

# Annual Report

2016



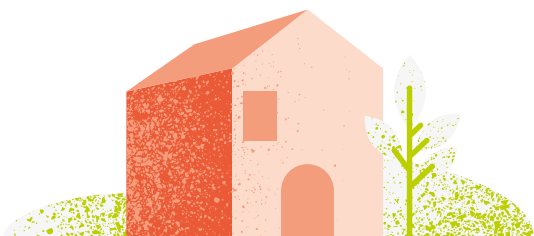
**SACRED  
HEART**   
MISSION







**EVERYONE NEEDS A  
HOME BASE AND A STABLE  
FOUNDATION FROM  
WHERE THEY CAN WORK  
ON THEIR HEALTH AND  
WELLBEING GOALS,  
SEEK OUT TRAINING  
AND EMPLOYMENT  
OPPORTUNITIES, NAVIGATE  
MAINSTREAM SERVICES,  
AND INCREASE THEIR  
SOCIAL CONNECTIONS.**







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# ABOUT US

Sacred Heart Mission has its origins in the welcoming response of our founder and Catholic parish priest, Fr Ernie Smith, who with the support of the parishioners of St Kilda West, took up the Gospel call of Jesus Christ:

**"FOR I WAS HUNGRY AND YOU GAVE ME FOOD; I WAS THIRSTY AND YOU GAVE ME DRINK; I WAS A STRANGER AND YOU MADE ME WELCOME; NAKED AND YOU CLOTHED ME, SICK AND YOU VISITED ME, IN PRISON AND YOU CAME TO SEE ME"**

Matthew 25: 35-36

Our work is the Church in action and continues to be supported by the Parish of Sacred Heart and St Columba, informed profoundly by the rich tradition of Catholic Social Teaching on confronting poverty, enhancing human dignity and advocating for a more just society.

**OUR VISION IS OF AN INCLUSIVE, FAIR AND COMPASSIONATE COMMUNITY, WHICH ENABLES PEOPLE TO OVERCOME DISADVANTAGE AND REALISE THEIR FULL POTENTIAL.**

**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.

## 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.





## 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 social services provider with 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 and practice. At the heart of what we do is practical assistance and support, delivered with respect and compassion for each individual's life journey. 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 people are in their journey, we are here to support them.

### 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.

### THE HOMELESS EXPERIENCE

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

According to the 2011 ABS Census data there is clear and irrefutable evidence of a 10% rise in homelessness across Australia, since the last census count in 2006.

The 2011 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 people, and 30% were born overseas. Almost half are aged between 19 and 44 years old.



In Victoria, the 2011 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%.

Data from the 2016 Census is anticipated to evidence a substantial increase in the number of people who are experiencing homelessness in Australia.

Homelessness is predominantly caused by the interaction of individual and structural factors. The individual factors include mental illness, problematic substance use, and a history of contact with institutions that place people at a heightened risk of homelessness. When structural factors such as the acute shortage of affordable housing, or weak labour markets 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.

### **A SNAPSHOT OF THE PEOPLE WHO USE OUR SERVICES**

The people who access our services are at the heart of all our work. They come from diverse backgrounds and all walks of life. On average approximately 330 people present for support at our Engagement Hubs, (dining hall, Women's House and Sacred Heart Central), every day. Last year, the people we supported through our case management and residential services, a small percentage of our total client cohort, increased by approximately 100 people to a total of 776, following the addition of Bethlehem Community and the J2SI program into our fold.

The primary reason people come to us for support is housing crisis - 54% up 23% from the previous year - followed equally by health and age related issues. Of the people we support through our case management and residential services, 51% are female, a slight increase on the previous year. Most are aged between 35 and 54, although our aged care services programs see people as young as 43, with the oldest being 101.

### **THE PRIMARY REASON PEOPLE COME TO US FOR SUPPORT IS HOUSING CRISIS**

**54%**  
**UP 23%**

### **FROM THE PREVIOUS YEAR**

The majority of people we support were born in Australia and the percentage of people who identify as Aboriginal and/or Torres Strait Islander is 6.5% for Community Services. Almost 25% of people supported by Women's Services are from African or Asian countries and 20% of people supported by our Home Care program are from European countries. Over 3/4 of the people we support through our case management and residential services have a chronic health issue and/or diagnosed mental health issue.

These statistics do not capture the even greater number of people who are at risk of becoming homeless through economic and social disadvantage.



# PROGRESSIVE, BOLD AND ACCOUNTABLE

## MESSAGE FROM OUR CHAIR

Our success is measured not in money, numbers, growth or glory – but in terms of how well the Mission has achieved its key objectives, consistent with its strategic plan. In other words, how well we have delivered on our promises to those who are excluded, to those who have little. It is a pleasure to report on behalf of Sacred Heart Mission's Board of Governance that in this respect, the past year has been successful.

The people we serve, who are some of the most vulnerable in our community, have continued to receive a warm welcome, real support, inclusion and opportunities for making choices in their lives. Our programs remain strong, well-resourced and are making a difference. We have committed to the second stage of the Journey to Social Inclusion (J2SI) program, continuing the rigorous evaluation of the causes of homelessness and how to best tackle it. We have been effective advocates in the public domain, in political circles, and within our sector. We have launched the biggest building program in our history, which will bring together and expand several key services into one campus, skilfully designed to give dignity, respect and comfort to our residents and the people who use our services. Our merger with the Bethlehem Community has been a marvellous success.

The Board's system of working groups (one in each key strategic area) has proven to be an excellent way of digging deeper, of spreading workloads, making better use of staff and external resources, and coming to Board meetings better briefed.

This year, the Board farewelled Nora Redmond, and we thank her for her great contribution.

Our top-performing management team, led by CEO Cathy Humphrey, has excelled itself in all areas, and I thank and applaud them for their professional skill and commitment. Staff are immersed in a positive culture that explains the Mission's continued strength – our people have an understanding of what we do, why we do it, and believe strongly in it. The same is true for our generous donors and our wonderful volunteers (more than 1,800 throughout the year), who also act as ambassadors for the Mission.

People sometimes ask me why the Mission seems to “do so well” and is “so respected”. The secret is its entrenched culture of belief in its purpose. Of course, this culture is supported by attention to detail, a strong business model, sharp vision, partnerships with very competent supporters, a clear strategic plan, regular reviews of everything we do, and fine-tuning to hold the course. Growth in our services is in line with a robust service model, the result of much time and discussion invested. It provides an excellent framework for what we do.

I thank my fellow board members for their work, passion and company. Now we look forward to great things.

**Mark Dohrmann AM**  
Chair





## MESSAGE FROM OUR CEO

It started with a 10-year vision set in 2014, by a progressive and courageous Board and management team. Coming into the third year of our strategic plan, we have reached many major milestones. We have embarked on a number of complex and challenging endeavours and undertaken a huge amount of activity, enabling Sacred Heart Mission to be bold and progressive as we face an uncertain future.

We have grown to become a significant authority in addressing the complexities of persistent, deep disadvantage and social exclusion. Our determination to making a lasting difference in people's lives has shaped who we are today. We embrace our foundations, laid by our founder Fr Ernie Smith, and use experience and research to inform the way we approach our work.

We have a hungry appetite for innovation. We know that the longer people stay stuck in cycles of homelessness, the more complex the pathway out of homelessness becomes. We know that client focused, trauma-informed services, along with rapid access into safe, affordable housing, are the necessary building blocks to a person's journey out of homelessness. We know that homelessness and social exclusion are symptoms of system failure: when people have multiple difficulties to cope with, these issues compound to make the experience exponentially more challenging to overcome.

This knowledge is at the centre of our service model which articulates a 'whole of organisation' approach to creating lasting change in people's lives. Underpinning this are case management and practice frameworks that ensure we deliver quality services.

### Significant achievements include:

- Embarking on the second phase of our groundbreaking Journey to Social Inclusion (J2SI) program. The implementation of J2SI (Mark II) is funded through a shared investment approach with philanthropy, the Victorian Government and Sacred Heart Mission each contributing a third of the \$3.69 million required to deliver the services over the next three years.
- Establishing a measurement and evaluation framework to quantify our impact across all our programs.
- Investing in trauma-informed and evidenced-based training and professional development.
- Enhancing our capacity to influence and inform public policy.
- Transforming our practices to align with our service model and transitioning our Homecare program to deliver individualised packages of care.
- Generating more than 40% of our income through growth in our opportunity shops, fundraising activities, and careful investments to grow the Sacred Heart Mission foundation.
- Enhancing the volunteer experience for more than 1,800 volunteers who lend their time, wisdom and compassion to our community.
- Strengthening our relationship with the Parish of Sacred Heart and St Columba, working with them to articulate a shared vision and social action plan.



- Preparing and planning our \$27.3 million capital masterplan that sets the blueprint for creating contemporary and purposeful buildings from where we will provide special accommodation and integrated services.

We have great plans for our future. To ensure that we are in a position to deliver on these aspirations, we have a documented and audited 15-year financial plan that allows us to manage the financial risks that might present.

Looking back over the year, I am inspired by the talented and skilled people who have made this journey possible. Our staff and volunteers work in complex and challenging environments, yet their resolve, resilience and optimism deliver outstanding outcomes to some of the most marginalised and excluded members of our community. I thank them for their enormous contribution, particularly in times of change.

Our strategic success would not be possible without a strong Executive team and management group which provide the crucial leadership within the organisation.

Finally, thank you to the Sacred Heart Mission Board for its acumen and oversight, wise counsel and clarity of direction. Its leadership continues to ensure robust and coherent strategy that is taking the Mission into a brave new world.

**Cathy Humphrey**  
CEO

## MESSAGE FROM FATHER JOHN

**“G’day Father John, you wouldn’t have any suggestions for where I could pitch my tent? I just keep getting moved on.” This was a question that was asked of me at our dining hall by a young man who was seeking support on a freezing winter day. He had left home early in life and was bearing the wounds of mental illness and addiction, and had a history of family violence.**

As you can imagine, I struggled to answer his question. What I could offer though was a welcome into the life of our Mission, with its focus on walking with people through the services we offer, for as long as it might take. As our founding Priest Fr Ernie Smith once told me, “When you begin to walk with someone and hear their story you will find yourself up for a long journey of loving them into life.” For Fr Ernie, the focus was on the dignity and mystery of the person before him; never allowing that person to be reduced to an object of care, or someone to be processed through a system, but instead someone to be met in all their humanity.

This year has been another year of living that compassion and boldness of heart with our Mission community and parish. On Pentecost Sunday, a day on which we celebrate the birth of the church, we commemorated the signing of the partnership agreement between Sacred Heart Mission and the Catholic Parish of Sacred Heart and St Columba. This document is proudly displayed in both our churches as we continue to live its words each day:

“Sacred Heart Mission’s work is informed profoundly by the rich tradition of Catholic Social Teaching on confronting poverty, enhancing human dignity and advocating for a more just society.”

This is just one of the sentences that expresses our ‘being the church in action’ together. Living this partnership calls forth much gratitude for the care extended between the

parish and the Mission community in a variety of ways:

- The wonderful volunteering of our parishioners at the aged care masses and the cuppas afterwards with our residents.
- The faithful support of our parish funeral support team who offer their support at funerals, especially when someone from our Mission community has died without family connection.
- The rich, life-giving visits between our aged care community and the children and staff of our parish primary school St Columba.
- The support given to the Mission’s Homecare program at our parish fete.
- The handing over of a significant number of our parish buildings for long-term ground lease, supporting the Mission’s building project.

Our Pastoral Care team has been enriched by the employment of Carmel Treacy who has brought a wealth of heart and experience in the mental health area to her role. We have also welcomed Christine Mitchell, who is a pastoral-worker-in-training. Maria George, now part-time, continues her wonderful work connecting particularly with the Women’s House. We are fortunate to have a team that works so well to integrate the life of the parish and Mission, opening up countless experiences of care for our people.

Collectively it has been another year of strengthening our work alongside support workers and case managers to offer that full-hearted, rounded



support to people struggling through the barriers that stop them finding a home. In particular, the ongoing formation of the trauma informed approach to our care has enriched us all greatly.

My deep gratitude goes to CEO Cathy Humphrey for her passionate commitment in nurturing the relationships that enable us to care so faithfully in the spirit of our founding story. Cathy’s insightful and faithful participation in our Parish Leadership and Development team is deeply appreciated.

To the Mission’s Executive team, staff and volunteers, I offer my heartfelt admiration for your ever renewed commitment as you care for others each day. Our parish is inspired and challenged to live the Gospel by your efforts.

To our Board members, thank you for the generous sharing of your expertise and care of the spirit of our Mission, as we face an ever-changing and confronting world, balancing the needs of our people with social welfare regulation. My gratitude once again to our Chairman, Mark Dohrmann for his attentive heart to the Board and to the parish community.

To the man who asked me where he could pitch his tent, I want to say: “We listen compassionately to your cry and commit to keep on walking with you so that you may never have to carry one again”.

**Fr John Petrus**  
Parish Priest



# SACRED HEART MISSION AT A GLANCE

## OUR SERVICE MODEL FRAMEWORK

Our service model describes an integrated, specialist response for people who are experiencing a range of complex issues such as: homelessness, chronic health conditions, mental illness, long term unemployment, social isolation, substance abuse, and trauma. It brings together over 30 years of specialist service delivery and the latest evidence for effective interventions to address long term homelessness and disadvantage.

Sacred Heart Mission understands that a complex interrelationship exists between trauma exposure, homelessness, mental health and social disadvantage. To respond effectively, our work is characterised by reliability, trust, hope for change and perseverance. These qualities are the building blocks upon which our clients can work towards achieving their potential.

## Measurement and Evaluation Framework

A key initiative of our strategic plan is to implement an organisation-wide system that enables the Mission to collect and report on how our programs contribute to positive outcomes in the lives of our clients.

We are about to commence the implementation of a client management system called 'Penelope', which is widely used by social service organisations around the world. This system was selected after a rigorous assessment process undertaken by a dedicated project team supported by skilled volunteers from National Australia Bank (NAB).

## Penelope will replace our existing client management systems and help us to:

- manage client information more effectively and improve document management
- create 'one client record' across programs
- enable the measurement of outcomes for clients and for programs.

## Having evidence of our outcomes will:

- support clients to track their progress and consider where they may need more assistance
- help us to continually improve our practice and services
- help us to attract new clients: this will be important for client directed care services such as our Home Care program, and any future services we may offer as part of the National Disability Insurance Scheme (NDIS)
- help us continue to attract community support and funding to do our work.

### Evidence Base

Trauma and Homelessness Research, J2SI, and Program Evaluations

### Service Delivery Frameworks

SHM Service Model

SHM Practice Framework

SHM Case Management Framework

### Outcomes

Sustained Housing

Health and Well-being

Independence

Social Participation

Economic Participation

### Service Improvement Frameworks

SHM Client Participation Framework

SHM Monitoring and Evaluation Framework

## A SNAPSHOT OF OUR SERVICES



### Engagement Hubs

#### Meals Program

Every day of the year, we offer a high-quality, nutritious breakfast and three-course lunch from our St Kilda dining hall to anyone who seeks a meal.



#### Women's House

A safe and welcoming space for women seeking support for a range of issues.



#### Resource Room

A confidential space where people can ask for specific advice and support from a duty worker; often the first place people come when seeking support in a crisis.

### Individualised Planned Support



#### Case Management at Mission House

Provides assistance with housing, mental health, legal, medical, and social and life skills to build people's independence and link them to ongoing and effective support.



#### GP Service

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.



#### Hands On Health Clinic

Offers a wide range of complementary therapies in a warm and welcoming atmosphere. It operates on a model of community development and collaboration, providing therapies as diverse as optometry, massage, podiatry, naturopathy, counselling, and hairdressing.



#### Kick Start – Wellbeing and Activities

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



#### Pastoral Care

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



### Homefront

A state-wide crisis accommodation service for women aged over 25. It provides a safe and supportive environment for women with diverse and complex range of needs.



### Women, Housing and Complex Needs Project

This program provides intensive case management for women who are homeless with long term, complex needs.



### Outlandish

The Outlandish program offers women social and economic advancement opportunities through eco-volunteering.



### Journey to Social Inclusion (Mark II)

Supporting 60 people for up to three years, J2SI works from the premise that sustaining housing and addressing complex health issues provides a solid foundation for the next steps of building skills, becoming a part of the community, and contributing to society.

### Longer Term Support and Accommodation



#### Sacred Heart Community

Provides clinical care and support services to 83 residents who have histories of homelessness and disadvantage in two St Kilda residential facilities.



#### Rooming House Plus Program

Stable, long-term accommodation for 67 people in self-contained apartments with the support needed to maintain housing.



#### Bethlehem Community

Safe, community-based housing for women across two facilities: a 10 bed, 24 hour supported facility in Reservoir and 16 self-contained independent living units with outreach support in Thomastown.



#### Home Care

Assists older people to live independently in their homes and access their local communities. Help is provided with cleaning, shopping, personal care, transport to appointments, welfare checks and meals.



# OUR GOVERNANCE

Effective governance underpins the work of the Mission, with a range of structures and processes in place to ensure we are effective and efficient in our operations, and comply with legislative and accountability requirements. Our governance structure and processes facilitate our ability to meet our vision and mission and make a lasting impact on people's lives.

## OUR STRUCTURE

### Board of Governance

Sacred Heart Mission is an Incorporated Association, with a Board of Governance in place to ensure the Mission works toward achieving its purpose as a charitable organisation, so that we meet our ethical, legal and financial obligations under the Associations Act.

The Board plays a critical role in setting the strategic direction, and ensuring a plan is developed to deliver the strategy. A strong line of sight to the strategic plan ensures we can achieve both our mission and strategic objectives. Through our CEO, the Board oversees delivery against the strategic plan, with a quarterly dashboard report detailing our progress against each strategic objective. Each month, the Board reviews a dashboard report which provides a detailed snapshot of actual performance and analysis of results, across a number of critical areas including finance, fundraising, service delivery and human resources. In addition, the Board oversees matters related to risk, quality and financial audits.

### Board Working Groups

To effectively increase the Board of Governance's capacity to play an active role in delivering on our strategic objectives, four working groups meet on a regular basis and report their activities to the Board each month. These groups are comprised of key Board members, management, staff and community members where external expertise is required. Each working group has its own terms of reference, which guide the scope of work and ensure a link back to our strategic objectives.

#### The Working Groups are:

##### *Governance and Leadership Working Group*

The purpose of this working group is to ensure the Board exercises its governance role in accordance with all legislative requirements; 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 our services; monitor the effectiveness of strategic activities to achieve community engagement and positive brand exposure; and to ensure overall alignment of the Mission's 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 oversees strategies relating to infrastructure – both buildings and IT – as well as 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 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 leading the Mission to achieve impact in people's lives through high quality effective services that are delivered in accordance with our vision, mission and values. The CEO is responsible for executing the strategic plan and ensuring the Mission remains a sustainable, influential and innovative organisation in the human services sector.

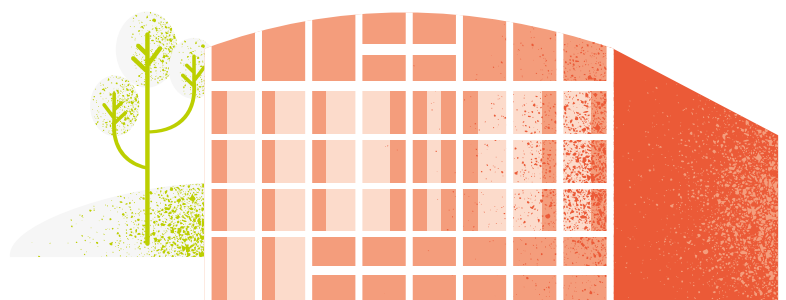
The CEO provides timely and effective advice to the Board regarding new strategic imperatives, the development of policy and monitors Sacred Heart Mission's activities against the strategic plan.

The CEO works with the Board to ensure the Mission meets its legal and regulatory obligations. 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.





## THE PEOPLE BEHIND THE ROLES

### 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. Terri is regularly seen at our aged care hostels with fellow board member Jo Maher taking 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 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 Chair of the committee since 2007 and volunteers regularly at the Women's 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 the telecommunication sector. 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 management consultancy, and is a Director at Nous Group. He 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 her own 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 Petrus**

Board member since 2007

Fr John became parish priest in 2007 and has been a priest of the Archdiocese of Melbourne for the past 30 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**

Board Member since 2008 retired November 2015

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, and works at National Australia Bank in their technology department. Nora 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 commenced on the Board of Sacred Heart Mission in June 2015 as part of our merger with the Bethlehem Community, where 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.





## Our Executive Committee

### Cathy Humphrey

Chief Executive Officer since 2011

Cathy Humphrey has been with Sacred Heart Mission for more than 14 years. During this time, she has overseen the operations of all our service areas, both community and aged care services.

Prior to working with the Mission Cathy worked in the disability, community housing and homelessness sector for 10 years, and has been working in areas more specifically focused on people experiencing homelessness, in government and in various not for profit organisations, since 1996.

Currently, Cathy sits as a director on the Board of Council to Homeless Persons, the peak body for organisations working with people who are homeless in Victoria, and is a member of the council that governs Catholic Social Service Victoria.

Cathy has a Diploma in Social Science and qualifications in Training & Assessment, Life Coaching and 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, J2SI Mark II 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 qualification in Management.

### Catherine Harris

General Manager, Business Services since 2011

Catherine Harris is responsible for leadership of finance, ICT, administration, property, fundraising, the op shops and business development. She has been with the Mission for five 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 was on the Board of St Kilda Community Housing this year, 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 Residential Services, Home Care, as well as being the executive sponsor for our major building redevelopment plans. He has worked in the health and welfare sector for more than 25 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.

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 Lewis is responsible for the People and Culture team (which manages our staff and volunteer workforce), and the Strategy team which is responsible for the delivery of projects that support the Mission's 10-year strategic plan. This includes the development of a growth strategy for the organisation. The People and Strategy team is also responsible for Continuous Quality Improvement, Risk, OH&S and Compliance.

Before joining Sacred Heart Mission in 2011 as Manager of Women's Services, Leanne had over 20 years of clinical and managerial experience in the mental health field. Over her career Leanne has been involved in establishing a range of programs and services including family violence programs and a perinatal mental health service in South East Melbourne. Leanne holds Social Work qualifications, a Master of Business Administration and has a special interest in service development and program evaluation.



## OUR QUALITY

Our Quality Framework is fully embedded and integrated throughout the organisation. We strive to 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.

Our two Aged Care Services, Residential and Home Care programs, successfully achieved re-accreditation in 2015, meeting all standards under the Aged Care Act 1997.

We are preparing for assessment in September 2016 for re-accreditation against Quality Improvement Council Health and Community Standards, Human Services Standards and National Standards for Mental Health Services.

## ACCREDITATION

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

## 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.

We have 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:

- Risk register
- Policy and procedures
- Risk reporting structure
- Risk management plan and risk treatment plans
- Links with operational risk management mechanisms including the Occupational Health and Safety Committee, continuous quality improvement and the effective management of identified service delivery related risks

The risk register is reviewed by our management group, Executive Committee, our Board of Governance, and the Board's Performance and Planning Working Group on an annual basis to determine new and emerging risks.

The current risk register monitors risk in the following domains:

- Strategic positioning
- Compliance with key regulatory and governing body requirements
- Physical assets and property management
- Workplace practices and environment
- Board corporate governance
- Strategic execution
- Internal fraud and criminal activities
- Building Project

Individual risk treatment plans are developed for each risk that has 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 Committee on a monthly basis to assess progress against specified actions.

Sacred Heart Mission is committed to establishing an organisational culture that ensures risk management is 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.



## REGISTRATION AND LEGISLATION

### 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 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 is	8178.1
Sacred Heart Mission's Annual General Meeting was held on	Tuesday, 24 November 2015

## WE ARE MEMBERS OF

- Catholic Social Services Australia
- Homelessness Australia
- Council to Homeless Persons
- Australian Institute of Management
- Victorian Employers Chambers of Commerce and Industry
- Catholic Social Services Victoria
- Victorian Council of Social Services
- Pro Bono Australia
- Fundraising Institute of Australia
- Psychiatric Disability Services of Victoria
- Pathways Australia
- National Association of Charitable Recycling Op shops
- Aged & Community Services Victoria
- Catholic Health Australia
- Leading Age Service Australia (Victoria)

## 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.



## DIVERSITY

We value and respect the diverse culture, histories and experiences of our community and its people. We aim to provide services that actively promote diversity through our Diversity Plan, our Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) Committee and our Reconciliation Action Plan (RAP). Diversity in our staff group is a valuable asset which provides unique strengths and capability to support the delivery of our services.

## ENVIRONMENTAL SUSTAINABILITY

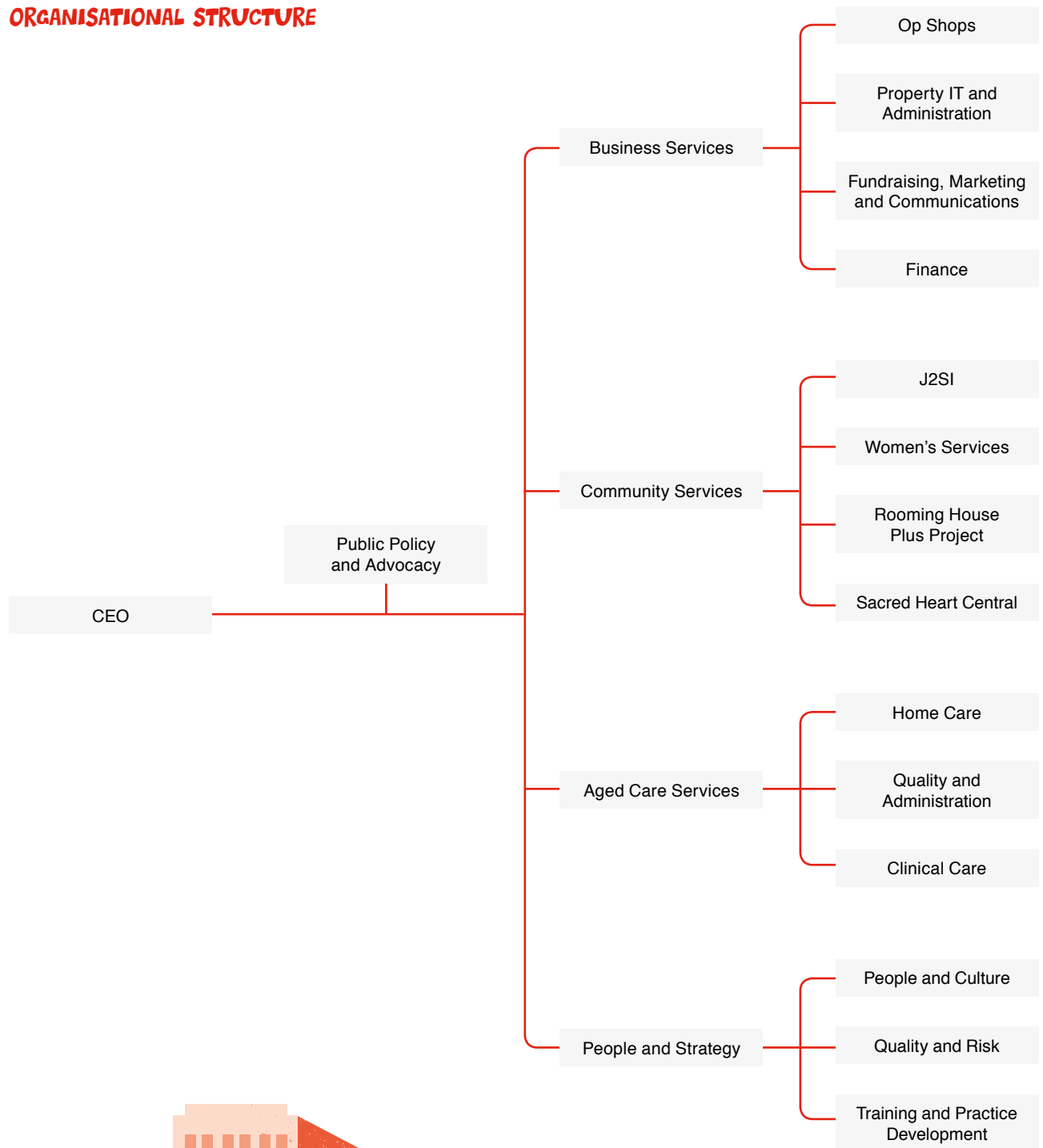
Sacred Heart Mission's green team is comprised of staff with an interest in developing the environmental sustainability culture of the organisation and improving sustainability outcomes. The Mission recognises the value of a strong sustainability strategy as it:

- reduces costs and financial risks
- complements the organisation's impressive green credentials as a major local recycler (through our op shops) and a major player in Melbourne's food rescue industry (Meals Program)
- creates a positive environmental profile and strong sustainable culture among the Mission team
- recognises people who are the most disadvantaged are disproportionately impacted by climate change, both here and overseas. Managing our environmental responsibilities is consistent with Sacred Heart Mission's vision and supports people who are disadvantaged in communities worldwide.

The green team oversees the implementation of its work plan which targets eight key areas for improving the organisation's sustainability performance, including management and leadership practices, cultural and behaviour change, energy efficiency, sustainable supply chain, and waste management and reduction.



## 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.



# OUR 10 YEAR STRATEGY



## 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.



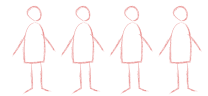
## SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

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.



## 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.



## 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.

## 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.



# OUR ACHIEVEMENTS OVER THE PAST YEAR

This year is the second year of implementation of our 10-year strategic plan and we have made significant inroads to delivering across the 9 areas of the plan. Our achievements include:



## AREA 1

### ACTIVELY ENGAGE, WELCOME EVERYONE TO OUR TABLE

Over the past year we continued to deliver on our commitment to develop into a Trauma Informed Care Organisation where we have a shared recognition of the impact of trauma that informs and guides all of our interactions. Training on trauma informed care has been rolled out across the organisation from the Board, to staff and volunteers.

A Practice Framework and Case Management Framework have been developed to support the implementation of our service model. These frameworks guide the way in which we work with people that use our services.

This year we saw the formation of a GLBTI Committee with a core focus on developing more inclusive service delivery to members of the GLBTI community. This committee is in the early stages of introducing actions across all our programs.

We continue to work on our Reconciliation Action Plan (RAP) which was endorsed by Reconciliation Australia in 2012. We are currently updating the RAP to ensure we stay focused on our reconciliation goals into the future and that our services continue to be culturally appropriate and welcoming.



## AREA 2

### STRENGTHEN OUR FUTURE, DEVELOP OUR SERVICES

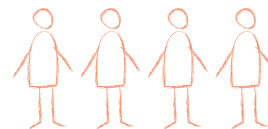
On 1 July we welcomed Bethlehem Community to Women's Services. With the addition of two residential facilities, Women's Services now provides enhanced care and support to women with complex needs, from open access services to permanent accommodation.

We commenced the delivery of J2SI Mark II, a scaled up version of our pilot program, in February 2016, to be delivered to 60 people over 3 years.

In April 2016 we expanded the delivery of Home Care services in the inner south of Melbourne with additional Home Care packages to support people who are aging, disadvantaged and have complex needs, to stay in their homes.

We are also preparing to deliver services as part of the NDIS which is rolling out across Melbourne over the next three years. We expect many Mission clients living with a physical or psychosocial disability will be eligible for NDIS support.

We organised a Vote to Put Homelessness to Bed campaign in the lead-up to the 2016 federal election, commending the government to: invest more in social housing; develop an affordable whole-of-government housing plan; and invest in targeted initiatives for people who have multiple and complex needs.



## AREA 3

### DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

Over the past year, we have been implementing a range of improvements to our volunteer program. Our volunteers play a critical role in supporting the delivery of our services and we are committed to providing them with a safe and rewarding volunteering experience. This year we have introduced a new and improved online recruitment process, a new volunteer data management system and we have developed online training resources for volunteers which will be rolled out in late 2016.

We have strengthened our Corporate Volunteer Program, working to ensure that we are able to provide a rewarding and well managed corporate volunteering experience to a greater number of organisations.

Health and wellbeing has been a key focus for us over the past year with a range of activities including mindfulness sessions for staff, ride to work days and an organisation wide 'body challenge', implemented to improve staff wellbeing.

During the year our Staff Values were reviewed and refreshed. The values help to guide the behaviours of staff when working with clients and with each other. Our staff values support our vision, mission and organisation-wide values.



#### AREA 4

#### **BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE**

Significant work has been undertaken over the last year to prepare for the roll out of our Measurement and Evaluation Framework. This will allow the Mission and our clients to understand the impact that our work has on achieving improvements in their lives across a number of areas. The details of the measures, processes and the methods of capturing data have been developed and a new system has been selected to allow the collection and analysis of outcomes data in an effective manner.

In March 2016, the Mission undertook a quantitative survey of clients who access our Engagement Hubs (the dining hall and Women's House). This survey collected demographic data and information about client needs, and formed part of a larger research project exploring the lives of people who use similar hubs (or Open Access centres) in Melbourne. Close to 500 clients who attend centres across Melbourne were surveyed. This unique study, the largest of its kind in Australia, was funded by the Lord Mayor's Charitable Foundation and conducted by the University of Melbourne. The findings will describe patterns of service usage, determine the extent to which Open Access centres are critical for our clients, and identify service improvements to better meet our clients' needs.

Significant work has been put into the research component of J2SI which commenced service delivery in February 2016. A randomised control trial is being undertaken in partnership with the Centre for Social Impact in WA which will allow the Mission to understand the impact of J2SI on clients in comparison to the service system which people usually rely on to obtain support.



#### AREA 5

#### **ENGAGE COMMUNITY, BUILD COLLABORATION**

Throughout the year partnerships have been formalised with a number of organisations who are involved in the implementation of J2SI. These significant relationships include service, research and program delivery partnerships. Many organisations are working together collaboratively to ensure the success of J2SI for the 60 clients that are part of the program.

Over the past three years the Mission and the Parish of Sacred Heart and St Columba have been considering ways in which to enrich and formalise our relationship with each other and the wider Catholic Church. A partnership agreement which guides and sustains the partnership was signed by Mark Dohrmann, our Chair, and John Petruilis, our parish priest, at an official ceremony to celebrate the signing of the document on Sunday 15 May 2016. Sacred Heart Mission and the parish have a long standing history of collaboration, and this agreement captures this shared partnership and articulates how we live this vision through a social action plan.



#### AREA 6

#### **SHARE OUR STORY, INSPIRE SUPPORT**

The use of our website and social media platforms to share stories of our work continued to increase in impact over the second year of the strategic plan with the development and implementation of a formalised social media strategy. The site for our Dine with Heart event in May was visited 5000 times over 4 weeks, demonstrating the impact this medium has on our ability to share the story of the Mission's work.

Sacred Heart Mission continued to be mentioned proactively in various mainstream media outlets including The Age, 774 Radio, St Kilda News and the Herald Sun.

During the year we commenced work on our Communication Strategy with a group of communication experts, Board members and Mission staff working to tell the Mission's story, so our work and impact can be understood by all.





## **AREA 7**

### **IMPROVE OUR SPACES, GROW OUR PLACES**

Since completing our Building Master Plan in 2015, we kicked off the first stage of the Master Plan which is the ambitious redevelopment of our buildings and associated programs operated out of the corner of Grey Street and Robe Street in St Kilda. The proposed redevelopment incorporates a new aged care facility, introduction of a supported rooming house, expansion of the Hands on Health Clinic and Women's House, and a centralised administration facility with training and meeting rooms.

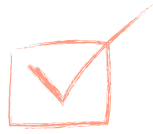
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We achieved some major milestones on this project over the year including the City of Port Phillip's support for the redevelopment, with the council issuing a positive Notice of Decision; the commencement of preliminary development work along Robe Street and the securing of a \$8.25 million capital works grant from the federal government for the aged care facility.

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This year we have also undertaken a review of our OH&S Framework to ensure that our workplaces and sites support staff, client and community health and safety.

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## **AREA 8**

### **SECURE OUR FUTURE, STRENGTHENED BOTTOM LINE**

During the year we opened another opportunity shop in North Fitzroy making this our 9th shop. Each op shop contributes towards the funding of services run by the Mission that are not supported by the government.

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Over the year we increased fundraising income by 38% on the previous year, through the implementation of our Fundraising Strategy which included significant successes with events, appeals, grants from trusts and foundations and community fundraising. In addition to this, we launched an appeal to raise funds for our significant building project.

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The Mission's 15-year Financing Plan was carefully managed to ensure that our ambitious strategic plan will be delivered. This included the delivery of a significant loan facility from the Catholic Development Fund to support our building project, improvements in grant funding from the government and philanthropy.

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The Sacred Heart Mission Foundation grew over the year with a number of bequests channelled to the foundation to ensure gifts are kept in perpetuity.

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## **AREA 9**

### **DEVELOP THE SYSTEM, EXTRACT THE STORY**

We completed a significant review of our Information and Communication Technology (ICT). An ICT Vision, Strategy and Roadmap were developed for implementation over the next three years.

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As a first step in the roadmap, we selected a new client information and outcomes measurement and reporting system. This system will allow all program areas to manage client information effectively and enable client outcomes to be measured across the organisation. This implementation is due to begin in August 2016.

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In addition, a Wide Area Network was implemented across the organisation which will ensure information can travel securely and quickly across all the Mission's services.

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**"WORKING WITH THE MISSION IS A VERY VALUABLE AND REWARDING EXPERIENCE. WHILE I KNOW THAT MY WORK DOESN'T DIRECTLY HELP THOSE WHO ARE IN NEED, IT IS REWARDING TO KNOW THAT I HAVE BEEN ABLE TO MAKE EVEN A SMALL DIFFERENCE BY HELPING THEM FOCUS THEIR RESOURCES ON WHAT MATTERS MOST."**

## **MIA CLAREBROUGH**

Mia Clarebrough is a tax lawyer experienced in advising the charity and not-for-profit sector. Her work with Sacred Heart Mission began in 2011, when she joined the many skilled volunteers supporting the Mission on a pro bono basis.

Mia provided advice on charitable fundraising and tax concessions related to the Sacred Heart Mission Foundation. Five years and counting, she is one of the Mission's "go to" people for legal advice.

Mia's employer, Melbourne law firm Norton Rose Fulbright is critical to the Mission's success, and Mia is the architect of this support. In addition to providing advice on company law, taxation and corporate merger activity, Mia connects the Mission with specialists in the firm who assist the Mission with intellectual property issues, contracts, banking, building projects, licensing and other areas.

Mia was part of the Norton Rose Fulbright team that recently undertook the legal work required for the merger with the Bethlehem Community; providing the Mission with a toolkit of actions and activities they could use for subsequent mergers or acquisitions. Most recently she worked with her colleagues at Norton Rose Fulbright to assist the Mission with its growth of the 'Journey to Social Inclusion' program, or J2SI.

"Being able to see first-hand how the Mission helps the most underprivileged in our community was eye opening. It's not often that you get to see how clients operate on a day-to-day basis, but even rarer in the context of not-for-profit clients. Bringing along other lawyers meant they also became Sacred Heart Mission champions and helped encourage others in the firm to get involved," she says.

Mia's interest in the Mission and its work has been fundamental to the ability to secure the resources required to achieve many milestones over the last few years. Projects supported by Norton Rose Fulbright pro bono activity include:

- Creation of the Mission's Intellectual Property Policy
- Reviewing legal documentation for new software
- Creation of a standard contract template and ongoing advice in contract negotiation
- Legal support for the development and management of building contracts and contractors for our building project
- Exploring social impact bonds
- Providing commercial and legal advice on the development of a licenced project for the J2SI program

Mia has recently moved on to the Victorian Bar to practice as a barrister.

# OUR PROGRAMS

## ENGAGEMENT HUBS

### 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 chefs, with help from around 20 volunteers: individuals, community groups, school students, teachers and people from the corporate sector. 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 fourth year, we have delivered fully accredited training in hospitality to Mission clients. Recognising that a paid job is a pathway out of disadvantage, the traineeship offers vocational tuition and specialised support to assist clients to gain 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. Along with histories of trauma and problematic alcohol or drug use, this can present challenges for the transition to study and work. Our qualified chefs are supportive instructors and mentors and the collegial atmosphere of our Meals Program has greatly helped our trainees feel at ease.

Our kitchen produces thousands of meals every month, so the trainees work with a great diversity of ingredients and techniques. Trainees will be connected to work experience opportunities, and are receiving dedicated case management support to assist them in securing further training or employment on completion of the course. Previous trainees have gone on to paid employment and one continued further training to qualify as a chef.

### Women's House

The Women's House provides a safe and welcoming space for women seeking support for a range of issues. It 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 was funded by the City of Port Phillip. It also offers case management to 96 women each year for an average of 13 weeks, and transitional support to women accommodated in transitional housing.



THERE  
WERE  
OVER

# 6,000

PRESENTATIONS TO  
THE WOMEN'S HOUSE  
DURING THE YEAR

# 333

'DUTY' ENGAGEMENTS  
OCCURRED, ASSESSING  
WOMEN'S IMMEDIATE  
NEEDS AND THE PROVISION  
OF SUPPORT, INFORMATION  
AND REFERRAL

# 24%

OF WOMEN WERE  
FROM CULTURALLY AND  
LINGUISTICALLY DIVERSE  
BACKGROUNDS, INCLUDING  
BOSNIA, CHILE, CONGO,  
ETHIOPIA, FIJI, GERMANY,  
ISRAEL, PAPUA NEW GUINEA,  
POLAND, RUSSIA, RWANDA,  
SOMALIA AND UGANDA



OUR MEALS PROGRAM SERVED

# 124,888

MEALS DURING THE YEAR

# 8%

WERE ABORIGINAL AND/  
OR TORRES STRAIT ISLANDER  
WOMEN

## 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 where people can ask for specific advice and support from a duty worker. Resource Room staff also helps people navigate administrative and bureaucratic challenges often found in the 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.

## THIS YEAR THE RESOURCE ROOM RECORDED

**230**   
**VISITS**

**ON AVERAGE EACH MONTH**

## ALMOST

**2,600**  
**RESPONSES**

**WERE PROVIDED TO REQUESTS FOR INFORMATION AND REFERRAL TO MEDICAL, HOUSING, FINANCIAL AND SPECIALIST SUPPORT SERVICES**

## INDIVIDUALISED PLANNED SUPPORT

### 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.

In partnership with Uniting Care Prahran Mission, a Mental Health Case Manager continues to work with Mission clients to facilitate access to community managed mental health services.

## THERE WERE A TOTAL OF

**418** 

**CASE MANAGEMENT EPISODES THROUGHOUT THE YEAR**

**11%**

**OF PEOPLE BEING CASE MANAGED WERE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS INCLUDING CAMBODIA, CHINA, COLOMBIA, ERITREA, GREECE, IRAQ, IRELAND, MAURITIUS, PHILIPPINES, SOMALIA, SUDAN AND THAILAND**





### Assistance with Care and Housing for the Aged (ACH)

This program (formerly ACHA) changed its name as part of the government reform of the Aged Care sector. ACH is funded through the new Commonwealth Home Support Program's suite of services and its focus of working with people over 50 (homeless or at risk of homelessness) remains unchanged. For more than ten years, our (ACH) 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 the homeless experience often prematurely ages people.

ACH works with people whose needs often can't be met by mainstream services as they are below the age qualification for entry. ACH clients often present with a range of challenges including physical ill health, cognitive impairment, mental illness, and acquired brain injury. Critical to ACH'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.

### THE MISSION'S ACH WORKER SUPPORTED

**58**   
**OLDER PEOPLE**

**WHO WERE HOMELESS OR AT RISK OF BECOMING SO. ALL WERE ASSISTED TO MAINTAIN OR TO OBTAIN HOUSING**

### Mental Health and Drug and Alcohol Partnerships

The Mission has a longstanding partnership with Alfred Community Psychiatry (Homeless Outreach Psychiatric Service) 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.

**ALFRED PSYCHIATRY SUPPORTED US TO DELIVER MENTAL HEALTH SERVICES, SECONDARY CONSULTATIONS AND ASSESSMENTS ON**

**542**  
**OCCASIONS**

**THE WINDANA STREET PROJECT WORKER CASE MANAGED**

**61**  
**PEOPLE**

### GP Service

It is well understood that people who experience homelessness and disadvantage face multiple health issues, along with barriers in accessing services. Often people's appearance and behaviour will see them excluded from mainstream GP Services. It is important to deliver creative and effective strategies to engage our clients in primary health care. Our GP Service 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. In June 2016, after extensive lobbying and advocacy, we received confirmation of three years of funding for this important initiative from the Department of Health and Human Services.

### THE GP SERVICE PROVIDED

**547** 

**CONSULTATIONS TO 212 PEOPLE TO HELP ADDRESS MANY CHRONIC HEALTH ISSUES, INCLUDING ASTHMA, HEPATITIS, EPILEPSY, PNEUMONIA, EMPHYSEMA, ALONG WITH TREATMENT FOR WOUNDS AND INJURIES**

**16%**

**OF THE CLIENTS WERE SLEEPING ROUGH**

**6%**

**WERE ABORIGINAL AND**

**75%**

**PRESENTED WITH CHRONIC HEALTH CONDITIONS**

### 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 \$4 for most therapies. With only two part-time paid staff members, who are dedicated to managing daily operations, the clinic is fortunate to have the support of a reliable and welcoming team of volunteer receptionists.



**WE WERE DELIGHTED WITH THE RESULTS OF OUR CLIENT SURVEY WHICH SHOWED THAT CLINIC CLIENTS RATED THEIR SATISFACTION WITH THE SERVICES PROVIDED**

**9.4 OUT OF 10**

**AND RATED THE WELCOME THEY RECEIVE**

**9.5 OUT OF 10**

**AN AVERAGE OF**

**391 APPOINTMENTS**

**PER MONTH WERE PROVIDED BY A BROAD RANGE OF VOLUNTEER THERAPISTS AND A DEDICATED TEAM OF VOLUNTEER RECEPTIONISTS**

### 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.

**PEOPLE PARTICIPATED IN OUR KICK START PROGRAM MORE THAN**

**500**

**TIMES THROUGHOUT THE YEAR**



### Pastoral Care

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

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.



## Homefront

Homefront is a state-wide crisis accommodation service for women aged over 25, without accompanying children. It provides a safe and supportive environment for women with diverse and often a complex range of needs. Women who access Homefront may be experiencing homelessness for the first time, often due to family violence, 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. There continues to be a marked increase in referrals of women who are impacted by and/or escaping family violence. Referrals of women on limited or no incomes due to refugee and visa issues have also been a particular feature again this year; supporting these women in achieving a positive housing exit is emerging as a particular challenge.

Homefront also provides outreach support to women when they exit the crisis accommodation service to transitional housing or our Orcadia Units. 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.

Length of stays at Homefront and length of outreach support periods have increased significantly due to a slowdown in exit points for women to secure appropriate, safe and affordable housing.



**WE PROVIDED**

**82  
WOMEN**

**WITH CRISIS  
ACCOMMODATION,  
WITH THE VAST  
MAJORITY ASSISTED  
INTO SAFE, MEDIUM  
TO LONG-TERM  
HOUSING. ALMOST  
HALF WERE FURTHER  
SUPPORTED IN AN  
OUTREACH CAPACITY  
AFTER LEAVING  
HOMEFRONT**

**40%  
OF WOMEN**

**WERE FROM CULTURALLY  
AND LINGUISTICALLY  
DIVERSE BACKGROUNDS  
INCLUDING CHINA, EGYPT,  
ERITREA, ETHIOPIA,  
GREECE, ISRAEL, POLAND,  
SOMALIA, SOUTH AFRICA,  
SUDAN AND VIETNAM**

**4%**

**WERE ABORIGINAL  
AND/OR TORRES  
STRAIT ISLANDER  
WOMEN**

## Women's Housing and Complex Needs (WHCN) program

This program provides intensive case management for women who are experiencing homelessness 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. This program consists of one full-time case manager who gives intensive support to 10 clients per year, providing assertive engagement, outreach support and case coordination for a 6 to 12-month period. This service model of longer support and smaller case load 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.

**90%   
OF WOMEN  
ENGAGED IN  
THE WHCN  
PROGRAM  
HAD THEIR  
IMMEDIATE  
HOUSING  
CRISIS  
ADDRESSED;**

**AND WERE PLACED IN  
MEDIUM OR LONG-TERM  
HOUSING OR HAD REFERRALS  
AND PLANS IN PLACE FOR  
ACCESS TO LONG-TERM  
OR PERMANENT HOUSING**



**90%  
OF WOMEN  
HAD THEIR  
ONGOING  
PHYSICAL  
AND MENTAL  
HEALTH, AND  
FUNCTIONAL  
CAPACITY  
CONCERNS  
ADDRESSED**

**THROUGH IMPROVED  
ENGAGEMENT WITH  
PHYSICAL, MENTAL AND  
NEUROLOGICAL HEALTH  
SERVICES**

#### **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.

**26  
WOMEN** 

**WERE REFERRED  
TO THE OUTLANDISH  
PROGRAM**

**OF ALL THE CURRENT  
AND NEW PARTICIPANTS:**

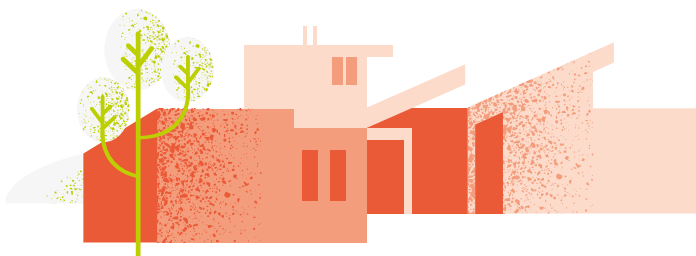
**6  
GAINED  
EMPLOYMENT  
OR WERE  
UNDERTAKING  
SOME FORM  
OF WORK  
EXPERIENCE;**

**8  
WERE INVOLVED  
IN INDEPENDENT  
VOLUNTEERING;**

**6  
ENGAGED IN OTHER  
COMMUNITY-  
BASED ACTIVITY;**

**8  
COMPLETED  
JOB READY TASKS  
SUCH AS LICENCES,  
RESUMES AND JOB  
APPLICATIONS; AND**

**8  
WERE EITHER  
IN, OR ENROLLED  
IN, TRAINING  
OR FURTHER  
EDUCATION**



## Orcadia Units

Through the generosity of the Orcadia Foundation, Women's Services are provided with two independent living units to accommodate women with or without children, who for a period of time may not be able/eligible to access other accommodation options. These units are primarily available to women who access crisis accommodation at Homefront, or are case managed by other Women's Services programs. This is a vital resource for women who need appropriate, safe and independent housing in a timely manner but for whatever reason may not immediately be able to access or be eligible for other options.

We were able to house a woman with her toddler and newborn in an Orcadia Unit while supporting her to access other longer-term housing options. The woman, from Ethiopia, had experienced significant family violence, was on a bridging visa and her only income was a small Red Cross benefit. She had been previously living for months in a motel funded by a housing entry service. The Orcadia Unit provided her with an appropriate, affordable and safe housing option.

Increasingly Women's Services are prioritising either women whose refugee status/visa restrictions make them temporally ineligible for income/accommodation options; and/or women who are pregnant or have children and are at risk of being reportable to child protection simply because of their homelessness status, despite there being no other child protection issues.

We charge tenants 25% of their income. If women are on limited, restricted, or even no income, and we know this can be resolved with time, we can house them until their circumstances change. 25% of 0 is 0. And when women are on limited incomes and they need to provide for children, we have the flexibility to waive the rent and fund the utility costs.

**"WE WERE ABLE TO HOUSE A WOMAN WITH HER TODDLER AND NEWBORN IN AN ORCADIA UNIT WHILE SUPPORTING HER TO ACCESS OTHER LONGER-TERM HOUSING OPTIONS. THE WOMAN, FROM ETHIOPIA, HAD EXPERIENCED SIGNIFICANT FAMILY VIOLENCE, WAS ON A BRIDGING VISA AND HER ONLY INCOME WAS A SMALL RED CROSS BENEFIT. SHE HAD BEEN PREVIOUSLY LIVING FOR MONTHS IN A MOTEL FUNDED BY A HOUSING ENTRY SERVICE."**

## Journey to Social Inclusion Program (Mark II)

After undertaking a pilot from 2009-2012, we commenced the second phase of our Journey to Social Inclusion program (Mark II) in January with partner agencies Vincent Care and St Mary's House of Welcome.

J2SI Mark II aims to build on the pilot's learnings to deliver an enhanced service model and provide further evidence by scaling up and replicating the program across Melbourne to include the inner north.

It takes a very different departure to what's currently available by adopting a relationship-based approach and providing long-term, intensive case management. It works from the premise that if people can sustain their housing and manage their complex health issues, this provides a solid foundation for the next steps of building skills, becoming a part of the community and contributing to society.

The five key elements of J2SI Mark II include:

- assertive case management and service coordination
- rapid housing pathways into permanent housing using a sustaining tenancies approach
- trauma informed practice to support people's recovery
- building skills for social and economic inclusion
- promoting independence.

**THE VICTORIAN  
GOVERNMENT  
ANNOUNCED**



**\$1.23  
MILLION**

**IN FUNDING OVER  
THREE YEARS: A THIRD  
OF THE TOTAL COST.  
THIS COMPLEMENTS  
CONTRIBUTIONS FROM  
SACRED HEART MISSION  
AND PHILANTHROPY**

Sixty program participants have been recruited from Melbourne's inner north and south primarily through internal Sacred Heart Mission services and partner agencies. A range of experiences have led participants to experience chronic homelessness and include early childhood trauma, family and relationship breakdown, family and domestic violence, complex needs and issues, marginalisation and disadvantage; exacerbated by a lack of access to affordable, safe permanent housing and appropriate support options. Despite these life challenges, participants are keen to access a permanent home and pursue their hopes, dreams, and aspirations.

We are delighted to have developed a new partnership with the Centre for Social Impact, University of Western Australia and Swinburne University to undertake the economic and impact evaluations of J2SI Mark II.

A key focus in the program's first six months has been to support participants to develop and progress plans to access permanent housing quickly; a major challenge with the current lack of affordable housing options in the greater Melbourne area. This enables a home base

**BASELINE DATA ON PEOPLE  
RECRUITED TO THE PROGRAM  
SHOWS THAT:**

**32%**

**ARE FEMALE AND**

**68%  
MALE**

**AVERAGE AGE IS**

**40.3 YEARS**

**8%  
IDENTIFY**

**AS ABORIGINAL/ TORRES  
STRAIT ISLANDER**

**90%**

**HAVE SLEPT ROUGH**

**78%**

**EXPERIENCED HOMELESSNESS**

**AT AGE 18  
OR YOUNGER**

and a stable foundation from where people can work on their health and wellbeing goals, seek out training and employment opportunities, navigate mainstream services, and increase their social connections.

To deliver the J2SI program, a team of 10 intensive case managers, a manager and coordinator have been appointed. They are based across



**1 IN 4**

**HAVE COMPLETED  
YEAR 12 OR ABOVE**

**4% ARE  
EMPLOYED**

**ALMOST ALL REPORT  
A CHRONIC HEALTH  
CONDITION ALMOST**



**8 IN 10**

**ARE EXPERIENCING  
HIGH OR VERY  
HIGH LEVELS OF  
PSYCHOLOGICAL  
DISTRESS COMPARED  
WITH 1 IN 10  
OF THE GENERAL  
PUBLIC**

two office sites in St Kilda and North Melbourne. This promotes the team's ability to use a 100% outreach model close to the initial referral points to responsively and assertively engage participants within their preferred community setting.

The program is dependent upon a range of strategic partnerships. A total of 15 partnership agreements have been implemented to promote more creative and accessible pathways and service responses in a range of areas including housing, mental health, legal, after hours crisis services, and alcohol and drug use.

The year ahead will see the program commence a dedicated employment strategy to promote employment and economic outcomes with participants. This is complemented with additional initiatives designed to build up and develop participants' skills that enhance both economic and social inclusion outcomes.

## LONG-TERM SUPPORT AND ACCOMMODATION

### Sacred Heart Community - Residential Aged Care

Sacred Heart Community provides clinical care and support services to 83 residents at our two residential aged care facilities 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 respect, trust and consistency to meet residents' support requirements. It is essentially a relationship that is fostered between the resident and staff to ensure the resident is engaged and finds their place within the Sacred Heart Community.

OF OUR 83 RESIDENTS:

**68%**  
**ARE MEN**



**1 IN 4**  
**ARE UNDER THE AGE OF**

**65**



**1 IN 10**  
**ARE AGED**

**OVER**  
**80**



**1 IN 20**  
**ARE**  
**OVER**  
**90**  
**YEARS**



We have a number of excellent support services, including the general practitioners in the St Kilda Medical Centre and the Acland Street Medical Centre, the Alfred Psychiatric Service and Bethlehem Palliative Care service, to name a few. There are highly skilled registered nurses on site 24 hours a day. We also have a range of allied health services which this year included a four-day-a-week physiotherapist, and a naturopath, counsellor and masseur whose positions were implemented to assist in promoting a sense of worth and belonging, and providing residents with an opportunity to share their stories.

A dynamic and 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, connection with friends and family and to continue activities that have been a big part of their lives - a coffee at one of the local cafes, lunch at the Mission's dining hall, or spending time on Acland Street.

**THE AVERAGE AGE**  
**OF RESIDENTS IS**


**71**  
**YEARS**



**4 IN 10**  
**HAVE LIVED WITH**  
**US FOR MORE THAN**  
**5 YEARS**







**"WITHOUT SACRED HEART MISSION I DON'T KNOW WHERE I'D BE. IT'S SO GOOD THAT PEOPLE HELP THE MISSION TO KEEP GOING – IT'S MADE SUCH A DIFFERENCE TO MY LIFE. I FEEL SAFE, SUPPORTED AND HAPPY."**

## JOHN COOK

John Cook has been part of Sacred Heart Mission's family for years. Joining the Mission's Sacred Heart Community Aged Care facility on Grey Street, he says this is his last stop. "For the first time in years, I finally felt safe and part of a family and community," John says. He described his life before becoming a resident of the Mission. "I spent years in a boarding house where I always felt scared because of the constant threat of violence from other residents. I was too scared to leave my room. I was on my own."

John worked at the ABC for many years. When his mother became ill, circumstances dramatically changed. He felt he needed to return home to care for her. Reducing his work hours, he became financially and emotionally vulnerable. After her death, John developed a number of health problems, including a tricky relationship with alcohol, which eventually led to

him living in substandard and insecure accommodation.

John was fortunate in that he had a good friend, Ray, who regularly visited him. Shocked by John's living conditions in the boarding house, Ray led John to Sacred Heart Mission, where he initially lived in the Mission's Rooming House before joining the Aged Care facility.

The Mission's Sacred Heart Community houses many residents, like John, who have been homeless or disadvantaged. Most have suffered poverty, trauma or social isolation. Many have lost contact with their families.

Residents benefit from the Mission's connection to the broader St. Kilda community through access to health care specialists, medical practitioners and Allied health workers. John and other residents

engage in lifestyle programs that create opportunities for them to be independent and feel connected. Everyone helps around the house in practical ways, participating in forums or looking out for each other.

John recently celebrated his 70th birthday at the home. Not only was there cake shared by residents and staff, there was a rousing chorus of "Happy birthday."

"I love it here. People care about me and help me. The staff are just wonderful. I no longer drink, my health has improved, I've made good friends and I've even managed, with support, to save some of my pension money," John says.

John feels he has a home now. When asked about the redevelopment of his home, he says he feels so lucky that people care, and he wants to thank all our campaign supporters.

## 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 chronic health conditions, 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,

## RESIDENTS

**WON**  
THE 3AW COMMUNITY  
GARDEN OF  
THE YEAR  
AWARD



**IN THE ANNUAL  
RESIDENT SURVEY,**



**9 IN 10**

**RESIDENTS STATED THAT  
QUEENS RD WAS THEIR HOME;**



**8 IN 10**

**SAID THEIR**

**QUALITY**

**OF  
LIFE**

**HAD IMPROVED SINCE  
MOVING TO QUEENS RD**

together with recreation activities, and building community living skills. Health is an increasing focus with many residents suffering chronic health conditions requiring extensive support from staff and external agencies. A handful of residents attend the inhouse gym each night, supported by volunteers. Weekend bus shopping trips are very popular and enable residents with health issues to bring home their weekly shopping.

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.

## Home Care

Our Home Care team supports older people to live independently in their homes and to access their local communities by providing significant case management services as well as assistance with social activities, cleaning, shopping, personal care, transport to appointments, welfare checks and meals, to name just a few. 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.



**WE PROVIDED  
HOME CARE TO**

**205  
PEOPLE**

**HOME CARE CLIENTS  
RANGE IN AGE FROM**

**47-101  
YEARS**

**ALMOST ALL LIVE ALONE**



**1 IN 9**

**HAVE LITTLE OR NO CONTACT  
WITH FAMILY**

**MORE THAN  
6 IN 10 ARE MALE**

Many clients are referred to Home Care by support staff from around our various other programs. Home Care clients also access our residential aged care communities for respite care, as required. During the year, aged care reforms included changes to the way government funding was allocated, so instead of block funding, each client has their own separate budget. Implementing new systems to allow this to run smoothly and explaining these changes to our clients was a big component of our work.

In April we were notified that we had been successful in our application for 34 high level packages through the federal government's Aged Care Allocation Round. This is in addition to an existing 75 level 2 packages. As well as increasing our capacity to support a greater number of people, including people with more complex needs, the new high level packages allows for continuity of care as their needs increase.

### Bethlehem Community

Bethlehem Community officially merged with Sacred Heart Mission as of 1 July 2015. Bethlehem provides safe, community-based housing for women across two facilities: a 10 bed, 24 hour supported accommodation facility in Reservoir and 16 self-contained independent living units in Thomastown where outreach support is available. During the year we provided housing and outreach support to 21 women living in self-contained independent community housing and private rental. A further 15 women were provided with 24 hour supported accommodation; assisting them with their daily care and offering programs to improve daily living skills.

In addition to these accommodation service models, Bethlehem offers daily living skills assessment and support, case management, recreation, wellbeing and social inclusion planning and activity. The focus is on enhancing individual daily living capacity, independence and social inclusion, and providing residents with opportunities to engage in a variety of activities that contribute to their individual, social, health, interpersonal, psychosocial, educational, economic, cultural, spiritual and developmental advancement. On average 20 women participated in Bethlehem's recreational, wellbeing and social inclusion activity every month.

Bethlehem also assists women to access private rental while continuing to work with them through outreach support.



**WE PROVIDED  
HOUSING TO  
36  
WOMEN**

**MORE THAN**



**1 IN 4**

**RESIDENTS ARE FROM  
CULTURALLY AND  
LINGUISTICALLY DIVERSE  
BACKGROUNDS, INCLUDING  
IRAN, TURKEY, SRI LANKA,  
PHILIPPINES, COOK ISLAND,  
LEBANON, BOSNIA, SERBIA  
AND MACEDONIA**



**1 IN 20**

**RESIDENTS IDENTIFIED  
AS ABORIGINAL AND/OR  
TORRES STRAIT ISLANDER**





# OUR VOLUNTEERS

Sacred Heart Mission is extremely lucky and thankful that our dedicated volunteer workforce continues to grow and expand. Volunteers help in various programs and in varying capacity. Besides our wonderful individual volunteers, we have corporate, community and school groups supporting our Meals Program, Women's House and op shops. We would not be able to provide the service we do without their help.

We implemented a new online recruitment and application process which has increased the number of volunteer applications coming in. Furthermore, we are better equipped to place volunteers with specific skills in certain programs throughout the Mission.

A big thank you to all our volunteers who help on a daily basis as well as throughout the year on various special events such as highway collections, garage sales and various back-of-house projects that allow us to better manage and support the Mission.

Three wonderful groups help out regularly at the Women's House: teams from the Xavier Social Justice Network, Women for Women (W4W) Committee and St Michael's Grammar cover between 5-6 shifts (out of 10) per week. Many of these volunteers offer further volunteering during school holidays on an individual basis.

For the fourth year in a row, volunteers from Temple Beth Israel, B'nai B'rith and other Jewish groups, provided invaluable support in the dining hall from mid-December through to mid-February, with a large number participating as regular volunteers throughout the year. Social justice, inclusion and community are central to a variety of cultures and faiths. It is positive and rewarding when they come together to assist those experiencing disadvantage.

## Volunteers - at a glance

Place	Number of Volunteers	Volunteer Hours
Meals Program	1.166	32.652
Op Shops	596	33.828
Hands on Health Clinic	76	4.712
Women's House	105	2.080
Aged Care	42	358
Reception/Admin	32	2.600
Other Services	88	933
<b>Total</b>	<b>1.828</b>	<b>77.163</b>

Star of the Sea continued their wonderful partnership with the Mission: students produced Christmas cards that were available for sale at our op shops and select schools, gave their time at a highway collection, donated linen, towels, pillows and bedding to residents at our Queens Road rooming house and volunteered in our dining hall throughout the year.

Volunteers from NAB provided our IT team with terrific support, which continues, as part of the development of our IT strategy.

Communication specialists from Canyon, Cropley Communication, Red Agency and NAB are providing their expertise pro bono to a project that's working on the development of an organisational communication strategy.

**MORE THAN**

**1,800**  
**PEOPLE**

**VOLUNTEERED WITH US  
THIS PAST YEAR**

**VOLUNTEERS CONTRIBUTED  
MORE THAN**

**75,000**  
**HOURS**

**TO THE MISSION THIS YEAR**



**"FOR ME IT'S ABOUT TIME. I HAVE IT TO GIVE, AND I WANTED TO DO IT IN A HANDS-ON WAY. IT GIVES ME GREAT SATISFACTION."**

## KATH HANSEN

Kath Hansen wears many hats. This mother of three children, with two in high school, volunteers at the Sacred Heart Mission Women's House and Volunteer Program Office, both places where little things make a big difference.

The Women's House provides a safe and supportive environment for women from diverse cultures and backgrounds who may be in crisis or experiencing housing difficulties due to a range of life experiences, including family or sexual violence, physical and mental illness, drug and alcohol abuse or poverty. The women can also access a healthy cooked lunch, shower and laundry facilities and can participate in a range of health and wellbeing activities.

Usually you'll find Kath in the kitchen, helping to prepare and serve lunch. "I know I am not going to solve people's

problems or change their life significantly, but I can do my bit and make a tangible contribution to help someone in need," Kath says.

When she's not volunteering at the Women's House, you'll find Kath in the thick of the action in the Volunteer Program Office, where she provides operational and administrative support. The Volunteer Program Office is responsible for recruiting volunteers and scheduling them across the Mission's many programs. Described by some as the Jill of all trades, Kath helps out with the op shop administration, coordinates rosters for the dining hall and anything else that needs attention. Kath loves working in the charity sector because the work appeals to her and her personal values. "I couldn't think of anything worse than joining a big corporate," she says. "I know Sacred Heart Mission appreciates

every minute of volunteer time," she says. "I do it because I want to be involved in the community and help people. They are all pretty terrific and they need a helping hand."

Volunteers are a welcome addition to the close knit Mission team. Connecting with like-minded people, developing skills and helping to improve the quality of life for all involved is an irresistible combination of benefits for Kath and many others.

"Homelessness and the number of disadvantaged people in our community is getting worse," she says. "The Mission does some fantastic work and there will be a bigger need for the services they provide in the future. That's why I love the many hats that I wear, because it's true that little things make a big difference."

## OUR STAFF

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 outputs.

We invested a significant amount of time in developing a Trauma-informed Care (TIC) training program which all staff will participate in. Developed and delivered by our Training and Practice Development team, TIC explores the principles and impact of psychological trauma, plus we explore why the Mission is becoming a TIC organisation and what that means for our staff. To date a third of our staff have undertaken this training, and many of our Board members have also attended.

This year we were contacted by the City of Port Phillip (COPP) to participate in a mentoring program run in partnership with Toyota. Two of our staff members are providing mentoring to other organisations within our community. This is an exciting development opportunity for our staff, and is also a great recognition of the expertise we have.

Staff recognition awards, known as the Ernie Smith Awards after our founder, continue to highlight outstanding levels of commitment and service made by individuals and teams to the organisation. By living the values of the organisation staff demonstrate in very real ways why the Mission is a great place to work. Standing out this year were nominations highlighting how the values of 'Welcome' and 'Innovation' are present across the organisation. Recipients of the Ernie Smith Award this year were:

### December 2015

- Regina Wloch - Support Worker - Homefront (Regina now works as an Intensive Case Manager with the J2SI Project)
- Rooming House Plus Project Outreach Team - Sharajit Singh, Jagjit Singh, Sandra Gibson and Gurpal Singh

### April 2016

- Sunny Kher - Catering and Laundry Coordinator - Sacred Heart Community
- Linda Bradley - Manager, Women's Services - Community Services

The following staff members were recognised for their years of service contribution:

### 5 years' service

Jagrutiben Patel  
Peter Mercer  
Keryn Fox  
Daniel Ellis  
Paul O'Loughlin  
Sharanjit Singh  
Anna Bongiorno  
Annleslie Hodgen  
Annie Lynch  
Jagjit Singh  
Samantha Arthur  
Michele Stubbs  
Walter Rongo  
Cuiping Mo  
Linda Bradley  
Kelly Wicken  
Karyn Harkness  
Faith Kaan  
Adam Higginson

### 10 years' service

Larysa Korneyeva  
Brian McMahon  
Craig Dennis  
Gail Hart  
Anne Wataszczuk  
Lisa Vo  
Luke Winterton  
Wouter Spijker  
Ewa Petruk

### WE HAVE

**101**  
**FULL-TIME,**

**124**  
**PART-TIME**

### AND

**76**  
**CASUAL STAFF**  
**MEMBERS**





**TIF ALP**

Tif Alp facilitates the Mission's Outlandish project. Originally from Adelaide, Tif wanted to combine her two passions, fostering development opportunities for women and making a contribution to the environment. Working with Outlandish gives Tif the opportunity to do both. Her post-graduate qualifications in horticulture, a long history of environmental volunteering, and qualifications and experience working in the mental health sector are a perfect fit.

Outlandish helps disadvantaged women connect socially, building their courage and confidence through a range of eco-volunteering opportunities. Since joining the program in March, Tif has expanded the range of volunteering opportunities and strengthened existing partnerships with animal rescue services, the City of Port Phillip, local eco-focused projects and various parks and gardens across Melbourne.

"Our community partners are fantastic. It's not easy facilitating volunteers; there's a lot that

goes on in the background, and they provide such an important opportunity," Tif says.

The women who access Outlandish have faced many challenges, including trauma, homelessness, marginalisation, mental health concerns, poverty, or family violence.

"Eco-volunteering is a wonderful stepping-stone out of feeling isolated in the community. Being in green-spaces, working with animals and spending time looking after our earth and its creatures can be very therapeutic and rewarding," Tif says.

"The women find it really rewarding. There are some really special places in Melbourne and they feel connected to this beauty."

Access to and ongoing participation in Outlandish provides these women with an opportunity to use their capabilities to build new skills and re-connect to the community through volunteer work or paid employment. "These women go beyond improved self-esteem and self-confidence to make

decisions about a future for themselves," Tif says.

"It's not my journey, but I can walk alongside them and help them get to where they want to be," she says. "I've learned a lot from these women. They come from different places and backgrounds, but they're strong despite often formidable odds. It's easy to do something when you feel good, but harder to achieve when you're confronted with hardship and social exclusion. They are brave, and incredibly accepting of each other."

Being inclusive is important to Tif and the program participants. Along the way, they learn more about other cultures, as well as the diverse experiences of our community and its people.

Tif Alp loves working with Sacred Heart Mission and being part of Women's Services. She is indeed an Outlandish woman; passionate and determined to providing opportunities for women to shine.



# 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. Our op shops ran a full calendar of public events to showcase their unique personalities. The events that took place throughout the year include: Lost Sock Memorial Day at our Fitzroy and North Fitzroy stores, an annual live auction at our Windsor op shop, Elsternwick seasonal releases, a Bond-themed shopping night to coincide with the release of the new Bond film at our South Melbourne op shop, and Rock n' Roll Op Shopping over a weekend at our St Kilda store.

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 our programs. Our op shops directly fund such innovative programs as our Journey to Social Inclusion Mark II.

**IN SEPTEMBER  
WE OPENED OUR**

## **NINTH OP SHOP**

**AT 806 NICHOLSON  
STREET, NORTH FITZROY,  
A SISTER STORE FOR  
THE EIGHTH SHOP  
OPENED THE PREVIOUS  
YEAR IN FITZROY**





THE ANNUAL AUCTION  
AT WINDSOR SAW AN  
INCREASE OF

**50%**  
IN SALES ON  
THE NIGHT

A NEW POINT OF SALE  
SYSTEM WAS INTRODUCED  
AT ALL SHOPS WITH A  
RESULTING UPLIFT IN

**RECORDED  
SALES, AND  
GREATER  
CLARITY OF  
ALLOCATION  
OF SALES**

SALES FOR  
OP SHOPS TOPPED

**\$5.3  
MILLION**

REPRESENTING  
AN INCREASE OF

**11%**  
ON LAST YEAR WITH  
**THE LARGEST  
INCREASES  
SEEN AT  
ST KILDA,  
SOUTH  
MELBOURNE  
& WINDSOR**





# OUR FUNDRAISING ACTIVITY

The Fundraising, Marketing and Communications team continued to implement our new fundraising strategy which 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.

The Fundraising, Marketing and Communications team drives a range of 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 while highlighting real issues facing people who are experiencing homelessness.

## *Monthly giving program*

Our very popular regular giving program allows donors to make on-going monthly contributions to Sacred Heart Mission.

## *Workplace giving program*

This is a great way to make a pre-tax voluntary donation each pay. A number of corporations and businesses allow employees to make voluntary donations to Sacred Heart Mission via automatic payroll deductions with some employers matching 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 community groups who fundraise on our behalf. Participation in City2Sea and other external events continues to gather pace along with increasing income and awareness of the work of the Mission.

Soroptimist International of Melbourne held a trivia night and raised \$2,000 for our Outlandish program.



Balaclava resident Luke Mason continued and enhanced the eye-catching Sacred Heart wishing well in his front yard and again donated the coins that had been thrown in by passers-by making a wish, totalling \$3,205.



This year our supporters raised \$8,000 while participating in the City2sea event.



We ran a stall at the St Kilda Festival with African drumming classes, Sacred Heart Mission merchandise for sale, an info board about the Mission, and staff and volunteers were on hand to talk about what we do. Woolworths Balaclava donated all BBQ goods to help us raise more than \$2,000 through sausage sales.



Community volunteers raised in excess of \$10,000 at local highway collections, and the intersection was permitted free of charge by the City of Port Phillip.



### **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 include: the Light Up A Life lunch (formerly cocktail party) which fundraises for our Women's House, Heart of St Kilda Concert at the Palais Theatre supports our Meals Program, Dine with the Champions generates income for Kick Start – our health and wellbeing program, and Dine with Heart raises funds for our Meals Program.

The Women4Women committee raised \$43,000 for our Women's House at the Light Up A Life lunch event held at the George Ballroom.

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

### **Capital campaign**

This year we commenced a capital campaign to raise \$8 million to fund our building project. This significant undertaking is supported by our Patron Paula Fox and Campaign Chair Gerry Ryan.



Some 63 restaurants, cafes and bars across Melbourne participated in our Dine with Heart Month campaign in May, which raises funds for our Meals Program. Several restaurants held highly popular (and delicious) fundraising events in support of the campaign, while others encouraged customers to donate a small amount at the end of their meal or hosted collection tins on their counters. This engagement represents a 250% increase on 2015. Collectively the restaurants raised just over \$34,000.





# OUR SPECIAL THANKS

## Organisation Name

Aquinas College  
ASRC  
Aust Aged Care Quality Agency  
AustralianSuper  
Babu Ji restaurant  
Bay Leaf Catering  
Bedrock Social Co  
Best Mates Probono Vets  
Better Life Mobile  
Bodyworld Gym  
Bomba restaurant  
Bridge Church Richmond  
Cabrin  
Canyon  
Captain Baxter  
Carman's  
Challenge, Kids for Cancer  
Chin Baptist Church Youth  
Chisholm & Gamon Property Pty Limited  
City West Water  
Clarke Legal  
Clarke Street Children's Centre  
Coles  
Collier Charitable Fund  
Conga Foods  
CWA Umina Branch  
Davies Bakery  
Deluxe Audio Visual  
Dental Advantage Consulting Group  
Dept Environment, Land, Water and Planning  
Dobson's Potatoes  
Domain Health  
Donovans restaurant  
Earthwatch  
Egg Unlimited  
Elliott Newspaper Group  
Elwood Newsagency  
Elwood Primary School  
Encore St Kilda Beach  
Esolab  
Estelle restaurant  
European restaurant  
Experian  
Fast Forward Your Business  
Featherston Design  
Fitzrovia restaurant  
French Saloon restaurant  
Fruit at Work  
G&M Waldie Transport  
Gallin's Guitars  
GH Music  
Global Confectionary  
Gravity Coffee  
Greenham & Sons  
Hewison Private Wealth  
Huxtable restaurant  
JPJ Audio  
Junee Abattoirs  
Kalmina Nursing Home  
Kirks Wine Bar  
KOGO  
Kooyong Newsagent  
Kostka Hall - Xavier College  
Kostka Hall Mother's Association  
Kriss Will Consulting Pty Ltd  
KS Environmental Pty Ltd  
KUMON  
Lawmont Designs  
Luxembourg Bistro

Magistrates Court of Victoria  
Mark Munro Photography  
Mazenod College  
McCann and John West  
McCoppins  
Melbourne Wholesale Fruit Vegetable and Flower Market  
Mercer (Australia) Pty Ltd  
Merchantwise  
Metropolitan Fire Brigade  
Mick Bell Studios  
Mitchelton Wines  
Moorabbin Investments Pty Ltd  
Motor Brand Design  
Motor Design  
MSAC  
National Australia Bank  
NBL  
Norton Rose Fullbright  
Novotel Melbourne St Kilda  
Oakley  
Officeworks  
Oki-2-Go  
Open Slather Productions  
Padua College  
Palais Theatre  
Pental Limited  
Pierre's (Pierre Roelofs)  
Place Settings  
Police-Citizens Youth Club St Kilda  
Practical Training Pathways  
Prestige Foods International P/L  
Prokinetics Australia  
Prowse Quantity Surveyors Pty Ltd  
Radio Mexico  
Red Agency  
Resolution Property Group  
Russell Kennedy  
Ryan Commercial Lawyers  
Sacre Coeur  
Share the Dignity  
Shine Australia - Masterchef  
SMR Productions  
South Port Uniting Care  
St Francis Xavier Primary School  
St Kilda FC  
St Lukes Primary School  
St Mary's Church  
St Mary's School  
St Marys Primary School  
St Peters Early Learning Centre  
Sunnybrook Health Store  
Susan Day Cakes  
T2 Collingwood  
Talia Fruit at Work  
The Campbell Edwards Trust  
The Good Guys Brighton  
The Marian and E H Flack Trust  
The RE Ross Trust  
The Resource Company PL  
The Staging Company  
The Sweet Boutique  
The True Believers Inc  
The Vineyard  
Vilis Bakery  
Volvo Altitude Brighton  
W.D.Rose & Joseph Allison Funerals  
Wal Bishop Enterprises  
William Angliss (Victoria) Charitable Fund

Woolworths  
Woolworths, St Kilda West  
Yarra Trams  
Zomato

## Trusts and Foundations

Andyinc Foundation  
Bagot Gjergja Foundation  
Besen Family Foundation  
Beverley Jackson Foundation  
Kettle Foundation  
Lord Mayor's Charitable Foundation  
Milton Corporation Foundation  
NAB Foundation  
Orcadia Foundation Limited  
Pierce Armstrong Foundation  
Schapper Family Foundation  
Swann Family Foundation  
The Goldman Sachs JB Were Foundation  
The Myer Foundation  
John and Betty Laidlaw Legacy  
Herpe Arno Foundation  
Orloff Family Charitable Trust

## Bequests and Estates

Estate of the Late Agnes Ferguson Clark  
Estate of the Late Marjorie Katherine Watchorn  
Estate of the Late Will Kimpton

## Individuals

Diana Gibson  
Dr Philip Neri  
Helen Stewart  
Inga and Audra Liubinos  
Mark Foley  
Mr Christian Langstone  
Mr Denis and Mrs Christine McConnell  
Mr Edward and Mrs Ann Miller  
Mr Frank and Mrs Ann Shelton  
Mr Jason and Mrs Tracey Cheeseman  
Mr John Bennetts  
Mr Peter and Mrs Denise Murphy  
Mr Peter and Mrs Francene Howe  
Mr Richard Stanley QC  
Mr Robert and Mrs Irene Gilbert  
Mr Robin Bishop & Ms Jess Bishop  
Mr Stephen and Mrs Keryn Nossal  
Mr Tony Kelly QC and Wendy Black  
Mrs Ann and Mr Terence Hodgen  
Mrs Sue Wood and Mr Gary Edwards  
Mrs Suzanne Gray and Mr Peter Lynch  
Ms Veronika Marshall

# GETTING INVOLVED

## ***Op shopping and donating***

Op shopping is fun - there's the excitement of hunting for a bargain or treasure, there's the good feeling about re-using and recycling, plus the knowledge that your spending money goes to a good cause. All nine op shops offer a quality vibrant shopping experience, seven days a week with fresh stock appearing daily. This ensures that each op shop can reliably satisfy both bargain and treasure hunters. Community support in the form of quality donations of preloved goods allows the op shops to thrive. Donations of clothing, furniture, shoes, accessories, books, bric-a-brac and household items are always needed and can be dropped off at any shop during business hours or be picked up by calling our collection service on (03) 9536 8437.

## ***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 at [sacredheartmission.org](http://sacredheartmission.org) or call (03) 9537 1166.

## ***Giving***

Sacred Heart Mission is known for the generosity of its 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 – for example a walk, run, or ride. Ask your friends, family and colleagues to sponsor you. Visit our website at [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 three 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 information, 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 to the conversation!



# OUR FINANCIAL POSITION

## MESSAGE FROM OUR TREASURER

Sacred Heart Mission has made significant progress during the past year in delivering on our strategic plan. Our major areas of focus included the development and expansion of services to meet community needs, new revenue streams and funding for capital works.



The growth in services included the launch of Journey to Social Inclusion Program Mark II and a merger with Bethlehem Community, increasing our presence in the northern suburbs of Melbourne. Apart from securing additional government funding for a number of services, we also opened our ninth opportunity shop also located in the north. We made great progress in organising the funding for our major building project 'One Heart, One Home', with the launch of the capital campaign, securing of a government grant and arrangement of a loan facility.

This year our Annual Report presents the consolidated financial results of the Sacred Heart Mission Incorporated and the Sacred Heart Mission Foundation.

The surplus for our consolidated entity was \$967,409. This result includes a gain in assets of \$995,452 from Bethlehem Community, and excluding these assets, Sacred Heart Mission would have experienced a small loss of \$28,043. This was a planned deficit whereby Sacred Heart Mission committed to investing our reserves into delivering the Journey to Social Inclusion program.

Revenue increased by 10% from the previous year to \$18,786,481 with growth in income from government grants, opportunity shop sales and fundraising.

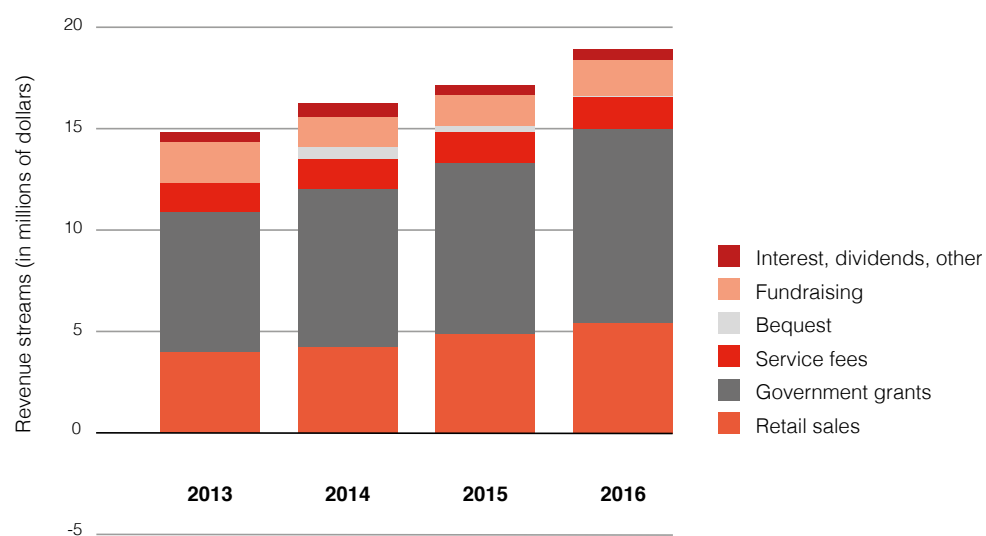
After excluding the gain in assets from Bethlehem, expenses increased by 10% from the previous year to \$18,814,524. Apart from Bethlehem and Journey to Social Inclusion, the increase in expenses reflects improvements in client services and investment required to generate income such as rent for our new op shop.

In 2016-17 work will commence on our extensive, multi-year 'One Heart, One Home' building project which includes the re-development of our aged care facility, a new rooming house, expansion of our Hands on Health Clinic and the upgrade of the Women's House. After extensive planning, drawing on significant external expertise, the Mission is well placed to execute this challenging and exciting project that is part of ensuring our long term financial viability and continuity of service.

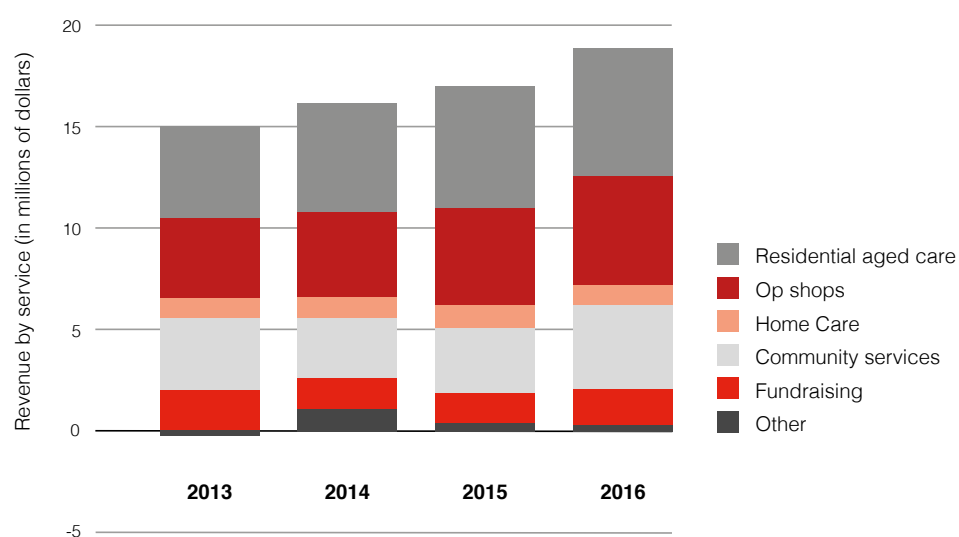
Whether you are a donor, volunteer, pro bono service provider or opportunity shopper, I thank you for generously supporting Sacred Heart Mission. Combined with continued federal, state and local government funding, your ongoing support is essential to the Mission's ability to help and support the disadvantaged in our community.

**David O'Brien**  
Treasurer

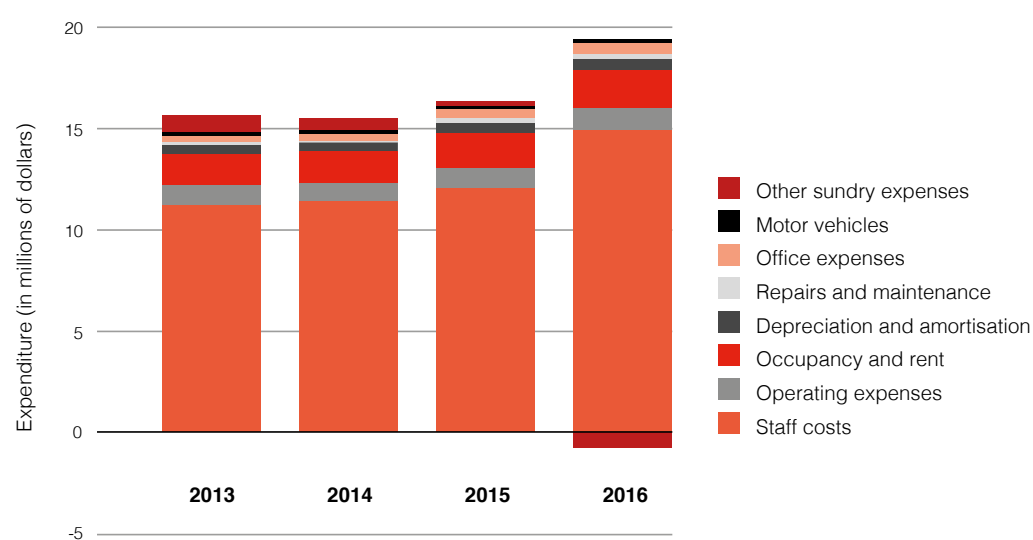
## REVENUE STREAMS



## REVENUE BY SERVICE



## EXPENDITURE





## FINANCIAL SUMMARIES

### Statement of profit or loss for the year ending 30 June 2016 for the consolidated entity

Revenue	2016 \$	2015 \$
<b>Total Revenue</b>	<b>18,786,481</b>	<b>17,004,963</b>
<b>Expenses</b>		
Staff costs	(14,258,656)	(12,001,203)
Operating expenses	(1,051,521)	(1,031,239)
Occupancy and rent	(1,803,343)	(1,716,365)
Depreciation and amortisation	(560,737)	(455,283)
Repairs and maintenance	(219,426)	(287,304)
Office expenses	(521,802)	(421,376)
Motor vehicles	(181,072)	(116,548)
Profit/(loss) on sale of asset	16,989	(47,819)
Gain from bargain purchase	995,452	-
Other sundry expenses	(234,956)	(214,573)
<b>Operating surplus for the year</b>	<b>967,409</b>	<b>713,253</b>
Fair value (loss)/gain on revaluation of financial assets	(212,135)	20,746
<b>Other comprehensive income for the year</b>	<b>(212,135)</b>	<b>20,746</b>
Total comprehensive income for the year	755,274	733,999
Total surplus attributable to the group	967,409	713,253
<b>Total comprehensive income attributable to the group</b>	<b>755,274</b>	<b>733,999</b>

### Statement of financial position as at 30 June 2016 for the consolidated entity

Assets	2016 \$	2015 \$
<b>Current assets</b>		
Cash and cash equivalents	8,094,349	4,730,925
Trade and other receivables	55,161	361,028
Other current assets	628,357	534,063
<b>Total current assets</b>	<b>8,777,867</b>	<b>5,626,016</b>
<b>Non-current assets</b>		
Financial assets	1,455,859	3,837,119
Property, plant and equipment	8,273,357	6,993,764
Intangible assets	2,140,684	2,158,040
<b>Total non-current assets</b>	<b>11,869,900</b>	<b>12,988,923</b>
<b>Total assets</b>	<b>20,647,767</b>	<b>18,614,939</b>
<b>Liabilities</b>	2016 \$	2015 \$
<b>Current liabilities</b>		
Trade and other payables	1,024,648	1,231,226
Provisions	1,206,779	1,115,329
Other liabilities	3,208,424	1,919,955
<b>Total current liabilities</b>	<b>5,439,851</b>	<b>4,266,510</b>
<b>Non-current liabilities</b>		
Provisions	419,524	315,311
<b>Total non-current liabilities</b>	<b>419,524</b>	<b>315,311</b>
<b>Total liabilities</b>	<b>5,859,375</b>	<b>4,581,821</b>
<b>Net assets</b>		
<b>Total net assets</b>	<b>14,788,392</b>	<b>14,033,118</b>
<b>Equity</b>	2016 \$	2015 \$
Capital works reserve	8,592,220	8,804,355
Financial asset reserve	1,000,010	1,000,010
Retained surplus	5,196,162	4,228,753
<b>Total equity</b>	<b>14,788,392</b>	<b>14,033,118</b>

### Cash flows from operating activities for the consolidated entity

Cash flows from operating activities	2016 \$	2015 \$
Operating grants received	9,467,934	8,405,549
Receipts from other operating activities	8,947,697	8,823,924
Payments to suppliers	-16,782,856	-15,347,484
Interest received	192,942	213,804
<b>Net cash generated from operating activities</b>	<b>1,825,717</b>	<b>2,095,793</b>

Cash flows from investing activities	2016 \$	2015 \$
Purchase of available-for-sale financial assets	-41,856	-478,636
Sale of available-for-sale financial assets	27,402	187,186
Dividends received	-	86,499
Investment in financial assets held-to-maturity	2,180,000	-2,180,000
Proceeds from disposal of property, plant and equipment	-	11,000
Purchases of property, plant and equipment	-1,373,378	-707,011
Purchases of intangible assets	-16,724	-96,247
Cash assumed from the acquisition of Bethlehem Community	557,363	
<b>Net cash provided by/(used in) investing activities</b>	<b>1,332,807</b>	<b>-3,177,209</b>

Cash flows from financing activities	2016 \$	2015 \$
Drawdowns and refunds of accommodation bonds	205,000	-257,933
<b>Net cash used in financing activities</b>	<b>205,000</b>	<b>-257,933</b>
Net increase/(decrease) in cash and cash equivalents	3,363,424	-1,339,349
Cash and cash equivalents at beginning of financial year	4,730,925	6,070,274
<b>Cash and cash equivalents at end of financial year</b>	<b>8,094,349</b>	<b>4,730,925</b>

# 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, marketing  
and communications  
**1800 443 278**

## ONLINE

-  [sacredheartmission.org](http://sacredheartmission.org)
-  [sacredheartmission](https://www.facebook.com/sacredheartmission)
-  [@ScdHrtMission](https://twitter.com/ScdHrtMission)
-  [Sacred Heart Mission](https://www.linkedin.com/company/sacred-heart-mission)

## OP SHOPS

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

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

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

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

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

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

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

**Fitzroy**  
(03) 9417 6624  
433 Brunswick Street  
(Alexandra Pde end)  
Fitzroy

**North Fitzroy**  
(03) 9489 9190  
806 Nicholson Street  
North Fitzroy









87 Grey Street, St Kilda 3182  
PO BOX 1284 St Kilda South 3182  
[sacredheartmission.org](http://sacredheartmission.org)