



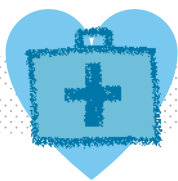
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ANNUAL  
REPORT





*It is only through the  
compassion and commitment  
of our community that we  
are able to realise our vision,  
where all people can overcome  
disadvantage and realise their  
full potential.*



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# 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: verses 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

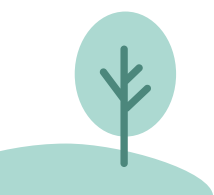
**Welcome** – we welcome and actively engage people to build relationships based on respect and trust.

**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.







## 1.4 OUR WORK

Sacred Heart Mission is an incorporated not-for-profit organisation with more than 30 years' experience in providing individualised support and care services to people who are experiencing homelessness and disadvantage. 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, and is part of the fabric of St Kilda.

Over the years we have developed a reputation as a highly regarded and well-established community social services provider with leading edge expertise in engaging hard-to-reach communities. We take a highly collaborative approach to our work and many of our services are provided in partnership with other agencies.

Our service framework is based on evidence-informed research. At the heart of what we do is unconditional practical assistance, with respect and compassion for each individual throughout his or her entire life journey, extending to aged care and end of life. 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.

## 1.5 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.

## 1.6 THE HOMELESS EXPERIENCE

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.

Based on the 2011 ABS Census data there is clear and irrefutable evidence of a 10 per cent rise in homelessness across Australia.

The 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 and 44 years old.

In Victoria, the last census showed a rise in homelessness of more than 25%. Port Phillip, which is in the top 10% of regions in Australia for homelessness, had an increase of 32%.

Homelessness is predominantly caused by the interaction of individual and structural factors. The individual factors include mental illness, substance abuse, and a history of contact with institutions which place people at a heightened risk of homelessness. When structural factors such as a shortage of affordable housing become acute, or labour markets weaken, those most at risk become homeless.

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.

# 2 It Was a Year of Impacting Lives

## 2.1 MESSAGE FROM OUR BOARD OF GOVERNANCE

### Making A Difference

As the Mission enters its fourth decade, the Board of Governance strides forward with determination. Our plans now include an ambitious building program that will provide more shelter, more beds and accommodation, as well as increased services and expanded support for people who are experiencing homelessness and disadvantage in our community.

As the Mission has grown, so too has our ability to do more, to provide more, and to become stronger as an organisation. The Board has not sat on its hands nor shirked any opportunity to find ways of better serving those who have little.

People come to us with burdens, wounds and needs. We welcome, we share, we listen, we offer help at many levels. Since we aim to make a continuing difference to people's lives, and to include people who are missing out, many and varied resources have to be found, often quickly. Resourcefulness is our middle name, and we stay the course once initial needs are met.

Our donors and supporters continue to amaze me with their generosity in money, time, and help. Our volunteers are cheerful, patient and committed. Our wonderful staff is led by a management team as good as you can get. Our parish and its pastor Fr John Petrulis stand with us. Thank you all, particularly our very capable CEO Cathy Humphrey.

In the past year we farewelled Board members Patrice Scales, Chris McLoughlin, Vin Martin, and Alan Gruner who received a high Papal honour for his years of service to the Mission. Warm thanks to each of the departing Board members. We welcomed new Board members Greg Evans and Peter Smith who was Chair of Bethlehem's Board of Management and moved into the Mission's Board as part of our merger with the Bethlehem Community.

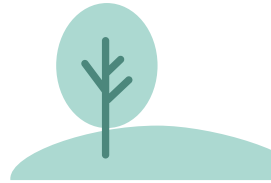
I particularly acknowledge and thank my fellow Board members for their commitment and hard work. All Board members are assigned to different Working Groups suited to their skills and experience. This means more work for individuals, but the system produces better-informed advice for the Board, and more hands-on engagement with the work of the Mission.

So now we push on with our detailed 10 year strategic plan, a sound budget, stable staffing, an important and very sizeable building project, the next exciting phase of our ground breaking Journey to Social Inclusion program and the companionship of great people. Melbourne needs us. The journey is worth it.

**Mark Dohrmann AM**  
**Chairman of the Board of Governance**

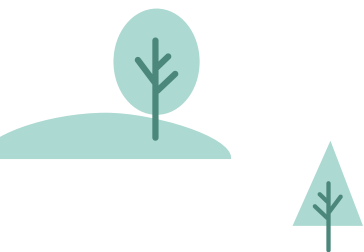






**Board of Governance Team**

David O'Brien, Peter Smith, Mark Dohrmann, Nora Redmond, Carolyn Clark, Greg Evans  
Terri Farrell, Jo Maher and Fr John Petrulis. Absent: Adrian Cropley



#### Executive Team

(L-R) Mary Bartlett, Leanne Lewis, Catherine Harris, Cathy Humphrey Absent: Stephen Schmidtke

## 2.2 MESSAGE FROM OUR EXECUTIVE

This year, we have worked hard to ensure we are well equipped to offer the best range of services we can to people experiencing homelessness and disadvantage and that these services will make a real difference in people's lives. We have been bold and ambitious in tackling the challenges of the complex environment in which we operate, one where there is government reform in Mental Health, Home Care and Disability Services, where there is an increasing pressure on the social services sector to merge or diversify and where there is cost pressure and a need to diversify income sources in order to be able to provide our services.

We have a well developed strategy for navigating the changing waters in our operating environment, in the form of our ten year strategic plan. A year into that plan we have made significant inroads. We have developed a detailed service model which guides how we improve and grow our services and a comprehensive approach to revenue generation that will enable us to deliver our services. We have developed a blueprint for how we manage our buildings, the places and spaces from which we operate and provide our services going forward.

Throughout the year we have worked on refining the service design for our ground breaking and award winning Journey to Social Inclusion (J2SI) program and starting to raise funds to commence services again in late 2015. The J2SI pilot established the evidence base for a truly promising service model which aims to end long term chronic homelessness by providing rapid access to housing and intensive support over a three year period. Growing upon our past experience supporting 40 people over three years based locally around the St Kilda area, we have designed the second phase of J2SI which will provide long term support to 60 people across inner Melbourne, working in collaboration with VincentCare and St Mary's House of Welcome.

This year, we have also prepared for a merger with Bethlehem Community, which has provided medium and long term accommodation for women in Melbourne's northern suburbs for the past thirty years. This merger will see our Women's Services expanded and our geographical reach extended.

In the meantime, we have been consolidating our financial position, laying solid ground to operate as a robust organisation now and going forward. To this end, we have launched a Bequest Club and extended our network of op shops with a new one opening in Fitzroy in December. It is already performing beyond expectations.

Our op shops give us an independent income stream from government, which allows us to be innovative in our service delivery. We were also gratified to receive re-accreditation for our aged care communities, securing ongoing funding for this vital part of our organisation.

It has indeed been a constructive and productive year, with many achievements of which we can be proud.

None of this could happen without the amazing support of our community – our staff, board, volunteers, donors, service partners, suppliers and funders. For this support we are forever grateful for it is only through the compassion and commitment of our community that we are able to realise our vision where all people can overcome disadvantage and realise their full potential.

**Cathy Humphrey**  
**CEO**



## 2.3 MESSAGE FROM THE PARISH

One of the most uplifting experiences as a priest around the Mission is when I visit a person who has moved into secure and stable housing, and their memories of the chaos and trauma of being homeless are beginning to fade.

New expressions of hope emerge over a cuppa: "I can relax and begin to plan for things now I have my own place"; "I can have people over. Wow it's been a while!"; "I can actually go shopping and have a place to store stuff"; "I can begin to live life again."

Our ability to keep impacting lives, to make real change for the people who come to our Mission, can only happen if we meet them in the limitations and wounds resulting from the many traumatic events that have occurred in their lives. We meet them when they feel deflated; when they are saying, "I can't begin to sort all the mess out by myself," "I can't handle this any longer," "I can't even afford a train fare at the moment," and "I can't find the energy to think through what I need to do." Our call is to stay with them until that new hopeful voice can be heard that says, "I can now begin again to ....."

The faithful, compassionate response of our founding priest Fr Ernie Smith and his early companions from the parish community and beyond, worked and advocated for this. How richly the Mission has grown. The Journey to Social Inclusion program and the Mission's trauma informed approach are wonderful examples. As a parish community we have been changed forever along the way by the Mission. We still have much to learn and give to be the Church in action, transforming "I can't" to "I can".



This year, parishioners and I have been taking up the call to volunteer across different services, contributing to the Board of Governance, providing generous partnership in the use of our Parish buildings, participating in weekly Aged Care hostel services and special rituals at Easter, Christmas and our Sacred Heart Feast Day. Our Parish primary school community has done visits and fundraising and our parishioners have attended funerals with staff and volunteers, to gather "a family of heart" for a person without one.

Day to day, Pastoral Associate Maria George, and Pastoral Care Worker, Marianne Zienstra have joined me in linking with the Mission. Our team has made regular visits to our aged care hostels, the Queens Road Rooming House, the Women's House and our Mission family when they are in hospital. We have met the Aged Care Pastoral Care Team, promoted awareness of our work at orientation and staff meetings, celebrated weekly services at our aged care communities and at special rituals, and prepared and celebrated funerals, supporting staff, family and friends.

We wish Marianne all the best as she says farewell. Thanks for your generous, caring presence. You have helped so many move from "I can't" to "I can", and helped embed Pastoral Care in the service model of our Mission. Thanks also to our staff, volunteers and benefactors, for your faithful care. Deep gratitude goes to Mission CEO Cathy Humphrey for your tireless effort nurturing the relationships that allow us to meet the challenge of our work, and for your generous participation in our Parish Leadership and Development Team. Our Board of Governance continues to bring its rich gifts of experience, with particular thanks to our Chairman Mark Dohrmann, who is so attentive to our unity of purpose.

Sacred Heart Mission grew from our Parish. We honour the "can do" attitude of Founding Parish Priest Fr Ernie Smith which broke through many barriers to bring action and justice for those suffering homelessness. The Mission continues to grow with our Parish. Together we strive to be the Church in action, awakening that sacred movement of the heart from "I can't" to "Yes, I can have life again".

**Fr John Petrulis**  
**Parish Priest**

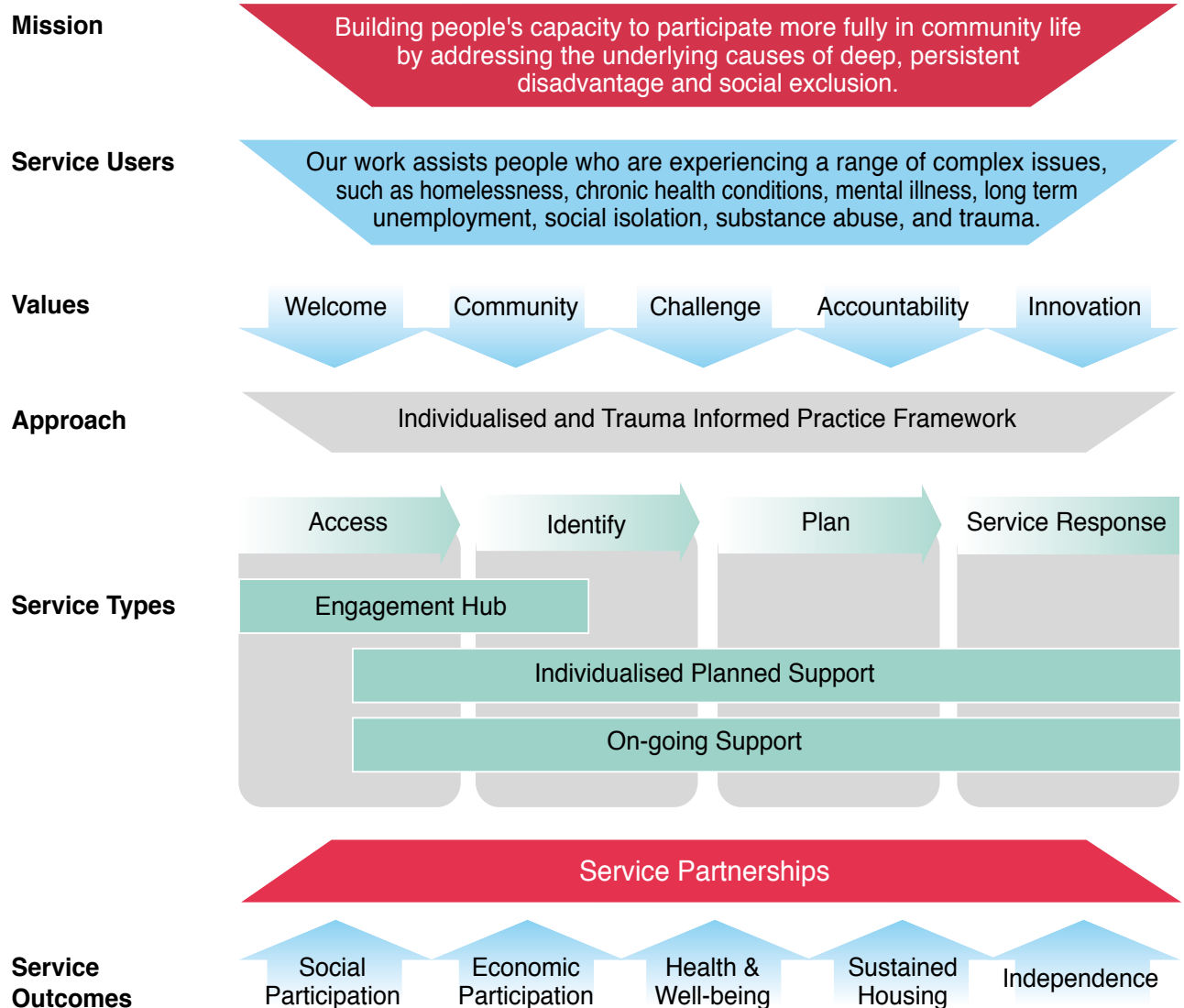
# 3 Sacred Heart Mission – At a Glance

## 3.1 OUR SERVICE MODEL FRAMEWORK

As a consequence of experiencing long term disadvantage, the people who access our services have a range of complex needs and, therefore, require a specialised service response in order to sustain their housing and strengthen their capacity towards recovery and independence.

Sacred Heart Mission continues to build its expertise as a provider of high quality, innovative and outcomes driven service responses for these individuals.

Our service model is underpinned by an organisation wide recognition of the impact of trauma. This informs and guides all interactions with the people who access our services.





## 3.2 PROGRAM LOGIC

In our effort to be rigorous in the way we deliver services, this year we developed a comprehensive framework that will be used to evaluate the effectiveness of our programs, and the organisation as a whole.

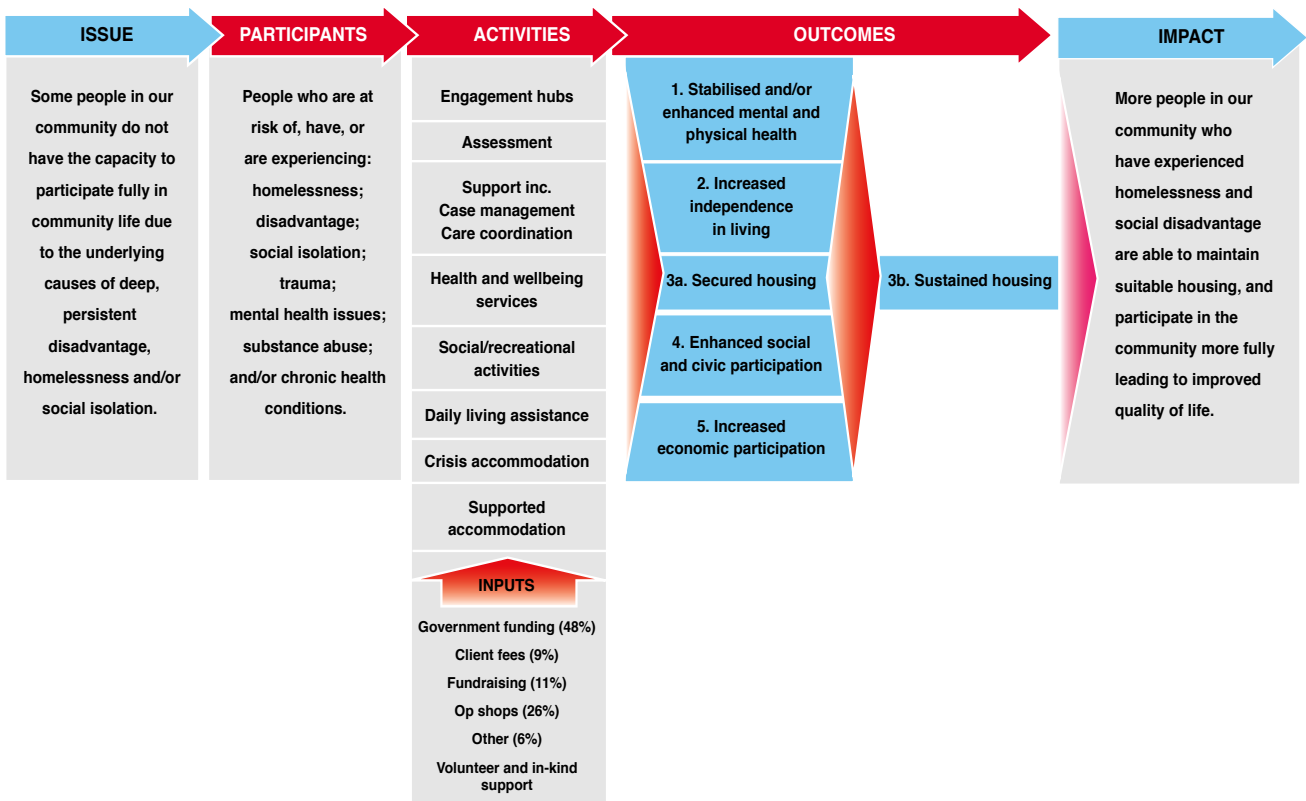
Using a methodology called Program Logic, we have mapped our understanding of how the activities of our programs impact on the lives of people who use our services. It is designed to ensure we gather information consistently across the organisation in order to get a better understanding of how our programs

and services affect people's lives in the areas of housing, health and well-being, social participation, economic participation and independence.

Program Logic will allow us to measure and report on an individual's progress against these outcomes. For example, our Hands on Health Clinic is designed to increase people's capacity in daily living activities, improve their health management and, over the longer term, increase their informal care and support, their sense of belonging to a community and enhance their social and civic participation.

This methodology will be a valuable tool for the organisation, our supporters and our clients, as we will be able to demonstrate the difference our programs make in people's lives. Having information on client progress is beneficial for the client too. It shows which areas a client has had success in, and in which areas he or she needs more support.

### Sacred Heart Mission Program Logic





### 3.3 A SNAPSHOT OF OUR SERVICES

#### Engagement Hubs



##### Meals Program

2,714 free breakfasts and 7,829 free, three-course nutritious lunches every month.



##### 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



##### Resource Room

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

#### Longer Term Support And Accommodation



##### Aged Care Communities

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



##### Rooming House Plus Program

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



##### 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.

#### Individualised Planned Support



##### Case Management

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



##### GP Clinic

Medical care provided with a focus on the complex needs of people experiencing homelessness and disadvantage



##### Hands On Health Clinic

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



##### 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



##### Kick Start – Health and Wellbeing

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



##### Outlandish

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



##### 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

# 4 Our Governance

Good Governance underpins all that we do at the Mission. We have a range of structures and processes in place to ensure we are effective in our program delivery, that we comply with legislative and other requirements and we are accountable. Our governance facilitates our objective of impacting lives.

## 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 purpose as a charitable organisation 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. The board oversees matters related to risk, quality, financial audits and delivery against the Strategic Plan.

### Board Working Groups

In response to the new strategic plan, the Board has restructured its working groups to ensure they align with the board's strategic objectives. Four working groups have been formed, comprising 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, which guide the scope of work and ensure a link back to the strategic objectives.

### The working groups are:

#### *Leadership and Governance Working Group*

The purpose of this Working Group is to ensure the Board exercises its governance role in accordance with all legislative requirements for an incorporated association; complies with the duties outlined in any nationally accepted governance standards specific to the not-for-profit sector; supports the delivery of the Mission's strategic and business plans, including progress towards achieving the measures of success as detailed in the strategic plan, and guides the governance and leadership change management required to support the delivery of the strategic plan.

#### *Communication and Collaboration Working Group*

The purpose of this Working Group is to review strategies for engagement of all stakeholders in relation to communication and fundraising activities across all Sacred Heart Mission services, monitor the effectiveness of strategic activities to achieve community engagement and positive brand exposure, and ensure overall alignment of the Mission story and its Catholic identity, brand and reputation with all stakeholder groups.

#### *Finance and Infrastructure Working Group*

The purpose of this Working Group is to provide governance over financial strategies, budgets, controls and performance. It also oversees strategies relating to infrastructure – both buildings and IT. The working group is accountable for the financial audit process.





### *Service Planning and Performance Working Group*

The purpose of this Working Group is to provide governance over the development and growth of the Mission's existing and new services. It ensures service delivery performance is measured and evaluated, monitors and evaluates the Mission's Risk and Quality Management frameworks and supports accreditation processes required for quality compliance. Further, the group ensures we build and foster effective partnerships and relationships with external organisations, continuing our connection to our founding story and mission in the growth and development of our services.

### **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 imperatives, the development of policy and monitors Sacred Heart Mission's activities 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 since November 2011.

### **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 Consultative Group**

The Client Consultative Group (CCG) is made up of eight people who use the services available through Sacred Heart Mission. These individuals have experiences and skills to share, who consult with other services users on issues important to people experiencing homelessness and disadvantage. They also volunteer their time each month to provide important client feedback and perspectives on our services and policy initiatives. At the start of 2015 the group's name was changed from representative group to consultative group. This was to recognise the group's role in consulting widely with Mission services users and management to help us develop a more robust understanding of the lived experience of our clients.

The Mission is integrating the work of the CCG with our service model and strategic plan to develop a more robust understanding of what social and economic participation, health and wellbeing, sustained housing and independence look like from a service user's perspective.

## 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.

#### Terri Farrell Deputy Chair

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.

#### 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.

#### Carolyn Clark Company Secretary

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.

#### Adrian Cropley

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.

#### Greg Evans

Board Member since 2015

Greg is principal of Hypatia, a management consultancy, and has worked extensively in leadership development and organisational change in the private and public sectors, including aged care and mental health. Prior to establishing his business in 2001, Greg held leadership roles with Telstra and the ANZ Group. Greg's qualifications include an MBA from Melbourne Business School and a Bachelor of Arts with Honours.

#### Jo Maher

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.



**Fr John Petrulis**

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.

**Peter Smith**

Board Member since 2015

Peter moved onto the Board of Sacred Heart Mission in June 2015 as part of our merger with the Bethlehem Community. He was Chair of Bethlehem's Board of Management. A retired management consultant, Peter founded his own business in 1995, specialising in talent and people management, which he eventually sold to a global consultancy in 2006. His career included local and international human resource management postings with Mars, Shell and Mercer.

**Introducing Our Executive  
Committee****Cathy Humphrey**

**Chief Executive Officer** since 2011

Cathy has been with the Mission for more than 14 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 in November 2011. 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 not for profit organisations working with people who are homeless in Victoria, and is a member of the council that governs Catholic Social Service Victoria. Cathy has a Certificate IV Training and Assessment, Certificate IV Life Coaching, Associate Diploma Social Science (Welfare) and Advanced Certificate in Residential and Community Services.

**Mary Bartlett**

**General Manager,  
Community Services** since 2011

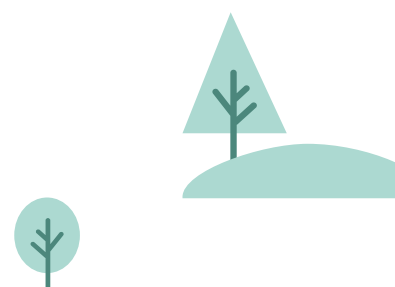
Mary has been with Sacred Heart Mission for more than 10 years, and is responsible for leadership of Sacred Heart Central, Women's Services and the Rooming House Plus Program. Mary has worked in the not for profit community sector for more than 25 years, mostly in the Port Phillip area. She has also 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, St Kilda Legal Service and St Kilda Community Housing. Mary has an Arts degree from Melbourne University, graduate qualifications in Women's Studies and Conflict Resolution and a Certificate IV in Business (Frontline Management).

**Catherine Harris  
General Manager, Business  
Services** since 2011

Catherine is responsible for leadership of finance, IT, administration, fundraising and the op shops. She has been with the Mission for four years and prior to this spent time as Director of Business with Family Life and 18 years with the Coles Group in senior management roles.

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.



**Stephen Schmidtke**  
**General Manager, Aged Care Services** since 2012

Stephen is responsible for our Aged Care hostels and Home Care. Stephen has been with the Mission for four years. 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. Stephen holds a Bachelor of Human Services from Monash University and a Master of Clinical Family Therapy from La Trobe University, The Bouverie Centre.

**Leanne Lewis**  
**General Manager, People and Strategy** since 2014

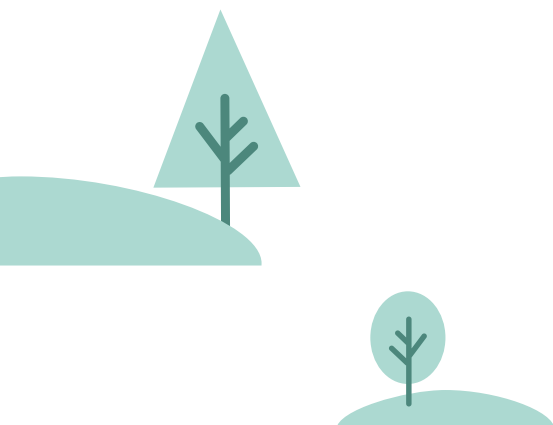
Leanne is responsible for staff, volunteers and the delivery of projects that support the Mission's ten year strategic plan, including implementation of the organisation wide service model and outcomes measurement framework.

Leanne has had over 20 years of clinical and managerial experience in the mental health field before coming to Sacred Heart Mission in 2011 as Manager of the Women's Services programs. Over her career Leanne has been directly involved in establishing a range of services and programs, including family violence programs and a maternal health care project in Vietnam. Leanne holds Social Work qualifications, a Master of Business Administration and has specialist experience in project management and program evaluation.

**The members of our Client Consultative Group are\*...**

- Pier-angela Serra
- Marcus Stelling
- Kathleen Rockell
- Marcus Findlay

*\*These members of our Client Consultative Group have given their consent to be named.*





### 4.3 OUR QUALITY

Our Quality Framework is fully embedded and integrated throughout the organisation. We strive to have a focus on innovation and not just on compliance. Quality is discussed and reported at all levels of the organisation, from program areas through to the Board of Governance. The focus for the next financial year will be to ensure greater alignment of organisational quality improvement activities to the strategic plan, with this flowing through to program area work plans and individual performance and development plans.

Quality Innovation Performance, the accreditation agency, conducted a Mid-Cycle Review this year as part of our Accreditation against the Quality Improvement Council (CIQ) Health and Community Standards and Department of Human Services Standards. We received excellent feedback from this process with the auditor commenting that, "Sacred Heart Mission obviously understand and embrace the concept of CQI and are committed to ensuring their services and programs are safe and of high quality to meet the needs of their clients". We have completed a substantial amount of the actions on our Quality Work plan and are on track for completion by our next Accreditation assessment cycle in September 2016.



We successfully achieved re-accreditation for our two Aged Care communities. These communities have been recognised for their clinical care and lifestyle programs and have secured a further three years of Federal Government funding, with all 44 outcomes met. In granting the reaccreditation, the Australian Aged Care Quality Agency noted how professional we were in being able to demonstrate our quality processes and our high standard of clinical care.

The Agency noted the complexity of the needs of our clients, with most having experienced homelessness in the past, and many having specific needs such as mental health problems. This is a genuine recognition of the whole aged care team, and the amazing work they do every day.

## 4.4 OUR RISK MANAGEMENT FRAMEWORK

Sacred Heart Mission recognises effective Risk Management as an integral part of good corporate governance and effective management practice. Further, we recognise the importance of maintaining Risk Management as an ongoing and proactive function.

Sacred Heart Mission has a comprehensive Risk Management Framework that has been developed in accordance with the Victorian Government Risk Management Framework, and is compliant with the AS/NZS ISO 31000:2009 Risk Standards. .

The Framework describes how we identify, analyse, evaluate and manage risk in all areas of our operations. It consists of the following key components:

1. Risk Register
2. Policy and Procedures
3. Risk Reporting Structure
4. Risk Management Plan and Risk Treatment Plans
5. Links with operational Risk Management mechanisms including: Occupational Health and Safety Committee, Continuous Quality Improvement and the effective management of identified service delivery related risks.

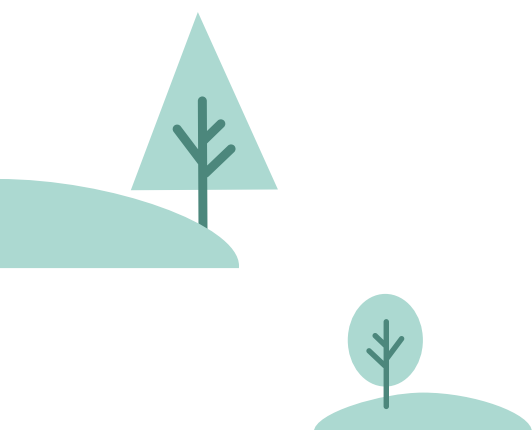
The Risk Register is reviewed by the Sacred Heart Mission Management Group, the Executive Team, the Board Performance and Planning Working Group and the full Sacred Heart Mission Board on an annual basis to determine new and emerging risks.

The current Risk Register monitors risk in the following domains:

- Strategic Positioning Risk
- Compliance with key regulatory and governing body requirements
- Physical Assets and Property Management
- Workplace practices and environment
- Board Corporate Governance
- Strategic Execution Risk
- Internal Fraud and criminal activities

Individual Risk Treatment plans are developed for risks that have been assessed as having potential for the greatest impact on the organisation. An overall Risk Management Plan, incorporating these treatment plans, is monitored by the Management Group and the Executive Team on a monthly basis, to assess progress against specified actions.

Sacred Heart Mission is committed to establishing an organisational culture that ensures Risk Management becomes embedded in all our processes. This includes promoting an open, transparent, “no blame” culture that recognises the importance of learning from events and in changing processes within a continuous improvement 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 Monday, October 28, 2014

## 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*

The Reconciliation Action Plan working group has continued its work to raise the awareness of staff, volunteers and clients about Aboriginal and Torres Strait Islander culture and the issue of reconciliation.

The Reconciliation Action Plan working group highlighted Reconciliation Week with local activities being promoted to clients, a quiz for staff and an amazing window display featuring local Aboriginal artwork in our Chapel St Op Shop. Staff also took part in a cultural walk along the Yarra River. The coming year will see staff provided with more cultural training to support their work with Aboriginal and Torres Strait Islander clients, and an exciting Aboriginal art project for clients being offered through the Queen's Road Rooming House.

**Sacred Heart Mission's vision of reconciliation is of a country where Aboriginal and Torres Strait Islander and other Australians share a mutual respect and pride in each other's cultures and enjoy equal opportunities for participation in our community.**

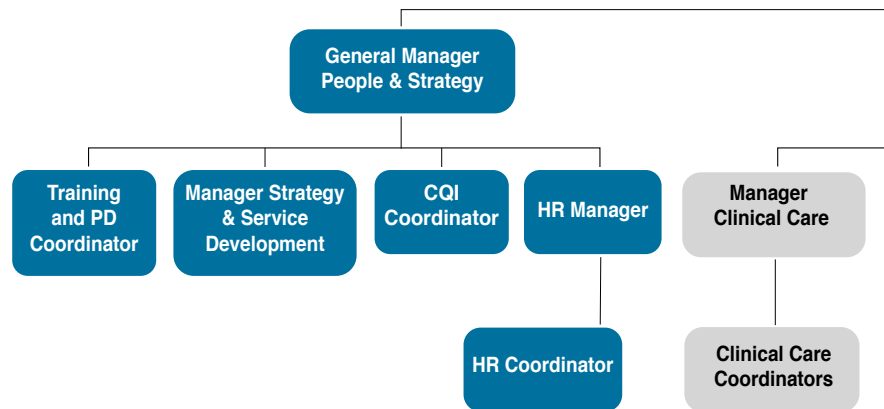
## 4.7 ENVIRONMENTAL SUSTAINABILITY

Sacred Heart Mission is committed to minimising our impact on the environment. Our 'Green Team' is comprised of staff from across the organisation, as well as a member of the executive team.

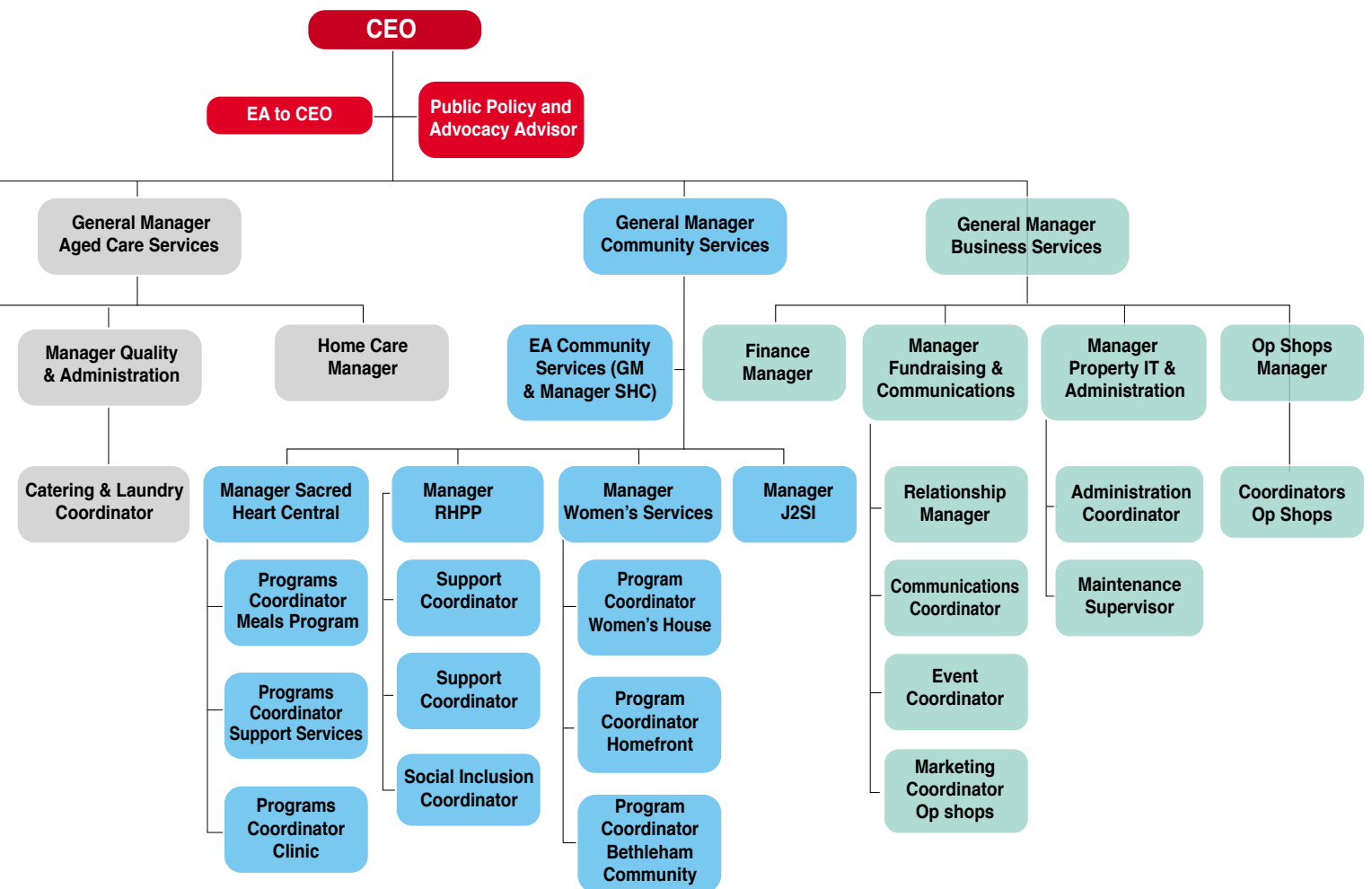
A work plan, based on the results of an emissions audit, guides the Green Team's initiatives to embed a culture of environmental sustainability within the organisation. Activities are aimed at energy, water and waste reduction, improving recycling and promoting sustainable forms of transport, such as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

Some of the Mission's environmental sustainability measures include:

- Used vegetable oil from the Meals Program deep fryer is converted into bio-fuel
- Kitchen scraps from our Meals program and residential aged care are taken away and turned into garden compost. We estimate the equivalent of 600 bathtubs of compost were generated over the past four years
- We have begun to measure energy use across various sites as part of an energy reduction plan
- Building maintenance schedules incorporate sustainability improvements, such as replacing light bulbs with LEDs
- We recycle mobile phones and batteries and encourage staff and volunteers to bring their old ones in from home, and
- Sacred Heart Mission was again the proud charity partner for environmental project, The New Joneses.



## 4.8 ORGANISATIONAL STRUCTURE



## 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.

# 5 Our Achievements Over the Past Year

We know the future is challenging, but we are rising to the challenge and we are being proactive and ambitious, in order to support people to make lasting changes in their lives.

Our strategic priorities are stated in our 10 year strategic plan, which contains nine key platforms that will guide our endeavours now and into the future.

This year has been the first year of the 10 year plan, and we have accomplished a great deal. The following are highlights of these achievements under the nine strategic platforms.

## Actively Engage, Welcome Everyone to Our Table

- We made progress toward becoming a trauma informed organisation. This included specialised training for front line staff and the development of a detailed action plan to improve our systems and processes, so that they support an approach informed by an understanding of the key role that trauma plays in the cycle of homelessness.
- The implementation of our Reconciliation Action Plan was progressed with Reconciliation Week taking a focus on local activities being promoted to clients, a quiz for staff and an amazing window display featuring local Aboriginal artwork in our Chapel St Op Shop. Staff also took part in a cultural walk along the Yarra River. The coming year will see staff provided with more cultural training to support their work with Aboriginal and Torres Strait Islander clients, and an exciting Aboriginal art project for clients being offered through the Queen's Road Rooming House.
- We have commenced the implementation of our organisational wide service model with the development of program logics for all our services that map activities to outcomes, the establishment of an evaluation and measurement framework and the engagement of service experts across the organisation through a think tank.

## Strengthen Our Future, Develop Our Services

- We expanded our geographical reach with the opening of a new op shop in Fitzroy and through the development of a merger with Bethlehem Community (Thomastown and Reservoir).
- We continued to translate the implications of new social policy as we assess and understand the changing political and government landscape through an investment into Advocacy activities.
- We have transitioned our Homecare services into the new government model of consumer directed care.



- We have commenced the mapping of areas of need to inform development of a future service growth.
- We have spent the year developing our capacity to scale up our *Journey to Social Inclusion* program, a response that will end chronic, long-term homelessness, with Mark II services commencing in late 2015.

### **Develop Our People, Strengthen Our Culture**

- We introduced the new People and Strategy team, who will support delivery of the Mission's ten year strategic plan, including the development of our organisational culture and work force that is able to undertake complex work and sustain service excellence.
- Our staff have been actively engaged in the implementation of our new service model through participation in a 'think tank' and through workshops conducted with Social Ventures Australia on developing Program Logic models for their program areas.
- A major review of our volunteer workforce is underway with a range of improvements being implemented that will ensure we continue to improve the volunteer experience and set the foundations for an advanced volunteering program in the future.
- A comprehensive practice development program commenced in 2015 that will support the development of skills and knowledge to deliver the new service model.

### **Build the Evidence, Strengthen Our Practice**

- A Public Policy and Advocacy adviser position was created to support our implementation of an advocacy strategy that uses evidence from research to influence and inform public policy.
- An organisation wide measurement and evaluation framework has been developed, which will see the Mission start to gather evidence of the impact of our services, and our progress towards meeting our vision and mission. We launched the 48 month outcomes report of the J2SI pilot which shows that permanent housing and intensive support works to end chronic homelessness.

### **Engage Community, Build Collaboration**

- A relationship management strategy was developed to enhance strategic partnerships that will support the delivery of organisational outcomes and provide opportunities for organisational growth.
- We worked toward a merger with Bethlehem Community women's accommodation service. Planned to take place in July 2015, the merger will see our women's services expanded and our geographic reach extended to Melbourne's northern suburbs.
- The scaling up of our J2SI service model which is being supported through two significant partnerships with VincentCare and St Mary's House of Welcome, that will see the service response extended to the inner north suburbs of Melbourne.

## Share Our Story, Inspire Support

- We established a new website. This digital door to the Mission was designed to create a welcoming, online space where visitors can learn more about the services we offer, the impact we have in the community, and how they can get involved whether through visiting our op shops, volunteering, learning more about homelessness and disadvantage, community fundraising, attending our events, or contributing in other ways.
- We increased our integrated use of digital communications to share our work and our stories with even more people through our social media channels.
- We shared many stories about outstanding community support and participated in conversations about our work across mainstream media outlets such as *The Age*, Channel 10 News, 774 ABC, 3AW, *The Guardian* (an online article about our latest J2SI findings was shared more than 8,000 times) and local papers, including our monthly column in the *St Kilda News*.

## Improve Our Places, Grow Our Spaces

- A 10 year property master plan was developed and we are now working with consultants to finalise detailed plans to develop more welcoming and fit for purpose spaces for clients, staff and volunteers.

## Secure Our Future, Strengthen Our Bottom Line

- We developed a robust 15 year financial plan which maps out how we will grow our income in order to expand our service delivery.
- We opened a new opportunity shop in Fitzroy in December, and it is already a great success. Profits from op shops sales go towards our service delivery in programs not funded by the government.
- We implemented a new fundraising strategy. As part of this, we added a community fundraising component to our *Dining With Heart* event in which restaurants across Melbourne also ran events during May as part of *Dining With Heart* Month.
- We started a Bequest Club encouraging people to leave a gift of the heart to Sacred Heart Mission in their will.

## Develop the Systems, Extract the Story

- We undertook an extensive review of our IT systems and processes to understand how we will best be able to measure the positive social outcomes that arise from the work we do. This was done in conjunction with a fabulous group of NAB skilled volunteers. It allows us to invest further in technology to capture information critical to securing funding and improving our services.
- We replaced all of our desktop hardware, which was over 10 years old in most cases, to allow us access to better software and information.

# 6 Our Programs

## 6.1 MEALS PROGRAM



The Meals program operates out of our St Kilda dining hall and is often referred to as the heart of Sacred Heart Mission - it all starts at the table. 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 the years, we have developed strong relationships with many food donors and we rely on a steady supply of donated stock.

### *Chef traineeship program*

For the third year, we have delivered fully accredited training in hospitality to Mission clients thanks to the generous support of the Prescott Family Foundation.

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). 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.

Some trainees have had sporadic education and may not have held a job in many years, so the transition to study and work can present challenges. Our qualified chefs are supportive instructors and mentors and the collegial atmosphere of our Meals Program has greatly helped our client trainees feel at ease.

Our kitchen is large and well appointed and because thousands of meals are prepared there every month, the trainees work with a great diversity of ingredients and techniques.

Trainees have gained work experience through FareShare, Donovans and Luxembourg. Clients who have completed the training have gone on to paid employment and one continued further training to qualify as a chef.



There were over

**6,000**  
presentations

to the Women's House  
by over 120 individual  
women each month

**198 'duty'**  
engagements

occurred, assessing women's  
immediate needs and the  
provision of support,  
information and referral

**15%**  
of women  
accessing

case management were  
from linguistically diverse  
backgrounds, including  
Bosnia, Chile, Congo,  
Ethiopia, Fiji, Germany,  
Israel, Papua New Guinea  
Poland, Russia, Rwanda,  
Somalia and Uganda

**11.5%**

were Aboriginal and Torres  
Straight Islander women

## 6.2 WOMEN'S HOUSE

The Women's House is an engagement hub, providing a safe and welcoming space for women seeking support for a range of issues. The Women's House offers access to practical amenities such as showers, laundry facilities, and a private sleep room. Women can enjoy a healthy cooked lunch, connect with other women, and participate in health and wellbeing activities, such as the art therapy program 'Creative Connections' which is funded by the City of Port Phillip. It also offers case management for an average of 13 weeks to 96 women each year.

## 6.3 RESOURCE ROOM

Adjacent to the dining hall, this is often the first place people come when seeking support in a crisis. It is a confidential space with a duty worker where people can ask for specific advice and support. Resource Room staff 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 people 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 also make use of the shower and laundry facilities available onsite.



Almost

**2,700**  
individuals

sought information and  
referral to medical, housing,  
financial and specialist  
support services

This year the Resource  
Room recorded

**225**

visits on average  
each month



## 6.4 CASE MANAGEMENT AT MISSION HOUSE

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 144 people per year, for a period of up to three months, providing assistance with housing, mental health, legal, medical, and social and life skills.

The aim is to build people's independence and link them to 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 accommodate case managed clients in local apartments. Through the stability offered, the tenants have been able to pursue part-time work, counselling, and a range of other supports. Our team continues to support tenants to help them build independent living skills.

This year, in partnership with Uniting Care Prahran Mission a Mental Health Case Manager works with Mission clients to facilitate access to community managed mental health services.

The Fund has assisted four tenancies this year. In two cases, private rental evictions were avoided, and in two cases resolved in a timely manner through re-entry to private rental. In each case, clients had resolvable financial stress and have avoided becoming long-term welfare dependent

## 6.5 ORCADIA UNITS

Through the generosity of the Orcadia Foundation, Women's Services are provided with two independent living units in the St Kilda area to accommodate women with or without children who for a period of time may not be able to access other accommodation.

These units are provided to women who engage in case management via the Women's House or who access crisis accommodation at Homefront. This is a vital resource for women who need appropriate and independent housing in a timely manner but for whatever reason may not be able to access or be eligible for other options.

## 6.6 ORCADIA FOUNDATION PRIVATE RENTAL BROKERAGE FUND

The Private Rental Brokerage Fund was set up in response to Melbourne's chronic shortage of public and community housing, and the high price of private rentals, which put increasing numbers of people at risk of eviction and homelessness.

The fund supports people who are in private rental but are at risk of homelessness due to temporary financial stress, or people who have a successful history of maintaining private rental, but have become recently homeless due to a financial crisis. It is assessed that, with support, they could resolve these issues and avoid long-term homelessness and ongoing welfare dependence.

Although only a small number of people access the fund, it is an important preventative and early intervention option.

There were a total of

**450**  
case  
management  
episodes throughout  
the year across the  
organisation

**11%**   
of people being  
case managed  
were from culturally and  
linguistically diverse  
backgrounds, including:

Burundi, Eritrea, Finland,  
Germany, Greece, India, Malta,  
Mauritius, Philippines, Saudi  
Arabia Singapore, Somalia  
and Spain

We charge tenants **25%**  
of any income. If women are on  
limited, restricted, or even no  
income, and we know this can  
be resolved in time, we can  
house them until circumstances  
change. 25% of 0 is 0. This has  
enabled us to house three  
women this year who have  
not had any reliable income  
due to their uncertain  
refugee/visa status

## 6.7 ASSISTANCE WITH CARE AND HOUSING FOR THE AGED (ACHA)

The Mission's ACHA worker supported 52 older people who were homeless or at risk of becoming so. All were assisted to maintain or to obtain housing. For more than ten years, our (ACHA) program 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.

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.

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 assisted accommodation. Others are assisted to live independently in the community, in rooming houses or in their own flat.

### Dr Mike Birrell OAM

Dr Mike Birrell OAM works at Sacred Heart Mission's GP Clinic and at our two aged care communities. When funding cuts saw the GP Clinic shut in December 2014, Dr Birrell was part of the push, led by Mission staff and management, to get it back up and running, which occurred in April 2015.

Dr Birrell says the clinic is vital for people who have complex needs, including mental health issues, and who are unlikely to go to see a doctor for a range of reasons.

"These people don't usually cope well in the average GP waiting room. They can have trouble filling out detailed forms, and have a low tolerance for waiting. Because our GP clinic is located just beside the dining hall, they can put their name on the board and go and have something to eat, instead of being expected to just sit there and wait. It works for them," he said. Trust and building rapport are central to his approach to diagnosis and treatment.

"It may take four or five consults to build a working relationship. Even with the three months the clinic was shut, there are some people who we don't see any more." Away from work, Dr Birrell paints pictures



Dr Mike Birrell with aged care community resident, Jimmy

as a form of relaxation. He took it up when he was living in Wales and the cold weather kept him from surfing and playing footy. He was surprised to find it came to him quite naturally. In his art practice, he is inspired by real life characters, and he says he certainly gets plenty of inspiration in his work with Sacred Heart Mission.

"I like characters and this kind of work delivers them in spades. As one of my aged care patients told me once, it takes a long time to become a character." He has held exhibitions and even entered the 2015 Archibald Prize. The portrait

he entered depicts a man who designed the Australian ten dollar note, who is now one of his patients at another aged care community where he also practises.

"I enjoy aged care," he says. "They are real individuals. And working at Sacred Heart Mission's facilities is a pleasure. At the Mission, it's about the community first - financials come second. They don't have the same approach as some private care facilities. The Mission puts people first. They take on the hardest of the hard in terms of the complex needs of the people in their care."

## 6.8 GP CLINIC

Our GP Clinic operates adjacent to the dining hall and provides people with access to a doctor and registered nurse, in a setting which meets their complex needs. Many people who come to the Mission would not seek treatment at mainstream clinics. A grant from Gandel Philanthropy allowed us to revive the program in April 2015 after it had shut at the end of December 2014 due to funding cuts.



## 6.9 HANDS ON HEALTH CLINIC

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 almost no government 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.

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".

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:



## 6.10 VET CLINIC

Many people who use our services have pets that are dear to them. Thanks to our volunteer vet, we operate a vet clinic every first Tuesday of the month on site at the Mission. An average of ten beloved animals are treated each visit.

**25%**

of women were from culturally and linguistically diverse backgrounds including China, Egypt, Eritrea, Ethiopia, Greece, Israel, Poland, Somalia, South Africa, Sudan and Vietnam

**8%**

were Aboriginal and Torres Strait Islander women

## 6.11 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.

Women who are referred to Homefront may be experiencing homelessness for the first time, often due to family violence, a relationship breakdown, loss of income or other financial and housing affordability issues. Others may have experienced long-term, recurring homelessness due to complex challenges such as histories of trauma, mental health issues and/or drug and alcohol dependence.

Homefront also provides outreach support to women when they exit the crisis accommodation service to transitional housing. Housing is only one part of a holistic intervention that aims to link women with as many supports as required to help them maintain their future housing and improve their safety, health and wellbeing.

Homefront  
has provided more than  
**100**  
women

with crisis accommodation and assisted them to access safe, medium to long-term housing

## Referrals of women

on limited or no incomes due to refugee and visa issues are also increasing; supporting these women in achieving a positive housing exit is emerging as a particular challenge

**53** women

were assisted further in an outreach capacity on exiting the crisis accommodation service.

There has been a marked increase in referrals of women who are impacted by and or escaping family violence

A **Homefront** client from Somalia who was soon to give birth was housed in an Orcadia unit. This allowed her time to secure appropriate accommodation close to people from her cultural community. Without this option, this women was at risk of homelessness with a new baby



## 6.12 WOMEN'S HOUSING AND COMPLEX NEEDS PROGRAM

The program provides intensive case management for women who are homeless with long term, complex needs – women with significant histories of trauma, who have experienced chronic homelessness, live with significant disabilities, including physical, mental, intellectual, developmental and acquired brain injury. A case manager intensively supports six clients, providing assertive engagement, outreach support and case coordination for 6-12 months. This enables relationship building with clients who find it challenging to trust and time to accompany women as they achieve changes in their lives. It also enables ongoing support to be established and consolidated.

Almost all women engaged in the WHCN program have their immediate housing crisis addressed, and are placed in medium or long-term housing, or have referrals and plans in place for access to long-term or permanent housing

Almost all women engaged in the WHCN program address ongoing physical and mental health, and functional capacity concerns through improved engagement with physical, mental and neurological health services

## 6.13 KICK START – WELLBEING AND ACTIVITIES

Our Kick Start program offers intensive support to assist people to develop healthier lives and independence. The program supports people to build on their strengths and gain the confidence and/or fitness to pursue sport and recreation independently in the wider community. It also addresses their physical and mental health and 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 are a vital part of supporting sporting and fitness activities and are a strong link to our wider community.



436  
people  
participated  
in wellbeing activities  
throughout the year.



## 6.14 OUTLANDISH

Women who have experienced trauma, homelessness, mental health, social disadvantage and isolation are offered social and economic advancement opportunities through our innovative, eco-volunteering program, Outlandish.

Volunteering in nature based activities offers a range of therapeutic benefits including a safe environment in which to develop interpersonal and work ready skills. 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 model what would be expected in a work environment.

Outlandish provides volunteering, personal development, education, training and skills development and work readiness opportunities. Women are inspired to not only attend to immediate needs and stabilisation, but to aspire to and achieve social and economic participation within their capacity. The program aims to support 15 participants for an 18 month period, before they 'graduate' to independent volunteering, or other social or economic participation opportunities.

**31** women participated in Outlandish this year

**5** were employed or undertaking some form of work experience

**6** were involved in independent volunteering, 3 in community programs

**10** were either in or enrolled in training or further education

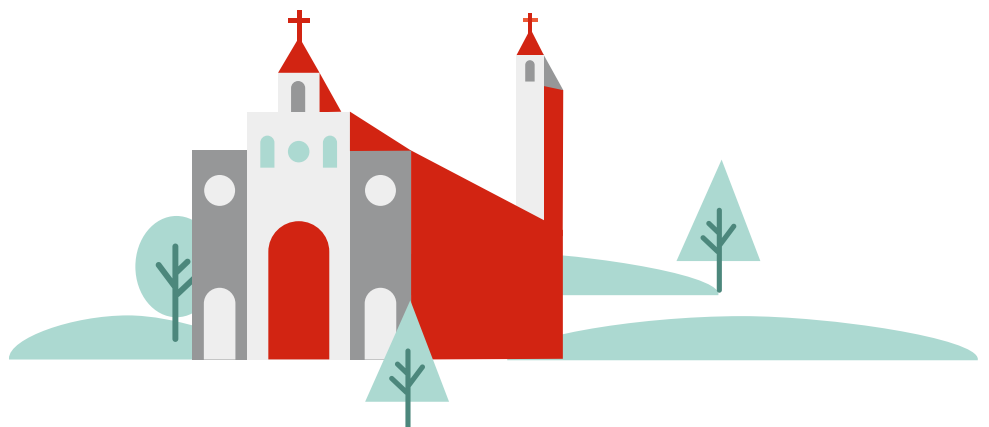
**5** had completed training or further education programs

## 6.15 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 on 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).

A designated Pastoral Care Worker works across all our client services offering the dimension of pastoral care to people who use our services in a more focused way. Such support may be of great benefit to those people 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.



## 6.16 MENTAL HEALTH AND DRUG AND ALCOHOL PARTNERSHIPS

The Mission has a longstanding partnership with Alfred Community Psychiatry (HOPS) and Windana: Drug and Alcohol Recovery (Street Project). We work together to provide a comprehensive and integrated response for people who have complex needs, such as mental health issues and issues related to drug and alcohol use

## 6.17 JOURNEY TO SOCIAL INCLUSION PROGRAM

In 2015, Sacred Heart Mission, in partnership with RMIT University and the University of Melbourne, published “Sustaining Exits from Long-term Homelessness”. This report highlighted the 48 month outcomes of the innovative Journey to Social Inclusion (J2SI) project, which ran from 2009-2012.

**This report concluded that intensive support coupled with stable housing, can break the cycle of long term homelessness, thereby reducing demand on expensive health justice, and welfare services.**

At 48 months, following the cessation of support, 75% of J2SI participants remained housed. While this was a slight decline from the 36 month findings of 85%, housing outcomes achieved through the J2SI program remain comparable with the best results reported by homelessness programs globally, in spite of the challenging cohort with which the program engaged. J2SI participants also reported substantial improvements in their physical and mental health, including a decline by 80% of average use of emergency hospital services and a decline in participants' average use of emergency psychiatric assistance.

In addition to housing and health outcomes, the J2SI evaluation further demonstrated:

- a continued decline in the number of days J2SI participants were incarcerated;
- an increased use of employment services and willingness to work during service delivery and
- a consistent improvement in perceived social support and acceptance – the two key indicators used to measure social inclusion.

### Sacred Heart Mission's vision – ending long-term homelessness

Having established the evidence base for a promising service model, we now propose to leverage the success of the J2SI pilot, through the delivery of J2SI Mark II and Mark III. J2SI Mark II will commence in November 2015 with partner agencies Vincent Care and St Mary's House of Welcome. Mark II aims to deliver an enhanced service model for 60 participants that will deliver further evidence of the program's success.

Following this, the vision is for J2SI Mark III to become a program adopted by service providers and governments across the country as the accepted, service response to end chronic, long-term homelessness.





## 6.18 SACRED HEART COMMUNITY – AGED CARE

Sacred Heart Community provides clinical and care service to 83 residents at our two aged care communities in St Kilda. Many residents have histories of homelessness and disadvantage, and many have 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 residents' care needs. It is essential a relationship is fostered between the resident and the staff to ensure the resident is engaged and finds their place within the Sacred Heart Community.

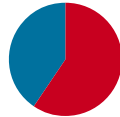
Medical support is provided by nursing staff, general practitioners, and allied health services such as physiotherapy and podiatry.

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 to the broader St Kilda community.

Residents are encouraged to maintain 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. There is a high prevalence of mental health issues, alcohol and drug use issues, social isolation, acquired brain injury, disabilities and long term disadvantage. This means behavioural and social care needs are high relative to that of other residential aged care facilities.

Increasing staff skill levels and the addition of 24/7 registered nurses allowed us to provide palliative care for five of our residents.

**68%**  
of our  
residents  
are men



26% are under the age  
of 65 years

9% are over the age of  
80, 5% are over 90

The average age of  
residents is 71 years

39% have lived with us  
for more than 5 years

5% were of Aboriginal &  
Torres Strait Islander

There are 16 female  
residents, which is  
24% of residents

Rooming House residents  
showcased their visual  
and performing arts talents  
at an exhibition,  
titled *Sit With Me*,  
held at The Gallery,  
St Kilda Town Hall

## 6.19 ROOMING HOUSE PLUS PROGRAM

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 Mission partnership with Community Housing Limited, a not-for-profit organisation which is owner and tenancy manager of the facility at 69 Queens Road, Melbourne.

Sixty-seven people live in self-contained apartments with access to a communal dining room, laundry facilities, gym, arts studio and vegetable garden. Some residents are assisted with daily living activities 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. A safe community is vital in breaking the cycle of homelessness. A safe and respectful home remains our key program objective.

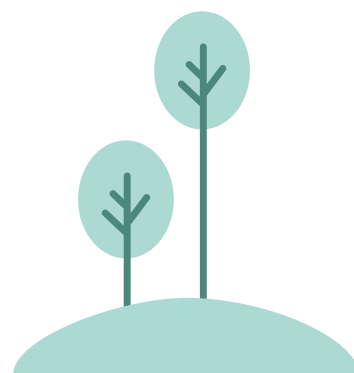
Building a sense of community is central to RHPP and residents are strongly supported through the social inclusion program to be involved in activities in the broader community. Art therapy and a developing music therapy program are a major focus, together with recreation activities, and building community living skills. Attending local community activities is strongly encouraged. Family members and carers are actively involved with the RHPP community. We support and assist residents to maintain relationships and re-engage with family members.

This year, RHPP collaborated with Workskills bridging employment program. Three residents completed the 12 week bridging course and a further three are enrolled. This is significant as two graduates have not participated in work or study for over 10 years, and for another, it has been over 30 years. The program provides numeracy, literacy development and computer literacy through researching and sharing student interests and experiences as well as providing routine, personal development, social interaction, and appropriate workplace interaction. The Workskills team aims to engage course graduates

in work placements in areas of work readiness.

Regular QUIT smoking sessions have been held and early responses have been favourable. Three or four residents attend our gym each night, supported by volunteers. Bus shopping trips on weekends are very popular and enable residents with health issues to bring home their weekly shopping.

Despite the challenges they face, living in this community environment with Sacred Heart Mission support services has been beneficial for most residents.



## Brian Pressnell

Brian Pressnell takes pride in a few photos which mark some of his recent achievements.

One picture shows then Prime Minister, Kevin Rudd, shaking his hand. In another he's holding up an ARIA, in another he's holding up a Logie -Australia's most prestigious music award and Australia's highest television industry award respectively. The ARIA was for the best soundtrack for a documentary on the *Choir of Hard Knocks*, of which he was a member. The Logie was for the same doco.

Brian says his involvement in the choir gave him a vision of what he could be, what his life could be. He has been a resident at our Rooming House in Queens Road for about three years. While he enjoys the independence of having all his own facilities, he's pretty busy so he's in out and most of the time.

In addition to being an accomplished musician, Brian is heavily focused on his sporting pursuits. Right now he's in training for the 15 km De Castella Run at end of August. But that's just a warm up for the 42km Melbourne Marathon in October.



Athlete and Queens Rd Rooming House resident, Brian Pressnell

"At training I'm doing six minute kilometres, and I'm trying to get it down to five minutes, 45 seconds," he says.

Last year he ran a half marathon at the RecLink Community Champions Run in Werribee, and he knows what he's in for.

"At the 28 kilometre mark is usually when the feet start to hurt, or things start going a little bit astray, so you've got to be really mentally prepared. That's why you need the training cause otherwise you break down too quick."

His footy keeps him fit too. He plays for two teams; the St Kilda Hearts in the RecLink competition and in the thirds for the St Kilda City Football Club. He'll be running out on the field in the finals this weekend for both teams, but he's gutted he can't play due to a hand injury.

"Things are really happening," he says. "I'm 53. I'm not going to stop until I drop. My depression and anxiety are just about on the way out the back door! I'm going to get back into society and society is going to applaud me at the end of this 42 kms. They're gonna pat me on the back and they're gonna say — If he can do it, anyone can do it."

## 6.20 HOME CARE

Our Home Care Team assists 75 older people to live independently in their homes and local communities. The small team makes a difference in the lives of their clients.

Many clients are referred from Sacred Heart Central, which incorporates our Meals Program, Resource Room, case management and other programs. Home Care clients also access our aged care communities for respite care, as required. Clients are also referred to Sacred Heart Community when their support needs can no longer be met in the community.

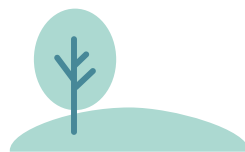
This year we have been preparing for changes to the way government funding is allocated, implementing new systems and undertaking training necessitated by those changes. We have continued to assist with cleaning, shopping, personal care, transport to appointments welfare checks and meals. Each client has their own case manager to coordinate support and to be at the end of the phone when needed for the many unforeseen circumstances that arise.

## Five Minute Volunteer



has linked 15 clients with 5 local volunteers who are ready, willing and able to assist in the same way as any good neighbour would

In May, Sacred Heart Mission launched a pilot program called the "Five Minute Volunteer" to connect local residents with elderly neighbours who may need help with some small tasks. A number of our Home Care clients live in the community and public housing but don't have any family or friends who can help take out their bins, change a light globe, find a missing item, open a jar, run a small errand or just check on their welfare. The idea for this initiative emerged as a direct result of the 2014 heatwave, when our Home Care team worked very hard, doing welfare checks on clients and many extra simple things that any good neighbour would do to help out in a time of need.



## Bruce, Matt and Heather

As that famous TV theme song says, everybody needs good neighbours. That's why Sacred Heart Mission launched a pilot program in May called the 'Five Minute Volunteer', to connect local residents with elderly neighbours who may need help with small tasks.

A number of Home Care clients live in community and public housing but don't have family or friends who can help take out their bins or just check on their welfare. It was identified there are City of Port Phillip residents who are happy to help an older neighbour, but not aware of how to instigate the offer.

We held a community barbecue to launch the program. Our special guest was Kate Kendall, who plays Laura Turner in *Neighbours* who generously gave her time to attend and meet some of our Home Care clients, staff and the Five Minute Volunteers.

St Kilda residents Matt and Heather were there too. They have been linked with Bruce through the program. Bruce says Heather and Matt have made a real difference in his life and they're a marvellous couple.

Heather heard about the program while volunteering at one of our op shops. When her uni job work hours increased, she thought it was as a more flexible option for



Five Minute Volunteers Matt and Heather, give Bruce a helping hand

her, and was something she and Matt could do together. Matt says being involved offers the chance to be part of the community they now live in, having moved here from Canada. "We live in St Kilda. We want to be part of this community. We are grateful to be in Australia and we want to participate," he says.

The couple helps out with simple things from time to time – like shifting Bruce's TV or working through hospital paperwork with him. But the social aspect of their relationship has grown to be even more important than lending a helping hand. When Bruce was in hospital, Matt and Heather would visit him there, although another get-together was in a more

relaxed setting. "We popped in to the RSL and had a pint with him one time. He's a very social person and he knew everybody there. He enjoys having a good chat. He's a local fixture – he's been in St Kilda for decades," Matt says. Heather agrees Bruce is great company.

"It's enjoyable to hang out with Bruce, hearing his stories. He just always makes us laugh. No matter what, he has something exciting that's happened to him or some story from the past he can tell us about. He's very charming, so just to sit and chat with him is quite a lovely experience. He always has a smile and bright eyes to see us. It makes you feel quite lovely to be part of his life."



# 7 Our Supporters and Community Engagement

We could not do all that we do without the immeasurable goodwill and support we get from a cross section of the community – individual people, young and old, community groups, religious groups, schools, small businesses, corporations, trusts, foundations, and so on.

## *People support us in many different ways, such as:*

- Contributing a vast amount of voluntary time and effort
- Donating goods, money, expertise and in-kind support
- Shopping at our op shops
- Attend our fundraising events
- Leaving bequests in their wills, and
- Sponsorships.

## *People also help raise awareness about our work and the issues around homelessness by:*

- Inviting us to speak at schools and other forums and
- Liking and sharing our *Facebook* posts, our *Tweets* and our *YouTube* Channel videos.

About 40 per cent of our income is generated through our op shops, and through a range of fundraising activities that we undertake or which are undertaken by our community supporters. This fundraising revenue stream frees us up to be innovative in the services we deliver to our clients. We can do so much more than we would if we were solely dependent on government funding.

## *These are some of the ways we engaged with the community this year, and the ways the community engaged with and supported us.*

- We launched the Five Minute Volunteer pilot program to promote neighbourliness in the community by linking older people with community members willing to lend a hand with small tasks from time to time.

- Senior NAB managers donated their skills, and countless hours, to our volunteer program review. They established a new volunteer data base and conducted interviews with staff and volunteers. Individual volunteers also supported this process.

- NAB started a review of our IT systems to help us plan how to measure our client outcomes, and therefore allow us to demonstrate impact and improve service delivery.

- Balaclava resident Luke Mason created an eye-catching “Sacred Heart” wishing well in his frontyard and donated the coins that had been thrown in by passers-by making a wish, totalling \$1,900

- Woolworths stores ran a month long, fundraising campaign in eight of their stores

- John Russo of June Abattoir sourced and arranged delivery of over \$100,000 of quality meat from generous meat industry producers throughout Australia. Through John’s tireless efforts, people coming for lunch at our Meals Program have enjoyed hearty winter meals of roast pork, beef and lamb, lambs fry, warming casseroles of beef and osso bucco

- Five local cafes joined our Coffee Coalition, which raises funds through coffee sales

- Our wonderful volunteers ran Christmas wrapping stalls at the South Melbourne market and Priceline Pharmacy, Bourke St Mall

- We rattled donation tins on the streets and sold raffle tickets

- Dine with Heart was expanded to a month-long event and involved the broader community with local restaurants and eateries holding special events and activities such as signature dishes, bespoke lunches and delicious fundraising dinners. The month culminated in the Dine with Heart dinner on the stage of the Palais Theatre.

Ten of Melbourne’s best chefs donated their talent to create this memorable dining experience for 200 lucky guests

- The Heart of St Kilda Concert lineup included the likes of Julia Morris, the Melbourne Ska orchestra, Colleen Hewett, Uncle Jack Charles and Tripod. About 1,500 people enjoyed a memorable night at the Palais Theatre, raising funds for our dining hall

- Sports fans enjoyed listening to stories from sporting stars and a delicious meal at the lively Dine With Champions fundraiser for our Kick Start Wellbeing and Activities program

- We gave more than 60 presentations to school and community groups to educate them about the issues around homelessness and the work we do

- We were again delighted to be nominated as a charity partner for the St Kilda Festival and The New Joneses sustainability project

- We had a boost in the number of corporate sponsored volunteers at our op shops

- We redeveloped our website to create a more user-friendly and welcoming experience for people who want to get to know us better and find out how they can get involved

- Our St Kilda op shop continued to hold special discount days for concession card holders

- We engaged our online, and the greater community in conversation around the latest J2SI report with a coordinated social media effort including live posting from the launch event, and

- We developed a 10 year property master plan for Sacred Heart Mission with the pro bono support and expertise of John Bennetts, Anthony Prowse, Dermot Cannon, board representatives and our executive team.

## Neil Croker

Sacred Heart Mission's annual Heart of St Kilda Concert has been held at the Palais Theatre since its inception in 2008, not long after Neil Croker and his team at Palais Theatre Management took over running it. It is now rated Australia's No.1 theatre concert venue and among the best in the world.

*Heart of St Kilda* draws some of the biggest performers in Australian music and comedy, raising funds for our dining hall to provide hundreds of hot, healthy meals each day to people facing disadvantage and homelessness.

Over the years the relationship between Neil, the Palais Theatre and the Mission has grown. In 2014, it became the home of another dining hall fundraising event, *Dine With Heart*, which sees the stage transformed into a fine dining venue, featuring Melbourne's top chefs.

Neil Croker's contribution to the Mission goes beyond the use of the space. There's support with publicity, marketing and so much more. It's hard to quantify the enormity of such a gift, but at the Mission, we know Neil is worth his weight in gold.

Indeed his 30 year track record in entertainment industry management is luminous. He was AC/DC's tour manager for two decades and managed tours for acts such as Dire Straits, Michael Jackson and Carol King. He has produced theatre productions and special events like the Barcelona Olympics merchandise.



Neil Croker, CEO Palais Theatre Management

The Palais opened as a cinema in 1927, and has been an entertainment institution ever since. The Rolling Stones, the Beach Boys, Roy Orbison and Johnny O'Keefe have rocked it. Rudolf Nureyev and Dame Joan Sutherland have electrified it. By the time Neil became CEO of Palais Theatre Management in 2007, he says it had become run down.

"It was in poor shape and underutilised. The year before we took over it had about 22 concerts on each year and 35,000 people came along. These days we do about 120 concerts a year and have 300,000 people come through."

Part of that reinvention has been to make sure the Palais Theatre is not just a St Kilda landmark but part of the St Kilda community.

It made perfect sense to link up with Sacred Heart Mission.

"It was very obvious to me very quickly that Sacred Heart Mission does an amazing job in St Kilda, not only for people from St Kilda, but for all people in need. It was an ideal organisation to work with. The arts is very much about a fair go for all, a voice for all, supporting people in their freedom to live their life as they need to live it, want to live it. And that flows through from the artists we represent on stage, to our own management philosophy. That aligns clearly with the work that Sacred Heart Mission does as well."

## 7.1 OUR FUNDRAISING ACTIVITIES

The Fundraising and Communications team has been busy implementing our new fundraising strategy. The strategy adds new activities to those 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 the key fundraising activities that support the Mission's programs.

### Appeals

We have two major appeals per year that leverage the peak giving periods around Christmas and winter.

### Monthly giving program

Our regular giving program allows donors to make on-going monthly 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 match their employees' donations.

### Trusts and foundations

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

### Bequests

Leaving a gift in your Will is a very special act of generosity and kindness. Gifts of this nature allow us to plan for the future with confidence, investing in services that address the underlying causes of deep, persistent disadvantage and social exclusion.

### Community run events and activities

We are fortunate to receive donations from people and groups who fundraise on our behalf. For example, cafés that are members of our Coffee Coalition initiative, people requesting donations to the Mission in lieu of birthday gifts, and school groups participating in fundraising activities.

### 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 forum to recruit new donors.

Our stable of events includes:

- the Light Up a Life cocktail party which raises funds for our Women's House,
- the Heart of St Kilda Concert which supports our Meals Program,
- Dining with Champions which generates income for Kick Start, our health and wellbeing program, and
- 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.

Individuals and organisations contributed a total of

**\$67,533**

through community events they organised including:

a wonderful women's luncheon at Circa, a Mission wishing well in a Balaclava resident's front yard and a live gig at St Kilda lawn bowls club. We are blessed to have such strong community support

A greater focus on major gifts paid off, attracting more than  
**\$100,000**  
in donations

Our four fundraising events raised a total of **\$254,375** for the mission

Thanks to everyone who collectively donated more than  
**\$360,000**  
to our Christmas and winter appeals

We received **\$10,635** in loose change from collection tins



## 7.2 OUR OP SHOPS

Many people in the community are introduced to the Mission through our op shops. The outstanding results our op shops achieve are a reflection of the amazing efforts of our family of staff and volunteers, who work tirelessly to create a happy, vibrant and fun shopping experience and atmosphere.

Fresh stock is put out all day, every day, and visual merchandising flaunts the quality of the donations we receive. Popular events across our stores offer promotional opportunities – such as seasonal launches at Elsternwick and an auction night at Windsor in October.

We are grateful beyond words to the communities in which we operate. Similarly, we could not do without our customers, and it is great to see new faces at all our shops all the time; young and old, learning that op shopping offers great bargains, great finds and great support to a just cause. Of course, without the overwhelming support of our donors, we would have no stock with which to raise much needed funds for Sacred Heart Mission's programs. Our Op Shops directly fund such innovative programs as the Journey to Social Inclusion program.



Our op shop sales this year exceeded

**\$4,800,000**

Record sales at St Kilda, South Melbourne, Hawthorn and Bentleigh made this year the most successful for our op shops

In December we opened our eighth op shop at 433 Brunswick Street, Fitzroy. The first of seven we plan to open over the next seven years

## 7.3 OUR VOLUNTEERS

Sacred Heart Mission is extremely grateful to our growing team of volunteers who come from many different walks of life to offer their time, skills and expertise. Without their dedication, we could not provide some of our services.

Volunteers help out across the organisation in a range of capacities. Teams of volunteers do daily rosters in our dining hall and at our Op Shops. Volunteer community visitors spend time with our aged care residents, and our Homecare clients are provided a helping hand through the Five Minute Volunteer program which we piloted this year.

Women's House volunteers help provide a welcoming and friendly space and assist in preparation and service of meals. Skilled volunteers provide pro bono professional services, and offer specialist services such as medical care. Thank you to all of the volunteers who participated in various programs and projects, including the volunteer review we conducted this year we truly value your hard work and expertise.

Volunteers contributed almost  
**80,000**  
hours to the Mission  
this year

More than  
**1,600**  
people volunteered  
with us this year

### OUR VOLUNTEERS' CONTRIBUTION THROUGHOUT THE YEAR

Place	No of Volunteers	Volunteer Hours
Dining Hall - Grey Street, St Kilda	1,090	35,776
Op Shops	454	32,298
Hands on Health Clinic	70	4,984
Women's House	120	2,069
Community Visitor Scheme	21	402
Kick Start Health and Wellbeing	8	61
Main Reception	20	1,627
Aged Care Communities	18	173
Market Garden	9	1,248
Other Services	27	941
<b>TOTAL</b>	<b>1,619</b>	<b>79,583</b>

\*Note: We made changes to the way we record this information this year, accounting for some variations when making comparisons with previous years.

## 7.4 STUDENT PLACEMENTS

This year we hosted a number of students including personal care attendants and lifestyle coordinators in our Aged Care Hostels. Master of Social Work and Master of Community Development students contributed to our services at Homefront Homecare and RHP

Sacred Heart Mission values the contribution made by students across the organisation. Hosting students for field education not only provides students with valuable learning experiences but it also provides the organisation with a myriad of benefits. Students bring new knowledge about theoretical approaches and frameworks and engage staff in critical reflection of agency programs and activities. They further contribute to critical research, projects and program evaluations. Hosting students further supports the development of a skilled workforce and robust profession into the future. Program area managers and staff generously support our students to learn valuable new skills and develop their knowledge base.

Our partnerships continue with RMIT Diploma of Nursing, Social Work and Chiropractics, local TAFE's and other registered training organisations.

Interest from students in gaining a placement at Sacred Heart Mission is very strong. Priority is given to our partners as well as Mission volunteers. The benefits flowing from the student placement program are mutual, with many students returning as staff after the completion of their studies.

**A number of our volunteers  
attained paid positions  
with us this year**

## 7.5 OUR STAFF

**Our staff comprises**

**77** Full time  
**130** Part time and  
**64** Casual employees.

This year staff embraced changes related to the introduction of **a new service model** and the commencement of the ten year strategic plan.

**Opportunities for growth, promotion and training have ensured staff continue to be highly skilled and recognised for their contribution**

Our committed and dedicated team of skilled professionals work above and beyond expectations. Day in, day out, our frontline staff provide compassionate care to the people who use our services. They are supported by a dedicated team of administration professionals and management.

A culture of high performance is nurtured through regular performance reviews, the identification of training needs and through work plans, which support staff in understanding the role they play in the delivery of key deliverables.

The Ernie Smith Award recognises the invaluable contribution employees make to our vision of an inclusive, fair and compassionate community. Employees who have demonstrated an outstanding level of commitment and service to the organisation by living the organisational values are presented with this award at All Staff meetings, held twice each year. This year the recipients were awarded for a range of quality improvement initiatives, with each staff member having clearly gone above and beyond to ensure a great service for people who use our services and support for their team members.

This year, the following staff members were acknowledged for their years of service and their contribution

**15 YEARS:**

Peter Rutledge  
Kerol Uzkuraitis  
Martin Healey

**10 YEARS:**

Frances White  
Ana Whitfield  
Christie Pascoe  
Litiana Corfe

**5 YEARS:**

Kathy Sin  
Antoni Moscicki  
Silvana Algesi  
David Santini  
Shane Holsgrove  
Michelle Azzopardi  
Marika Fengler  
Robert Kosic  
Jelisaveta Ene  
Jane Te Moni  
Naomi Tamlyn  
Kate Jarrett  
Melissa Hoell  
Sue Coyne  
Felicity Hardy  
Dena Hughes  
Duncan Mackay  
Sue O'Kane  
Norsila Rosni  
Parichehr Sadeghini  
Tina Montana  
Jose Sabang



## Angela Merriam

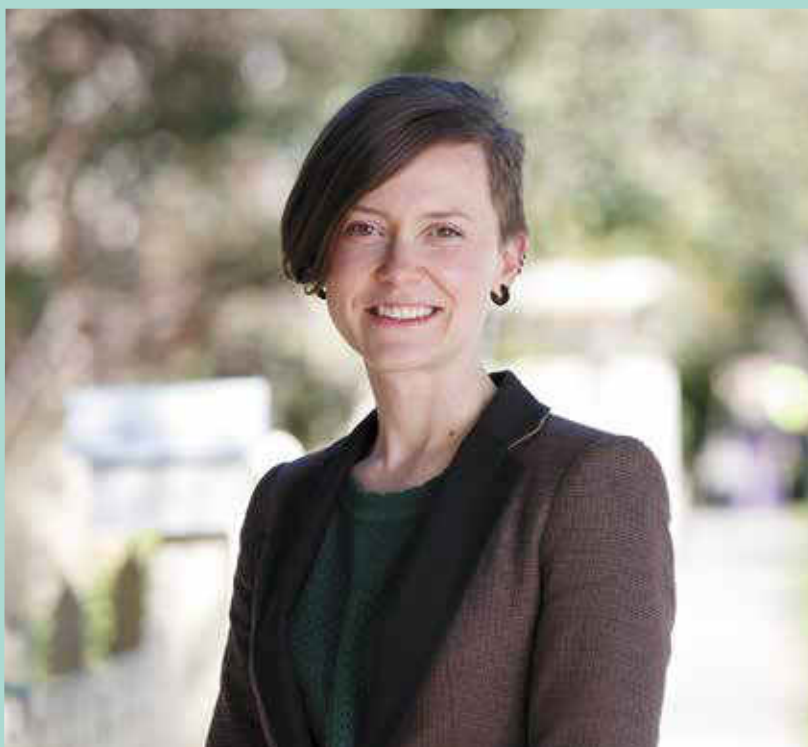
Angela Merriam is Sacred Heart Mission's Public Policy and Advocacy Advisor, joining us in this newly created role in early 2015. Angela is from Canada and has lived in Melbourne for just over two years. She moved here with her partner who hails from Melbourne, who she met while living in China. The move here has allowed her partner to continue his postgraduate studies and Angela is happy they made the choice.

"Australia made a lot more sense than Canada, and we haven't looked back. I'm really enjoying living here," she said.

When she first came here, Angela worked at the University of Melbourne in the School of Government doing public policy research on comparative federal systems before coming to the Mission. Angela's role at the Mission has two parts.

One part of her role is to interpret Government policies—State and Federal—to analyse the impact of those policies on people who are experiencing homelessness and disadvantage, many of whom come to the Mission to seek support.

The other part of her role is to be a voice for those people – to advocate on behalf of the Mission



Angela Merriam, Sacred Heart Mission Public Policy and Advocacy Advisor

to Government. Angela has input into various government and sector forums including on matters such as service sector reforms or how to end long-term homelessness.

"Part of my job is about government relations and working with the service sector. For example, sector peak bodies are now organising consultations with the sector on what the major policy priorities in next year's budget ought to be. The Mission hopes to see the government invest in affordable housing and evidence-based solutions to ending long-term homelessness."

An important part of Angela's advocacy role is to promote awareness about the Journey to Social Inclusion Program, or J2SI, which aims to put an end to the cycle of long term homelessness and disadvantage.

"My role is in part to increase awareness within government about J2SI and what it has shown about the dynamics of long-term homelessness. In a lot of ways there is a growing understanding within government about the problem of entrenched disadvantage. Governments are interested in evidence-based solutions to prevent people from entering, and supporting people to break out of, entrenched disadvantage."

## 7.6 WE ARE MEMBERS OF:

- Aged and Community Care Victoria
- Australian Institute of Management
- Catholic Care Employee Assistance Program
- Catholic Health Australia
- Catholic Social Services Australia
- Catholic Social Services Victoria
- Council to Homeless Persons
- CPA Australia
- Fundraising Institute Australia
- Homelessness Australia
- Jobs Australia
- Leading Age Services Australia
- Quality Innovation Performance
- Philanthropy Australia
- Pro Bono Australia
- National Association of Charitable Recycling Organisations
- Psychiatric Disability Services of Victoria
- VECCI
- Victorian Council of Social Service

## 7.7 ACCREDITATION

We have been accredited against:

- the Department of Human Services Standards
- the Community Care Common Standards
- the Australian Aged Care Quality Agency standards
- the National Standards for Mental Health Services and against
- the Quality Improvement Council Health and Community Services Standards.



## 7.8 OUR SPECIAL THANKS TO:

### Organisations

5Ways Food services  
 Advantage Salary Packaging  
 Anderson Kelly  
 Aquinas College  
 Ardoch Youth Foundation  
 Aust Aged Care Quality Agency  
 Bakers Delight  
 Biccys Op Shop Supporters Inc.  
 BUSY At Work  
 Cabrini  
 Canny Group  
 Canyon Pty Ltd  
 Capital Radiology  
 Carey Baptist Grammar School  
 Carman's  
 Caulfield Grammar  
 Chalmers Pres Church  
 Chisholm & Gamon Property Pty Ltd  
 Church of St Anthony  
 Clark Sr Child care centre  
 Clarke Legal  
 Coaching Institute  
 Cocofrio Ice cream  
 Cold Rock Ice cream  
 Coles  
 Colorpak Limited  
 Commercial Photography  
 Complete Food Services  
 Continental Kosher Butchers  
 Cystic Fibrosis Victoria  
 Dench Bakers  
 Dental Advantage Consulting Group  
 Devine Design  
 Dobson's Potatoes  
 Egans Asset Management Pty Ltd  
 Egg Unlimited  
 Elizabeth Andrews Corporate Catering  
 Elwood Children's Centre  
 Elwood College  
 Elwood Primary School  
 Evolve Intelligence  
 Exquisite  
 Fonterra Cheese Company  
 Frontier Advisors  
 Fruit At Work  
 G&M Waldie Transport  
 General Mills Australia Pty Ltd  
 Global Confectionary  
 Gravity Coffee  
 Haileybury Brighton  
 Hatch Photography  
 Hawkins Bakehouse

Hewison Private Wealth  
 Hocking Stuart St Kilda  
 Holy Trinity School Community  
 Jack Morton Worldwide  
 Jayco Corporation Pty Ltd  
 Kailis Brothers Seafood Specialists  
 Knights of the Southern Cross  
 KOGO  
 Kooyong Newsagent  
 Kostka Hall Mother's Association  
 Kriss Will Consulting Pty Ltd  
 KS Environmental Pty Ltd  
 Little Rocket  
 L+O Technologies Pty Ltd  
 Luv a Duck  
 LP Communications  
 Mark Munro Photography  
 Master Builders Association  
 of Victoria  
 McCoppins  
 McKinnon OSHC  
 McKinnon Primary School  
 Melbourne Symphony Orchestra  
 Moneywise  
 Moorabbin Investments Pty Ltd  
 Motor Brand Design  
 National Australia Bank  
 Northcote High School  
 Novotel  
 Nuttalex Food  
 Oakley  
 Oki - 2 - Go Japanese Restaurant  
 Oldendorff Carriers Melbourne  
 Onebee Pty Ltd - Rizo Desserts  
 Open Slather Productions  
 Padua College  
 Palais Theatre  
 Pentel Limited  
 Port Melbourne Football Club  
 Prestige Foods International  
 Qantas  
 QBE Australia  
 Red Agency  
 Republica  
 Resolution Property Group  
 Rizo Desserts  
 Ross Managed Training Services  
 Rotary Club of St Kilda  
 Ryan Commercial Lawyers  
 Sacre Coeur  
 Woolworths  
 Sage MicroPay  
 Soapy Madness  
 St Andrew's Primary School  
 St Kevin's School  
 St Kilda Football Club  
 St Kilda Steiner Kinder  
 St Mary's College Parkville

St Mary's Parish  
 St Michael's School  
 St Mary's College - Uni of Melb  
 Stacks of Snacks  
 Star of the Sea College  
 Stephen's Fine Foods  
 St Kilda Footy Club  
 St Kilda Rotary  
 Stow Australia  
 Superfriend  
 T2  
 The Prahran Masonic Lodge  
 The Sweet Boutique  
 This Is Wholesome  
 Trusay Pty Ltd  
 Tufstuf Pty Ltd  
 Vermont Secondary College  
 Vilis Bakery  
 WD Rose & Joseph Allison Funerals  
 Waldron Smith Management  
 Watergrasshill Angus  
 Wesley College  
 Western Fresh Produce  
 Woodfire Bakery  
 Xavier College Kostka Hall  
 Yoshiko Hair  
 Cleaver's Organic Meat  
 Davies Bakery Pty Ltd  
 John Russo and June Lamb  
 and Abattoir  
 Lion Nathan  
 Scanline Used Cooking  
 Oil processors  
 Clover Valley Fine Foods  
 Coca Cola  
 Stall Holders Melbourne Market  
 at Epping  
 FareShare  
 SecondBite  
 FoodBank  
 Monte Coffee and the Bean Alliance  
 The Good Guys Brighton  
 Acland Court Shopping Centre  
 Melbourne Singers of Gospel  
 Metropolitan Fire Brigade  
 Ausign Signage  
 EJ Ainger Auction Rooms  
 KS Environmental  
 Leonard Joel Auction House  
 Little Rocket  
 Taco Bill South Melbourne  
 Banksia Palliative Care  
 Jensen's Funeral Directors  
 Mobile Assessment Treatment  
 Service  
 Melbourne Sports and  
 Aquatic Centre  
 PCYC Gym



## Trusts and Foundations

Bagot Gjergja Foundation  
Besen Family Foundation  
Beverley Jackson Foundation  
Collier Charitable Fund  
Equity Trustees  
Gandel Philanthropy  
Gordon Brothers Charitable Foundation  
Joe White Bequest  
John Xavier Charnley Trust  
Lord Mayor's Charitable Foundation  
Lord Mayor's Charitable Foundation  
– Eldon and Anne Foote Trust  
(Innovation Grant 2014 )  
Mary Mackillop Foundation  
Mercy Foundation  
Milton Corporation Foundation  
Orcadia Foundation Limited  
Prescott Family Foundation  
Schapper Family Foundation  
Sirius Foundation Ltd  
The Goldman Sachs JB Were  
Foundation  
The Gray Family Charitable Trust  
The Limb Family Foundation  
The Marian and E H Flack Trust  
The Michael and Janet Buxton  
Foundation  
The Orloff Family Charitable Trust  
The RE Ross Trust  
The Readings Foundation  
Toyota Community Foundation  
William Angliss (Victoria)  
Charitable Fund  
William Buckland Foundation

## Bequests and Estates

Estate of L I Roach  
Estate of Marita Therese Mulcahy  
Estate of the Late Mavis Catherine  
Wylie

## Individuals

Ann and Mr Terence Hodgen  
Anne Bean  
Jason and Tracey Cheeseman  
John Dever  
Edward J Miller  
Peter F Murphy  
Stephen & Keryn Nossal  
Peter Hosking  
John McAdam  
Bill Tenner  
Tony Kelly and Wendy Black  
Sue & Gary Wood

Don Macfarlane  
Keith Greening  
Barbara Mulder  
Derek Young AM  
Richard J Stanley QC  
Peter Howe  
Frank Shelton  
Paul Ryan  
Terry Kean  
James McCaughey and  
Ellen Koshland  
Denis and Christine McConnell  
John and Betty Laidlaw  
Robert and Irene Gilbert  
Mr and Mrs Campbell Stewart  
Philip Neri  
Brian Nankervis  
Wal Bishop OAM  
Larry Ponting  
Neil Croker  
Paul Ryan  
Paul Higgins  
Paul Smith  
Torsten Kasper  
Sheridan Jones  
Jeremy De Zylva  
Tiffany Cherry  
Ian Curley  
Chris Watson  
Gail Donovan  
Jessica Mangan  
Sara Zucchi  
Mia Cochrane  
Andrew Bond  
Carolyn Clark  
Teresa Liano  
Penelope Ward-Ambler  
Katy Nottingham  
Lucy Hill  
Linda Slobom  
Linda Cashin  
Quyen Ly  
Marg Downey  
Tania Brougham  
Josie Kelly  
Sarah Conron  
Karen Mitchell  
Amanda Murphy  
Jane Turner  
Melissa Brauer  
Emma Assaad  
Emma King  
Luke Mason  
Ashton Davey

## Government

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

Home Care and Aged Care are funded by the Australian Government Department of Social Services.

Sacred Heart Mission acknowledges the support of the Victorian Government.



# 8 Our Financial Position

## 8.1 TREASURER'S REPORT

This year has been another financially successful one for Sacred Heart Mission. Our report this year also presents consolidated financial results which include the financial performance of our Foundation. After a generous donation by the Peter and Lindy White Foundation in 2009, the Sacred Heart Mission Foundation was established to provide an income stream from investments to fund delivery of services to clients. With the recent launch of our Bequest Club, the Foundation has now been opened for bequest donations to further grow this income stream.

Sacred Heart Mission's revenue of \$16,889,481 in 2014-15 was an increase of 4% on the previous financial year. This revenue growth was driven by a 15% increase in retail sales due to steady growth in existing op shops and the opening of a new Op Shop in December in Brunswick a 9% increase in government receipts mainly through increased aged care income, and a 2% increase in fundraising income.

Total expenses increased by 5% to \$16,176,228. The majority of this increase is due to initiatives that are part of the Sacred Heart Mission Strategic Plan to improve our services to clients and our capacity to generate future income such as the new Op Shop.

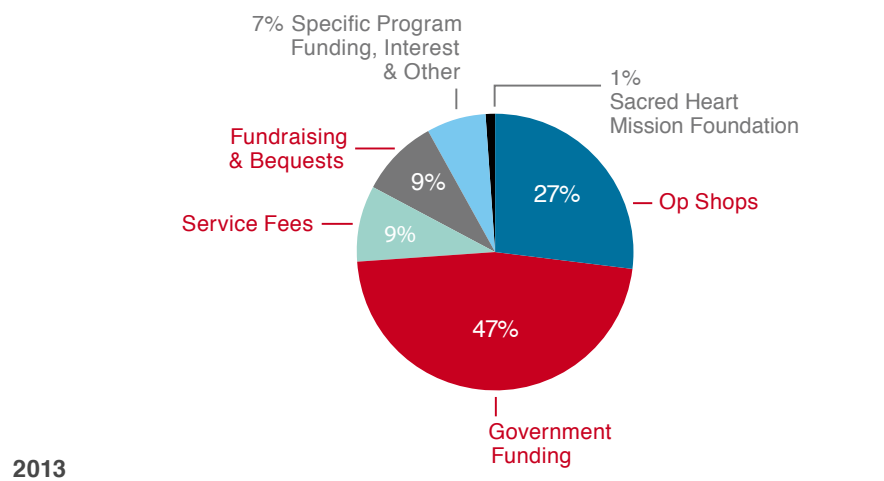
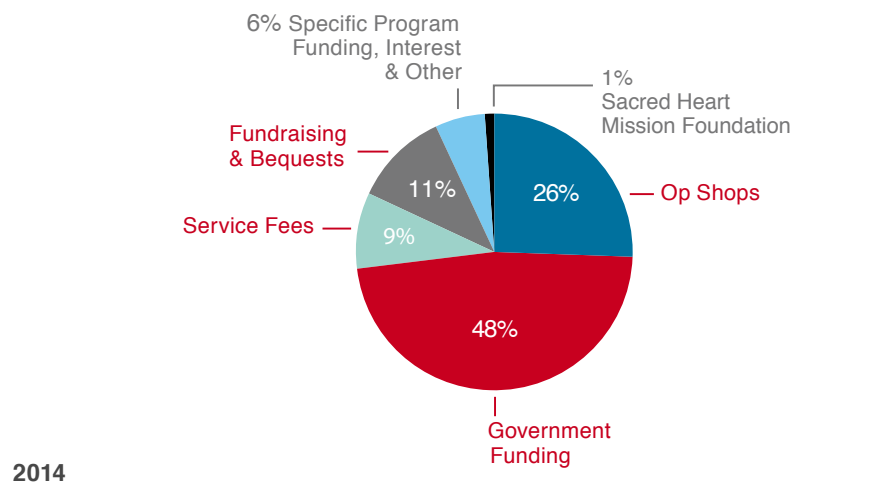
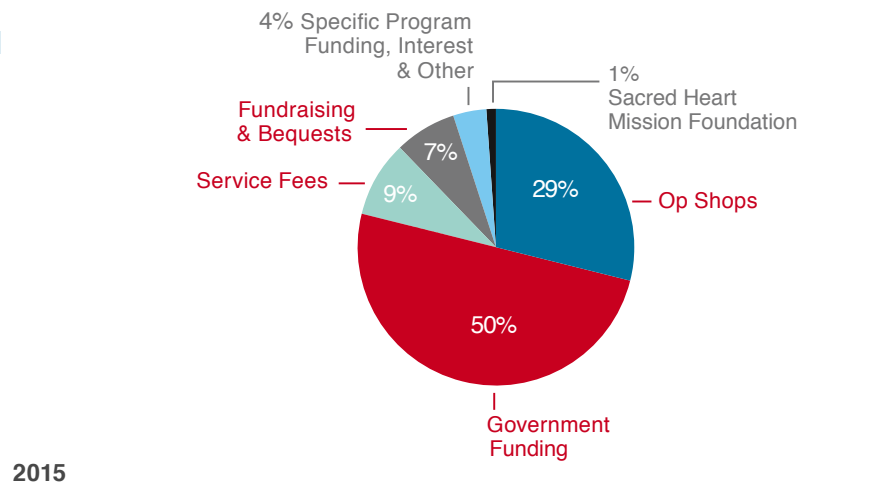
The resulting combined surplus for the Sacred Heart Mission and the Foundation was \$733,999. This surplus adds to our retained surpluses from previous years, that will fund vital new services and facilities over the next few years. In 2015-16 we will commence both the second phase of our Journey to Social Inclusion program and an extensive building project. The building project will consolidate and upgrade our Aged Care and Rooming House facilities, and expand our Hands On Health clinic and Women's House. These major initiatives will involve investment of our reserves, increased fundraising efforts and other financing arrangements.

Thanks once again to all the generous supporters of the Mission. This includes those who make bequests, donors, volunteers, pro bono service providers 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**

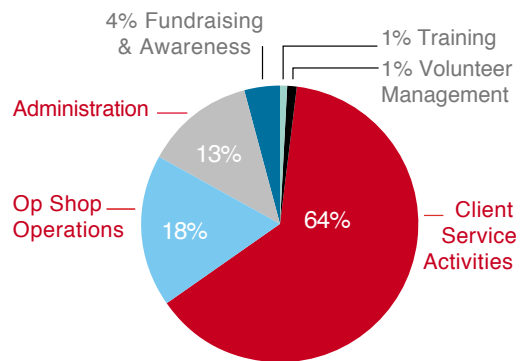
## 8.2 WHERE OUR FUNDS COME FROM

Three year comparison

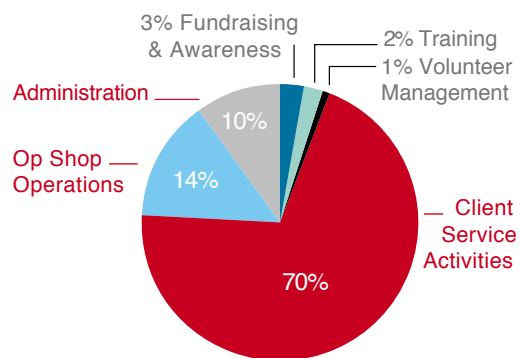


## 8.3 HOW WE APPLY OUR FUNDS

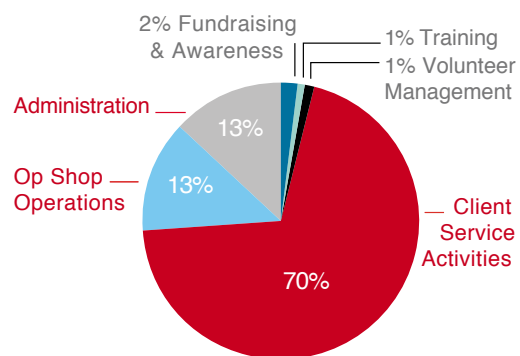
Three year comparison



2015



2014



2013

## 8.4 FINANCIAL SUMMARIES

### Statement of Profit or Loss for the year ending 30 June 2015

	Consolidated		Parent	
	2015 \$	2014 \$	2015 \$	2014 \$
<b>Total Revenue</b>	<b>16,889,481</b>	<b>16,170,596</b>	<b>16,658,333</b>	<b>16,169,046</b>
Expenses				
Staff Costs	12,321,767	11,382,916	12,321,767	11,382,916
Operating Costs	703,021	904,991	703,021	904,991
Occupancy Costs	1,716,365	1,567,106	1,716,365	1,567,106
Depreciation	455,283	419,241	455,282	421,280
Repairs and Maintenance	287,304	94,351	300,631	94,351
Office Costs	421,376	321,673	421,376	321,673
Motor Vehicle Costs	124,202	172,688	124,202	172,688
Profit on Sale of Assets	47,819	400,605	10,000	400,605
Other Costs	99,091	209,800	175,096	207,232
<b>Total Expenses</b>	<b>16,176,228</b>	<b>15,473,371</b>	<b>16,207,741</b>	<b>15,472,842</b>
<b>Operating Surplus (deficit)</b>	<b>713,253</b>	<b>697,225</b>	<b>450,592</b>	<b>696,204</b>
<b>Other comprehensive income</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>
Contributions received for the acquisition of non-current assets				
Net gain/loss on revaluation assets	20,746	147,594	(32,603)	16,689
Surplus after accounting for contributions received for the acquisition	<b>733,999</b>	<b>884,819</b>	<b>417,989</b>	<b>752,893</b>

**Statement of Financial Position as at 30 June 2015**

	<b>Consolidated</b>		<b>Parent</b>	
<b>Assets</b>	<b>2015 \$</b>	<b>2014 \$</b>	<b>2015 \$</b>	<b>2014 \$</b>
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	4,730,925	6,070,274	4,633,527	5,922,267
Trade and other receivables	361,028	147,044	317,887	147,044
Other current assets	534,063	376,893	625,663	511,586
<b>TOTAL CURRENT ASSETS</b>	<b>5,626,016</b>	<b>6,594,211</b>	<b>5,577,077</b>	<b>6,580,896</b>
<b>NON-CURRENT ASSETS</b>				
Financial Assets	3,837,119	1,402,742	2,286,247	132,256
Property, plant and equipment	6,993,764	6,786,472	6,993,764	6,800,013
Intangible assets	2,158,040	2,088,541	2,158,040	2,075,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>12,988,923</b>	<b>10,277,755</b>	<b>11,438,051</b>	<b>9,007,269</b>
<b>TOTAL ASSETS</b>	<b>18,614,939</b>	<b>16,871,966</b>	<b>17,015,128</b>	<b>15,588,165</b>
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Trade and other payables	1,231,226	732,010	732,010	732,010
Provisions	1,115,329	933,323	1,115,329	933,323
Other Liabilities	1,919,955	1,722,514	1,919,955	1,722,514
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,266,510</b>	<b>3,387,847</b>	<b>4,266,510</b>	<b>3,387,847</b>
<b>NON-CURRENT LIABILITIES</b>				
Provisions	315,311	185,000	315,311	185,000
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>315,311</b>	<b>185,000</b>	<b>315,311</b>	<b>185,000</b>
<b>TOTAL LIABILITIES</b>	<b>4,581,821</b>	<b>3,572,847</b>	<b>4,581,821</b>	<b>3,572,847</b>
<b>NET ASSETS</b>	<b>14,033,118</b>	<b>13,299,119</b>	<b>12,433,307</b>	<b>12,015,318</b>
<b>EQUITY</b>				
Capital Reserves	8,489,086	8,489,086	8,489,086	8,489,086
Share Capital	1,000,010	1,000,010		
Financial Asset Reserve	315,269	294,523	(15,914)	16,689
Retained surplus	4,228,753	3,515,500	3,960,135	3,509,543
<b>TOTAL EQUITY</b>	<b>14,033,118</b>	<b>13,299,199</b>	<b>12,433,307</b>	<b>12,015,318</b>



**Statement of Cash Flows for the year ended 30 June 2015**

	<b>Consolidated</b>		<b>Parent</b>	
	<b>2015 \$</b>	<b>2014 \$</b>	<b>2015 \$</b>	<b>2014 \$</b>
Operating grants received	8,405,549	7,513,032	8,405,549	7,513,032
Receipts from other operating activities	8,823,924	7,875,802	8,647,875	7,875,802
Payments to suppliers and employees	(15,347,484)	(15,050,618)	(15,322,129)	(15,050,088)
Interest received	213,804	189,642	213,772	189,627
<b>Net cash generated from operating activities</b>	<b>2,095,793</b>	<b>527,858</b>	<b>1,945,067</b>	<b>528,373</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchase of available-for-sale financial assets	(478,636)	0	(6,594)	0
Sale of available-for-sale financial assets	187,186	0	0	0
Dividends received	86,499	83,535	2,978	0
Investment in financial assets held to maturity	(2,180,000)	0	(2,180,000)	0
Purchases of property, plant and equipment	(707,011)	(322,942)	(707,011)	(322,942)
Proceeds from disposal of property, plant and equipment	11,000	0	11,000	0
Purchases of intangible assets	(96,247)	0	(96,247)	0
<b>Net cash used in investing activities</b>	<b>(3,177,209)</b>	<b>(239,407)</b>	<b>(2,975,874)</b>	<b>(322,942)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Drawdowns and refunds of accom. bonds	(257,933)	(307,658)	(257,933)	(307,658)
Contributions received for the acquisition of assets	0	40,000	0	40,000
<b>Net cash used in financing activities</b>	<b>(257,933)</b>	<b>(267,658)</b>	<b>(257,933)</b>	<b>(267,658)</b>
Net increase/decrease in cash and cash equivalents	(1,339,349)	20,793	(1,288,740)	(62,227)
Cash and cash equivalents at beginning of financial year	6,070,274	6,049,481	5,922,267	5,984,494
<b>Cash and cash equivalents at end of financial year</b>	<b>4,730,925</b>	<b>6,070,274</b>	<b>4,633,527</b>	<b>5,922,267</b>

# 9 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 (03) 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](http://sacredheartmission.org) or call (03) 9537 1166.

## Giving

Sacred Heart Mission is known for the generosity of volunteers and goods donations to our op shop and Meals Program. However, 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 monthly giving, you can nominate an amount to be deducted from your credit card

or directly from your bank account on a monthly basis. Our workplace giving program allows you to make a tax deductible donation from your pre-tax salary so it's a convenient way to support the work we do. Monthly and workplace giving are cost-effective ways to support Sacred Heart Mission. To find out more, or to sign up, visit [sacredheartmission.org](http://sacredheartmission.org) or call 1800 443 278.

## Community fundraising

Community fundraising is a fun way to support the work we do while raising 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 sponsor you. Visit our website [sacredheartmission.org](http://sacredheartmission.org) or call 1800 443 278 for more information or ideas about holding a fundraising event.

## Collection tins

Collection tins are an easy 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 443 278.

## A Bequest

Bequests are one of the top giving vehicles for charities in Australia. No matter what the size of the gift they make a real difference. Gifts in Will allow Sacred Heart Mission to plan for the future with confidence, and provide long term financial sustainability for the Mission's programs. For more information email: [preiners@sacredheartmission.org](mailto:preiners@sacredheartmission.org) or visit our website.

## Attend our events

We have a busy events calendar which includes key Mission-run annual fundraising events, as well as community-organised fundraisers and smaller celebrations such as Op Shop get-togethers and rooming house art exhibitions. Check out our website and social media for info, and come along to join in the fun - support Sacred Heart Mission and become part of this vibrant community.

## Join our online community

Stay in touch with us through Facebook, Twitter or LinkedIn and help spread the word. Like, share or comment on our posts to help increase our distribution and reach more people. We're always keen to highlight great stories, current affairs and issues relevant to homelessness, so please also feel free to directly contribute!

# 10 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 Rd), Hawthorn
St Kilda	(03) 9536 8437	87a Grey Street, St Kilda
East St Kilda	(03) 9527 3241	415 Inkerman Street (corner of Balaclava Rd), 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 (corner of Shoobra Rd), Elsternwick
Bentleigh	(03) 9557 0895	271 Centre Road (corner of Wheatley Rd), Bentleigh
Fitzroy	(03) 9417 6624	433 Brunswick Street (Alexanda Pde end), Fitzroy
Fitzroy North	(03) 9489 9190	806 Nicholson Street, Fitzroy North

## Online

Website	sacredheartmission.org
	sacredheartmission
	@ScdHrtMission
	Sacred Heart Mission







87 Grey Street St Kilda 3182  
PO BOX 1284 St Kilda South 3182  
T 03 9537 1166 | F 03 9525 3268  
[sacredheartmission.org](http://sacredheartmission.org)