisholm & Gamon Property Pty Limited
Christopher Sferazza DOP
Circa
City of Port Phillip
Clarke Legal
Cocofrio Icecream
Coda
Cold Rock Icecream
Colorpak Limited
Community Housing Limited (CHL)
Continental Kosher Butchers
Cosi Bar Ristorante
Cotton On
Council to Homeless Persons
Creative Activation
Cricket Australia
Cutler & Co
Dan Murphy's

Delta Force Paintball
Dench Bakers
Design & Architecture
Diggiddydoggydaycare
Disney Head Office
Donovans
Down to Earth Co op
E&S trading
Eagle Ridge Golf Club
Eat Right Feel Great
Edge Loyalty
Edmund Rice Education Australia
Elias Creative
Elizabeth Andrews Corp Catering
Elliot Property Group
Elwood College
Encore St Kilda Sea Baths
Endota Spa
Ernst & Young
ESP
Etihad Stadium
European
Fancy Films
FJC Benalla
Fontara
Food Truck
Fossil
Geelong Football Club
General Mills
GH Music
Giant
Grand Designs Australia Live
Grand Hotel
Grant Thornton
Great Dane Furniture
Guilty
Gunn Runners
Hewison Private Wealth
Hilton on the Park
Homecleaning Melbourne
Hotbox Yoga
Hotel Urban St Kilda
Huntingtower College Mt Waverley
Huxtable
Il Fornaio
Independent Cement and Lime Pty Ltd
Inner South Community Health
Inner South Community Health Service
Intervolve
James Boag's
Jasen Keane
Jayco Corporation Pty Ltd
JWT Advertising
K. W. Doggett Fine Paper
Kate Hill
Kilbreda
Kip & Co
KL Gates
K-Mart Southland
Knights of the Southern Cross
Kookaburra
Kostka Hall Mother's Association
Kriss Will Consulting Pty Ltd
KS Environmental Pty Ltd
L'Oreal Paris
Lavazza
Lawmont Design
Lions Club of Northcote
Lockwood Interiors
Love a Duck
Loyola College
Lululemon
Luna Park
Luxembourg
Maggie Diaz

Magistrates Court of Victoria
Malthouse Theatre
Mark Munro Photography
Marron Singers
Master Builders Association of Victoria
Mazda Aust
Mc Coppins Food & Wine
McGrath Consulting Pty Ltd
McKinnon O.S.H.C
McKinnon Primary School
Medallion Club
Melbourne Cricket Club
Melbourne Football Club
Melbourne International Comedy Festival
Melbourne Racing Club - Caulfield
Melbourne Rebels
Melbourne Stars
Melbourne Theatre Company
Melbourne Tigers
Mentone Grammar
Mesa Verde
Metalsistem
Michael Jackson Fan Club
Mick Bell Studios
Mineral Holdings Australia Pty Ltd
Misuzi Jewellery
Monarch Cakes
Monash IT
Monash University Art
Monte Coffee
Moonee Valley Racing Club
Moorabbin Investments Pty Ltd
Moore Stephens Melbourne
Motor Design
Mr Moto
Mr Wolf
Myer Family
National Australia Bank
Northcote High School
Norton Rose Fullbright
Novotel Melbourne St Kilda
Oakley
Oakton
Oki2Go
Olga Berg
OLSH College
Orora Ltd
Our Lady of the Sacred Heart
Palais Theatre
Parkdale Secondary College
PBS FM
Phamish Food & Wine Bar
Picture This Ballooning
Pilkington Jewellers
Poets Grove Child Care Centre
Port Melbourne Football Club
Prahran Market
Premier Artists
Presentation College Windsor
Presentation Sisters
Press Print
Prestige Foods International P/C
Prince Wine Store
Print Impressions Printing
Profiline Pans
Prowse Quantity Surveyors Pty Ltd
Puma
Pure Products
Qantas
Red Hill Cookie Co
Renata Fairhall Garden Design
Resolution Property Group
Restaurant No 35 Sofitel
Ricardo's Trattoria
Rizo desserts

RMIT
 RMIT School of Chiropractic
 Robbie Kearns Lounge
 Rock Posters
 Rotary Club of St Kilda
 Royal District Nursing Service
 Royal Melbourne Yacht Squadron
 Russell Kennedy Solicitors
 Ryan Commercial Lawyers
 Sacre Coeur School
 Salesian College
 Saltram
 San Pellegrino
 Sanitarium
 Sarah Vintage
 Scalzo Foods
 Scanlan Super Pty Ltd
 Schweppes
 Scout House
 SEN Radio
 Seven Network
 Shine Australia
 Skydive the Beach
 Small Giants
 Soapy Madness
 South Melbourne Market
 South Side Fitness
 Spring Physio Gym
 St Augustines
 St Francis Xavier Parish
 St Francis Xavier Parish in Montmorency
 St Joseph's College
 St Kevin's School
 St Kilda Football Club
 St Kilda Mums
 St Kilda News
 St Leonard's College
 St Mary's College Parkville
 St Mary's Parish
 St Michael's College
 St Michael's School
 St Stephens Op Shop
 STA Travel
 Stacks of Snacks
 Star of the Sea College
 State Government Victoria
 Stella Artois
 Stephen's Fine Foods
 Stripfest
 Sun Country Holiday Village
 T. L. Wood
 T2
 Taco Bill South Melb
 Talent 2
 Telstra
 Temple Beth Israel
 Tennis Australia
 Thai Victorian Association
 The Alpha Canine Group
 The Astor Theatre
 The Block – Steve and Chantelle
 The Catering Company
 The Classic Bicycle
 The Cupcake Queens
 The Footy Show
 The Good Guys
 The Little Veggie Patch
 The New Joneses Project
 The Orange Lady
 The Pancake Parlour
 The Soccerroos
 The Steel Club of Victoria Inc
 The Stokehouse
 The Sweet Boutique
 The Westin Melbourne

This Is Wholesome
 Treasury Wine Estates
 Trusay Pty Ltd
 Tufstuf Pty Ltd
 Turner and Lane
 Tyrrells Wines
 Uniting Care Prahran Mission
 Urban Jungle
 VibraBody
 Victoria Station
 Victorian Waste Management Association
 Village Roadshow Limited
 Vinnies Malvern
 Vintage Posters
 Volvo Group Australia Pty Ltd
 VRC Flemington
 Vue de Monde
 W. D. Rose Funerals
 WA Swimming
 Watergrasshill Angus
 Wesley College
 Western Bulldogs
 Westpac
 Windana
 Xavier College Kostka Hall
 Xavier Social Justice Network
 Y Salon
 Yarra Trams
 Zinc

Trusts and Foundations

Beverley Jackson Foundation
 Collier Charitable Fund
 Herpe Arno Foundation
 JBWere Foundation
 Lord Mayor's Charitable Foundation
 Macquarie Group Foundation
 Mary Mackillop Foundation
 Mercy Foundation
 Milton Corporation Foundation
 Orcadia Foundation Limited
 Sirius Foundation Ltd
 The Gray Family Charitable Trust
 The Jack Brockhoff Foundation
 The Marian and E H Flack Trust
 The Michael and Andrew Buxton Foundation
 The Orloff Family Charitable Trust
 The Pratt Foundation
 The Readings Foundation
 William Angliss (Victoria) Charitable Fund

Bequests and Estates

Estate of George Franz Winkowski
 Estate of John Xavier Charnley
 Estate of Elizabeth Stewart
 Estate of the Late Kathleen M Long
 Estate of Irene Tessie Ross
 Estate of the Late Mavis Catherine Wylie
 Joe White Bequest

Individuals

Adam D'Sylva
 Adrian Lewis
 Alan Gruner
 Alex and Nicola Commins
 Allan Myers AO QC
 Amanda Murphy
 Bernadette Drummond
 G S Gjergja
 Jason Cheeseman
 John Laidlaw
 Andrew McConnell
 Ann and Terence Hodgen
 Anne Bean
 Anthony and Lisa Brown

Anthony Prowse
 Anthony and Megan Rule
 Barbara Mulder
 Betty McDowell
 Bill and Patrice Scales
 Bill Tenner
 Brett Deledio
 Brian Nankervis
 Cameron Smith
 Campbell Stewart
 Carmel Quantock
 Carolyn Clark
 Chris Round
 Chris Watson
 Christine Wright
 Claire Woodley
 Claudia Prescott
 Damian Abrahams
 Damien Oliver
 Daniel O'Connor
 Daniel Wilson
 Dean Jones AM
 Denis and Christine McConnell
 Derek Boath
 Derek and Caroline Young
 Dermot Cannon
 Des O'Brien
 Dhammika and Shalini Amukotuwa
 Diana Gibson AO
 Don Macfarlane
 Edward J Miller
 Emma Assaad
 Emma King
 Frank Shelton
 Fred Gough
 Gavin Jennings
 Geoffrey Freeman
 Grant Thomas
 Greig McEwan
 Hamish Ferrier
 Hamish Petrie
 Heath Black
 Helen Jackson
 Helen M Anderson
 Ian Curley
 Ian Prendergast
 James McCaughey and Ellen Koshland
 Jamie Lanyon
 Jane Turner
 Jane Wing
 Janice Hayes
 Jay McGrath
 Jean Ridley-Thomas
 Jenny Jobst
 Jeremy De Zylva
 Jess Walpole
 Jesse Gerner
 Jim Cosgrave
 John B Prescott AC
 John B Roseman
 John Bailey
 John Bennetts
 John Dever
 John Gaidzkar
 John McAdam
 John Richards
 Joseph Cappadona
 Josie Kelly
 Judith Baker
 Judy Buchan
 Karen Mitchell
 Katy Nottingham
 Kay McKenzie and Rene Bueman
 Keith Greening
 Kitty Stewart

Larry Ponting
 Layne Beachley
 Lee Matthews
 Les Baguley
 Lewis Culliver
 Linda Cashin
 Linda Slobom
 Lisa Barnett
 Lucy Hill
 Marg Downie
 Margaret Gilbertson
 Maria Jo Herpe
 Marietta Cronin
 Mark and Ann Connolly
 Mark Munro
 Matt Connock
 Matt Temple
 Mia Matic
 Michael Serong
 Michael Szulc
 Miche Bonett-Horton
 Mick Bell
 Neil Croker
 Neil Thomas
 Nicole Millaras
 Nina Yunathan
 Paul Bell
 Paul Higgins
 Paul Ryan
 Paul Smith
 Paula Fox
 Penelope Ward Ambler
 Peter F Murphy
 Peter Hosking
 Peter Howe
 Peter Moody
 Philip Neri
 Quyen Ly
 Ralph and Barbara Ward-Ambler
 Ramon Lopez
 Richard J Stanley QC
 Robert Gilbert
 Robyn Beveridge
 Rod Brown
 Royce and Beverley Jackson
 Sarah Conron
 Sean Breen
 Sean Whalan
 Sheridan Jones
 Stephen and Keryn Nossal
 Stephen Howard
 Sue and Gary Wood
 Sybil and Neil McLean
 Tania Brougham
 Terence Francis
 Teresa Liano
 Terry Kean
 Tiffany Cherry
 Tony Kelly and Wendy Black
 Tony Kelly QC
 Torsten Kasper
 Trudy Talbot
 Wal Bishop OAM
 Walter Gibson
 Will Kimpton
 Zoe Elizabeth

Government

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

The Rooming House Plus Program is supported by funding from the Australian Government under the Commonwealth HACC Program.

Although funding for the Rooming House Plus Program has been provided by the Australian Government, the material contained herein does not necessarily represent the views or policies of the Australian Government.



9 OUR FINANCIAL POSITION

9.1 TREASURER'S REPORT

The Sacred Heart Mission's revenue of \$16,169,046 in 2013-14 was an increase of 10% on the previous financial year. This growth was driven by:

- a 12% increase in government receipts with the introduction of new capital replacement funding for aged care accommodation provided for people who have experienced homelessness
- a 7% increase in retail sales from our opportunity shops from the expansion of our Windsor shop and great sales across all stores, and
- a fantastic 32% increase in fundraising and bequest income.

Total expenses reduced by 1% to \$15,472,842. After excluding the profit or loss on sale of assets, expenses increased by less than 1% after a concerted effort to reduce operating, office and motor vehicle costs.

The resulting surplus of \$752,893 will be used to assist with financing the redevelopment of our aged care facilities.

Note also that there has been an adjustment to the financial results for the previous financial year to reflect the final outcome of the write-off of refurbishments of the accommodation that we previously rented in Robe Street, St Kilda until June 2013.

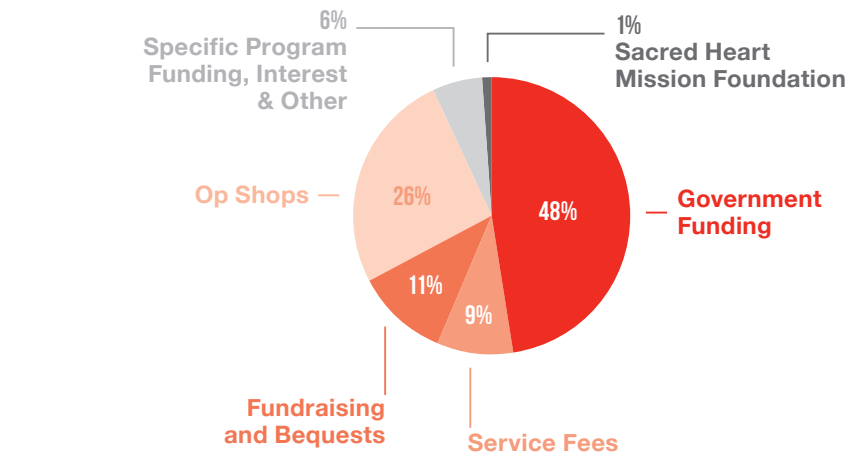
Thanks once again to all the generous supporters of the Mission including donors, bequesters, volunteers and opportunity shoppers. Combined with continued Federal, State and Local Government funding, the income and cost savings from these supporters are essential to Sacred Heart Mission's ability to provide our services and run our operations.

David O'Brien
Treasurer

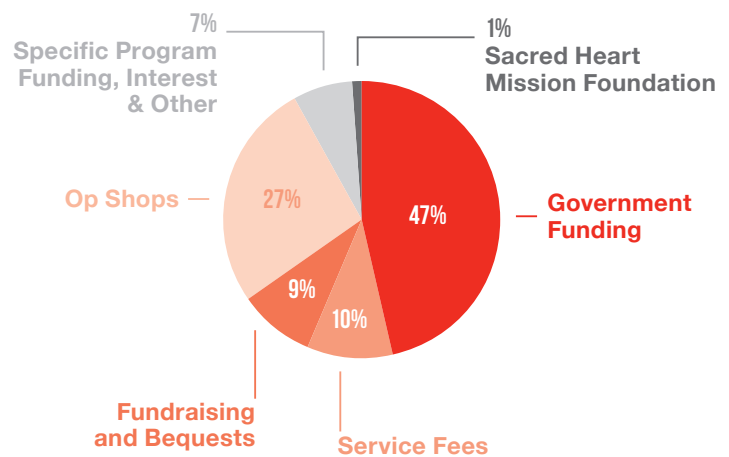


9.2 WHERE OUR FUNDS COME FROM

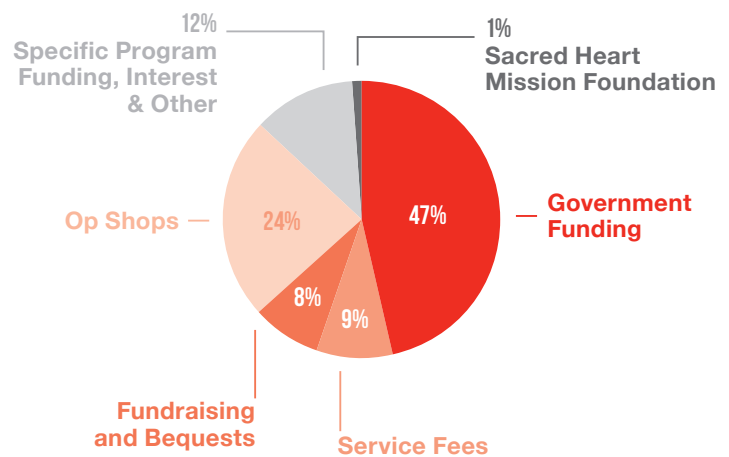
Three year comparison



2014



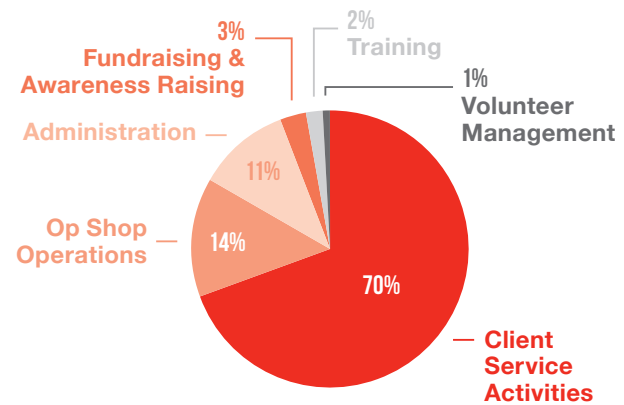
2013



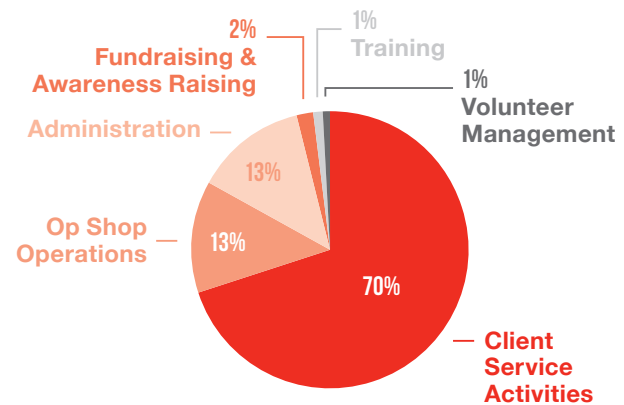
2012

9.3 HOW WE APPLY OUR FUNDS

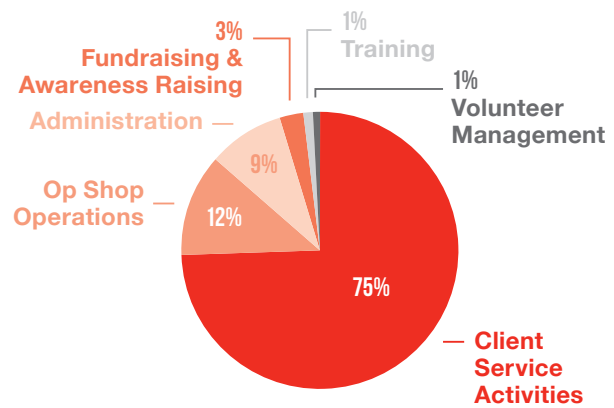
Three year comparison



2014



2013



2012

9.4 FINANCIAL SUMMARIES

Statement of Profit or Loss for the year ending 30 June 2014

Revenue	16,169,046	14,692,166
Employee benefits expense	(11,382,916)	(11,174,871)
Operating expenses	(904,991)	(987,997)
Occupancy and rent expense	(1,567,106)	(1,545,011)
Depreciation and amortisation expenses	(421,280)	(437,842)
Repairs and maintenance expense	(94,351)	(95,367)
Office expense	(321,673)	(344,793)
Motor vehicle expenses	(172,688)	(187,093)
Interest expense	–	(4,233)
Profit or (loss) on disposal of asset	(400,605)	(651,086)
Other sundry expenses	(207,232)	(168,137)
CURRENT YEAR (DEFICIT)/SURPLUS BEFORE INCOME TAX, IMPAIRMENT LOSS ON INTANGIBLES AND CONTRIBUTIONS FOR NON CURRENT ASSETS	696,204	(904,264)
Contributions received for the acquisition of Non-current assets	40,000	1,000,500
Impairment loss on the revaluation intangible assets	–	(249,000)
Fair value gain/(loss) on revaluation of financial assets	16,689	–
TOTAL COMPREHENSIVE INCOME / (EXPENSE) FOR THE YEAR	752,893	(152,764)

Statement of Financial Position as at 30 June 2014

Assets	2014 \$	2013 \$
Current Assets		
Cash and cash equivalents	5,922,267	5,984,494
Trade and other receivables	147,044	214,472
Other current assets	511,586	301,402
TOTAL CURRENT ASSETS	6,580,896	6,500,368
Non-Current Assets		
Financial assets	132,256	115,567
Property, plant and equipment	6,800,013	7,407,106
Intangible assets	2,075,000	2,075,000
TOTAL NON-CURRENT ASSETS	9,007,269	9,597,673
TOTAL ASSETS	15,588,165	16,098,041
Liabilities		
Current Liabilities		
Trade and other payables	732,010	1,369,565
Provisions	933,323	890,365
Other liabilities	1,722,514	2,416,686
TOTAL CURRENT LIABILITIES	3,387,847	4,676,616
Non-Current Liabilities		
Provisions	185,000	159,000
TOTAL NON-CURRENT LIABILITIES	185,000	159,000
TOTAL LIABILITIES	3,572,847	4,835,616
NET ASSETS	12,015,318	11,262,425
Equity		
Capital Reserves	8,489,086	8,489,086
Financial Asset Reserve	16,689	–
Retained surplus	3,509,543	2,773,339
TOTAL EQUITY	12,015,318	11,262,425

Statement of Cash Flows for the year ended 30 June 2014

Cash Flows from Operating Activities	2014 \$	2013 \$
Operating Grants Received	7,513,032	6,858,767
Receipts from Other Operating Activities	7,875,802	7,121,777
Payments to Suppliers and Employees	(15,050,088)	(13,601,148)
Interest Received	189,627	243,616
Interest Paid	–	(4,233)
NET CASH GENERATED FROM OPERATING ACTIVITIES	528,373	618,779
Cash Flows from Investing Activities	\$	\$
Proceeds from sale of property, plant and equipment	–	–
Purchase of property, plant and equipment	(322,942)	(1,432,557)
NET CASH USED IN INVESTING ACTIVITIES	(322,942)	(1,432,557)
Cash Flows from Financing Activities	\$	\$
Receipts of accommodation bonds	–	1,170,000
Drawdowns and Refunds of accommodation bonds	(307,658)	(247,252)
Contributions received for the acquisition of assets	40,000	1,000,500
NET CASH USED IN FINANCING ACTIVITIES	(267,658)	1,923,248
Net increase in cash held	(62,227)	1,109,470
Cash and cash equivalents at beginning of financial year	5,984,494	4,875,024
Cash and cash equivalents at end of financial year	5,922,267	5,984,494

This extracted information is for the parent entity Sacred heart Mission Inc only.
All Financials are extracts from the audited financial statements.
Full financial statements are available on request.

10 GETTING INVOLVED

Op shopping and donating

Op shopping is a great form of feel-good shopping: it's cheap, your spending money goes to a good cause, and it is an effective way to reuse and recycle.

Our focus is to make our op shops engaging, reliable sources for both bargain and treasure hunters. We offer our patrons a quality, upbeat shopping experience, seven days a week, with fresh finds from stock that's processed daily. Of course it's the donations that support everything – clothing, furniture, shoes, accessories, books, bric-a-brac and household items are always appreciated. Pre-loved goods can be delivered to any of the seven stores during opening hours or you can phone 9536 8437 for our collection service.

Volunteering

There is a truly wonderful, vibrant community of volunteers at Sacred Heart Mission, people who gather together to offer their time and skills to help provide the Mission's many services. We're always happy to welcome fresh faces, so if you have a specialist skill or expertise, or you're looking for a way to give back to the community, we'd love to hear from you. Individuals, school groups, corporate groups, community groups or groups of friends – everyone's welcome. For more information, visit our website sacredheartmission.org or call 9537 1166.

Giving

Sacred Heart Mission is known for efficiently making use of its volunteers and physical donations to support the op shop and meals programs. Effective as this is, there will always be a demand for monetary gifts, which is why we actively encourage people to become regular donors. This can be done through our monthly giving and workplace giving programs. Through our monthly giving program you can nominate an amount to be deducted from your bank account on a monthly or quarterly basis. Our workplace giving program allows you to make a tax deductible donation from your pre-tax salary and is an easy, convenient way to support the work we do. To find out more, or to sign up, visit sacredheartmission.org or call 1800 4 HEART (1800 443 278).

Community fundraising

Is a fun way to support the work we do and raise money for our vital services. Think about asking friends and family to make a donation to Sacred Heart Mission in lieu of gifts for birthdays and special occasions. Hold your own trivia night or dinner party or set up a fundraising page for an event you're part of - a walk, run, ride. Ask your friends, family and colleagues to show their support by sponsoring you. Visit our website www.sacredheartmission.org or call 1800 4 HEART (1800 443 278) for more information or ideas about holding a fundraising event.

Collection tins

Are an easy, effective way to support the work we do and are a magnet for loose change and tips. We're happy to drop one off and replace it when it's full. For more information or to request a collection tin call 1800 4 HEART (1800 443 278).

A bequest

One of the most powerful ways to support the Mission's work is to make provision in your Will. A bequest is a highly effective form of support. It is the income from a bequest – no matter what size – which acts as a lasting, ongoing contribution to our work. In this form, your gift will provide long-term financial sustainability for the Mission's programs. For more information sacredheartmission.org.

Attend our events

We have quite a full events calendar with four major, annual fundraising events, together with smaller celebrations such as our op shop functions and rooming house art exhibitions. Check out our website and social media for info, and come along to support Sacred Heart Mission and be part of this vibrant community.

Join our online community

Like us, follow us, connect with us – we regularly share stories from ours and the wider community. We're also keen to highlight with our social friends, current affairs and issues relevant to homelessness. Stay in touch with us through Facebook, Twitter or LinkedIn.

11 CONTACT DETAILS

Sacred Heart Mission

87 Grey Street, St Kilda 3182

PO Box 1284, St Kilda South Vic 3182

Enquiries

General enquiries (03) 9537 1166

Volunteer team (03) 9536 8460 or (03) 9536 8471

Op shop collection service (03) 9536 8437

Fundraising team 1800 443 278

Op Shops

Hawthorn (03) 9819 9593 86 Riversdale Road (corner of Glenferrie Road), Hawthorn

St Kilda (03) 9536 8437 87a Grey Street, St Kilda

East St Kilda (03) 9527 3241 415 Inkerman Street, East St Kilda

Windsor (03) 9529 2455 86/88 Chapel Street, Windsor

South Melbourne (03) 9690 3392 365 Clarendon Street, South Melbourne

Elsternwick (03) 9528 5893 1/486 Glenhuntly Road, Elsternwick

Bentleigh (03) 9557 0895 271 Centre Road (cnr Wheatley), Bentleigh

Online

Website sacredheartmission.org

 [sacredheartmission](https://www.facebook.com/sacredheartmission)

 [@ScdHrtMission](https://twitter.com/ScdHrtMission)

 [Sacred Heart Mission](https://www.linkedin.com/company/sacredheartmission)





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