

Annual Report 2017



UNDER- STANDING IS THE FIRST STEP TO SOLVING HOMELESSNESS

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ABOUT US

The Mission's story began in St Kilda in 1982, when Parish Priest Father Ernie Smith opened his door and shared a meal with a man who was hungry and homeless. Since then, the Mission has evolved into an innovative not-for-profit organisation providing individualised support and care services to people who are experiencing homelessness and disadvantage. We are sustained by strong connections and a deep pool of generosity and support from the community.

Our work is the Catholic 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.

IT ALL STARTS AT THE TABLE

A simple meal is the first step in improving people's lives and everyone is welcome at our table. For 35 years the Dining Hall has been, and remains, at our heart. Today it is one of the many ways we connect people who are the most vulnerable in our community to a range of services that offer them the opportunity and support to live stable and fulfilling lives.

At the heart of what we do is practical assistance and support, delivered with respect and compassion for each individual's life journey. We have developed a reputation as a respected and well-known social services provider that understands homelessness and uses creative, evidence-based solutions to address it. We take a highly collaborative approach to our work and many of our services are provided in partnership with other agencies.

TRADITIONAL OWNERS

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

EXPERIENCING HOMELESSNESS

Homelessness is predominantly caused by a combination of individual and structural factors. People experiencing long-term homelessness are likely to have mental ill health, problematic substance use, little contact with family and friends, and have experienced a disproportionate number of traumatic incidents compared with the average Australian, including sexual abuse in childhood. When combined with structural factors such as the acute shortage of affordable housing and weak labour markets, those most at risk can become trapped in long-term homelessness.

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 couch surfing, that is, staying with other households.

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

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.

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.

THERE ARE MORE THAN

105,000

PEOPLE EXPERIENCING
HOMELESSNESS ON
ANY GIVEN NIGHT
IN AUSTRALIA.

THAT'S

1 IN
EVERY
200
PEOPLE.

AROUND

21,000

OF THESE PEOPLE ARE
EXPERIENCING LONG-TERM
HOMELESSNESS.



THE PEOPLE WHO ACCESS 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

377

PEOPLE PRESENT FOR SUPPORT AT OUR ENGAGEMENT HUBS (DINING HALL, WOMEN'S HOUSE AND SACRED HEART CENTRAL) EVERY DAY.

LAST YEAR WE SUPPORTED

793

PEOPLE (A SMALL PERCENTAGE OF OUR CLIENTS), THROUGH OUR CASE MANAGEMENT AND RESIDENTIAL SERVICES.

THE PRIMARY REASON PEOPLE COME TO US FOR SUPPORT IS HOUSING, WITH

86%

OF CLIENTS IN OUR CASE MANAGEMENT SERVICES NEEDING HELP IN THIS AREA, FOLLOWED BY DOMESTIC VIOLENCE WHICH ACCOUNTS FOR 8% OF OUR SUPPORT EFFORT.

OF THE PEOPLE WE SUPPORT THROUGH OUR CASE MANAGEMENT SERVICES,

65%
ARE FEMALE
UP FROM
51%
LAST YEAR.

MOST ARE AGED BETWEEN

36 AND 55

ALTHOUGH OUR AGED CARE AND NDIS-FUNDED SERVICES SEE PEOPLE AS YOUNG AS

40,

WITH THE OLDEST BEING

101.

MOST OF THE PEOPLE WE SUPPORT ARE BORN IN AUSTRALIA AND THE OVERALL PERCENTAGE OF PEOPLE WHO IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER IN OUR CASE MANAGEMENT SERVICES IS WELL ABOVE THE 3% NATIONAL AVERAGE AT

8%.

23%

OF THE PEOPLE WE SUPPORT THROUGH OUR WOMEN'S SERVICES

ARE FROM
AFRICAN
OR ASIAN
COUNTRIES
AND

20%

OF PEOPLE SUPPORTED BY OUR SACRED HEART LOCAL SERVICE ARE FROM EUROPEAN COUNTRIES.

54%

OF PEOPLE WE SUPPORT THROUGH OUR CASE MANAGEMENT AND RESIDENTIAL SERVICES

HAVE A
DIAGNOSED
MENTAL
HEALTH
ISSUE.





**"WE NEVER GIVE UP, AND WE
MAKE SURE THOSE IN NEED
GET THE HELP THAT IS RIGHT
FOR THEM."**

MESSAGE FROM OUR CHAIR

On behalf of the Board, I'm delighted to report another year in which the Mission has made steady progress on its 10-year strategic plan. In times of abounding reforms in our sector, the Mission continues to respond flexibly and generously, adapting our services to meet emerging needs and managing the quality of outcomes carefully.

Phase 2 of our Journey to Social Inclusion Program (J2SI) is progressing well, and negotiations for financing our next stage, via a Social Impact Bond (SIB), are well advanced. The SIB will allow us to continue to provide rapid access to stable housing and intensive case management to support Victorians experiencing chronic homelessness and harmful alcohol and other drug use. We also expanded our services into the northern parts of Melbourne via our Sacred Heart Local in-home support service that aims to maximise the support opportunities for highly vulnerable clients brought about by sector reforms.

A growth in homelessness, and increased public attention has coincided with more people sleeping on our Grey Street veranda at night. The resulting issues have challenged staff, and negotiating a solution consistent with our founder's story, and with Mission values, has not been easy. But we never give up, and we make sure those in need get the help that is right for them.

Our very ambitious building program is underway. Financial support from philanthropy, donations, government and institutional investors has been humbling and gratifying.

The Board supported a significant realignment of the Mission's operational divisions and reporting roles to better manage its many responsibilities. Planning and wide consultation was completed in June of this year.

We continue to advocate on behalf of the vulnerable, for example, by meeting and negotiating with Melbourne City Council about their homelessness policies, and collaborating with our partners in the sector. Our friendship with Sacred Heart Parish remains healthy, with mutual support and regular attendance at each other's events.

We continue to enjoy generous pro bono assistance from numerous professionals and advisors, companies and individuals. We thank you sincerely for your support. Likewise, we salute our growing ranks of volunteers, without whom we simply could not deliver our important services to those in need. Together we make our community stronger.

We farewell Board member Peter Smith, and thank him for his service, particularly on the transition of the Bethlehem Community into Sacred Heart Mission. We extend a very warm welcome to new Board members John Bennetts, Rosemary Southgate, and Claire Woodley.

We also thank our Episcopal Vicar Joe Caddy, a great friend of the Mission, and my fellow Board members for their work, not only at Board meetings, but in the Board's working groups, where the "grunt" work gets done. We congratulate Board member Adrian Cropley on receiving an OAM among this year's Queen's Birthday Awards.

Succession planning for all Board positions continues, as part of a healthy program of renewal, ensuring strong and capable leadership at the Board level.

Finally, I congratulate our CEO Cathy Humphrey on 15 years' service, and her entire management team for their competent management of Sacred Heart Mission in times that continue to draw the best from everybody.

Mark Dohrmann AM
Chair





"WE WILL PERSEVERE IN OUR EFFORTS TO INVEST IN CONTEMPORARY, CREATIVE, AND RESPONSIVE SERVICES THAT MAKE A LASTING DIFFERENCE IN PEOPLE'S LIVES."

MESSAGE FROM OUR CEO

Sacred Heart Mission is incredibly proud of what it has achieved over the last 35 years. Yet there is more to do. Life remains a struggle for many, and people are still falling through the cracks; their lives are becoming more and more complex. So it's critical that we continue to grow into a progressive and vibrant Sacred Heart Mission, offering the right services at the right time. And we do this alongside challenging the unjust structures that cause disadvantage, social exclusion and homelessness.

We have built a solid foundation and from that base we are steadily expanding our reach and evolving our services to meet the demands that lie ahead. Our team has grown to include 300 staff and 1700 volunteers, with another 100 staff expected to join our team in the next three years.

Over the past year we have examined our capacity and capability to respond to this growth. Reforms in the aged care and disability sectors present an opportunity to extend our service offer to communities that are currently not receiving the services they are entitled to. We know access to services can be difficult to navigate, so we're working with like-minded organisations across Metropolitan Melbourne to reach out to people who continue to be excluded and marginalised.

We will persevere in our efforts to invest in contemporary, creative, and responsive services that make a lasting difference in people's lives.

Critically important to us is the quality of our services, so we measure the impact of our work to ensure we develop the evidence to address deep, persistent disadvantage and social exclusion. This is demonstrated through the release of our Baseline Report on Phase 2 of our Journey to Social Inclusion Program (J2SI).

These baseline survey findings depict a group of people who are deeply impacted by complex life circumstances, poor health and homelessness. The magnitude of problems, and the multiple and compounding adverse life experiences among many of the participants

pose additional challenges for breaking the cycle of homelessness. But there is optimism for the future and hope that J2SI will lead to positive lasting change. We are in the midst of finalising our negotiations with the State Government to deliver J2SI through a Social Impact Bond. Services will commence in 2018 and that means many more Victorians will benefit from the program.

The realisation of our contemporary new building precinct on the corner of Grey and Robe streets, One Heart One Home, is well underway, with temporary structures in place to support the operations of our aged care services over the next year. I was pleased to see so many of our donors, friends and residents come together to celebrate the turning of the soil in May.

This year I celebrated my 15-year anniversary of working at Sacred Heart Mission, and looking back over the years, I continued to be enthused by the deep pool of talented, skilled and generous people that make delivering our vision and mission possible.

Our work is challenging and complex, and it is through the resilience, resolve and optimism of our staff and volunteers that we are able to make a lasting difference in people's lives. I thank them all for their enormous contributions.

With a strong and robust Executive Team and Management Group, the Mission is well led and inspired towards success, and we continue to flourish, as we enter the fourth year of our ten-year strategic plan.

Finally, thank you to the Sacred Heart Mission Board for bringing your passion, intellect, insight, and resources to the table. We appreciate that you use all of your experience, skills, knowledge and education to move our organisation forward.

Cathy Humphrey
CEO





**"ANYWAY, THANKS FOR
STOPPING AND ASKING
HOW IT'S GOING."**

MESSAGE FROM FATHER JOHN

It was another night of bitter cold. I was walking down the laneway behind the Mission when I stopped to speak with a man who was securing a cord from his tent to a fence. He wanted to be near the Mission so he could have a shower and breakfast the next day. It comforted him to be near the Mission, knowing that faithful support was there for him in the morning. As we talked he not only revealed his physical homelessness but the profound homelessness of his heart.

"It's not just that I'm sleeping rough. I've just lost my 'missus. We were together for years but she couldn't stay away from the gear and died from an overdose last week. I'm just taking one step at a time with all the grief stuff. Anyway, thanks for stopping, I better keep getting my place together."

Our Church and Mission buildings stand collectively at the mouth of the laneway. The geography reflects our ongoing intimate partnership of pastoral care and welcome. Together we use our spirit and resources to meet the needs of those who seek the Mission's care.

This year marks the Mission's 35th anniversary, growing and responding as the Church in action to support people out of homelessness and disadvantage. A wonderful spirit of community has emerged over these many years, and in this last year the Parish has continued to walk faithfully with the Mission, living out our shared vision and social action plan to meet the growing challenges of the complex needs of those suffering homelessness.

My deep gratitude to our parishioners who volunteer every Tuesday to support our hostel masses and offer companionship to residents.

The parish funeral support team has been invaluable in offering their presence and practical gift of hospitality at funerals. Our care extends in compassion to the most vulnerable dimension of homelessness – being forgotten in death. A mural has been commissioned to be installed at the rear of the church in honour and remembrance of those in our community who have died. Thank you to the Mission, funeral directors and individuals for their financial support, which will enable this project to be realised.

Our Pastoral Care Team has grown with the establishment of a lay pastoral care volunteer group, assisting with visits to our hostels.

My deep gratitude to my co-workers, Carmel Treacy from the Mission; Maria George and Christine Mitchell from the Parish. Their generosity of heart, along with their expert team work has helped ward off homelessness of the heart that comes with the crushing reality of physical homelessness.

Our partnership with the 'One Heart One Home' project brings us all much joy. In the words of our founding priest, Father Ernie Smith: "It's just marvellous to realise so many more people now can be helped."

To Cathy Humphrey our CEO, Mark Dohrmann our Chairman and my fellow Board members, staff and volunteers, it has been your leadership in the heartfelt service to those being cared for that marks another year of the Mission remaining true to its call and to the gift of its rich heritage.

May we all continue to stop and ask, 'How is it going?', to the ones who need it the most.

Fr John Petrulis
Parish Priest



THANKS TO YOU

We were able to offer greater choices and access to integrated services to those who need it most. Here are just some of the things you made possible during the year.

132,414

Meals were served at our St Kilda Dining Hall.

5,763

Responses to requests for support were provided to women at our Women's House.

142

People were offered intensive one-on-one assistance with housing, mental health, legal, medical, and social and life skills at Sacred Heart Central.

112

Women were provided with crisis accommodation, case management and outreach support with the majority assisted into safe, medium to long-term housing.

744

Mental health services, secondary consultations, assessments and onsite face-to-face consultations were provided in partnership with Alfred Psychiatry.

539

Consultations were provided by our GPs, assisting those in need with issues such as hepatitis, epilepsy, pneumonia, and treatment for wounds and injuries.

4,089

Appointments were provided to people requiring complementary and allied health assistance from a dedicated range of volunteer therapists and receptionists at our Hands on Health Clinic.

2,568

Responses to requests for information and referral to medical, housing, financial and specialist support services were provided by our Resource Room.



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 35 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.



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 Sacred Heart Central

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, providing therapies as diverse as optometry, massage, podiatry, naturopathy, counselling, and hairdressing.



Kick Start – Well-being 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 statewide crisis accommodation service for women aged over 25, providing a safe and supportive environment for women with diverse and complex 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 (Phase 2)

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 73 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.



Sacred Heart Local

Assists 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

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 to ensure we work toward achieving our 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. 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 providing 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

Five working groups meet on a regular basis and report their activities to the Board monthly. 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

This group ensures 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 our strategic

and business plans, including achieving the measures of success detailed in the strategic plan; and guides the governance and leadership change management required to support its delivery.

Communication and Collaboration Working Group

This group reviews strategies for engagement of all stakeholders in relation to communication and fundraising activities across all our services; monitors the effectiveness of strategic activities to achieve community engagement and positive brand exposure; and ensures overall alignment of our story and its Catholic identity, brand and reputation with all stakeholder groups.

Finance and Infrastructure Working Group

This group provides 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

This group provides governance over the development and growth of our 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. The group also 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.

Building Working Group

This group provides operational oversight of our building project including responsibility for the project's financial performance, contract oversight and due diligence, risk management, Project Manager performance management, project stage acceptance and progression,

appointment of key consultants and the monitoring of key stakeholder communication. Issues outside of this scope are referred to the Finance and Infrastructure Working Group.

CEO

The Chief Executive Officer (CEO) is responsible for executing the strategic plan and ensuring we remain a sustainable, influential and innovative organisation in the social services sector. The CEO provides timely and effective advice to the Board regarding new strategic imperatives, the development of policy and monitors our activities against the strategic plan.

The CEO works with the Board to ensure we meet our legal and regulatory obligations and supports the Chair and the Board in fulfilling its governance role.

Cathy Humphrey is our current CEO and has been in the role since November 2011.

Principles of Governance

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.

OUR QUALITY AND RISK MANAGEMENT

Our quality framework is fully embedded and integrated throughout our 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.

We successfully achieved re-accreditation in 2016, against the Quality Improvement Council Health and Community Services Standards, Human Services Standards and National Standards for Mental Health Services.

During the re-accreditation process clients interviewed said the support they received from the Mission focused on need and included honouring their experience and culture. They highlighted how they have been able to 'remain in control' with the support of the Mission and appreciated our fair, empathetic, responsive, skilled and inclusive approach.

The independent assessors highlighted our strong focus on values and alignment at all levels in the organisation. They highlighted our key strengths as having robust leadership, an inclusive approach, professionalism, creativity, integrity, strong internal systems and processes, strong advocacy, and an open and committed person-first approach.

In the areas of 'collaboration and strategic positioning within the wider service system' and 'incorporation of and contribution to good practice' we exceeded standards. External stakeholders interviewed as part of the re-accreditation process noted that we are a key service delivery agency in Melbourne with clear referral pathways between appropriate services.

Accreditation

We are accredited against:

- 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.

We are 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, 25 October 2016

WE ARE MEMBERS OF

- Catholic Social Services Australia
- Council to Homeless Persons
- Victorian Employers Chambers of Commerce and Industry
- Catholic Social Services Victoria
- Victorian Council of Social Services
- Pro Bono Australia
- Fundraising Institute of Australia
- VICSERV – 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.



DIVERSITY

Sacred Heart Mission values and respects 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 Committee and our Reconciliation Action Plan. Diversity in our staff group is a valuable asset which provides unique strengths and capability to support the delivery of our services.

For National Reconciliation Week 2017, we held a morning tea in our aged care facility with Uncle Les Stanley, a Waka Waka man from Queensland and a resident artist in St Kilda. The Mission is grateful to have Uncle Les share his personal story, his art and his thinking about Reconciliation.

“Reconciliation is not about changing people’s minds. It’s about changing my own mind.”

We will update our Reconciliation Action Plan over the coming year with the aim of strengthening our partnership with the Aboriginal community and organisations. This will allow us to develop innovative actions that ultimately improve the cultural responsiveness of our services and cultural inclusiveness of our spaces.

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 as 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.

THE PEOPLE BEHIND THE ROLES

Our Board of Governance



Mark Dohrmann AM
Chair

Mark is a consulting professional engineer and ergonomist working in occupational and public safety. He is the founder of Solve - Disability Solutions Inc., a statewide organisation of volunteers providing people with disabilities with no-cost design, technical assistance and aids.



Terri Farrell
Deputy Chair

Terri worked at Australia Post for 25 years in a variety of policy development and executive management roles before retiring in 2002. She has a Bachelor of Commerce from Melbourne University and is regularly seen at our aged care hostels with fellow board member Jo Maher taking the residents on bus outings.



David O'Brien
Treasurer

David is a Certified Practising Accountant and has held senior positions in the telecommunications and banking sectors for more than 30 years. He has extensive experience in financial, commercial, contract, risk and project management, and is currently developing and building a new online business.



Carolyn Clark
Secretary

Carolyn has a Masters of Laws and is a member of the Australian Institute of Company Directors. She worked as a solicitor and senior associate at Mallesons Stephen Jaques and as corporate legal counsel for the Australian Securities Commission and Telstra. In 2004, she joined our Women4Women Committee, dedicated to providing financial support to the Women's House.



Fr John Petrulis

Fr John became Parish Priest in 2007 and has been a priest of the Archdiocese of Melbourne for more than 30 years. He has ministered in many 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 also been involved as a hospital chaplain and has pursued further study in spirituality.



Adrian Cropley OAM

Adrian is the founder and CEO of Cropley Communication and the Centre for Strategic Communication Excellence: a global consultancy specialising in strategic communication, training and development, and executive coaching and has worked in the field of professional communication for more than 30 years.



Jo Maher

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 volunteered 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.



John Bennetts

John is a former commercial solicitor and is currently the director and member of the Audit Committee of ASX listed McMillan Shakespeare. He is founder and director of Australian biotechnology company Cellestis Ltd and co-founder and director of Culture is Life, an organisation helping to address mental health issues in Indigenous communities.



Rosemary Southgate

Rosemary is an award-winning Law Institute of Victoria accredited specialist in property law, including commercial property, leasing, aged care and retirement villages. She advises peak industry bodies in their dealings with government. Rosemary is Deputy Chair and Board Member at Russell Kennedy Lawyers and member of the Property Council of Australia Retirement Living Committee.



Claire Woodley

Claire is State General Manager, Business Banking for the Commonwealth Bank and has 20 years' leadership experience across government and corporate Australia. Claire is a non-executive director for Indigenous Business Australia, a company designed to remove the obstacles for Indigenous people to establish home ownership, businesses, and investments.



Greg Evans

Greg is principal of Hypatia, a management consultancy, and 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. He has an MBA from Melbourne Business School and a Bachelor of Arts with Honours.



Our Executive

Cathy Humphrey

Chief Executive Officer

Cathy Humphrey has worked at Sacred Heart Mission for 15 years. Prior to this Cathy worked in the disability, community housing and homelessness sector for 10 years. She sits on the Board of Council to Homeless Persons, the peak body for organisations working with people who are experiencing homelessness in Victoria, and is a former member of the council that governs Catholic Social Services Victoria. She has a Diploma in Social Science and qualifications in Training & Assessment, Life Coaching and Residential and Community Services.

Leanne Lewis

General Manager, People & Strategy

Leanne Lewis is responsible for people and culture, strategic projects, quality, risk and compliance, policy and research, and the training and development of our paid and volunteer workforce. Leanne practised as a social worker for over 20 years in a range of direct service and managerial roles before obtaining a Masters of Business Administration. She has a special interest in the development and evaluation of innovative program responses to address disadvantage.

Cathy Branigan

General Manager, Business Services

Cathy Branigan is responsible for finance, IT, property, maintenance and administration, and has over 25 years' experience in the not-for-profit, wholesale, retail and construction industries. She spent 12 years volunteering as Treasurer of the Benalla Hospital and has broad experience in management and financial accounting, IT software development and system and process improvements. Cathy is passionate about addressing homelessness and disadvantage as well as efficient and effective back office systems.

Stephen Schmidtke

Executive Director, Client Services

Stephen is responsible for the delivery of our client services and has been a member of the Executive Committee since the beginning of 2012. He has worked in the health and social services sector for more than 25 years, and is former General Manager Primary Health at a Community Health Service. Stephen holds a Bachelor of Human Services from Monash University and a Master of Clinical Family Therapy from La Trobe University, The Bouverie Centre.

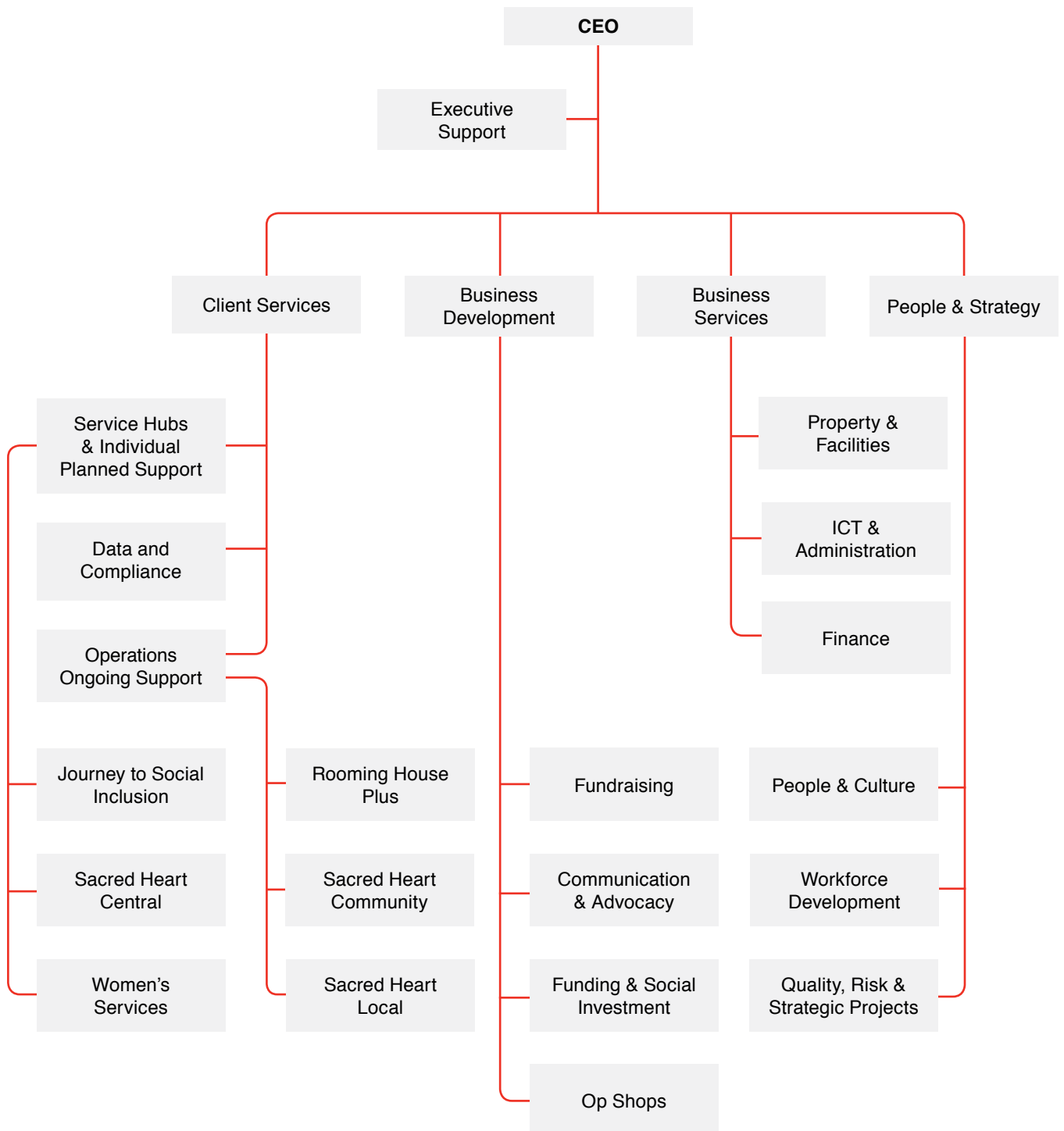
Catherine Harris

General Manager, Business Development

Catherine Harris is responsible for communication and advocacy, fundraising, social enterprise, social finance and our op shops. Prior to joining the Mission in 2011 Catherine spent most of her 20-year career in senior management roles within the corporate sector, mainly at the Coles Group. She holds a Bachelor of Commerce from the University of Western Australia and post-graduate qualifications in management from Deakin University.

From left to right: Catherine Harris, Leanne Lewis, Cathy Humphrey, Stephen Schmidtke and Cathy Branigan

ORGANISATIONAL STRUCTURE



OUR ACHIEVEMENTS OVER THE PAST YEAR

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.

THREE YEARS IN, WE'VE MADE SIGNIFICANT INROADS TO DELIVERING ACROSS THE 9 AREAS OF OUR 10-YEAR STRATEGIC PLAN. OUR ACHIEVEMENTS INCLUDE:





AREA 1

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, psychological, spiritual and emotional needs.

Trauma-informed practice is a key component of our service model and strategic plan, shaping the way we operate and work with our clients. We have rolled out training on being a trauma-informed organisation and in advanced case management approaches to working with people experiencing trauma; we continue to develop our skills and processes to embrace this practice fully.

Our integrated service model has been trialled across some of our client service areas. The benefit for clients has been reinforced as people receive a more comprehensive range of services to meet their broad needs. We are currently reviewing the tools and templates that support our service model and will be implementing it across all client services in early 2018.



AREA 2

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.

This year we expanded our service delivery through the development of Sacred Heart Local (formerly our Home Care service), which officially launched in March 2017. Sacred Heart Local is currently being piloted in Melbourne's north and east and aims to maximise the support opportunities for our clients brought about by sector reforms. This program enables us to grow our existing market share of Home Care Packages while testing the emerging NDIS market.

We are developing our assertive engagement model within Sacred Heart Local to connect with highly vulnerable individuals in the community, many of whom are distrustful of services. The need for such an approach has been recognised with Equity Trustees awarding us with \$40,000 through its Ageing Innovation Grant. This includes the opportunity to further develop

our engagement approach through a series of innovation workshops with The Australian Centre for Social Innovation. We also received significant block funding through the Commonwealth Home Support Programme to provide entry-level support services to assist frail, older people to live independently. These services are currently being implemented.

Phase 2 of our Journey to Social Inclusion Program (J2SI) is a critical project in our strategic plan aimed at increasing the amount of support we provide those experiencing chronic homelessness. The program is trending positively with program participants as at 30 June 2017 improving the quality of their lives:

- 75% are housed and sustaining their housing
 - 25% are engaged in economic participation activity
 - 50% have improved and maintained connection with their family
 - 100% are progressing their aspirations for a better life.
-



AREA 3

DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

We will invest in the skills and capabilities of our people.

We created a new role to oversee the training and development of our workforce including our valued team of volunteers. Our new Manager of Workforce Development reflects our commitment to the ongoing development of our organisational capabilities as we strengthen and grow our services.

We've expanded our training and trauma-informed practice development to an advanced level; to date 201 staff (66%) have been trained in Trauma-Informed Care, assisting us to respond effectively to clients who have been exposed to severe trauma.

The introduction of a Learning Management System has provided opportunities for many of our casual and part-time workforce, as well as volunteers, to engage in training; this year we delivered 97 sessions to 1014 participants.

This year we delivered advanced practice development in the following areas:

- Trauma-Informed Masterclass – with practice leader Tymur Hussein
- Advanced Trauma-Informed Care with Dr. Matthew Berry
- Understanding Aboriginal Trauma
- ICE Addiction Training.

Other innovative projects include the introduction of our first Leadership Development Program, equipping staff with the insight, critical skills, strategies and confidence to move from team member to effective leader, for improved personal, team and organisational performance.



AREA 4

BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

We will use research and evidence-informed practice to inform and strengthen our service model.

Work continued on the development and implementation of our integrated Case Management and Outcomes Framework.

We developed our Measurement and Evaluation (M&E) survey to demonstrate how the activities of our trauma-informed programs contribute to change for individuals in five key outcome areas:

- Social participation
- Economic participation
- Independence
- Sustained housing
- Health and well-being.

These interrelated outcomes represent the key factors that are critical to maintaining safe and appropriate

housing and therefore ending the cycle of long-term homelessness. The survey measures 'real world' outcomes that are meaningful for our clients and uses language that is easy to understand, strengths-based and recovery focused.

We piloted the survey with participants from Phase 2 of our Journey to Social Inclusion program (J2SI) and we've received significant pro bono support from National Australia Bank to convert the data we've collected into meaningful reportable outcomes.

We released a report from a research study undertaken by Melbourne University into how four Melbourne-based Open Access Centres, including the Mission, play a part in helping people who are experiencing disadvantage and poverty. The study, the first of its kind, proved our Meals Program offers far more than a feed to those who are experiencing disadvantage; we play a critical role in breaking the cycle of homelessness. The report demonstrated this was achieved through access to nutritious meals, essential services and a safe place offering belonging and unconditional acceptance.



AREA 5

ENGAGE COMMUNITY, BUILD COLLABORATION

We will foster relationships that provide measurable value, mutual benefit, and assist our work.

We commenced a City of Port Phillip working group to address the issue of people sleeping rough in St Kilda.

We received a grant from the City of Port Phillip to implement a pilot series of client engagement forums to promote the meaningful participation of our clients in the design, delivery and evaluation of our services. The first forum held in early June attracted 27 clients and focused on employment and economic participation. We endeavour to ensure our clients' voices shape our services to be more innovative and better meet their goals. If the pilot is deemed successful, they will become a core activity in promoting client participation at the Mission.



AREA 6

SHARE OUR STORY, INSPIRE SUPPORT

We will portray our vision, mission and values, representing who we are, what we do and what we achieve.

We developed a comprehensive communication strategy in collaboration with communication experts, Board members and staff, to define how our communication activities align with the mission, goals and objectives of our organisation.

We built a communication plan and developed the infrastructure to allow us to implement our communication strategy and ensure our people and supporters are equipped to tell our story in the right way, at the right time, using the right channels of communication.

We received proactive media coverage, consistently appearing in the St Kilda News, The Herald Sun, The Leader and on the ABC. We also received national attention when we were featured on Channel 7's Brownlow red carpet coverage.

We started our blog in January 2017 and we've had more than 4470 visits in six months.

We launched a number of Instagram accounts and have registered more than 22900 visits to our volunteering landing page, demonstrating the community's strong interest in volunteering.



Architect's visual

AREA 7

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.

We made inroads into our significant building project, One Heart, One Home, a critical part of our 10-year building masterplan. The project includes the redevelopment of our aged care facility, a new rooming house, expansion of our Hand on Health Clinic and the upgrade of our Women's House and administration buildings. Over the year we completed Stage 1 which included the preparation and modification of the site to allow the full construction of our new aged care building.

We held a turning of the soil event to herald the start of construction of Stage 2 of our building project and invited residents, staff, donors and supporters to celebrate with us.



AREA 8

SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will have a viable and sustainable organisation.

In September 2016 we opened our 10th op shop at 261 Charman Rd, Cheltenham, which has performed above expectations in its first nine months of trading.

Op shop sales reached almost \$5.7 million, an increase of 7.5% on last year, and accounting for almost 30% of our total revenue.

We received new government grants to support our GP Clinic, our in-home support service Sacred Heart Local, and our significant building project.

We were selected by the Victorian Government to create one of the state's first Social Impact Bonds (SIBs), which will deliver better outcomes for people experiencing long-term homelessness through our Journey to Social Inclusion Program (J2SI). If we are successful we will be able to fund the delivery of J2SI to another 180 people across Melbourne.

We increased fundraising income by 8% on the previous year through a deliberate strategy of combining successful events, appeals, community fundraising, corporate support, bequests and regular giving.

We went public with our One Heart, One Home campaign (included in our surplus for 2016-17) in an effort to raise the last \$500,000 we need to finalise our building project.



AREA 9

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.

We commenced the implementation of a new finance system, Microsoft Dynamics Nav in May, giving us greater insights and more flexible reporting, and a number of process efficiencies including electronic conversion of text and electronic authorisation of invoices. Our finance team is working to finalise the implementation of functionality to improve our processes.

We launched a multi-layered transformation of our systems, information architecture, hardware, networks and communications in April, including negotiation of a Voice Over Internet Protocol (VOIP) system, internet, network and support which will ultimately see us move to cloud-computing and allow us to work more flexibly and seamlessly across all Mission locations.

We worked with Infoxchange, an Australian company that provides technology for social justice, to find a suitable client and case management system, SRS, which will drive better care and service coordination through a central client record. Contract negotiations and planning are currently underway.

We have secured pro-bono support from global consultancy Accenture to assist us to develop a tool that will enable us to implement our Case Management and Outcomes Framework.



**"WE HAVE DIFFERENT
WAYS OF WORKING BUT
EVERYTHING FITS. WE
MAINTAIN THE RIGHT
BOUNDARIES WITH THE
RESIDENTS, BUT OUR
TEAM IS COMPASSIONATE
AND RESPONSIVE TO
THEIR NEEDS."**

JENNIFER NICHOLLS SENIOR CASE MANAGER

Jennifer Nicholls works as a part-time Senior Case Manager at the Mission's Rooming House, enabling people to stay connected with their community while taking steps in their recovery journey. She works with the residents and liaises with service providers to plan their care and work on their personal goals, which might include improving their health or maintaining their tenancy. Sometimes she takes them to appointments.

The Mission's Rooming House in Queens Road is home to almost 70 people living in self-contained apartments and sharing a dining room, laundry facilities, gym, arts studio and vegetable garden. Some need a little extra support and are assisted with daily living activities while others live more independently.

The people living at the Rooming House have a range of complex needs including chronic health conditions, mental health

issues, substance use, and histories of long-term homelessness and trauma.

Following a recent promotion, Jennifer is still finding her way around. "I'm pretty new to the position, but I love the challenge of planning how I can best support each resident," she says. "It's the little moments that make such a difference for me – working with people, seeing them take steps to improve their situation, or reaching their personal goals. These things might seem small but they make a huge difference."

Jennifer joined the Mission in 2013 as a support worker, following a placement as part of her Masters in Social Work which she completed at RMIT. She also holds a Bachelor of Social Science (Counselling) from the Australian Catholic University. "This type of work is a natural progression for me. I have a family background in outreach activity and working with people

who are marginalised or struggling and I'm involved in the church, so it's a natural fit," she says.

The role is not without its challenges, especially when Jennifer is dealing with a crisis situation that is often made more complex by substance use, mental health issues, and other stressors, or working with people who need a lot of help. "Sometimes it's hard to get traction but we persevere through the challenges we face," she says.

"We have such a great team," she adds. "We have different ways of working but everything fits. We maintain the right boundaries with the residents, but our team is compassionate and responsive to their needs. Everyone brings something different to the table in terms of experience and approach, and that inspires me," she says.

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. 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 three chefs, one store person and one kitchen assistant, 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

Our 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. 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.



OUR MEALS PROGRAM SERVED

132,414

MEALS DURING THE YEAR.

For one of our trainees this year, the course was her only way out of homelessness, giving her an income that meant she was able to be placed on a housing waiting list, and was eventually provided with long-term safe and affordable community housing. Two of the trainees are now in part-time employment. The fourth trainee was supported to move into longer-term housing through the Office of Housing.

THERE
WERE
OVER



5,763

PRESENTATIONS TO THE
WOMEN'S HOUSE BY
OVER 130 INDIVIDUAL
WOMEN EACH MONTH.

10.5%

WERE ABORIGINAL
OR TORRES STRAIT
ISLANDER WOMEN.

WOMEN'S HOUSE

The Women's House provides a safe and welcoming space for women and aims to foster identification of individual strengths and capabilities, increase confidence and provide pathways to further support and life skills development opportunities. It offers access to practical amenities such as showers, laundry facilities, and a sleep room. Women can enjoy a healthy cooked lunch, connect with other women, and participate in well-being activities, such as yoga and a range of creative activities.

The Women's House also offers individual planned support to at least 96 women each year for an average of 13 weeks, providing assistance with housing, physical and mental health concerns, substance use issues, family violence, financial and legal matters, and social and life skills. Women who have become homeless as a result of family violence, refugee women, and pregnant women are often assessed as the most vulnerable referrals and are prioritised for individual planned support.

363

ASSESSMENTS AND PLANS
TO ASSIST WOMEN TO
ADDRESS THEIR SUPPORT
NEEDS WERE CONDUCTED.

27%

OF WOMEN WERE
FROM CULTURALLY AND
LINGUISTICALLY DIVERSE
BACKGROUNDS, INCLUDING
BOSNIA, CHILE, ETHIOPIA,
FIJI, GERMANY, INDIA, PAPUA
NEW GUINEA, POLAND,
ROMANIA, RUSSIA, SOMALIA,
SUDAN, TURKEY, VIETNAM
AND ZIMBABWE.

RESOURCE ROOM

Adjacent to the Dining Hall, this is often the first place people come when seeking support in a crisis. It's a confidential space where people can ask for specific advice and support from a duty worker. Resource Room staff also help people navigate administrative and bureaucratic challenges often found in the social services 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 SACRED HEART CENTRAL

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's 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 Prahara Mission, a Mental Health Case Manager continues to work with Mission clients

THERE WERE

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)

ACH is funded through the new Commonwealth Home Support Program's suite of services and works with people over 50 who are homeless or at risk of homelessness. For more than 10 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 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 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. A particular focus is supporting people to access the entry point to mental health or drug treatment services.

ALFRED PSYCHIATRY SUPPORTED US TO DELIVER MENTAL HEALTH SERVICES,

SECONDARY CONSULTATIONS, ASSESSMENTS AND ONSITE FACE-TO-FACE APPOINTMENTS ON

744 OCCASIONS.

THE WINDANA STREET PROJECT WORKER CASE MANAGED

61 PEOPLE.

GP SERVICE

It's 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 clinics. It's 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 that meets their complex needs. In June 2016, after extensive 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

539 

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,

7%

WERE ABORIGINAL OR TORRES STRAIT ISLANDER,

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.

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.

AN AVERAGE OF

341 

APPOINTMENTS PER MONTH WERE PROVIDED BY A BROAD RANGE OF VOLUNTEER THERAPISTS AND A DEDICATED 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.**

KICK START — WELL-BEING 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.



118

PEOPLE PARTICIPATED IN KICK START ACTIVITIES, INCLUDING

50

IN YOGA AND

30

IN COMPUTER LITERACY CLASSES.

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.

Through our partnership with the local Parish, the chaplaincy team offers pastoral care support to people on their life journey as they seek to make meaning and search for answers to profound human questions of identity, belonging, purpose and well-being. Pastoral Care seeks to create a community that is welcoming, inclusive and compassionate and builds people's capacity to participate more fully in community life.

The Mission's designated pastoral care worker works as part of the Chaplaincy team 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.



PASTORAL CARE SUPPORTED

215
PEOPLE WITH EMOTIONAL AND SPIRITUAL SUPPORT.

HOMEFRONT

Homefront is a statewide crisis accommodation service for women aged over 25, without accompanying children. Accommodating 11 women at any one time, Homefront provides a safe and supportive environment for women with a diverse and often complex range of needs.

While staying at Homefront, women are provided with individual planned support and assistance with housing, physical and mental health concerns, substance use issues, family violence, financial and legal matters, and social and life skills.

Women who have become homeless as a result of family violence, refugee women, and pregnant women are often assessed as the most vulnerable referrals and are prioritised for vacancies at Homefront.

Appropriate longer-term housing for these women has become increasingly harder to find. Homefront is meant to offer an average stay of three weeks; however we are now averaging stays of three months. Our outreach support to women living in transitional housing was designed to be available for 3-6 months, yet the majority of our current outreach clients are accessing support for over 18 months.

43%
OF WOMEN

WERE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS INCLUDING CHINA, ETHIOPIA, GREECE, IRAQ, PHILIPPINES, POLAND, SOMALIA, SUDAN, TURKEY AND VIETNAM.

WE PROVIDED

75 
WOMEN

WITH CRISIS ACCOMMODATION AND CASE MANAGEMENT, WITH THE MAJORITY ASSISTED INTO SAFE, MEDIUM TO LONG-TERM HOUSING.

WE PROVIDED OUTREACH SUPPORT TO A FURTHER 35 WOMEN

TO ASSIST THEM TO SUSTAIN MEDIUM-TERM HOUSING, WHILE WAITING FOR LONG-TERM HOUSING, AFTER LEAVING HOMEFRONT.

7.5%
WERE ABORIGINAL OR TORRES STRAIT ISLANDER WOMEN.

WOMEN'S HOUSING AND COMPLEX NEEDS (WHCN) PROGRAM

WHCN is a small (one full-time worker) intensive case management program. WHCN is funded to provide intensive support to six women who are experiencing homelessness and present with significant trauma stories, at any one time, for a 6-12 month period.

WHCN provides an assertive engagement, outreach model of support and assistance with housing, physical and mental health concerns, substance use issues, family violence, financial and legal matters, and social and life skills.

The program offers an extremely effective support approach to some of our most vulnerable and at-risk clients, who are commonly deemed 'hard to engage', and achieves significant outcomes with them. The longer support period and the greater intensity of engagement, enables time for assertive engagement and rapport building, resulting in an approach based on trust and relationship.

WE PROVIDED

10 
WOMEN

WITH INTENSIVE CASE MANAGEMENT AND CASE COORDINATION, RESULTING IN ALMOST ALL HAVING THEIR IMMEDIATE HOUSING CRISIS RESOLVED; SECURING MEDIUM OR LONG-TERM HOUSING, AND/OR HAD REFERRALS AND PLANS IN PLACE FOR ACCESS TO LONG-TERM OR PERMANENT HOUSING.

MOST WOMEN HAD THEIR PHYSICAL AND MENTAL HEALTH CONCERNS AND/OR SUBSTANCE USE ISSUES ADDRESSED

**THROUGH IMPROVED
ENGAGEMENT WITH
PHYSICAL, MENTAL
AND NEUROLOGICAL
HEALTH SERVICES
AND AOD TREATMENT
SERVICES; AS WELL AS
ACHIEVING SIGNIFICANT
IMPROVEMENTS**

IN THEIR QUALITY OF LIFE AND SOCIAL AND LIFE SKILLS.

OUTLANDISH

Outlandish is an eco/socially conscious volunteering program that assists women who have experienced trauma, homelessness, mental health, social disadvantage and isolation, to identify individual strengths, interests and capabilities and the potential for future social and economic participation.

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.

The program has partnerships with EcoCentre St Kilda, Collingwood Children's Farm, Friends of Merri Creek, the Lost Dogs Home, St Kilda Veg Out Community Garden, Lort Smith Animal Hospital, Star Health (Wominjeka BBQ), Mary Keogh Centre (Mary & Basil) Community Garden, St Kilda Indigenous Nursery Co-op, Westgate Park, Parks Victoria.

WE RESPONDED TO

28

**REFERRALS
AND AVERAGED**

10

**PARTICIPANTS PER
MONTH, ACHIEVING**

1162

**UNPAID HOURS
OF WORK PROVIDED
BY PARTICIPANTS.**

21.4%

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

28.6%

**WERE INVOLVED IN
INDEPENDENT UNPAID
WORK IN THE WIDER
COMMUNITY;**

28.6%

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

28.6%

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

21.4%

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

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 may not be immediately able/eligible to access other accommodation options.

The most vulnerable of our clients are prioritised for the Orcadia units. Primarily, women referred to Orcadia are either women whose refugee status or visa restrictions make them temporarily 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 they are experiencing homelessness, despite there being no other child protection issues.

The length of stay at Orcadia has doubled from 3-6 months to 6-12 month and is reflective of the increase in challenges to accessing medium to long-term housing options. This year we housed three women in the two Orcadia units. All women accommodated in the Orcadia units have been moved to safe, secure and appropriate medium to long-term housing.

She has lived in the Orcadia unit since July 2016 and is experiencing a long wait for a public housing offer due to additional health exemptions. With the support of Homefront she has been able to provide a safe home for her children while working on her long term housing goal.

25%
OF THEIR
INCOME
FOR RENT.

**WHEN
THERE IS
NO INCOME
25%
OF 0 IS 0.**

**AND WHEN
WOMEN
ARE ON
LIMITED
INCOMES
AND/OR THEY
NEED TO
PROVIDE FOR
CHILDREN,
WE
SUBSIDISE
UTILITY
COSTS.**



JOURNEY TO SOCIAL INCLUSION PROGRAM (PHASE 2)

After undertaking a pilot from 2009-2012, we commenced the second phase of our Journey to Social Inclusion Program (J2SI) in January 2016 with partner agencies VincentCare and St Mary's House of Welcome. Phase 2 aims to build on the pilot's learnings to deliver an enhanced service model to end chronic homelessness and provide further evidence by scaling up and replicating the program across Melbourne.

In partnership with the Centre for Social Impact, University of Western Australia and Swinburne University, we recruited 60 of the most vulnerable and disadvantaged Victorians experiencing chronic homelessness.

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 when 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 Phase 2 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.**

**INITIAL BASELINE
DATA SHOWS THAT OF
THE 60 PARTICIPANTS:**

**69%
ARE MALE
WITH AN
AVERAGE
AGE OF 40
YEARS,**

13%

**IDENTIFY AS ABORIGINAL/
TORRES STRAIT ISLANDER,**

96%

**HAVE SLEPT ROUGH
DURING THEIR LIFETIME,
SPENDING 13% OF THEIR
LIFE SLEEPING ROUGH,**

70%

**EXPERIENCED HOMELESSNESS
AT AGE 18 OR YOUNGER,**

33%

**HAVE
COMPLETED
YEAR 12
STUDIES,**

5%

**ARE
EMPLOYED,**

90%

**HAVE A
CHRONIC
MENTAL OR
PHYSICAL
HEALTH**

CONDITION,

87%

**HAVE EXPERIENCED
PSYCHOLOGICAL DISTRESS,**

70%

**HAVE EXPERIENCED
POST-TRAUMATIC STRESS.**

Long-term Support and Accommodation

SACRED HEART COMMUNITY AGED CARE

Sacred Heart Community provides a home for life for 73 residents, many of whom have histories of homelessness, disadvantage, substance abuse and mental health issues. For the majority of people who live here, it means a secure place to live for the first time in their lives. With respect and security, residents are able to develop friendships and a sense of community.

Our care model is based on well-being and creating opportunities for residents to feel connected to the community, friends and family. Residents are encouraged to maintain their independence and continue activities that have been a big part of their lives - a coffee at one of the local cafes, lunch in our Dining Hall or spending time on Acland Street.

Our residents receive excellent medical and psychiatric support from the St Kilda Medical Group, the Alfred Psychiatric Service, and Bethlehem Hospital Palliative Care. A physiotherapist works five days a week ensuring residents have the opportunity to attend strengthening exercise groups and other individual physiotherapy sessions. A psychologist and emotional support therapist are available once a week, where residents can share their diverse life experiences which are then preserved in small booklets for them to keep.

Preparations for the construction of our new facility are well underway. Our residents and staff have enjoyed watching the transformation and while at times, the work has been disruptive to our routines, everyone is excited about the future and looking forward to moving into a new purpose-built home.



OF OUR 73 RESIDENTS:

70%
ARE MEN,



54
RESIDENTS
ARE OVER
THE AGE OF
65,

8 RESIDENTS
ARE OVER
80,

2 ARE OVER

90
YEARS,

THE AVERAGE
AGE OF
RESIDENTS
IS

68.5
YEARS,

THE AVERAGE
LENGTH OF
STAY IS

9.5
YEARS.

ROOMING HOUSE PLUS PROGRAM

Since 2005, the Rooming House Plus Program (RHPP) has enabled people to break the 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.

The 67 people who live in self-contained apartments have 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. Ice, alcohol and synthetic marijuana use continue to challenge residents with detox facilities hard to access.

A safe community is vital in breaking the cycle of homelessness. A safe and respectful home remains our key program objective. But the closure of the Gatwick Rooming House in St Kilda and the lack of affordable housing is acutely felt and residents feel pressure to accommodate those they know have no roof over their heads.

Attending local community activities is strongly encouraged; this year's highlight was the art exhibition held at Alliance Francaise in St Kilda. 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.

We have incorporated the Mission's case management framework into our practice and will now be better able to capture the impact of our work with residents. Our annual resident survey gives voice to the resident experience and informs our work for the following year. This year's results have again been positive.

IN OUR ANNUAL RESIDENT SURVEY

86%



OF RESIDENTS SAID QUEENS RD WAS THEIR HOME,

84%

SAID THEY FEEL SAFE AT QUEENS RD,

82%

SAID THEIR QUALITY OF LIFE HAD IMPROVED SINCE MOVING TO QUEENS RD, AND

81%

SAID STAFF LISTEN TO THEM AND THEY FEEL HEARD.



SACRED HEART LOCAL

Sacred Heart Local supports people who are eligible for aged care or National Disability Insurance Scheme (NDIS) funded services 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.

It's been a year of growth for Sacred Heart Local. We've expanded our reach and now provide services to people in the north as well as the outer south of Melbourne. In March 2017 we became a recognised NDIS provider and currently have eight clients. As at April 2017 we also support people within the Commonwealth Home Support Program, (previously Home and Community Care), that provides basic maintenance and home support services but no case management.



SACRED HEART LOCAL CLIENTS RANGE IN AGE FROM

40-101 YEARS.

ALMOST ALL LIVE ALONE.

1 IN 9

HAVE LITTLE OR NO CONTACT WITH FAMILY.

BETHLEHEM COMMUNITY

Bethlehem Community supports up to 27 women in medium to long-term permanent and safe community housing in partnership with Unison (previously Yarra) Community Housing. This partnership comprises of a 10-bed, 24-hour supported accommodation facility in Reservoir; and 17 self-contained independent living units in Thomastown. When appropriate, Bethlehem Community also helps women to move from its supported accommodation to private rental; we are currently supporting three women in private rental.

We provided housing and outreach support to 22 women living in self-contained independent community housing and private rental. A further 12 women were provided with 24-hour supported accommodation; assisting them with their daily care and offering programs to improve daily living skills.

Bethlehem also offers support, case management, well-being and social inclusion planning and activity. Our focus is on enhancing individual daily living skills, experience of individual competency, independence and social inclusion and participation.



**WE
SUPPORTED
34
WOMEN**


**IN SAFE, SECURE
AND APPROPRIATE
ACCOMMODATION.**

**MORE THAN
26.5%
OF WOMEN
ARE FROM**

**CULTURALLY AND
LINGUISTICALLY DIVERSE
BACKGROUNDS, INCLUDING
IRAN, TURKEY, SRI LANKA,
PHILIPPINES, COOK ISLANDS,
BOSNIA, SERBIA AND
MACEDONIA.**

6%

**OF WOMEN
IDENTIFIED AS
ABORIGINAL
OR TORRES
STRAIT
ISLANDER.**

A portrait of Donna-Maree Minehan, a woman with short, wavy grey hair and glasses. She is wearing a black top and a colorful, patterned shawl. The background is a soft-focus outdoor scene with green foliage and a small white flower.

**"THERE ARE SO MANY MORE
PEOPLE WORSE OFF THAN
ME. I'M GRATEFUL THAT
I AM STILL HERE AND I
AM GRADUALLY BECOMING
HEALTHIER."**

DONNA-MAREE MINEHAN BETHLEHEM COMMUNITY RESIDENT

Donna-Maree Minehan lives with schizophrenia, depression, anxiety and agoraphobia, and is a four-year resident of the Mission's Bethlehem Community in Reservoir in Melbourne's north.

"I found myself in my mid-40s, unemployed with a mental illness," she says, "and then I found the Mission." Bethlehem residents have their own light-filled rooms and lots of space and receive ongoing support in a community setting and a chance to rebuild their lives.

"If I'm feeling low or anxious there is always someone to talk to. The staff are non-judgmental and they make us feel really comfortable. And it's not just the bad things. We can share our achievements too. I learned to knit and crochet in Bethlehem. It's a safe place." On track to complete a Bachelor of Fine Arts degree in her early 20s, Donna

didn't quite finish because she was diagnosed with mental illness in her early 30s and started to have auditory hallucinations and psychotic episodes. She left Melbourne to live with her family in the country. "I knew I had to leave Melbourne," she said. "If I stayed here I was going to die."

Donna is now studying part-time to get her Certificate IV in Horticulture at Melbourne Polytechnic. She is very creative and wants to get back to making her own clothes. Little wonder one of her most treasured possessions is her sewing machine.

As for Sacred Heart Mission, it's at the top of her list. "It's such an inclusive and safe environment. The people are understanding and they encourage us to make changes in our lives. People work at Sacred Heart Mission because they want

to make a positive difference in society. The staff are concerned about us and they're genuinely happy for us when we're doing well. We have good routines here too. We lead a healthy lifestyle – eating good quality nutritious food," she says.

Dona is also working with her case manager to access other accommodation where she can live independently and support herself.

"It's hard and people can be so judgmental," Donna says. "Especially when they find out I have a mental illness and I'm living on a disability pension." Even so, Donna considers herself lucky. "There are so many more people worse off than me," she says. "I'm grateful that I am still here and I am gradually becoming healthier."

OUR VOLUNTEERS

Our volunteers continue to be a driving force at the Mission. There is a truly wonderful, vibrant community of people who gather together to offer their time and skills to help provide the Mission's many services. Our new and existing volunteers bring with them valuable skills, insight and hard work to make a difference to those less fortunate.

The real heroes of Sacred Heart Mission are our regular volunteers who offer their weekly, fortnightly or monthly time. This act of kindness; taking time out of their busy lives, makes such a difference and is certainly one of the reasons our services are so successful. The impact our regular volunteers have, through their relationships, dedication and positive energy is incredible and brings a smile to the faces of our clients, other volunteers and staff.

Our online recruiting system Volgistics has been in place for exactly a year and we receive around 100 applications per month. This demonstrates the community's ongoing interest in volunteering; especially important as we expand in areas such as the northern side of Melbourne. Our new database allows us to plan and report more accurately and provides greater support to our wonderful volunteers.

Earlier this year we commenced the rollout of online volunteer training. A key focus area is Trauma-Informed Care. We value our volunteer workforce and want to continue to ensure they have the relevant skills and knowledge to help support the clients we work with.

Volunteers at a glance

Place	Number of Volunteers	Volunteer Hours
Sacred Heart Community Aged Care	53 individuals	851
Sacred Heart Local	9 individuals	82
Meals Program	641 individuals, 120 groups	23,589
Op Shops	409 individuals, 20 groups	31,483
Hands on Health Clinic	51 individuals, 5 groups	4,593
Women's Services	127 individuals	2,082
Fundraising	18 individuals	590
Reception/Admin	25 individuals	3,233
Rooming House Plus Program	8 individuals	444
Other Services	6 individuals	44
Total	991 individuals, 145 groups	66991

HEARTFELT THANKS TO OUR AMAZING VOLUNTEERS — WE COULDN'T HAVE DONE IT WITHOUT YOU!

Our community visitor scheme has picked up this year with many new volunteers joining us and helping to reduce isolation for residents in our three aged care facilities in the southern metro area.

A huge thanks to our community partners who make such a difference to our Meals Program, op shops and Women's House. These include, but are not limited to, Star of the Sea, Progressive Judaism Victoria, Women for Women, Xavier Social Justice Network, St Michaels and many more.

Our corporate groups continue to help us with the Meals Program and in our op shops and it's great to see the enthusiasm with which these individuals come to volunteer. Many come back year after year as part of their corporate volunteering day, because they feel Sacred Heart Mission offers such a welcome environment for new volunteers as well as our clients. NAB and Telstra provided around 400 volunteers throughout the year.

Volunteers in the Rooming House as well as in Sacred Heart Central continue to provide and support the well-being programs available to clients. They offer a wide variety of specific skills such as art, yoga, music, computer and gardening which make a real difference in our clients' well-being.

**OVER
1,700
VOLUNTEERS
CONTRIBUTED
MORE THAN
66,000
HOURS TO
THE MISSION
THIS YEAR.**

**"I'D LIKE TO INVITE ANYONE
IN THE MARKET FOR A
BEAUTIFUL NEW DRESS TO
STOP BY AND SAY HELLO. YOU
NEVER KNOW WHAT YOU'LL
FIND IN YOUR FAVOURITE
COLOUR."**



JUNE FERGUSON ELSTERNWICK OP SHOP VOLUNTEER

June Ferguson volunteers at the Elsternwick op shop where she has spent every Monday for the last seven years doing what she loves. Her passion is people. If you happen to drop in to the Elsternwick store, you'll be greeted by a friendly smile and a warm hello, and treated to an engaging story. When you're ready to leave, June will even see you out the door.

June says, "It's amazing how much you can learn in seven years. Arranging merchandise, retail and customer service skills is only half of it. The most important gift is growing an understanding of what it means to experience homelessness. People rely on Sacred Heart Mission to pull them through some pretty tough times and tragic circumstances. My heroes are people who overcome their challenges and help others."

Inspired by the Mission's founder, Parish Priest Father Ernie Smith, June attends church every Sunday. Her life motto: When one door shuts, another one opens. Her volunteer career began after her second husband passed away. Encouraged by her four daughters, she decided that it was a good time to take her joie de vivre and put it to work in service to others. Sacred Heart Mission captured her heart and her imagination, and the rest is history. She loves the environment and like-minded people, takes her volunteer work seriously and wants to make a difference. June's volunteer work fits perfectly with her values of caring and loyalty, and underscores her idea of perfect happiness: love and support.

With four daughters and eight grandchildren, there's plenty to occupy

her time outside of her op shop work. The Mission's 10 op shops are known for their upbeat shopping experience and affordable second hand items ranging from clothing to furniture and books to the occasional vintage treasure. "Every op shop has its own unique personality," June says. "Elsternwick is known for its elegant women's clothing. We have a lot of beautiful dresses that women love to wear. Remember, Cinderella never asked for a prince. She asked for a new dress and a night off."

"Sacred Heart Mission faces an enormous challenge," June says. "They need money to continue the fantastic work they do. I'd like to invite anyone in the market for a beautiful new dress to stop by and say hello. You never know what you'll find in your favourite colour."

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.

In 2016 we invited staff to participate in our fourth biennial survey administered by 'Voice Project'. The survey results reported and identified how we are tracking compared to 209 other organisations in the Health and Community Services Sector.

The results show that staff have very high levels of job satisfaction (91%) and organisational commitment (94%). Staff believe we are meeting our objectives (91%) and the needs of our clients (91%). Overall, 85% of staff feel we are successful and like the way the organisation is progressing.

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. By living the values of our 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 2016

- Melissa Hoell - Client Liaison Officer – Sacred Heart Local
- Vicky Backhouse – Executive Assistant to GM Community Services & Manager – Community Services

April 2017

- Mizzi Walker – Coordinator Volunteer Program – People & Strategy
- Industrial Cleaning Team – Sacred Heart Local – Vito Bertuna, Emma Bowes and Phuong Nguyen

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

15 years' service

Cathy Humphrey

10 years' service

Vicki Backhouse
Luke Winterton
Wouter Spijker
Catherine Hill
Chris Middendorp

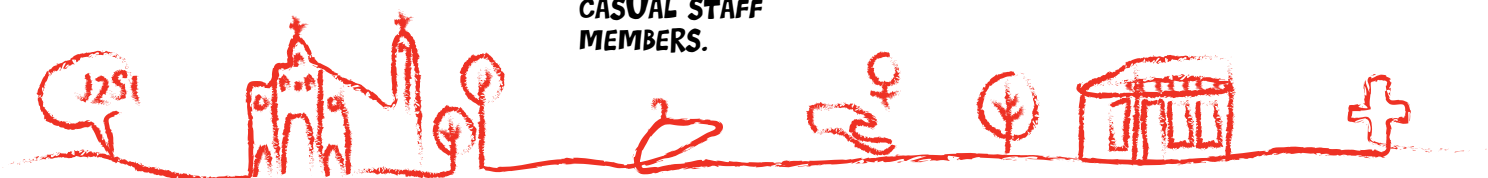
5 years' service

Vito Bertuna
Duncan McNeeill
Imtiaz Khan
Christiane Jackson
Catherine Harris
Andrea Lombardo
Andrea Maxted
Princy Perera
Jan Reid
Valentina Bianchi
Rosemarie Brown
Nevenka Galic
Karen Grieve
Elizabeth Kelleher
Sunny Kher
Leanne Lewis
Sharee Palmieri
Stephen Schmidtke
Michelle Skog
Margaret Thorpe
Chloe Warren

WE HAVE

93
FULL-TIME,
136
PART-TIME
AND

90
CASUAL STAFF
MEMBERS.



**"MAKING A DIFFERENCE
IN THE LIVES OF OTHERS
NOT SO FORTUNATE
IS EVERYTHING I EVER
WANTED IN A JOB. IT'S
A PERFECT FIT FOR ME."**



MIZZI WALKER VOLUNTEER PROGRAM COORDINATOR

Mizzi Walker recruits, refers and manages the Mission's volunteers. It's a demanding job but a fulfilling one.

Mizzi says, "We're so lucky to have such great volunteers. People want to work with us. They identify with our values, and they are generous with their time and donations. Not only are they great advocates, they bring a special sense of purpose to everything they do."

Mizzi has been the Volunteer Program Coordinator for the Mission since 2016. She is the epitome of a global citizen. Born in Germany, she has lived in Sierra Leone, Zimbabwe, Germany, England, the US and Australia. Her work in Germany's not-for-profit sector focused on local community engagement, conflict resolution and mediation and she did international aid work in other parts of Europe and Asia before moving to Australia.

She is passionate about community work and one of her favourite quotes by Winston Churchill is, "We make a living by what we get, but we make a life by what we give." Mizzi's parents inspired her to follow her heart and her passion, regardless of money or career prospects. "My parents taught me compassion and never to judge people," she says.

"I love my job! Every day is different. I love the people and the diversity, and seeing people learn, grow and meet their goals. Making a difference in the lives of others not so fortunate is everything I ever wanted in a job. It's a perfect fit for me," she says.

After necessary background checks, Mizzi and her team work with volunteers to make sure they're equipped with the knowledge and skills they need to roll up their sleeves and help. When everything's in place and the volunteers

are ready, they are matched to a suitable volunteering opportunity in our Meals Program, ops shops or many other places around the Mission.

"The Mission has grown quickly, and we need to adjust our internal structures to accommodate this change. We can only do so much without support from the government," she says. "Volunteers are skilled and we want them, but we need to make sure we're ready to take them on."

The Mission's volunteers have their own reasons for helping others. Retirees want to be part of something special and interact with the community. Students want to learn skills. People with jobs want to do good and those without want work experience. There's something for everyone at Sacred Heart Mission.

OUR OP SHOPS

Our op shops continue to grow and generate much needed income to support our vital programs and services. They are not only the entry point for people in the community to learn about the work we do, they are also proving to be the beacon that attracts prospective staff, volunteers and donors.

As we open new stores, we are faced with the challenge of retaining and capturing the individual flavour that makes our op shops unique, and creates a fun, vibrant shopping experience for customers; but we hope to live up to this challenge and our success in this area can almost exclusively be attributed to our wonderful family of staff and volunteers, as well as the incredible support of donors from within the community.

While we're incredibly thankful to our communities for volunteering, shopping and donating with us, it's important that we continue to educate people to recycle and reuse, and consequently reduce waste. We also aim to demonstrate just how significant the revenue raised in our op shops is in ensuring we're able to offer much needed support to people who are experiencing homelessness and disadvantage.

Keep an eye out for more events, promotions and fun activities in our op shops throughout the year and thank you for all your support!

THE MOST SIGNIFICANT INCREASES IN SALES WERE SEEN AT OUR TWO STORES NORTH OF THE RIVER, BRUNSWICK STREET, FITZROY AND NICHOLSON STREET, FITZROY NORTH.

IN SEPTEMBER 2016 WE OPENED OUR

10TH

OP SHOP AT 261 CHARMAN RD, CHELTENHAM, WHICH HAS PERFORMED ABOVE EXPECTATIONS IN ITS FIRST NINE MONTHS OF TRADING.

SALES AT OUR ANNUAL WINDSOR AUCTION INCREASED BY

44%

WITH OP SHOP EVENTS ACCOUNTING FOR AN ADDITIONAL

4.2%

OF SALES FOR THE YEAR AND MARKETING ACTIVITIES RESULTING IN INCREASES TO DAILY SALES OF MORE THAN 15% ACROSS STORES.

WE HAVE OVER

320

ACTIVE VOLUNTEERS ACROSS OUR 10 LOCATIONS, WITHOUT WHOM WE WOULD NOT BE ABLE TO OPERATE.

OP SHOP SALES REACHED ALMOST

\$5.7

MILLION, AN INCREASE OF

7.5%

ON LAST YEAR, AND ACCOUNTING FOR ALMOST

30%

OF OUR TOTAL REVENUE.

WE RAISED

\$1,765,961

OR 8.7%

**OF THE FUNDS WE
NEED TO DELIVER
OUR SERVICES AND
PROGRAMS THROUGH
FUNDRAISING
ACTIVITIES.**



FUNDRAISING

Our Christmas appeal raised \$184,000, with schools and organisations, including Star of the Sea College and Telstra, donating \$20 gift cards in our 'Gift of Choice' campaign to empower clients to choose their own gifts at Christmas. Our Winter Campaign raised \$258,000 with Star of the Sea College and St Columba's Boys College donating toiletry packs for our aged care and women's services and \$2000 for new furniture for Homefront.

We raised \$365,000 through philanthropic support from trusts and foundations and major donors for our Phase 2 of our Journey to Social Inclusion Program (J2SI).

Corporate support through workplace giving, employee volunteer shifts and one-off donations raised \$83,000.

We received phenomenal support from community fundraisers with teams running in City2Sea and Run Melbourne. Channel 9's The Block donated \$138,000 raised from a contestant challenge, and Melbourne media representatives donated \$57,000 raised at their annual Hall of Fame luncheon.

Our events portfolio contributed almost \$300,000 to the Mission, harnessing community support for our engagement hubs: the Light Up A Life luncheon raises funds for the Women's House, Dine With The Champions for our Kick Start Program, Heart of St Kilda Concert and Dine With Heart, for our Meals Program.

Our events are supported by volunteer committees who bring their skills, knowledge and networks to the Mission. We are eternally grateful for their endless passion, commitment and support.

One Heart, One Home

Thanks to the persistence and dedicated support of our philanthropic leaders Kerry Gillespie, Derek Young and of course our Patron, Paula Fox AO and Campaign Chair, Gerry Ryan OAM, our dream of an integrated campus of care on Grey Street is now a reality. The total cost of the building project is \$27.3 million. To date, we have raised \$26.8 million through a combination of federal and state government, a low-cost loan from the Catholic Development Fund and private philanthropy.

We need a further \$448,096 to reach our final target and invite people to 'Buy A Brick' and contribute to this transformational project online: buildchange.sacredheartmission.org

To discuss personal and corporate recognition opportunities across the campus, please email Nicole: npunte@sacredheartmission.org

Bequests, no matter how big or small, are the perfect way to leave a lasting legacy in our community. If you share in our vision of an inclusive, fair and compassionate community and want to learn more about leaving a gift in your will, email Nicole: npunte@sacredheartmission.org

JIM'S LEGACY

For years Terri Farrell, a long-time Board of Governance member, would talk to her mentor and friend James Holt about the Mission's work. Terri first met James (Jim) and his wife Iva more than 35 years ago at Australia Post. They worked together, became friends and Terri was one of his principal carers during his later years.

Inspired by Terri's dedication to the Mission, Jim generously donated \$400,000 to the Mission recently, which will provide long-term financial sustainability for our work in addressing the underlying causes of people's homelessness. Since then, Jim further bequeathed more than \$1 million in his will. This act of kindness will go towards our \$27.3 million building redevelopment.



Main image: Cathy Humphrey addresses the Dine with Heart gala audience. Top: Dine with Heart attendees and chefs. Photography: Sharon Taylor. Above: Sacred Heart Mission football team. Below: Brain Nankervis, host of our Heart of St Kilda Concert.





OUR SPECIAL THANKS

Corporate Partnerships

Cabrini Health
Catholic Development Fund
Experian
Hewison Private Wealth
National Australia Bank
St Kilda Football Club
Telstra Enterprise & Government

Supporting the Meals Program

Bean Alliance
Carman's Fine Food Pty Ltd
Cleavers
Davies Bakery
Dobson's Potatoes
Fareshare
Foodbank
June Lamb
Kalis Brothers
KS Environmental Group
Lion
Melbourne Market
Mondalez
Montague Storage
Nuttelex
Oki2Go
Rizzo Desserts
SecondBite
Susan Day Cakes
The Coca-Cola Company
Woolworths Ltd

Corporate and Community

2XU
Accenture
A Cleaner World
Asta Solutions
Barbour Arnold & Cousins Lawyers
Chisholm and Gamon Property Pty
Clarke Legal
Donovans Restaurant
Endemol Shine Australia
Etsy
Fancy Films
Farstad Shipping (Indian Pacific) Pty Ltd
Froth Magazine
Initiative Australia

Jensons
KS Environmental Group
Kostka Hall Mother's Association
L+O Technologies Pty Ltd
Lander & Rogers
Les and Verna Baguley (The Farm)
Liberty International Underwriters
Loganville Hostel Inc.
Luxembourg
Magistrates Court of Victoria
Marron Singers
Master Builders Association of Victoria
McCoppins Food & Wine
Melbourne United
MFB General Office Social Club Inc.
Milestone
ModTech Group
Moorabbin Investments Pty Ltd
Monash Veterinary Clinic
News Corp Ltd
Nine Network
Norton Rose Fulbright
Oldendorff Carriers Melbourne
Prince of Wales
RC Melbourne
Red Agency
Resolution Property Group
Russ Wood
Russell Kennedy Solicitors
Ryan Commercial Lawyers
ShineWing Australia
Sorooptimist International of Melbourne Inc.
St Ali
St Kevin's Templestowe
St Kilda Venues
St Michael's Grammar School
Star of the Sea College
Melbourne Girls Grammar School
The Coaching Institute
The Craft & Co
The Good Guys
The Jock Stein Celtic Supporters Club
The Myer Family Company
Trusay Pty Ltd
W.D. Rose & Joseph Allison Funerals
Wagstaff Abattoirs

Government

Australian Government Department of Health
Australian Government Department of Human Services
Australian Government Department of Infrastructure & Regional Development
City of Port Phillip
City of Stonnington
Victorian Government Department of Health and Human Services

Individuals

Adrian Cropley OAM and Carlo Marcon
Alan and Claire Gruner
Ann and Terence Hodgen
Antoine Pace
Barbara and Victor Mulder
Barry and Faye Hamilton
Bill Tenner
Catherine Harris
Cathy Humphrey
Carol Brown
Caroline and Derek Young AM
Caroline and Peter Smith
Carolyn Clark
Christian Langstone
David O'Brien
Denis and Christine McConnell
Denis Roche Family
Dominique Burgoine
Doug Hooley
Edward and Ann Miller
Ellen Koshland and James McCaughey
Helen O'Kane and Neville Cousins
Fiona Johnson
Fr Ernie Smith
Gail and Kevin Donovan
Jenny Jobst
Jodie Maunder and John Higgins
John A Moran
John Bennetts and Ann Ryan
John and Marita McIntosh
Jonathan O'Sullivan
Ken and Gail Roche
Kelly and Ken Vaughan
Kerry Gillespie



Keryn and Stephen Nossal
 Krystyna Campbell-Pretty and Family
 Lady Marigold Southey
 Lewis Fly
 Liz Polk and Martin Ralston
 Lloyd and Suzie Williams
 Lynette and Michael Wright
 Malcolm Clark
 Margaret and Gert Fengler
 Mark Dohrmann AM and Elizabeth Dohrmann
 Mark Munro
 Matthew Tripp
 Meagan Keogh
 Michael and Creina Cadden
 Michelle Bennett and Louise Lovering
 Murray and Lisa Gordon
 Myles Neri and Katrina Nossal
 Nicola Commins
 P and B Scales
 Patricia Ilhan
 Paula Fox AO and Lindsay Fox AC
 Peter and Denise Murphy
 Peter and Francene Howe
 Redmond Family
 Richard J Stanley QC
 Richard and Janet Grimsdale
 Robert and Irene Gilbert and Family
 Robin Bishop and Jess Walpole
 Rosie Lew
 Sandra and Bill Burdett AM
 Scott Markworth
 Steve and Kate Kloss
 Sue Wood and Gary Edwards
 Peter Costello AC and Tanya Costello
 Terri Farrell
 The Ryan Family
 Tony and Philippa Kelly
 Tracey and Jason Cheeseman
 Xin Yi Goh

Fundraising Event Committee Members

Paul Ryan (Chair: Dine with the Champions)
 Jeremy De Zylva
 Paul Higgins
 Paul Smith
 Shaun Richardson
 Sheridan Jones
 Tiffany Cherry
 Torsten Kasper
 Brian Nankervis (Chair: Heart of St Kilda Concert)
 Larry Ponting
 Neil Croker
 Wal Bishop
 Adrian Cropley OAM (Chair: Dine With Heart)
 Andrew Bond
 Cam Smith
 Eliza Curnow
 Gail Donovan
 Jodie Balmer
 Leanne Clancey
 Melissa Brauer
 Carolyn Clark (Chair: Women4Women)
 Elissa Bowen
 Josie Kelly
 Katy Nottingham
 Lucy Hill
 Nicola Commins
 Penelope Ward-Ambler
 Sarah Conron
 Teresa Liano

Trusts and Foundations

Andyinc Foundation
 Bagot Gjergja Foundation
 Bamford Family Foundation
 Beck Family Foundation
 Beddison Family Foundation
 Beverley Jackson Foundation
 Crown Resorts Foundation
 Danks Trust
 DOG Foundation
 English Family Foundation
 Gourlay Charitable Trust
 Greg Blizzard Memorial Fund, a charitable fund account of the Lord Mayor's Charitable Foundation

Hazel Peat Perpetual Charitable Trust, managed by Equity Trustees
 Hewison Foundation
 HN & EA Sinha Foundation
 Joe White Bequest
 John and Betty Laidlaw Legacy
 John and Myriam Wylie Foundation
 John T Reid Charitable Trusts
 John Xavier Charnley Trust
 Kilfera Foundation
 Lord Mayor's Charitable Foundation
 Lord Mayor's Charitable Foundation's Youth in Philanthropy Program
 Maria-Jo Arno Foundation
 Milton Corporation Foundation
 National Australia Bank Foundation
 Orcadia Foundation
 Pepe-Gurry Foundation
 Peter and Lyndy White Foundation
 Scanlon Foundation
 Senza Nome Charitable Fund, a charitable fund account of the Lord Mayor's Charitable Foundation
 Sirius Foundation
 Swann Family Foundation
 The Campbell Edwards Trust
 The Fox Family Foundation
 The Gray Family Charitable Trust
 The Michael and Janet Buxton Foundation
 The Orloff Family Charitable Trust
 The Peter Isaacson Foundation
 The R E Ross Trust
 William Angliss (Victoria) Charitable Fund

Bequests and Estates

Estate of the Late James Little McPhail
 Estate of the Late Jim and Iva Holt
 Estate of the Late John Christopher Brown
 Estate of the Late John Edward Uren
 Estate of the Late Kevin John Hughes
 Estate of the Late Mitchell Mark Bartlett
 Estate of the Late Patricia Mary Hayes

GETTING INVOLVED

SUPPORT SACRED HEART MISSION AND BECOME PART OF OUR VIBRANT COMMUNITY.

Op shopping and donating

Op shopping is fun and always an adventure! All our op shops offer a quality vibrant shopping experience, seven days a week with fresh stock appearing daily. 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

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 or call (03) 9537 1166.

Giving

Make a big difference with a small donation 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. To find out more, or to sign up, visit sacredheartmission.org or call 1800 443 278.

Community fundraising

Community fundraising is a fun way to support the work we do. Think about asking friends and family to donate 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. Visit our website at sacredheartmission.org or call 1800 443 278 for more information or ideas.

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 us to plan with confidence, and provide long-term financial sustainability for our programs. For more information email npunte@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.

Join our online community

Stay in touch with us through Facebook, Instagram, 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!

Heartbeat

Subscribe to our quarterly newsletter Heartbeat, for the latest Mission news including how you can get involved, and details about our upcoming events. Email communication@sacredheartmission.org to subscribe.





**"YOUR ONGOING SUPPORT IS
ESSENTIAL TO OUR ABILITY TO HELP
AND SUPPORT THE DISADVANTAGED
IN OUR COMMUNITY."**



MESSAGE FROM OUR TREASURER

Sacred Heart Mission's financial performance for the 2017-18 financial year was in line with the long-term financial plan that underpins our strategic plan.

Our income and surplus reflected our success in raising funds for our major building project including \$500,000 of federal government funding and \$1,900,000 of capital campaign funds.

Some of our major areas of investment included early works for the building project, information technology infrastructure and systems and Phase 2 of our Journey to Social Inclusion Program (J2SI).

Growth in services included Sacred Heart Local in the south with client directed care packages and in the north of Melbourne with NDIS clients and funding secured. During the year we also opened our 10th op shop in Cheltenham.

After deducting the \$2.4 million in funds raised for our building project from the reported surplus for the consolidated entity of \$1,960,277, we had an operational deficit of around \$500,000. This reflected the planned reduction in aged care income due to a decrease in beds, in readiness for the redevelopment of our aged care building, and our strategic investment in funding one-third of Phase 2 of J2SI (with state and philanthropy funding the balance).

Revenue increased by 17% from the previous year to \$23,591,760 with growth in income from government grants, op shop sales and fundraising including our One Heart, One Home capital campaign and bequests.

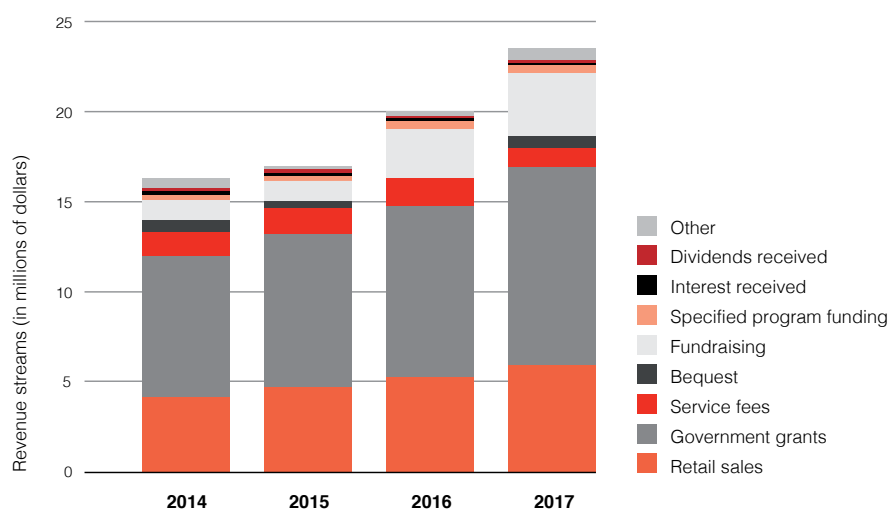
Expenses increased by 21% from the previous year to \$21,631,483 reflecting the investments in J2SI, IT and service growth mentioned above.

Thank you once again to all our generous supporters, whether you are a donor, volunteer, pro bono service provider or op shopper. Combined with continued federal, state and local government funding, your ongoing support is essential to our ability to help and support the disadvantaged in our community.

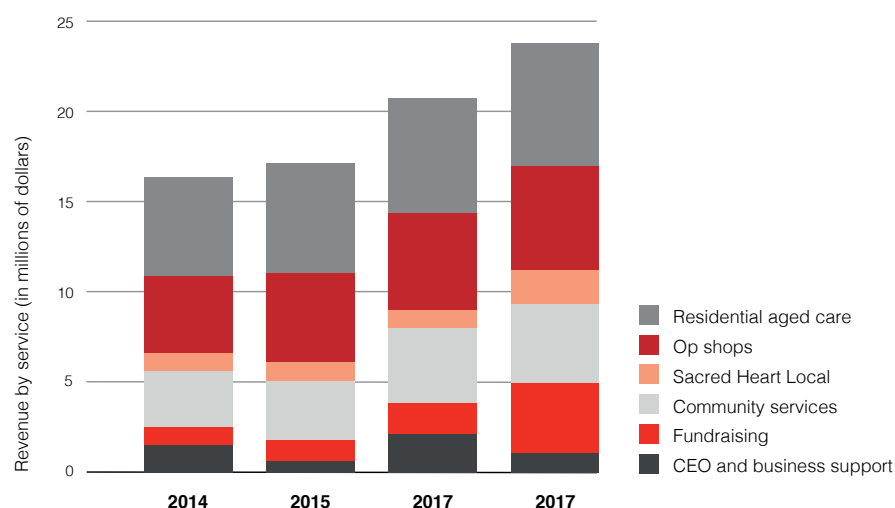
David O'Brien
Treasurer



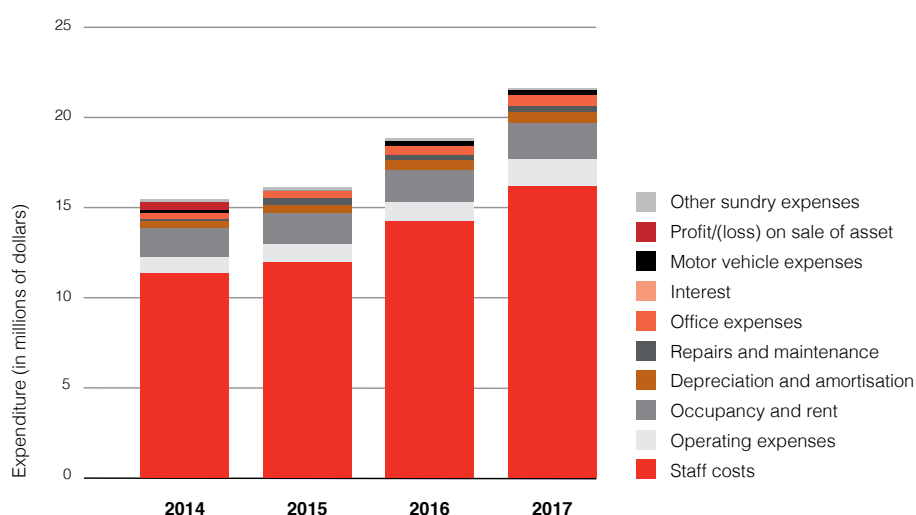
REVENUE STREAMS



REVENUE BY SERVICE



EXPENDITURE BY SOURCE



FINANCIAL SUMMARIES

Statement of profit or loss for the year ending 30 June 2017 for the consolidated entity

Revenue	2017 \$	2016 \$
Total Revenue	23,591,760	20,239,953
Expenses		
Staff costs	(16,184,082)	(14,258,656)
Operating expenses	(1,542,939)	(1,051,521)
Occupancy and rent	(1,981,465)	(1,803,343)
Depreciation and amortisation	(592,574)	(560,737)
Repairs and maintenance	(305,530)	(219,426)
Office expenses	(620,466)	(521,802)
Motor vehicles	(236,017)	(181,072)
Profit/(loss) on sale of asset	(1,147)	16,989
Gain from bargain purchase	-	995,452
Other sundry expenses	(167,263)	(234,956)
Operating surplus for the year	1,960,277	2,420,881
Fair value (loss)/gain on revaluation of financial assets	-	-
Other comprehensive income for the year	166,303	(212,135)
Total comprehensive income for the year	166,303	(212,135)
Total surplus attributable to the group	2,126,580	2,208,746

Statement of financial position as at 30 June 2017 for the consolidated entity

Assets	2017 \$	2016 \$
Current assets		
Cash and cash equivalents	8,627,956	8,094,349
Trade and other receivables	120,703	55,161
Other current assets	504,427	628,357
Total current assets	9,253,086	8,777,867
Non-current assets		
Financial assets	2,024,353	1,455,859
Property, plant and equipment	10,359,218	8,273,357
Intangible assets	2,169,482	2,140,684
Total non-current assets	14,553,053	11,869,900
Total assets	23,806,139	20,647,767
Liabilities	2017 \$	2016 \$
Current liabilities		
Trade and other payables	1,296,795	1,024,648
Finance lease	45,701	0
Provisions	1,495,408	1,206,779
Other liabilities	2,050,819	1,754,951
Total current liabilities	4,888,723	3,986,378
Non-current liabilities		
Finance lease	178,271	0
Provisions	370,701	419,524
Total non-current liabilities	548,972	419,524
Total liabilities	5,437,695	4,405,902
Net assets		
Total net assets	18,368,444	16,241,865
Equity	2017 \$	2016 \$
Capital works reserve	11,862,573	9,942,558
Financial reserves	269,436	103,134
Share capital	1,000,010	1,000,010
Retained surplus	5,236,425	5,296,162
Total equity	18,368,444	16,341,864

Cash flows from operating activities for the consolidated entity

Cash flows from operating activities	2017 \$	2016 \$
Operating grants received	11,467,318	9,467,834
Receipts from other operating activities	11,211,588	8,947,697
Payments to suppliers	(19,005,759)	(16,782,856)
Dividends received	124,527	0
Interest received	204,167	192,942
Net cash generated from operating activities	4,001,841	1,825,617

Cash flows from investing activities	2017 \$	2016 \$
Purchase of available-for-sale financial assets	(734,797)	(41,856)
Sale of available-for-sale financial assets	0	27,402
Dividends received	0	0
Investment in financial assets held-to-maturity	0	2,180,000
Proceeds from disposal of property, plant and equipment	0	0
Purchases of property, plant and equipment	(2,639,018)	(1,373,378)
Purchases of intangible assets	(91,092)	(16,724)
Cash assumed from the acquisition of Bethlehem Community	0	557,363
Proceeds from sale of non-current assets	1,147	0
Net cash provided by/(used in) investing activities	(3,463,760)	1,332,807

Cash flows from financing activities	2017 \$	2016 \$
Drawdowns and refunds of accommodation bonds	(4,474)	205,000
Net cash used in financing activities	(4,474)	205,000
Net increase/(decrease) in cash and cash equivalents	533,607	3,363,424
Cash and cash equivalents at beginning of financial year	8,094,349	4,730,925
Cash and cash equivalents at end of financial year	8,627,956	8,094,349



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 communication
1800 443 278

ONLINE

 sacredheartmission.org

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

 [#sacredheartmission](https://www.instagram.com/sacredheartmission)
[#dinewithheart](https://www.instagram.com/dinewithheart)

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

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

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

Cheltenham

(03) 9583 1151
261 Charman Road
Cheltenham







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PO BOX 1284 St Kilda South 3182
sacredheartmission.org