



2018

# Annual Report





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## Acknowledgement of 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.





# ABOUT US

## IT ALL STARTS WITH A WELCOME, A MEAL, A RELATIONSHIP...

Sacred Heart Mission (SHM) was founded in 1982 by the local parish priest and a group of parishioners from the Sacred Heart Church in St Kilda West, responding to the needs of the St Kilda community by providing a meal and companionship.

Since then, we have evolved into an innovative organisation, with the purpose of providing support, care and nurturing to alleviate and prevent homelessness, poverty and social isolation regardless of race, religion, sex, or age. We recognise everybody is unique. No matter where they are in their journey, we are here to support them. Everyone is welcome at our table.

Alongside continuing to provide practical assistance, our vision is to build people's capacity to participate more fully in community life by delivering a wide range of evidence-based services to people experiencing deep persistent disadvantage and social isolation who have a range of complex needs.

We take a highly collaborative approach, with many services being provided in partnership with other agencies. We are sustained by strong connections, a deep pool of generosity and support from the community.

We have developed a reputation as an innovative, respected and well-known social services provider that understands

homelessness and uses creative, evidence-based solutions to deliver outcomes.

SHM is an example of the Catholic Church in action and the rich tradition of Catholic Social Teaching on confronting poverty, enhancing human dignity and advocating for a more just society.

With someone in their corner, people who have faced extraordinary disadvantage and repeated episodes of trauma can find the courage to face the challenges in their life. We are in this for the long haul – we are committed to making a sustainable difference in people's lives.

## EXPERIENCING HOMELESSNESS

Homelessness is predominantly caused by a range of structural and systemic factors or individual circumstances, such as a shortage of affordable housing; the rising cost of living; lack of income support; poverty; mental ill health; problematic substance use; and family violence.

People experiencing long-term homelessness are likely to have 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, 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 couchsurfing.

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



# OUR VISION, MISSION AND VALUES

## VISION

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

## MISSION

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

## WE DO THIS BY:

Ensuring access to the necessities of food, clothing, housing, health care and specialised services.

.....

Listening, understanding and responding to people in a holistic, caring, and respectful way, so they can take control of their lives.

.....

Delivering accessible, responsive, evidence informed and innovative services.

.....

Welcoming people in the spirit of social justice, co-operation and partnership to create better communities.

.....

Engaging sector partners, researchers, philanthropy, business, government and the broader community, to contribute their time, expertise and resources.

## OUR VALUES

### Welcome

We welcome and actively engage people in order 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 the unjust social and economic structures that cause disadvantage, social exclusion and homelessness.

### Accountability

We measure the impact of our work so we can develop the evidence to address deep, persistent disadvantage.

### Innovation

We ensure our services remain contemporary, creative, responsive and effective.

# OUR WELCOME

## WELCOME FROM THE CHAIR



On behalf of the Board, I am pleased to present a report on a year of ambitious achievements and milestones, guided by our 10-year strategic plan.

Securing Victoria's first Social Impact Investment to deliver the next phase of the Journey to Social Inclusion (J2SI) program not only reflects the credibility and success of the program, but also our commitment to sustainable and innovative funding models which enable SHM to support more people to break the cycle of homelessness.

The rollout of the organisation's new Case Management Framework and Outcomes Measurement will support SHM to continuously monitor and review its operations, and ensure all programs and services are delivering the highest standard of support.

Project 101 is being delivered on time and within budget, and our residents can look forward to moving into the new building by the year's end.

In line with our strategic plan, we opened our 11th op shop on Commercial Road, Prahran, which has performed well above expectations. Along with our 10 existing shops, profit is invested back into providing services.

The passing of SHM founder Father Ernie Smith OAM earlier this year saddened many. We are grateful for his legacy – the open door, an unqualified preference for the poor, respect for human dignity and practical support in all kinds of need. He remains an important part of our Mission's history, and we are committed to building on his foundations. Many people considered Ernie part of their family. Our thoughts and prayers stay with them and his family.

I sincerely thank our supporters for their invaluable assistance. I congratulate our CEO Cathy Humphrey, her management team and all staff for their great work and leadership.

I thank my fellow Board colleagues for their generous and capable work. I farewell on their behalf Board retirees Jo Maher, Terri Farrell and Claire Woodley, and welcome David Bradley, Derek Young AM and Marcelle Mogg, as well as new Chairman Christopher Stoltz, who will officially commence on 1 August 2018.

It has been an absolute privilege and pleasure to serve as Chairman since 2011. Smooth succession is healthy, and Christopher, together with our new Board members, bring special skills. SHM is in good hands: it has a strong Board, excellent management leadership, and capability to grow and deal with whatever challenges appear. Thanks to every one of you, and I wish you blessings and good fortune in all of your work.

**Mark Dohrmann AM**  
Chair



## WELCOME FROM THE CEO

Coming into the halfway point of our 10-year strategic plan, we have achieved tremendous results, faced many challenges, and remain as committed as ever to our vision and mission. At the core of this success is our focus on providing exceptional evidence-based services.

While we tackled the changing landscape of the National Disability Insurance Scheme and Consumer Directed Care, we continued to deliver innovative and responsive programs and services and grew as an organisation in both size and reach.

With a rise in rough sleeping and historically high demand for housing, our teams have been stretched and challenged. But we advocated for State Government support to establish the St Kilda Intensive Outreach Team and are now working with 32 clients to sustain their housing.

In December we announced with the State Government Victoria's first Social Impact Investment to support the expansion of J2SI, which will support 180 people to break the cycle of homelessness, permanently.

Our major building works continue. Over the past year, we broke ground, turned soil, and we are now almost four levels above ground. We will see 43 new aged care beds ready for residents to occupy in December 2018, and a further 54 beds on completion of the project.

Progress continued on the implementation of our Case Management Framework and Outcomes Measurement, so that in the latter half of 2018, we will be reporting our achievements against five organisational outcomes; sustained housing, health and well-being, independence, and social and economic participation.

We continue to rely on the support and generosity of our donors and corporate partnerships, as well as trusts and foundations and government funding to deliver support to the people who access our services.

I would like to take this opportunity to welcome our new Chair, Christopher Stoltz, who will start on 1 August 2018, and thank exiting Chair Mark Dohrmann for his tremendous contribution to the organisation. During his seven years as Chair, he has overseen major organisational milestones and supported SHM to become a leader in the field. He will be missed but leaves us in good hands.

It has been an amazing year. We could not have achieved all this and more without our Board, staff, volunteers and supporters. With the strength of our services, our people and our community, and guided by our 10-year strategy, we will continue to identify the opportunities, take on the challenges and advocate on behalf of society's most vulnerable people. From my heart, I thank you all.

**Cathy Humphrey**  
Chief Executive  
Officer (CEO)



## MESSAGE FROM FATHER JOHN

Our parish community has continued to work in partnership with SHM over the last year, supporting a broad range of programs, services and clients.

Whether it's our parishioners joining Tuesday masses at the hostels, followed by a cuppa with residents, our new Pastoral Associate Christine Mitchell bringing her 'gifts of care' to our clients, St Columbia's generous gestures of fundraising, or the regular need for support at funerals for those who have lost their social networks, we have walked with you all, and I thank you for your continued support.

In this last year, our Sacred Heart Church building has been used by our hostel community and well-being program for a wonderful array of life-enhancing activities such as drama, music and yoga.

Our Pastoral Care team, consisting of Carmel, Tracey and myself, has welcomed another part-time worker, who will enable a more dedicated eye over our new *One Heart, One Home* (Project 101) redevelopment, and support us to give more attentive presence at our other services. I give my deep gratitude to Carmel and Christine for all their heartfelt 'gifts of care' shared so generously.

On behalf of our parish community, I would like to thank Mark Dohrmann, who has completed his journey with us as Chairman. I thank you for all the ways you have led us, particularly during a time of growth. Your regular visits to our parish, words of wisdom and continuous support for those most in need, have been most appreciated. We look forward to welcoming our new Chairman Christopher Stoltz, offering whatever support we can to keep addressing the chronic need SHM responds to each day.

To SHM CEO Cathy Humphrey and fellow Board members, I once again honour your passion and gifts that enrich the care and growth of our Mission in ever-challenging times.

This past year has been marked by the death of founding Priest Father Ernie Smith. His heart was called to serve the most wounded. What he started with fellow parishioners has become something so much bigger and more profound than himself, or any of us. What moved his heart with such compassion is what we serve each day – the Sacred Heart of Jesus who continues to call us out of ourselves in service.

*When I was hungry you gave something eat...when I thirsty... when I was a stranger... when...*

Ernie, rest now in peace, as the heart of the Mission goes on calling us all out into life in service of our fellow wounded travellers on this Earth.

**Father**  
**John Petrus**  
Parish Priest



# 2018 AT A GLANCE

**PEOPLE WHO  
ACCESS OUR  
SERVICES**



**1,418**

People were supported by  
our programs and services  
last year\*



**690**

Of these clients have  
a diagnosed mental  
health issue



**36 – 45**

Is the average age  
range for our clients



**43%**

Identify as female



**57%**

Identify as male



**57%**

Have a disability



**16%**

Identify as Aboriginal and  
Torres Strait Islander



**27%**

Identify as Culturally and  
Linguistically Diverse

\* Figures are based on residents at Bethlehem Community, Rooming House Plus Program, Sacred Heart Community, participants of Journey to Social Inclusion, and clients at Homefront, Sacred Heart Local, Women's House and Sacred Heart Central. Some people presented across multiple programs. This figure does not include people accessing our Meals Program.



## OUR SERVICES



**128,000**

Meals served at our St Kilda Dining Hall



**1,250**

Referrals\*\* made to other services at Sacred Heart Central



**6,476**

Presentations at Women's House and 309 assessments and plans conducted



**2,760**

Visits to our Resource Room, with 2,100 responses to requests for information and support



**3,504**

Appointments provided at our Hands on Health Clinic



**173**

People provided with 384 free consultations at our GP Service



**159**

People received case management support at Sacred Heart Central



**411**

People participated in Kick Start – Well-being and Activities program



**166**

People received emotional and spiritual support through our Pastoral Care program



**80**

Women provided with crisis accommodation and case management at Homefront

**86%** 

Of J2SI Phase Two clients were permanently housed and 23 per cent are in paid employment as of May 2018

\*\* Estimate calculated on an average of 3.5 referrals per day.

When Danni visits Women's House – which is most days – she feels an instant sense of welcome and belonging. For a long time this is all she wanted.

Danni has only been back in Melbourne for 11 months following 12 years spent in Western Australia, recovering from a stroke she suffered at just 34 years old. The stroke left her with a significant physical disability, and she underwent two years of intense physical therapy.

"When I got back to Melbourne, my mental health was playing up – I had no stable accommodation and no friends or family here," Danni says.

"I was (experiencing) homelessness for only a few months, but it was during winter; the hardest time of the year to be sleeping rough.

"Somebody told me about Launch Housing, so I went to their doorstep and slept there for the night.

"They brought me inside, put me up for the night in emergency accommodation, and then referred me to Homefront."

Danni stayed at Homefront – SHM's crisis accommodation service for women experiencing homelessness – for more than four months, which is two months beyond the standard length of stay.

"Thank God for Homefront," Danni says.

"They supported me to look for permanent housing and kept extending my stay until I could find a safe and secure place to live."

The team linked Danni in with psychiatrists and health professionals to help her manage mental health issues, as well as address a history of addiction.

"The moment things changed for me was when I became homeless and realised addiction was leading me there," she says.

"It was a cycle – I was in and out of psychiatric wards every 12 months. I had to put something into action so I tried sobriety and I realised, 'I can handle this. Life is okay'."

During her time at Homefront the team supported Danni to secure permanent housing. Every Friday, for four months, Danni would call South Port Community Housing Group, where she had been interviewed and was finally accepted for her very own home.

"My persistence paid off," she says with a smile. "I have permanent, safe and warm housing."

"I'm in a beautiful house with 14 other women. It is fully self-contained, and I have a cat. I never thought I'd live anywhere I could keep a cat.

"Her name is Priscilla. She's my best friend. I rescued her from a lost dogs' home.

"She has extreme anxiety, so we're the perfect match," Danni laughs.

Danni attributes her success to having a long-term plan of achievable goals. The plan, which she created at Homefront with her caseworker, focused on housing, independence and finding a sense of community here in Melbourne.

"I don't have any family here, so I had to create something in my life where I felt I belonged," Danni says.

"I found that here, at the Women's House. This place has been critical to my success."

Danni also recently completed Peer Worker Training at the Self Help Addiction Resource Centre. She was referred by a caseworker at Women's House after she had expressed a desire to support others through addiction.

"For me, I am turning a negative into a positive; all those years of addiction weren't wasted.

"I have compassion, I have lived through it and I understand how hard and how scary it is."

As for the future, Danni has a four-year plan to save up enough money to visit Amsterdam to see her sister and celebrate her 50<sup>th</sup> birthday.

"I will continue to be a part of this positive community and take each day as it comes."



# DANNI READ

## CLIENT PROFILE

..... “ .....

I will continue to be a part  
of this positive community and  
take each day as it comes.

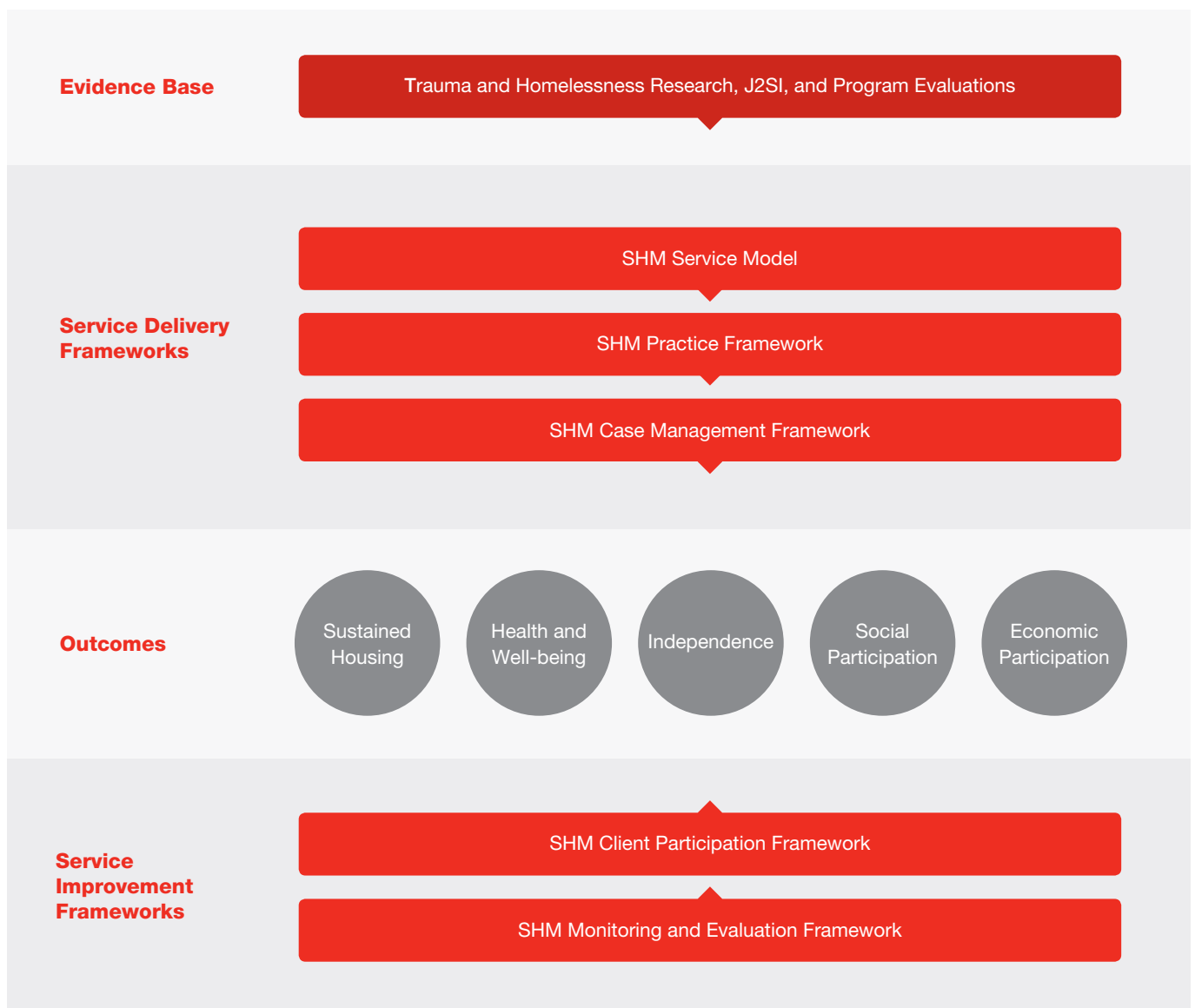
..... ” .....

# OUR SERVICE MODEL FRAMEWORK

SHM understands a complex interrelationship exists between trauma exposure, homelessness, mental health and social disadvantage.

Our service model offers an integrated and trauma-informed response aimed at rebuilding people's capacity to participate in community life and achieve their potential.

Through a relationship-based approach, we support people to find safe and sustainable housing, improve their health and well-being, work towards their goals for social and economic participation and achieve independence.





# A SNAPSHOT OF OUR SERVICES

## ENGAGEMENT HUBS



### Meals Program

Every day of the year, our St Kilda Dining Hall provides breakfast and lunch to anyone who seeks a meal, and often acts as an entry point into the wider range of services we offer.



### 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 crisis.



### Hands on Health Clinic

Offers a wide range of complementary therapies in a warm and welcoming atmosphere, as diverse as optometry, massage, podiatry, naturopathy and counselling.



### Kick Start – Well-being and Activities

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



### Pastoral Care

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



### Journey to Social Inclusion (J2SI), Phase Two

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.

## ONGOING 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 locations: a 10 bed, 24-hour supported accommodation site 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 case management, cleaning, shopping, personal care, transport to appointments, welfare checks, meals, and connecting to the broader community.

## 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.



### Case Management at Women's House

Provides case management support to women experiencing homelessness or who are at risk of homelessness due to a range of issues including mental health, family violence, alcohol and other drug use, financial stress and social isolation.



### St Kilda Intensive Outreach Team (SKIOT)

SKIOT provides intensive outreach and case management responses for people sleeping rough at SHM sites and the surrounding area. The team works with people for a period of up to 12 months to find sustainable pathways out of rough sleeping.



### Women, Housing and Complex Needs Program

This program provides intensive case management for women who are experiencing primary homelessness and other issues associated with long-term and complex needs.



### GP Service

Operates adjacent to the Dining Hall and provides people with access to a doctor, a registered nurse and the wider health services system.



### Outlandish

This program offers women social and economic development opportunities through eco-volunteering.

# OUR 10-YEAR STRATEGY



## DEVELOP THE SYSTEMS, EXTRACT THE STORY

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



## ACTIVELY ENGAGE, WELCOME EVERYONE TO OUR TABLE

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



## STRENGTHEN OUR FUTURE, DEVELOP OUR SERVICES

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



## SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

WE WILL BE A VIABLE AND SUSTAINABLE ORGANISATION.



## IMPROVE OUR PLACES, GROW OUR SPACES

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



## DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

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



## BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

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



## SHARE OUR STORY, INSPIRE SUPPORT

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



## ENGAGE COMMUNITY, BUILD COLLABORATION

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





A photograph of three staff members of Sacred Heart Mission in a kitchen setting. On the left is a young woman with brown hair, wearing a white t-shirt, a black apron with the Sacred Heart Mission logo, and a red and white baseball cap. In the center is an older woman with short brown hair and glasses, wearing a grey shirt, a red apron, and a red and white baseball cap. On the right is a man with a beard and glasses, wearing a black shirt, a black apron, and a red baseball cap. They are all smiling at the camera. In the background, there are stacks of white plates and bowls on a counter.

# OUR ACHIEVEMENTS OVER THE LAST YEAR

The last financial year marked the fourth year in our 10-year strategic plan, containing nine key areas that guide the organisation's endeavours now and into the future.

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 measure our social return on investment.

In 2017-18 we accomplished a great deal, with 70 of 111 total actions completed to date. The following are highlights of some of these achievements from across the organisation, delivered by dedicated and hard-working staff who embody our vision, mission and values.

## STRATEGY AREA:

**Secure our future, strengthen our bottom line**

We will have a viable and sustainable organisation.

# WE SECURED VICTORIA'S FIRST SOCIAL IMPACT INVESTMENT TO DELIVER THE NEXT PHASE OF J2SI

In December 2017, after almost a decade of developing, piloting, modifying, evaluating and scaling our Journey to Social Inclusion (J2SI) program, SHM secured Victoria's first ever Social Impact Investment (SII) to deliver the third phase of J2SI to 180 people over five years.

Suzanne Findlay, Coordinator of Funding and Social Investment, was part of the team responsible for securing this innovative financing approach.

"We could not continue to fund J2SI ourselves or rely on philanthropy," Suzanne explains.

"We needed a financing model to match the innovation and sustainability of the program."

Social investments bring together government, social services, philanthropy and investors to fund comprehensive, long-term interventions which have both a financial return for investors and social return for the community.

Under our SII structure, SHM and investors will receive payments from government if specific outcomes are achieved.

In the case of J2SI, the financial return will be measured against sustained housing outcomes, and a decrease in the number of hospital bed days for clients. Social impact will be measured against the change made in the lives of the 180 people we will work with, determined by each of their individual goals and outcomes.

"Securing this SII means we can deliver J2SI to more people across metropolitan Melbourne and increase both the level and length of support we provide to people experiencing chronic homelessness," Suzanne says.

For the SII, housing has been negotiated as part of the service delivery model to ensure rapid housing pathways for clients. Housing will be provided through head leasing arrangements with housing providers as well as priority access pathways for people experiencing chronic homelessness through the Victorian Housing Register. Our approach provides clients with the necessary stability to address other areas of their lives and make a permanent transition out of homelessness.

## WHAT'S NEXT?



Our vision for J2SI is to see the program made available to social service providers across Australia, under license, to deliver to more people and end chronic homelessness nationally.

We will support licencees to operationalise and continuously review and evaluate J2SI. Evidence will be gathered, analysed and disseminated on the social and economic impacts of J2SI through a data collection and evaluation program that connects experiences and outcomes from across all sites of delivery and results in ongoing improvements to program delivery.

We will also support organisations with training and consultancy in both the program and applying for social financing. The financial toolkit will include data on service system usage and costs for all states, deidentified financial models for different financing structures, a suite of financial document templates and a platform to share and update data and tools.

Our vision is for J2SI to be so effective and so accessible that a measurable reduction in chronic homelessness will be realised in communities and begin to unfold for individuals across Australia.





..... “ .....

Securing this SII means we can deliver J2SI to more people across metropolitan Melbourne and increase both the level and length of support we provide to people experiencing chronic homelessness.

..... ” .....

## STRATEGY AREA:

### 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.

# J2SI PHASE TWO HELPS BREAK THE CYCLE OF HOMELESSNESS FOR 60 PEOPLE

Now in Phase Two, our ground-breaking J2SI program provides long-term intensive case management and service coordination to 60 people who have experienced long-term homelessness.

"The rise in homelessness reflected in the latest Census results demonstrates a need for innovative responses such as J2SI," J2SI Manager Karen Lococo says.

"Short-term interventions do not meet the needs of people who have experienced long-term homelessness.

"Generally speaking these people have experienced significant trauma and require long-term support to resolve a range of complex issues."

We are currently in the second year of Phase Two, which launched in January 2016. As of June 2018, 86 per cent of J2SI clients were in stable housing and 23 per cent were in paid employment.

Many clients have drawn on previous experience to return to similar industries. The majority of clients have also reported an improved connection to friends and family and are more actively involved in their community.

The team has continued to adapt its service delivery strategies and tactics to ensure their approach responds to the unique needs of the client.

"In the second year of Phase Two, the focus shifts from housing and stabilising health outcomes to social inclusion and economic participation," Karen explains.

..... “ .....

The team worked together to consider how we can achieve this with our clients in a purposeful way, matching the team's natural interests and strengths with clients who have similar interests.

..... ” .....

Based on learnings from Phase One, we are also implementing a phased approach to service delivery to foster increased independence. Over the three-year period, we gradually progress clients from intensive one-on-one case management to building and accessing supports in their community.

## WHAT'S NEXT?



Over the final year of service delivery, case loads will increase from six to 10 clients per case manager as we continue to build independence for our clients.

The team will also ensure people have been linked to necessary supports and services which meet their needs.

"Our hope is that all J2SI participants maintain their housing and continue their journey to living the life they choose for themselves," Karen says.

"They are no longer struggling to survive every day, they have the opportunity to live. And above all else, we hope they continue this amazing path they've started on."

While the organisation delivers the final year of Phase Two, we also prepare to launch Phase Three of J2SI, which will provide support to 180 people over the next five years (see p16). A new team has been employed and will receive training before commencing service delivery in August. This milestone follows a year of cross-departmental planning, drawing on specialist skills and expertise from across the organisation to ensure a smooth transition and effective service delivery.



## STRATEGY AREA:

### Engage community, build collaboration

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

# CLIENT ENGAGEMENT FORUMS PILOTED TO CAPTURE THE CLIENT VOICE

We launched our Client Engagement Forums (CEF), a pilot co-funded by the City of Port Phillip and SHM, in early 2017.

After a review of client participation at SHM in 2016 we decided to trial client forums as a new way of capturing the voice of people who access our services. The forums are open to SHM clients, are an inclusive platform to contribute, and also provide opportunities to communicate with clients on key issues and changes.

"We wanted to make sure our clients felt empowered to contribute in a meaningful way," Project Officer and CEF coordinator Tom Delbridge says.

"Good intentions aren't enough. The forums needed to be a meaningful learning exercise to fully develop our understanding of what works and how we can best implement client feedback."

The bi-annual forums are the first step for SHM in strengthening our client participation activities and providing a mechanism for our clients to contribute to what we do at SHM. This includes input into service design and delivery, or advice on how we respond to client needs through periods of change.

Led by a Working Group comprising staff from across SHM, each forum engages between 20 and 45 clients.



The topic for each forum is selected by either the clients themselves or the Executive Team.

**Topic 1:** Employment, economic participation

**Topic 2:** Social inclusion

**Topic 3:** Welcome and safety.

"We have already put in place some of the recommendations made through the forums," Tom says.

"Our forum on economic participation, for instance, has informed the development of a potential employment program."

Three of the four forums have been successfully delivered. A total of 88 clients have attended, with a large number attending all three forums.

## WHAT'S NEXT?



The final forum, to be held in September 2018, will ask about client participation more broadly and assist us in prioritising what we do next in this space.

The trial of forums has proven to be a great mechanism for gathering client feedback. It is likely to continue as one component of a broader client engagement strategy.

The data and learnings collected from the forums will be used to inform the next phase of client activities at SHM.

## STRATEGY AREA:

### 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.

# NEW OUTREACH SERVICE HOUSES PEOPLE SLEEPING ROUGH IN ST KILDA

In the second half of 2017, SHM was facing the effects of an increasing shortage of low-cost housing and support, with 10 to 15 people sleeping rough each night outside our 87 Grey Street offices.

The Client Services team recognised the limits of their existing capacity and resources to work with people sleeping rough under our veranda. In response, the team banded together with managers and the Executive Team to lobby the Victorian Government for additional resources.

As a result, the State Government allocated \$368,000 as part of *Victoria's Homelessness and Rough Sleeping Action Plan* to fund SHM to introduce the St Kilda Intensive Outreach Team (SKIOT).

Led by SHM in partnership with Launch Housing, SKIOT provides a place-based response to rough sleeping in St Kilda and works with 32 clients for up to 12 months to provide pathways out of homelessness. The one year of funding supports the addition of two full-time case managers – one from Launch Housing based at Sacred Heart Central – and private rental access to 10 properties in partnership with Homeground Real Estate Agency. Three existing case managers have also modified their caseload to work with people for 12 months (up from three months).

The SKIOT service design draws on the organisation's existing best practice and evidence base from programs such as J2SI, various other case management services, and the SHM rapid housing and sustaining tenancies approach.

"The people we are working with face a large range of challenges and barriers including physical ill health, untreated mental illness, hoarding, histories of trauma and violence, and incarceration," Sacred Heart Central Manager Chris Middendorp says.

"All this makes it very hard for them to trust workers and services and to remain settled for long.

"They represent the most complex of those experiencing homelessness and often slip through the cracks of the mainstream system."

SKIOT's assertive outreach model provides case managers with the flexibility to meet these clients where and when it works for them, and keep them engaged in the program long term.

While a lack of affordable housing remains a key challenge, the team has managed to secure suitable accommodation for 16 people, and will continue to work with clients across the 12-month period to find and sustain appropriate housing.

According to Chris, the implementation of SKIOT has revealed the need for more specialist supported accommodation like our Rooming House Plus Program.

"Having the support on site provides people with daily contact with a worker and some structure, an important tool for people with complex issues," he says.

"This helps them stay in their accommodation, but it also assists people to feel a sense of community and belonging – important ingredients when you are trying to re-establish your life."

The success of SKIOT reflects SHM's unique approach to working with people, and our emphasis on the relationship as the cornerstone of our work. People sleeping rough come to SHM via our engagement hubs, often seeking food or support. This provides us with an opportunity to engage with people at a deeper level, rather than just responding to crisis.

"As a manager it gives me great joy to see the extraordinary, creative and tireless work of our team members who work hard to provide clients with every possible opportunity and resource they are entitled to under the current housing and support system," Chris says.

"What started as a wicked problem has ended up with us providing an enhanced service initiative."





## WHAT'S NEXT?

SKIOT is currently funded to December 2018. We are hoping to secure ongoing funding from the Victorian Government to continue to work with this cohort of clients at a deeper level in 2019.

..... “ .....  
Having the support on site provides people with daily contact with a worker and some structure, an important tool for people with complex issues.  
..... ” .....

## STRATEGY AREA:

Develop our people, strengthen our culture  
We will invest in the skills and capabilities of our people.

# RECOGNISING STAFF TALENT AND PROMOTING EXCELLENCE

Not long after starting in her role, People and Culture Manager Suzanne Eagle was tasked to develop SHM's Recognition and Rewards program in response to feedback from our bi-annual staff survey.

"Sacred Heart Mission is its people," Suzanne says. "We have an ambitious agenda, and there are continuous external pressures and challenges, so we want to support staff to not only meet those challenges, but *thrive* in the face of them."

In December, we introduced a brand new Scholarship Program that responds to our diverse employee base with three different scholarships that address their varied needs and goals.

"We wanted staff to know there are opportunities to progress, regardless of where they are at in their career."

We have also refreshed our staff recognition awards. Launched in May 2018, the Big Heart Awards recognise staff who go above and beyond and celebrate their contribution.

"Each quarter, we will recognise staff and teams across four categories: Customer Service; Client Service; Innovation; and Citizenship," Suzanne says.

"The awards acknowledge we all contribute to the organisation and its strategy in different but equal ways."

Finalists will be selected each quarter and winners announced at an all-staff meeting in November 2018.

## NEXT STEP SCHOLARSHIP

Sponsored by Advantage Salary

**\$3,000 awarded to Isidore Mbuyi, Personal Care Assistant, Sacred Heart Community**

The Next Step Scholarship supports staff at different points of their career journey to progress to the next level by developing their skills.

Isi is currently completing a Certificate III in English in order to undertake further study in the future.

“My studies are going very well and I am really enjoying it. I have already enrolled for Certificate IV in English next year.” - Isi

## MY CAREER SCHOLARSHIP

Supported by Sacred Heart Mission

**\$5,000 co-shared between Tom Delbridge, Project Officer, and Steph Handson, Volunteer Program Officer**

The My Career Scholarship is skills-focused and contributes towards tuition and course material fees for an approved qualification relating to the staff member's role at SHM.

Steph is planning to undertake a Certificate IV in Volunteer Program Coordination and Tom hopes to undertake a Cert IV in Project Management.

“The scholarship will assist me to gain the skills and knowledge my current role is starting to demand, but also provides the theoretical and practical knowledge to take on larger projects that involve multiple programs and business units.” – Tom

“I hope this course will provide me with the expertise to engage the wider community, as well as learn new ways to manage and enrich both the volunteer worker experience and the Volunteer Program more broadly.” – Steph





## ROLE MODEL SCHOLARSHIP

Supported by Sacred Heart Mission

\$3,000 awarded to Nicole Punte,  
Relationship Manager – Philanthropy

The Role Model Scholarship contributes to the cost of a non-accredited course – such as a study tour or presenting at a conference – recognising the benefits in all types of professional development.

Nicole will undertake professional development in order to become a Certified Fundraising Executive.



“I feel honoured and extremely excited to be the recipient of the Role Model Scholarship, which will enable (and drive) me to finally take the Certified Fundraising Executive Course I’ve been wanting to do.”  
– Nicole

## WORKFORCE TRAINING AND DEVELOPMENT

The Workforce Development team provided 80 training events to over 350 staff and volunteers over the last financial year. Training highlights include:

- 63 staff completed training in SHM’s Trauma-informed Case Management Framework and Outcomes Measurement Tool
- Over 40 staff completed Mental Health First Aid training delivered by Monash Health
- Staff represented SHM at conferences and workshops such as the recent ‘LGBTI in Healthcare’ forum and ‘Working with people from CALD backgrounds’ delivered in conjunction with the City of Port Phillip
- Specialist training was provided in Family Violence and Drug Use – Ice

- SHM delivered Trauma-informed Training for staff and volunteers at two homelessness organisations in Perth.

SHM also extended and refined the student unit, with 14 Social Work students completing their placement with us. Many have since joined SHM as both ongoing volunteers and paid staff members.

## STRATEGY AREA:

### Build the evidence, strengthen our practice

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

# MEASURING THE DIFFERENCE OUR SERVICES MAKE

Following many years of research, development and review, SHM rolled out our new Case Management Framework (CMF) and Outcomes Measurement in January 2018.

The new CMF supports the delivery of SHM's Service Model (see p12), guiding how we undertake and evaluate our case management practice across the entire organisation. Most importantly the new CMF will enable us to improve the quality of our services, and measure the difference our services make to the lives of those who access them.

To understand the significance of this milestone is to recognise where and why we started this journey.

Back in 2014 SHM conducted research on the relationship between trauma and homelessness<sup>1</sup>, which revealed 97 per cent of people had experienced more than four traumatic events in their lifetime. This prompted the organisation to consider how its client services could become trauma-informed through improved service design, delivery and worker practice.

The trauma research, coupled with a need to integrate outcomes measurement into case management practice, led to the development of our Measurement and Evaluation Framework in 2015, which defines our measures of success and the process for gathering data to assess our progress.

In 2017, we engaged the pro-bono support of Accenture to develop a system that could capture, analyse and report on outcomes data at an individual, program and organisational level.

The new CMF was piloted in our J2SI program in 2016-17 and then rolled out across SHM to all programs in January 2018.

"The Service Model and refined Case Management Framework aims to promote consistent practice across all of our client services," Strategy and Service Development Manager Annie Lynch explains.

"Client outcomes are measured in five areas: housing; health and wellbeing; independence; social participation; and economic participation."

The new framework allows clients to set goals in these areas and then reflect on changes in their lives since working with us, as well as what they still want to focus on in order to sustain their independence in the community.

Collecting evidence of the work we do and how we assist client outcomes provides vital information to SHM to monitor and review the effectiveness of our programs and services.

"We will be able to look at programs where clients are achieving great outcomes and replicate their successes in other areas of the organisation," Annie says.

"Similarly, we will have the opportunity to examine what isn't working and pinpoint how we can improve in this area."

<sup>1</sup> O'Donnell, M., Varker, T., Cash, R., Armstrong, R., Di Censo, L., Zanatta, P., Murnane, A., Brophy, L., & Phelps, A. (2014). The Trauma and Homelessness Initiative. Report prepared by the Australian Centre for Posttraumatic Mental Health in collaboration with Sacred Heart Mission, Mind Australia, Inner South Community Health and VincentCare Victoria.



## WHAT'S NEXT?



In August 2018, managers and coordinators will receive their first program-level reports. These reports, along with other mechanisms, will be used to examine whether the program and/ or service is delivering on its key intended aims. A Working Group will be established to monitor and review this at an organisational level.

Over time, key performance indicators and targets will be integrated into the CMF to improve the effectiveness and responsiveness of our services.

“

We will be able to look at programs where clients are achieving great outcomes and replicate their successes in other areas of the organisation.

”



## STRATEGY AREA:

### 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.

# FOUR FLOORS UP WITH OUR MAJOR REDEVELOPMENT

In 2016 we launched Project 101, a \$27.3 million multi-stage redevelopment of the buildings between the corners of Robe and Grey streets, which currently incorporates our residential care buildings, the Hands on Health Clinic and Women's House.

Once complete Project 101 will increase the total number of beds in our residential care buildings to 97, and provide an additional 14 beds for people experiencing homelessness and social disadvantage through the construction of a brand new supported rooming house.

"Project 101 is a major redevelopment for Sacred Heart Mission," Property and Facilities Manager Peter Hills says.

"We have experienced a significant increase in demand for services, so it became imperative to provide fit-for-purpose buildings that meet the demand and support a more cohesive and efficient delivery of services."

By providing a greater range of accommodation and support, SHM can prevent the need for premature entry into residential aged care services and reduce the number of older people experiencing homelessness.

The redevelopment will also establish a centralised administration office for SHM, and enhanced areas for health and

well-being as well as women's services, integrating the broad range of services we offer into one seamless continuum.

"Project 101 will allow our programs to run more smoothly due to the co-location of staff administering them, as well as the departments which support service delivery," Peter says.

"We will be able to provide a better quality of service for our clients, but also improve that sense of community – everyone will have access to the care and service they require."

The project team is working to deliver the redevelopment on time and within budget. Since breaking ground in May 2016, the team has transformed the old car park and annex that joined the Old Primary School and 101 Grey Street into a concrete and steel structure that will eventually be home to our residents.

The first, second and third floor has been constructed, with the fourth nearing completion. Once the structure is completed, we will transform open expanses into individual and comfortable rooms as well as update communal areas.

The residents have become so much a part of the process they decided to create a time capsule, which has been incorporated into one of the cement pillars. Its location will be marked with a plaque that honours all past and present residents.

## WHAT'S NEXT?



By the end of December, residents from the existing 101 Grey St building will be moving into one of the new buildings to make way for the renovation and expansion of the original building.

The remainder of Sacred Heart Community will move into the new building once the renovation and expansion has been completed in late 2019. The remaining stages of Project 101 plan to be completed by late 2021.

..... ” .....

"We will be able to provide a better quality of service for our clients, but also improve that sense of community."

..... ” .....





Sacred Heart Community residents looking forward to moving into their new home in December 2018.

## STRATEGY AREA:

**Secure our future, strengthen our bottom line**

We will have a viable and sustainable organisation.

# NEW PRAHRAN LOCATION A HIT WITH OP SHOPPERS

We opened our 11th op shop on Commercial Road, Prahran, in September 2017.

Our op shops provide a critical source of revenue for the organisation, generating almost 30 per cent of our total annual income. Funds go directly to programs and services across the organisation including our Meals Program, Women's House and Hands on Health Clinic.

The store has fast become one of our most successful stores, generating a surplus of over \$170,000. The additional revenue was allocated to programs and services across the organisation, as well as \$50,000 towards refurbishing our op shop on Grey Street.

Op Shops Manager Wade Piva attributes the store's success to its accessibility, visibility, quality donations and a local community of socially-conscious shoppers.

While the primary function of our op shops is to fund the organisation's programs and services, they also provide a crucial link to the local community.

"Most of our volunteers are based within the local area, and we rely on donations and customers from the community," Wade says.

"Some of our clients have been coming in for 20 years," he adds. "It has become a part of their morning ritual and a meeting place for locals."



In the last year, more than 450 volunteers contributed 37,576 hours to our op shops. For many, the op shops serve as their first interaction with the organisation, as volunteers and shoppers become donors, supporters and even employees.

"Six of our new caseworkers found out about the Mission through the Fitzroy North store," he says.

"Many staff started with us as volunteers and casuals – including our General Manager of Business Development, Catherine Harris."

## WHAT'S NEXT?



Plans are well underway for the opening of the next store at 311 High Street, Preston, in September 2018.

The Business Development Department is also investigating potential social enterprising opportunities for the future, including moving into the online retail space.



## STRATEGY AREA:

### 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.

# AN OVERHAUL OF OUR SYSTEMS IS CLIENT FIRST

In April 2017, SHM embarked on an ambitious overhaul of our business systems. The vision involved moving the organisation from segregated software programs to a single, central, integrated client management system – Service Record System (SRS) – to better support the delivery of our services and 10-year strategy.

We started with the implementation of a new finance system, which was rolled out in July 2017. According to General Manager of Business Services, Cathy Branigan, “We are already reaping the benefits and efficiencies of the new system.”

“We have moved from a paper-based system to an automated electronic system, which has reduced the workload by half, and provides managers with much greater oversight over expenditure.”

In order to achieve our vision, we also needed IT hardware and software that would support a fully integrated system.

ICT Manager Gavin More was tasked with the transformation of our IT systems, including an update to our computers, phones, networks, filing and servers.

“When I started at Sacred Heart Mission, I encountered an IT environment which had evolved organically,” Gavin says.



“The previous system managed the demand, but as we continue to grow it is imperative we have efficient and cost-effective systems in place to form the bedrock for the delivery of our 10-year strategy.”

We are currently in the process of transferring our systems from the old on-premises environment to a cloud-based environment. The new setup outsources infrastructure maintenance, freeing up resources to work on the ground and maintain operations.

Once implemented, our new systems will promote high quality, consistent and integrated practice across the organisation, and will ensure we are adaptable to respond to future changes and challenges.

## WHAT'S NEXT?



There is still work to be done in the second phase of SRS implementation for our residential services, as well as the implementation of a human resources system which will fully integrate with payroll and time and attendance. This is due to be completely implemented by 2019-20.

The IT project is due to be complete within the next financial year. Project milestones include increased control over our fleet of technology, transference of information and filing across from the old to new environment, increased use of cloud-computing to provide more services to the organisation, an enhanced security model, and more integration between IT and business systems.

## STRATEGY AREA:

### Share our story, inspire support

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

# NEW WEBSITE CONNECTS COMMUNITY BETTER

With more than 130,000 annual online visitors, SHM's website is the primary communication tool for our organisation, and is central to facilitating key organisational processes including donations and volunteering.

In May 2017 we undertook an extensive review of the website to improve its functionality and accessibility for the broad range of people who support us.

Following almost a year of consultation and development, we officially launched our new website in March 2018.

"The previous website was difficult for our clients, volunteers and donors to navigate," Communication and Advocacy Manager Brittany Dupree says.

"Information about our programs and services was hard to find, it was difficult to make a donation, and it was unclear how volunteers could get involved with the organisation."

The Communication and Advocacy Department worked with a range of internal and external stakeholders – including clients, staff, donors and volunteers – to ensure their views and needs were incorporated in the redevelopment.

"We engaged external agency, Butterfly, to redesign the website, improve its accessibility and functionality, and better

represent the people who together comprise our organisation.

"We wanted our website to truly reflect our value of welcome."

"As soon as you land on the homepage, you get a sense of who we are, what we do, how to get involved or where to access services."

Volunteers can now easily access information and apply in either an individual, corporate or community capacity, clients can seek support from our broad range of services, while donors can truly see the impact of their contribution and make a donation.

"The new website will help us better connect with our community, advocate on behalf of our clients, and provide improved access to our programs and services."

## WHAT'S NEXT?



Now the website redevelopment is completed, our next focus will be to continue to review our digital channels, growing our online community and creating more seamless pathways between our social media accounts and our website.





..... “ .....  
As soon as you land on the homepage, you get a sense of who we are, what we do, how to get involved or where to access services.  
..... ” .....



# OUR PROGRAMS AND SERVICES

## ENGAGEMENT HUBS

### Meals Program

Our warm, welcoming Dining Hall is the heart of SHM, where hundreds of people experiencing homelessness, social disadvantage or isolation come to share a meal and access our services.

The Meals Program provides hearty, nutritious meals 365 days of the year. It is a program that does far more than feed people. It also provides opportunities for people to reconnect to and develop a sense of community and belonging.

A team of support workers are always present and assertively committed to listen, talk and connect people with other SHM services.

Our valued volunteer pool is made up of individuals, community groups, school students, teachers and people from the corporate sector. With limited funds, our work is supplemented by generous food donations from market stallholders, catering companies, local bakeries, cafes and restaurants, and food rescue agencies. Over many years, SHM has developed strong relationships with many food donors and we rely on a steady supply of stock.

*With special thanks to supporters: City of Port Phillip; DOG Foundation; Jack Brockhoff Foundation; Kettle Foundation; Milton Corporation Foundation; William Angliss (Victoria) Charitable Fund; and the Heart of St Kilda Concert and Dine With Heart Committees.*

\* Estimate calculated on an average of 3.5 referrals per day.

**1,250** 

referrals made to other services\*

**20** VOLUNTEERS  
**4** PROFESSIONAL  
KITCHEN STAFF

prepare breakfast and lunch  
each day



**128,000**  
**MEALS**

served during the year







## Women's House

**309** 

assessments and plans  
conducted over the last year

**6,476** 

presentations last year by 130  
individual women each month

Women's House is a safe and supportive open house tailored to the needs of women experiencing homelessness or who are at risk of becoming homeless. Women who access the house may be socially isolated, in crisis or experiencing housing difficulties due to a range of life experiences, including family violence, poverty, sexual violence, physical and mental illness, trauma and problematic drug and alcohol use.

Open from 8.30am-1pm Monday to Friday, Women's House provides case management, housing assistance and support, a meal at breakfast and lunch, a shower, laundry facilities, an opportunity to socialise with other women and participate in informal creative activities, and a sanctuary to rest.

The Women's House case management service offers short to medium-term support, which aims to resolve housing

issues and establish access to health and other services. Case managers support women to resolve immediate crisis issues and work with them to build their capacity to secure and sustain appropriate stable housing and improve life outcomes.

Women's House also offers structured well-being and personal skills development group activities two to three afternoons every week. Activities include an art therapy program 'Creative Connections' supported by the City of Port Phillip, yoga, cooking, social inclusion and health promotion sessions.

*With special thanks to supporters:  
City of Port Phillip; Hewison Foundation; Kilfera Foundation; Lord Mayor's Charitable Fund's Youth in Philanthropy Program; Melbourne Racing Club Foundation; Noonan Family Foundation; and the Women for Women Committees.*

## Resource Room

**230** 

monthly  
visits

**2,100 RESPONSES**

to requests for information  
and referral to medical,  
housing, financial and  
specialist support services

The Resource Room is often the first place people come when seeking support during a crisis. It is a confidential and safe space where people can ask for specific advice and support from a duty worker. Staff also support people to get the most from the social services system. This can include completing applications, preventing evictions, assisting with legal matters, 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 SHM 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 available onsite.

## INDIVIDUALISED PLANNED SUPPORT

### Case Management at Sacred Heart Central

**159** 

people were provided with  
case management

Whether they are working in the Resource Room or in the Dining Hall, Pathways Workers regularly assist people with crisis issues or refer people who need more intensive, one-on-one support to longer-term case management options. This team is funded to provide 2,500 support periods per year, and can also work with people to address longer term goals for a period of up to six weeks, providing assistance with housing, mental health, legal, medical, and social and life skills.

The aim is to build people's independence and link them to ongoing and effective support. With private rental housing being expensive and in short supply, it is almost impossible for some of our more vulnerable clients to access decent, quality and safe accommodation. The invaluable support of St Mary's Parish in East St Kilda (providing us with two rental properties) has allowed us to accommodate case managed clients in local apartments. This type of stability allows our clients to pursue part-time work, counselling, and a range of other supports. Our team continues to support clients to build independent living skills.

In partnership with Uniting Care Prahran Mission, a Mental Health Case Manager facilitated access to community-managed mental health services for SHM clients. This role ceased in June 2018 as clients were transitioned to the National Disability Insurance Scheme. We thank Uniting Care for their flexibility and support in making this partnership a success over a number of years.

Sacred Heart Central has extended case management services from 1 January 2018 with a new 12-month project, the St Kilda Intensive Outreach Team (SKIOT). This initiative, led by SHM and in partnership with Launch Housing, uses existing and new resources (provided by the Department of Health and Human Services) to provide 12 months of case management support to people who are sleeping rough under our veranda or close to our engagement hubs. Its primary aim is to provide intensive support of a longer duration to end rough sleeping. In its first six months it has accommodated 16 of the 32 people receiving support, a significant achievement for such a new program.

**32 PEOPLE**

provided with case management  
by the new St Kilda Intensive  
Outreach Team

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

**50**

older people supported  
to maintain or to obtain  
housing

Our ACH program provides targeted advocacy and support to older women and men who attend our engagement hubs. We witness first-hand how people experiencing homelessness often age prematurely. For this reason ACH works with people aged 50 and over whose needs often cannot be met by mainstream services as they are below the age qualification for entry to the aged care service system.

ACH clients often present with a range of challenges including physical ill health, cognitive impairment, mental health issues and Acquired Brain Injury. Additionally, years of isolation and sleeping rough can make it difficult for older clients to trust workers.

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



## Mental Health and Drug and Alcohol Partnerships

**62** people received case management through Windana Street Project

Alfred Psychiatry supported us to deliver mental health services, secondary consultations and assessments on

**973 OCCASIONS**

SHM 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. In this way we can identify people who historically would have 'slipped through' the system and address their issues.

## GP Service

The GP Service provides primary healthcare to people who do not have a general practitioner or struggle to access mainstream medical services. The GP Service is designed to put these barriers aside and focus on the healthcare needs of the individual.

Like all our engagement hubs, the GP Service aims to be a welcoming and non-judgmental introduction to SHM where people experiencing homelessness can feel safe and comfortable, optimising their access to the general medical support and referrals they may need. This also enables people to easily connect with our Support Workers, Case Managers and our other co-located facilities and support.

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. Funded by the Department of Health and Human Services, in June 2018 we received a clinical audit from an external accreditation provider and were found to be delivering GP services to the standard of a commercial GP clinic.

*With special thanks to supporters: City of Port Phillip and the Victorian Government Department of Health and Human Services.*

**384** consultations provided to 173 people

**45%**

of clients were sleeping rough

**38%**

presented with chronic health conditions

## Hands on Health Clinic

**292**  appointments provided per month

**19 VOLUNTEER THERAPISTS**  
**17 RECEPTIONISTS**  
keep our clinic running

The Hands on Health Clinic is located on the corner of Robe and Grey streets, St Kilda. 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, who operate under full supervision, providing a range of diverse therapies including massage, physiotherapy, chiropractic, osteopathy, myotherapy, acupuncture, podiatry, optometry and reflexology.

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.

*With special thanks to supporters: Campbell Edwards Trust and City of Port Phillip.*

## INDIVIDUALISED PLANNED SUPPORT

### Kick Start – Well-being and Activities

**411** 

people participated in Kick  
Start activities last year

Our Kick Start program aims to help people who are experiencing homelessness or disadvantage to build on their strengths and gain the confidence and/ or fitness to pursue sport, recreation and other well-being activities and participate in the wider community.

Clients often tell us of how they would like to develop their skills and be independent, to seek out and join sports groups and participate in community activities on their own or with friends. Kick Start aims to help people build the skills and knowledge to do this.

Kick Start also offers individualised case management support to people to help them participate in sport and recreation while addressing their physical and mental health and drug and alcohol use.

Kick Start supports clients to be independent and build positive experiences in the community – from learning about healthy diets to learning how to swim and join a gym. For some clients, multiple mental and physical health or age-related issues create barriers to participating in sports and recreation activities without our support.

Some of the free activities offered include swimming, yoga, tennis, gym exercise, music group, meditation and walking groups.

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

*With special thanks to supporters:  
City of Port Phillip and the Dine  
with the Champions Committee.*

### Pastoral Care

Pastoral Care is a person-centred, holistic approach that complements the support offered by other SHM services, while paying particular attention to spiritual care, such as supporting clients to build or regain meaning in their lives.

Pastoral Care support can be of great benefit in helping people experiencing homelessness. It may assist people to deal with pain, loss, loneliness and anxiety, but also support those who are 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.

In addition to the Pastoral Care provided by all SHM client-service staff, a Pastoral Care practitioner works in collaboration with the Parish Chaplaincy team – across our engagement hubs and aged care services.

**166** 

people received emotional  
and spiritual support

### Homefront

**80 WOMEN**

provided with crisis  
accommodation and  
case management

**30** 

women assisted to sustain  
medium-term housing, while  
waiting for long-term housing  
after leaving Homefront

Homefront is a state-wide 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 are experiencing homelessness because of family violence, becoming a refugee, or being pregnant, are often assessed as the most vulnerable referrals and are prioritised for vacancies at Homefront.

Due to an increasing shortage of affordable long-term housing options in Victoria, women are receiving Homefront support for a longer period of time than in previous years. This has prompted a housing advocacy plan to respond to this growing issue.



## Orcadia Units

### 5 WOMEN

housed in the two Orcadia units. All women have been moved to safe, secure and appropriate medium to long-term housing

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 eligible to access other accommodation options.

These units are primarily available to women who access crisis accommodation at Homefront. This is a vital resource for women who need appropriate, safe and independent housing in a timely manner but for whatever reason may not immediately be able to access or be eligible for other options.

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 lengthened from up to six months to up to 12 months and is reflective of the lack of suitable affordable permanent housing options available in Victoria.

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

WHCN provides intensive support and case coordination for women who are sleeping rough in the St Kilda area who have complex needs, which require multiple service involvement.

Utilising an assertive engagement and intensive Case Management Framework, the WHCN Intensive Case Manager provides an individually tailored, flexible approach to assist women to stabilise their personal circumstances and resolve their immediate housing crisis. The program does this by providing direct client support, case coordination and enhancement of existing supports to women through a collaborative approach and partnerships with local agencies.

The WHCN program supports approximately eight to 10 women per year. The capacity to work with women for a period of 12 months allows for a trusting relationship to be established, and women to be supported to overcome homelessness by addressing long-term, complex and challenging issues.

In January 2018 the WHCN program joined with the new St Kilda Intensive Outreach Team project to enhance dedicated local responses to women experiencing rough sleeping. This has ensured a dedicated response to women experiencing high vulnerability continues and is strengthened.

# 11

women provided with intensive case management and case coordination

Since October 2017,

**WHCN HAS PRIORITISED SERVICES**



to the increased numbers of women sleeping rough in St Kilda

## INDIVIDUALISED PLANNED SUPPORT

### Outlandish

37

women contributed 1,810 hours of volunteer work last year

9

women gained employment or undertook some form of work experience

10

women undertook additional volunteer work in the wider community

Outlandish is a pathways program that provides a therapeutic, supportive and safe environment for women who want to be involved in the community either socially or economically.

Through an extended program of supported volunteer opportunities with environmental and socially aware organisations, women develop their interpersonal and work-ready skills, build personal confidence and social skills and take first steps toward independent social and economic participation.

Through regular and active volunteering the program focuses on occupational and vocational capacity-building, and provides experiences for women to grow or further develop skills or interests. Participants commit to and practice working within a range of boundaries and expectations that would be expected in a work environment.

As a structured pathways program, Outlandish participants gain confidence and a sense of fulfilment that comes with supporting and contributing to others and the community.

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 and Basil) Community Garden, St Kilda Indigenous Nursery Co-op, Westgate Park, and Parks Victoria.

*With special thanks to supporters: City of Port Phillip and the Loula Rodopoulos Sub-Fund of Victorian Women's Benevolent Trust.*

### Journey to Social Inclusion (J2SI) Phase Two

86%

of participants are in permanent housing



23%

of participants are in paid employment (compared to 5 per cent at baseline)



J2SI provides long-term intensive case management and service coordination for 60 people aged 25-50 who have experienced long-term homelessness.

Based on more than 10 years of rigorous evaluation, the model adopts a relationship-based approach and recognises more traditional modes of service delivery are often not effective for this cohort. It works

from the premise that when people can sustain their housing and manage their complex health issues, there is a solid foundation to start building relationships with family and peer groups, participating in recreational activities, and building skills for economic participation and return to paid employment.

Phase Two of J2SI was launched in January 2016 and involves five key elements:

- 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.

We have successfully negotiated a Social Impact Investment with the Victorian Government which will allow SHM to deliver this service to 180 of our most vulnerable Victorians over a five-year period. We continue to develop and refine the model and incorporate our learnings to ensure this model remains effective.

*With special thanks to supporters: Beverley Jackson Foundation; Gourlay Charitable Trust; John T Reid Charitable Trusts; Kerry Gardner AM and Andrew Myer AM; Lord Mayor's Charitable Fund's Youth in Philanthropy Program and charitable fund accounts Senator Tadeusz Kobylanski Fund and Senza Nome Charitable Fund; Mercedes and Phillip Slater; and the Victorian Government.*





Outlandish program coordinator Tif with volunteer, Dana, and Anna from Collingwood Children's Farm.



## ONGOING 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 the Sacred Heart Central 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.

Preparations for the construction of our new buildings 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.

*With special thanks to supporters: The Peter Isaacson Foundation and Roslyn and Richard Rogers Family; and all supporters of our One Heart, One Home capital campaign.*

“Sacred Heart Community is a roof over my head, a new family and it’s very special to me. The staff are all so welcoming – nothing is too much for them. Without this place, I’d probably be dead.”

– Graham, Sacred Heart Community resident representative



Image courtesy of Michael Kluge

### Sacred Heart Local

Our Sacred Heart Local services, which launched in March 2017, have expanded our in-home support services throughout the northern regions, and outer south in Casey and Greater Dandenong. The program provides a package of in-home support services for vulnerable and socially isolated individuals living in the community, whether through Home Care Packages, the Commonwealth Home Support program or the National Disability Insurance Scheme (NDIS).

Sacred Heart Local was developed to extend our traditional Home Care Aged service, which was available to clients over 65 years of age (over 50 for those with a history of homelessness) to now include support to adults aged under 65 years who are eligible for NDIS support packages.

Depending on the funded program, Sacred Heart Local packages provide case management, support coordination, meals delivery, assistance with everyday tasks such as shopping and cleaning, transport to appointments and activities, and social and community participation.

We work with people who experience a range of complex issues such as psychosocial disability, social isolation, substance use, histories of homelessness, trauma, hoarding, chronic health conditions and may also have a physical or intellectual disability including Acquired Brain Injury.

Our Five Minute Volunteer program also provides additional practical and social support to Sacred Heart Local clients.

*With special thanks to supporters: Aged Persons Welfare Foundation; Cities of Port Phillip, Stonnington and Yarra; Equity Trustees – Ageing Innovation Challenge (John Saville Eastwood Estate and Selwyn Henry Langston Trust), Grosvenor Foundation and Hazel Peat Perpetual Charitable Trust; Lord Mayor's Charitable Foundation; and State Trustees Australia Foundation.*

## Rooming House Plus Program (RHPP)

Since 2005, RHPP has enabled people with histories of chronic homelessness to break their cycle of disadvantage through the provision of long-term accommodation and the support needed to maintain housing.

RHPP is a partnership with Community Housing Limited which is a not-for-profit housing provider that is owner and tenancy manager of the property at 69 Queens Road, Melbourne.

The property provides self-contained accommodation for 67 single adults over 18 years of age. A communal dining room, arts studio, laundry facilities, gym and vegetable garden are also available on site. Nine of the units cater for people with a physical disability.

The people who live at RHPP have a range of complex needs including mental illness, substance use, and histories of long-term homelessness and trauma.

Building a sense of community is central to RHPP and residents are strongly supported through the social inclusion program to be involved in activities in the broader community.

Family members and carers are actively involved with the RHPP community. Residents are assisted to re-engage or develop existing relationships with family members.

Residents can lead very active lives with regular art therapy sessions, weekly shopping trips, and music and movement sessions.

## Bethlehem Community

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

In 2017/18, we provided housing and outreach support to 25 women living in long-term community housing and private rental. A further 14 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.

“(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.”

– Bethlehem Community resident as she is moving out into private rental via “My Place”.

“I found the staff really helpful, you could go to them with anything. They put me through two hospitality courses, and the art program was brilliant.”

– Dee, former RHPP resident

40 

women were supported in safe, secure and appropriate accommodation



# EMMA HENNINGSEN

## STAFF PROFILE

Emma Henningsen is a Case Manager at Homefront. She joined SHM in May 2016 following more than 10 years in the disability sector, drawing on her Bachelor of Applied Science (Disability Studies) to rise through the ranks from support worker to case manager and finally team leader.

In 2013, Emma decided it was time to return to studies. Emma completed a Master of Social Work at the University of Melbourne in 2015. She undertook her placement at The Salvation Army Crisis Services – Family Violence Service in St Kilda, where she encountered staff and clients from SHM.

“What initially attracted me to the Mission was its value of ‘welcome’,” Emma explains. “I remember thinking to myself there was a real sense of openness and community among the staff.”

For Emma, there is no such thing as a typical day in the office. The service supports up to 11 women in-house and on average 25 women in outreach, focusing on the ‘Independence’ and ‘Housing’ outcomes of SHM’s service model to support women to find and sustain housing in the community.

“We are really fortunate because as long as our clients are engaged in support planning and utilising the accommodation, we’re able to extend stays until women are offered safe and secure housing,” Emma explains.

..... “ .....  
It’s actually kind of magic.  
We have the capacity to build  
rapport and facilitate great  
outcomes for our clients.

..... ” .....  
“I am always surprised by the outcomes we achieve in an overrun system.”

Emma attributes the success of the team to a combination of ‘hardcore advocacy’ and a positive and supportive team environment.

“Given the nature of our work, you would expect people to become burnt-out but the staff here retain their compassion and fight,” she says.

“I think that’s because there are so many opportunities here to shift, change and evolve.

“The flexibility of this workplace allows me to continue to volunteer at other organisations and maintain a healthy balance.”

Emma recently participated in Walk in Our Shoes, a professional development program which places staff in areas of SHM which may be of interest to them. Drawing on her Master of Arts (Writing and Literature), Emma decided to complete a placement in the Communication and Advocacy Department.

“I was able to see how other areas of the organisation operate,” Emma explains. “What other workplace invests in its staff like that?”

Over the next year, Emma plans to continue engaging in the work of SHM as a Case Manager and to learn more about, and get more involved in, the policy and development side of the homelessness sector.

Homefront is a statewide crisis accommodation service for women aged over 25, who are experiencing, or at risk of experiencing, homelessness.

# 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 2017 we expanded our staff Rewards and Recognition program to include three staff scholarships: the Next Step, My Career and Role Model scholarships (see p22 for more details). The following staff were the successful recipients;

- Isi Mbuyi – The Next Step Scholarship 2018 sponsored by Advantage Salary Packaging
- Steph Handson – My Career Scholarship 2018 provided by SHM
- Tom Delbridge – My Career Scholarship 2018 provided by SHM
- Nicole Punte – Role Model Scholarship 2018 provided by SHM.

Staff recognition awards continue to highlight outstanding levels of commitment and service made by individuals and teams. By living the values of our organisation staff demonstrate in real ways why SHM is a great place to work. Standing out this year were nominations highlighting how the values of 'Welcome' and 'Challenge' are present across the organisation.

Recipients this year were:

- Frank Lombardo
- The Sacred Heart Central Support Team.

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



## 15 years' service

Di Constantinescu  
Wade Piva

## 10 years' service

Santi Aznal  
Shelley De Renzy  
Naomi De Weger  
Sarah Honan-Barnes  
Joan Kerr  
Jeary Solomon  
Trish Williams

## Five years' service

Anna Barry  
Megan Beazley  
Sandra Carter  
Georgie Chiragakis  
Juli Devine  
Kim Drew  
Jamie Glasscock  
Eric Harif

Malcolm Jennings  
Justin Job  
Vivek Kumra  
Lynette Lyon  
Ben Mackenzie  
Isi Mbuyi  
Julie Quirk  
Mahboo Rahman  
Shermin Saldin

Gurpal Singh  
Reggie Wlock  
Danielle Wright  
June Yates  
Linda Young



# GREG JORDAN

## VOLUNTEER PROFILE

When Greg was in his early 20s he showed up at a homelessness service in Sydney, guitar in hand, and asked the youth workers there, “Do you have any use for this?”

Since then, Greg has drawn on his love of music to bring joy, confidence and meaning to the lives of those with whom he works and volunteers.

Greg first began volunteering with SHM four years ago. A musician by trade, Greg co-facilitates an informal music group with fellow volunteers Frank and Shannon each Friday morning in the art room at Rooming House Plus Program (RHPP).

RHPP provides stable, long-term accommodation for 67 people in self-contained apartments with the support needed to maintain housing. Building a sense of community is central to RHPP and residents are strongly supported through the social inclusion program to be involved in activities in the broader community.

Gail Marie runs the art therapy program – of which Greg’s music program is a part – providing an inclusive and creative space for residents to get together and enjoy.

Residents come and go each week, practising their skills, learning instruments, and writing poetry and lyrics ahead of gigs they play three to four times a year.

“I don’t impose a structure on the program, we just go with the flow,” Greg says.

“I like to work in a collaborative way. I meet people where they are and leave my ego at the door.

“I treat people like people, not ‘clients’ accessing a ‘service’.

“Through the program, I try to shine a light on their skills; skills which might have been buried or overshadowed over time.

“We bring out their strengths,” he says.

“They realise if they can improve each week with their music, they can apply those skills to other areas of their lives.”

A few years ago, Greg took a break from volunteering to study Diplomas in Alcohol and Other Drugs and Mental Health, which he completed late last year. With a degree in hand, Greg hopes to continue working in these areas.

In his spare time, Greg also runs his own website, [metalhealth.org](http://metalhealth.org), which he describes as a community initiative aimed at reducing the stigma of mental health and keeping the conversation going.

A busy man at the best of times, Greg says his sense of social responsibility is what drives him to give back.

“There are so many people struggling in the world and I can’t turn my back on them, so I help in the way that I can,” he says.

“I believe what makes a meaningful life is how we choose to contribute.”

..... “ .....  
If you are able to give back, you should ask yourself what you can do that will help the world, even in a small way.  
..... ” .....



# OUR VOLUNTEERS

Our volunteers have once again been outstanding this year. Their motivation, loyalty and positive energy is felt around SHM, and we continue to rely heavily on their support and contribution.

The new online application process has enabled more people to apply and bring with them a specialist set of skills to support our programs.

Our Health and Well-being program has been expanded to include a range of new classes for our clients, including swimming and yoga.

Our volunteers  
contributed more than

**70,000 HOURS**  
last year

Corporate volunteering has increased significantly over the last year, with new organisations joining our volunteer workforce to assist with our Meals Programs, in our op shops and at various fundraising events.

Our newest op shop in Prahran is performing well, with many new volunteers joining. We congratulate the volunteers who have made this store a true success.

Volunteers in our various administration and reception roles have worked hard to prepare for various audits and ensure all our compliance for volunteer, staff and clients files are all up-to-date.

## Volunteers at a glance

Place	Number of Volunteers	Total Volunteer Hours
Op shops	452 individuals, 26 groups	37,576
Meals Program	357 individuals, 102 groups	21,739
Hands on Health Clinic	39 individuals, 3 groups	4,305
Reception/ administration	53 individuals	3,669
Women's Services	69 individuals	1,820
Sacred Heart Community Aged Care	50 individuals	914
Fundraising	4 individuals, 4 groups	297
Sacred Heart Local	12 individuals, 1 group	96
Health and Well-being	8 individuals	93
Rooming House Plus Program	6 individuals	450
<b>Total</b>	<b>1,013 individuals, 138 groups</b>	<b>70,959</b>

They are often the first point of call for our various stakeholders and their smiles are often what people mention when they talk about the 'Mission spirit'.

We have had a number of new volunteers join Women's House over the past year to assist with our new breakfast service for clients. The regular volunteers adapted quickly to the changes and facilitated a smooth transition for our clients.

Over the past year, several schools have asked to increase their commitment with us. We are thrilled to hear what students take away from their experiences and are fortunate to have some of them return as volunteers once they finish school. Thank you to all the volunteers in the Meals Program who make the students feel so welcome and integrate them into the daily routine.

Our volunteers come to us from all walks of life, but common to all is a big heart and a desire to make a difference.

Our clients face various hardships in their past, as well as in the present, and many of our volunteers provide a safe space and sense of welcome, creating hope and light in what can sometimes feel like a dark place.

We would like to thank each and every one of our volunteers. Whether its weekly, fortnightly, monthly or ad hoc, their work is making all the difference.

*With special thanks to supporter City of Port Phillip.*

# GRANT TITMUS

## SUPPORTER PROFILE



Grant Titmus is the Executive Director at Red Agency, which is one of the largest and most awarded public relations (PR) agencies in Australia.

First established in 2002, the company was sold in 2006 to Havas Global Network (then Euro RSCG), an international company with 15,000 employees and 235 offices around the world.

In just six years, Red Agency has grown from 12 to 90 employees, and over that time has received more than 150 industry accolades. The company is currently the Mumbrella PR Agency of the Year and PR Week Asia's Agency of the Year.

Red Agency started working with SHM on a pro bono basis back in 2012, when a former fundraising manager reached out for support. Since then, it has been actively involved in some of our organisation's biggest campaigns and external facing communications including fundraising.

The incredible support Red Agency provides is invaluable to our fundraising efforts, helping us to raise vital funds for our programs and services.

"As you can imagine we do get a lot of requests to assist not-for-profit organisations and we try to help where we can," Grant says.

"We have a philosophy of wanting to give back and we have many paying clients that help us to do that.

"We chose Sacred Heart Mission because we wanted to work with a local organisation supporting the local community."

Red Agency has played a critical role in helping SHM increase its untied income. It would not be possible to deliver the breadth and quality of our client-centred programs without this income and the generosity of people like Grant and the team.

Grant, who started his career as a cadet journalist for the Launceston Examiner, has lived and worked around the globe, finally landing in Melbourne at The Age where he was chief sub editor for six years. He made the move into PR 15 years ago, joining Red Agency in 2006 and has been there ever since.

Grant is a passionate supporter of SHM. He keenly attends our events and is always willing to discuss new ideas and offer support wherever he can.

Red Agency currently provides PR services to support SHM's Dine with Heart campaign, which brings together Melbourne's hospitality industry to raise money for our Meals Program.

Over the years, Grant and his team have also provided support across a range of programs such as J2SI, as well as undertaken media training with our Executive Team.

"I think it's important that agencies like ours assist organisations such as Sacred Heart Mission," Grant says.

"We have quite a young staff and I think it sets a good example that it is not just about working for companies that pay us.

"Staff love to work with clients such as Sacred Heart Mission. They feel as though they are making a difference – even if it is in only a small way."

Grant says Red Agency will continue to provide support to SHM and hopes the company will become more involved in other initiatives such as Give a Frock in future.

# OUR SUPPORTERS

## FUNDRAISING

We raised

**\$2,028,481**

or 7.8 per cent of the organisation's total revenue last year

Thank you to everyone who gives in support of our work in the community. With your generosity and passion we can continue to provide vital programs and services for the people we work with.

The Fundraising Department delivers a range of campaigns, events and activities throughout the year, with the aim to raise money for SHM's vital services.

Two of the biggest engagement activities are our annual direct mail appeals, delivered over the Christmas and winter periods. This year, through your support and the support of the wider community, you have helped raise a combined \$463,841 for the people we work with. Thank you.

Thanks to our incredible community partners, we were again able to offer our clients a 'Gift of Choice' over the Christmas period. This campaign provided clients with gift vouchers empowering them to choose something they needed at Christmas. Thanks to Star of the Sea College, Parade College, St Columbus Primary, and Waldie Transport for their contribution.

We worked with a number of businesses and community supporters this year, raising \$107,884 through corporate and school partnerships, corporate volunteering, and donations given in memory of loved ones. We also received



a huge volume of gifts in-kind, which continue to directly support our service delivery through the Resource Room and Dining Hall.

Pro bono support is another significant component of our work. We rely heavily on the expertise and generosity provided by Norton Rose, Accenture, Canyon, Cabrini, KS environmental, Russell Kennedy, Fancy Films, Cropley Communications, Red Agency, Newmac and Chisholm and Gamon. Thank you to all.

A fantastic \$735,438 was granted directly to specific services by philanthropists, major givers, and trusts and foundations this year. This generous support provides direct program funding, such as support for Phase Two of J2SI.

Our much loved community events contributed \$434,319 to the work of SHM, supporting our vital engagement hubs.

The Light Up a Life luncheon raised funds for the Women's House, Dine with the Champions for the Kick Start program, and Heart of St Kilda Concert and Dine With Heart campaign for the Meals Program.

Last but not least, a massive thank you to the incredible volunteer committees who support our events. We are eternally grateful for their endless passion and commitment. We simply could not do it without you.



### One Heart, One Home

Since officially launching our *One Heart, One Home* campaign in March 2016, we have raised \$8,277,932 which has exceeded our ambitious target.

*One Heart, One Home* is a private campaign raising funds for Project 101, a \$27.3 million redevelopment of our buildings on the corner of Grey and Robe streets. Once complete, Project 101 will provide appropriate and specialised accommodation to 112 people (see p26 for more details).

Thank you to everyone who has supported the campaign so far. Together, you have contributed \$8 million, and our dream of an integrated campus of care in St Kilda is now a reality.

A special thanks to our tireless Campaign Patron, Paula Fox AO, Campaign Chair, Gerry Ryan OAM, and philanthropic leaders Kerry Gillespie, Derek Young AM and Carolyn Clark.

Unfortunately due to recent and unanticipated changes in the property market, our Avonsleigh Residence on Robe Street sold for less than planned, leaving us with a new funding challenge of \$900,000.

Over the next financial year the Fundraising Department will focus on closing this gap to ensure the full project is realised within the original four-year timeframe.

### Your Will today secures the future of SHM tomorrow

One of the ways you can support SHM is through a gift in your Will. This type of gift allows us to plan for the future with confidence, investing in life-changing services that address the underlying causes of deep, persistent poverty and social exclusion.

In the last financial year, we received \$281,248 from six generous gifts in Wills. Over the last 20 years, we have received over \$4.5 million, which continues to make a significant impact on vital services we deliver in the community, and on the lives of those with whom we work. Most gifts in Will are invested in SHM's Foundation (established in 2009), generating dividends and interest which is invested into our programs and services. These earnings provide a reliable income in perpetuity and enables us to continue to create positive, lasting change.



# 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 to SHM.

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. 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 are incredibly thankful to our communities for volunteering, shopping and donating with us, it is important 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 can offer much-needed support to people experiencing homelessness and disadvantage.

Keep an eye out for more events, promotions and fun activities in our op shops throughout the year, with our op shop auction now to be held in the first half of 2019. Thank you for all your continued support.

## OP SHOP SALES REACHED \$6.4 MILLION

an increase of 18.7 per cent on last year, and accounting for almost 30 per cent of our total income



The most significant increases in sales were at our

## FITZROY NORTH, SOUTH MELBOURNE + BENTLEIGH STORES

with Hawthorn and Windsor also performing strongly

In September we opened our

## 11<sup>TH</sup> OP SHOP

at 110 Commercial Road, Prahran, which has performed above expectations in its first nine months of trading

## 452 ACTIVE VOLUNTEERS ACROSS 11 LOCATIONS





## OUR SPECIAL THANKS

### Corporate Partnerships

Accenture  
 Cabrini Health  
 Catholic Development Fund  
 Hewison Private Wealth  
 National Australia Bank  
 St Kilda Football Club

### Supporting the Meals Program

Bean Alliance  
 Carman's Fine Food Pty Ltd  
 Cleavers  
 Davies Bakery  
 Dobson's Potatoes  
 FareShare  
 Foodbank  
 Junee Lamb  
 Kalis Brothers  
 Lion  
 Melbourne Markets  
 Mondalez  
 Montague Storage  
 Nuttalex The Healthy Alternative  
 Oki2Go  
 Kalis Brothers  
 Rizzo Desserts  
 SecondBite  
 Susan Day Cakes  
 The Coca-Cola Company

### Corporate and Community

2XU  
 A Cleaner World  
 Accenture  
 Asta Solutions  
 Babu Ji  
 Barbour Arnold & Cousins Lawyers  
 Canyon Brand  
 Caulfield Grammar School  
 Chisholm and Gamon Property  
 Clarke Legal  
 Fancy Films  
 Featherstone Design  
 Firefighters Charity Fund  
 Fitzrovia  
 Fulton Hogan  
 G & M Waldie Transport  
 Grill'd Windsor  
 Invocare – W.D. Rose & Joseph Allison  
 Funerals  
 Kostka Hall Mother's Association  
 KS Environmental Group

L+O Technologies Pty Ltd  
 Lander & Rogers  
 Liberty International Underwriters  
 Loganville Hostel Inc.  
 Marron Singers  
 Master Builders Association of Victoria  
 McCoppins Food & Wine  
 Melbourne Girls Grammar  
 Metropolitan Fire and Emergency Services  
 Board employees  
 Misuzi Jewellery  
 ModTech Group  
 Monash Veterinary Clinic  
 News Corp Ltd  
 Norton Rose Fulbright  
 Novotel Melbourne St Kilda  
 Palais Theatre – Live Nation Australia Venues  
 Pasta Classica  
 Red Agency  
 Resolution Property Group  
 Russell Kennedy Solicitors  
 Ryan Commercial Lawyers  
 ShineWing Australia  
 Soroptimist International of Melbourne Inc.  
 St Ali  
 St Kevin's Templestowe  
 St Kilda Venues  
 St Michael's Grammar School  
 St Paul's Primary School  
 Star of the Sea College  
 Telstra  
 The Coaching Institute  
 The Good Guys  
 The Jock Stein Celtic Supporters Club  
 The Myer Family Company  
 Trusay Pty Ltd  
 Wagstaff Abattoirs

### Government

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

### Individuals

Adrian Cropley OAM and Carlo Marcon  
 Alan and Clare Gruner  
 Alexandra Evans

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  
 David O'Brien  
 Denis and Christine McConnell  
 Denis Roche Family  
 Diana Gibson AO  
 Dominique Burgoine  
 Doug Hooley  
 Edward and Ann Miller  
 Ellen Koshland and James McCaughey  
 Fiona Mason and James Kelly  
 Fr Terry Kean  
 Helen O'Kane and Neville Cousins  
 Gail and Kevin Donovan  
 Ian and Dianne Foote  
 In memory of Arno Herpe  
 In memory of Ellen Jepsen  
 Igniting Change  
 Jan Talacko and Jane Poletti  
 Jenny Jobst  
 Jesse Gerner  
 Joan and Glen Morley and family  
 Jodie Maunder and John Higgins  
 John A Moran  
 John Bennetts and Ann Ryan  
 John F Martin  
 John and Marita McIntosh  
 Kelly and Ken Vaughan  
 Ken and Gail Roche  
 Kerry Gardner AM and Andrew Myer AM  
 Kerry Gillespie  
 Keryn and Stephen Nossal  
 Krystyna Campbell-Pretty and family  
 Lady Marigold Southey  
 Leanne Clancey  
 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  
 Matthew Tripp

Meagan Keogh  
 Mercedes and Phillip Slater  
 Michael and Sue Gudinski  
 Michelle Bennett and Louise Lovering  
 Muhammad Ovais Aziz  
 Murray and Lisa Gordon  
 Myles Neri and Katrina Nossal  
 Nicola and Alex Commins  
 Noel and Jenny Turnbull  
 P and B Scales  
 Patricia Ilhan  
 Paul Holyoake and Marg Downey  
 Paula Fox AO and Lindsay Fox AC  
 Penelope and Ian Ward-Ambler  
 Peter and Denise Murphy  
 Peter and Francene Howe  
 Peter Costello AC and Tanya Costello  
 Prue Innes  
 Redmond Family  
 Richard and Janet Grimsdale  
 Richard J Stanley QC  
 Rita Andre  
 Robert and Irene Gilbert and family  
 Robin Bishop and Jess Walpole  
 Rosie Lew  
 Roslyn and Richard Rogers Family  
 Sandra and Bill Burdett AM  
 Scott Mandragona  
 Sharon Landy  
 Steve and Kate Kloss  
 Sue Wood and Gary Edwards  
 Terri Farrell  
 The Ryan Family  
 Tony and Philippa Kelly  
 Tracey and Jason Cheeseman  
 Xin Yi Goh

### **Fundraising Event Committee Members**

#### **Dine with the Champions**

Paul Ryan (Chair)  
 Torsten Kasper  
 Jeremy De Zylva  
 Paul Higgins  
 Paul Smith  
 Shaun Richardson  
 Sheridan Jones  
 Tiffany Cherry

#### **Dine with Heart**

Adrian Cropley OAM (Chair)  
 Andrew Bond  
 Cam Smith

Gail Donovan  
 Leanne Clancey  
 Melissa Brauer  
 Red Agency  
 Sia Papageorgiou

#### **Heart of St Kilda Concert**

Brian Nankervis (Chair)  
 Brihony Dawson  
 Ken Connor  
 Larry Ponting  
 Wal Bishop OAM

#### **Women for Women**

##### *Light up a Life Lunch*

Carolyn Clark (Chair)  
 Caly Price  
 Dominique Burgoine  
 Dora Burns  
 Elissa Bowen  
 Emily Higgins  
 Josie Kelly  
 Katy Nottingham  
 Lucy Hill  
 Nicola Commins  
 Penelope Ward-Ambler  
 Sarah Conron

##### *International Women's Day Cocktail*

Kate East (Chair)  
 Georgina Bird  
 Megan Mullins  
 Paris Young

##### *Give a Frock*

D'Arne Finnis  
 Laura McLachlan

#### **Trusts and Foundations**

Aged Persons Welfare Foundation  
 Bagot Gjergja Foundation  
 Beck Family Foundation  
 Beddison Family Foundation  
 Beverley Jackson Foundation  
 Campbell Edwards Trust  
 DOG Foundation  
 Drummond Foundation  
 FareShare Foundation  
 Equity Trustees  
 Gourlay Charitable Trust  
 Greg Blizzard Memorial Fund, a  
 charitable fund account of the Lord  
 Mayor's Charitable Foundation

Grosvenor Foundation, managed by  
 Equity Trustees  
 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  
 Kamener Foundation  
 Kettle Foundation  
 Kilfera Foundation  
 Lord Mayor's Charitable Foundation  
 Lord Mayor's Charitable Foundation's  
 Youth in Philanthropy Program  
 Melbourne Racing Club Foundation  
 Milton Corporation Foundation  
 NAB & Philanthropy Australia Impact  
 Investment Readiness Grants  
 Noonan Family Foundation  
 Orcadia Foundation  
 Pepe-Gurry Foundation  
 Scanlon Foundation  
 Senator Tadeusz Kobylanski Fund, a  
 charitable fund account of the Lord  
 Mayor's Charitable Foundation  
 Senza Nome Charitable Fund, a charitable  
 fund account of the Lord Mayor's  
 Charitable Foundation  
 Sirius Foundation  
 State Trustees Australia Foundation  
 Swann Family Foundation  
 The Fox Family Foundation  
 The Gray Family Charitable Trust  
 The Loula Rodopoulos sub-fund of the  
 Victorian Women's Benevolent Trust  
 The Michael and Janet Buxton Foundation  
 The Orloff Family Charitable Trust  
 The Peter and Lyndy White Foundation  
 The Peter Isaacson Foundation  
 William Angliss (Victoria) Charitable Fund

#### **Bequests and Estates**

Estate of the Late Bettina Jean Boczar  
 Estate of the Late Brian Thomas O'Brien  
 Estate of the Late Irene Veronica Hahn  
 Estate of the Late Jim and Iva Holt  
 Estate of the Late Paula Noelle Barry  
 Estate of the Late Ronda Kaye Rigg



# OUR GOVERNANCE

## OUR GOVERNANCE STRUCTURE

### Board of Governance

SHM is an Incorporated Association, with a Board of Governance appointed to ensure we work towards achieving our purpose as a charitable organisation and meet our ethical, legal and financial obligations under the Associations Act.

Our purpose is to provide support, care and nurturing to alleviate and prevent homelessness, poverty and social isolation regardless of race, creed, sex, religion or age. SHM is classified as a registered charity and is a public benevolent institution that can receive tax deductible gifts. We use all donations received towards furthering the purposes of alleviating and preventing homelessness, poverty and social isolation.

While SHM is a legal entity separate to the Catholic Church with independent governance by a Board, through the Episcopal Vicar for Social Welfare, there are safeguards in place to ensure SHM continues its benevolent work, holding SHM's Board to account and guarding against organisational wrongdoing.

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. This group also 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.

#### 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.

#### 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.

### Chief Executive Officer (CEO)

The 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 SHM's 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 SHM's governance:

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



## OUR QUALITY AND RISK MANAGEMENT

Continuous Quality Improvement is embedded throughout the organisation with staff at all levels responsible for identifying areas for improvement and innovation. The Quality Planning and Innovation Committee meets regularly to share ideas and monitor change projects across the organisation. This includes receiving regular feedback on working groups such as the Reconciliation Action Plan (RAP) working group and the 'Heads Up' Working group, which is responsible for initiatives to promote a mentally healthy workplace.

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. In 2018, we successfully achieved re-accreditation against the Australian Aged Care Quality Agency standards, meeting all 44 expected outcomes.

At our mid-cycle review this year, it was noted that 90 per cent of items in our quality work plan had already been actioned. This demonstrates the level of work undertaken across the organisation in quality and innovation.

### Accreditation

Our service delivery is 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

SHM recognises effective risk management as an integral part of good corporate governance and is an ongoing and proactive function.

Our comprehensive risk management framework has been developed in accordance with the Victorian Government Risk Management Framework and 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.

The organisation's 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.

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

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

<b>Name</b>	SACRED HEART MISSION INC
<b>Australian Business Number</b>	62 843 874 179
<b>Endorsement date of effect</b>	1 July 2000
<b>Provision for gift deductibility</b>	Item 1 of the table in section 30-15 of the Income Tax Assessment Act 1997
<b>Item(s) in Subdivision 30-B of the Income Tax Assessment Act 1997</b>	4.1.1 public benevolent institution
<b>SHM's registration number for VIC Consumer Affairs is</b>	8178.1
<b>SHM's Annual General Meeting was held on</b>	Tuesday, 31 October 2017

### We are members of...

Catholic Social Services Australia  
Council to Homeless Persons  
Jobs Australia  
Catholic Social Services Victoria  
Victorian Council of Social Services  
Pro Bono Australia  
Fundraising Institute of Australia  
Mental Health Victoria (previously  
VICSERV – Psychiatric Disability  
Services of Victoria)  
Pathways Australia  
National Association of Charitable  
Recycling Organisations  
National Disability Services  
Leading Age Service Australia (Victoria)  
Health Legal  
Volunteering Australia  
Facility Management  
International Association of  
Business Communicators.

### Government

We acknowledge the significant funding we have received from the Australian Government, Victorian Government and the City of Port Phillip.



### Diversity

For National Reconciliation Week 2018, we held a morning tea and flag decorating event at the Women's House and Central, attended by staff, clients and Auntie Jacko, a Gunggari woman and Elder. Staff also participated in the Ngargee to Nerm Cultural trail: from Ancient Tree to Ancient Sea, led by Dean Stewart, a Wemba Wemba-Wergaia man of Victoria. SHM is grateful to Auntie Jacko for joining us in celebrating Reconciliation Week, and to Dean Stewart for sharing knowledge about the Aboriginal cultural and natural landscapes of Port Phillip and for encouraging staff to reflect on the area's heritage.

We are currently in the process of submitting an updated RAP to Reconciliation Australia for endorsement. SHM aims to launch the RAP in coming months and is thankful to the Board, Executive Group and the Aboriginal Advisory Group for their valuable input. The launch of the RAP will ensure SHM is engaging with Aboriginal community and organisations and providing culturally responsive services and inclusive spaces.

### Environmental sustainability

Our Green Team comprises staff with an interest in developing the environmental sustainability culture of the organisation and improving sustainability outcomes. We recognise 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 staff
- recognises people who are the most disadvantaged are disproportionately impacted by climate change, both here and overseas. Managing our environmental responsibilities is consistent with our 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.



# OUR ORGANISATIONAL STRUCTURE



## OUR BOARD OF GOVERNANCE



**Mark Dohrmann AM**  
Chair

Mark is a consulting professional engineer and ergonomist working in occupational and public safety, and an expert witness called in personal injury cases around Australia. Qualified in engineering and ergonomics, Mark has a wide business and professional network in commercial, legal, health, union and government sectors. He founded Solve Disability Solutions Inc, a statewide organisation working with people with disabilities requiring special equipment or modifications. Mark is also actively involved in parish life.

*Mark Dohrmann will serve as Chair until 31 July 2018. Christopher Stoltz has been appointed Chair from 1 August 2018.*



**Adrian Cropley OAM**  
Vice Chair

Adrian is the CEO and founder of Cropley Communication and the Centre for Strategic Communication Excellence: a global consultancy specialising in strategy, training and development in the areas of change communication, corporate communication, as well as executive coaching. For more than 30 years Adrian has worked in the professional communication field, across a number of sectors. Adrian is an accredited Business Communicator and a Fellow of the Royal Society for Arts, Manufactures and Commerce.



**David O'Brien**  
Treasurer

Having held senior positions in the telecommunications and banking sectors over a period of 30 years, David has extensive experience in financial, commercial, contract, risk and project management. He is currently managing an online business targeted at the home renovation market. David has a Bachelor of Business (Accounting) degree and is a Certified Practising Accountant.



**Carolyn Clark**  
Secretary

Carolyn has a Masters of Laws following her Bachelor of Laws (Hons) and Arts and has worked for nine years as a solicitor and senior associate at Mallesons Stephen Jaques. She has also worked for the Australian Securities Commission and at Telstra as corporate legal counsel and is a member of the Australian Institute of Company Directors. Carolyn is also the chairperson of SHM's Women for Women Committee, which provides financial support to the Women's House, where she regularly volunteers.



**Father John Petruilis**

Father John became parish priest in 2007 and has been a priest of the Archdiocese of Melbourne for the past 32 years. In that time, he has ministered in a variety of parishes including Sunbury, Ferntree Gully, Heidelberg, East Bentleigh and Boronia, where he was parish priest for 10 years. Over the journey of his appointments, John has been involved as a hospital chaplain and has pursued further study in spirituality.



**David Bradley**

David has held senior management roles in marketing and strategy for over 20 years at ANZ Bank, Australian Unity and CGU Insurance, and prior to that a range of senior roles with Australia Post. He started his career in information technology. He also established and managed CGU Insurance's charitable foundation. David's qualifications include a Master of Administration and a Bachelor of Science with Honours.



### John Bennetts

John is a director, founder and owner of a range of businesses across a variety of industries including biotechnology, financial services and manufacturing. He is a director and member of the Audit Committee of ASX listed McMillan Shakespeare and was a founder and director of Australian biotechnology company Cellestis Ltd, which has led the world in improving the diagnosis and treatment for tuberculosis. He is also a co-founder and director of Culture is Life, which helps address mental health issues in indigenous communities.



### Greg Evans

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



### Rosemary Southgate

Rosemary is a Law Institute of Victoria accredited specialist in property law, and a principal at Russell Kennedy Lawyers. Rosemary was named Best Lawyers' 2014 Melbourne Retirement Villages and Senior Living Law "Lawyer of the Year" and recognised in 2012 – 2018 for expertise in this sector. Rosemary is Deputy Chair and Board Member at Russell Kennedy Lawyers, and a committee member of the Property Council of Australia – Retirement Living.



### Claire Woodley

*Served until May 2018*

Claire brought 20 years of leadership experience across government and corporate Australia, having started her professional life in occupational therapy and psychology, including as Area Mental Health Service Manager for St Vincent's Health, before moving into banking a decade ago. Claire is currently the GM for the Commonwealth Bank, Business Banking in Victoria. 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.



### Marcelle Mogg

*Joined June 2018*

Marcelle has over 25 years' experience with Catholic agencies in health and community services settings, and communications. Undertaking several national senior leadership roles, Marcelle previously served as CEO Catholic Social Services Australia before joining St John of God Health Care as Group Director Mission Integration in 2016. Marcelle holds qualifications in Nursing, Theology and a MBA from Melbourne Business School.



### Derek Young AM

*Joined June 2018*

Derek is currently the Chair of the Robert Rose Foundation and the Orcadia Foundation and a member of the Major Performing Arts Panel of the Australia Council for the Arts. Derek is also an Adjunct Professor in RMIT's School of Accounting and a member of the Advisory Board of the College of Business. Derek is a Certified Practicing Accountant, Fellow of the Association of Chartered Certified Accountants (UK) and a member of the Australian Institute of Company Directors.





## OUR EXECUTIVE TEAM

### **Cathy Humphrey** Chief Executive Officer

Cathy Humphrey has been with SHM for more than 15 years. During this time, she has overseen the operations of a number of different service areas at SHM including Aged Care, Sacred Heart Central, Women's Services and the Rooming House Plus Program, in addition to taking on the CEO role in November 2011. Cathy has been working in the disability, community housing and homelessness sector for more than 23 years, and has been working in areas more specifically focused on people experiencing homelessness, in government and in various not-for-profit organisations, since 1996. Currently, Cathy sits as a director on the Board of Council to Homeless Persons – the peak body for not-for-profit organisations working with people who are experiencing homelessness in Victoria. Cathy has a Certificate IV Training and Assessment, Certificate IV Life Coaching, Associate Diploma Social Science (Welfare), and an Advanced Certificate in Residential and Community Services.

### **Cathy Branigan** General Manager, Business Services

Cathy Branigan joined SHM in March 2015 and has experience in not-for-profit, as well as wholesale, retail and construction industries. Prior to working at SHM, Cathy has worked for five years with Bayley House in Brighton, two years with Australian Red Cross in the Tsunami unit where they built 2200 houses and then 19 years with Caltex. Cathy has also been a volunteer Treasurer of the Benalla Hospital for 12 years and has a lot of experience in management and financial accounting, IT software development, as well as system and process improvements. Cathy is passionate about addressing homelessness and disadvantage, but also interested in efficient and effective back-of-office systems.

### **Leanne Lewis** General Manager, People and Strategy

Leanne Lewis managed SHM Women's Services programs for three years prior to being appointed as General Manager of the People and Strategy Division when it was introduced in 2015. Leanne 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 practiced as a Social Worker for over 20 years in a range of direct service and managerial roles before obtaining a Master of Business Administration. She has a special interest in the development and evaluation of innovative program responses to address disadvantage.

### **Catherine Harris** General Manager, Business Development

Catherine Harris has been with SHM since 2011 and has been responsible for the leadership of finance, IT, administration, property, HR, fundraising, social enterprise development and the op shops. She now leads fundraising, op shops, government funding applications, social impact investment, social enterprise and communication and advocacy. Prior to coming to SHM Catherine spent most of her 20-year career in senior management roles within the corporate sector, mainly at the Coles Group. Catherine has a Bachelor of Commerce from the University of Western Australia and post-graduate qualifications in management from Deakin University.

### **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 been working in the health and welfare sector for the past 26 years, of which his previous position was General Manager Primary Health at a Community Health Service. As well as holding paid positions, Stephen has held a number of voluntary board positions and participated in national and regional networks. Stephen has a Bachelor of Human Services from Monash University and a Master of Clinical Family Therapy from La Trobe University, The Bouverie Centre.

# OUR FINANCIAL POSITION

## MESSAGE FROM OUR TREASURER



The 2017-18 year marked another year of strong financial performance in line with our long-term financial plan.

A major area of focus this year was Project 101, a major redevelopment of our buildings between Robe and Grey streets. We broke ground in May 2017 and by the end of June 2018 we had built four floors.

Soon the roof will be installed, the building will be weather tight and fit out will commence. We spent \$5,317,771 in 2017/18 on one of the new buildings and a total of \$8,178,912 on the project as of the end of June, with a strong cash balance of \$7,589,839 to be utilised in funding its completion. We aim to have this new building ready for residents to move in by December 2018. Following this, the Alfred Place building at the rear will be renovated throughout 2019.

SHM's final operating surplus for the year of \$1,666,885 resulted from strong fundraising and op shop performance together with further Federal Government grants of \$2,800,000 and proceeds from the capital campaign of \$1,103,980. These sources of income offset the operating deficit of \$2,237,095, which was due to the planned reduction in aged care beds to accommodate the building redevelopment.

Revenue increased by 10 per cent from the previous year to \$26,129,912 with growth in income from government grants, op shop sales and fundraising including bequests. SHM achieved some growth in Homecare although not to the extent expected, and the eleventh op shop in Prahran was opened, which has performed outstandingly.

Expenses increased by 11.5 per cent from the previous year to \$24,463,027. Apart from Journey to Social Inclusion and growth in Homecare services, there were additional expenses relating to the new Prahran op shop, as well as investment in IT and other services.

Thank you once again to our generous supporters including donors, volunteers, pro bono service providers and op shop customers. Combined with continued Federal, State and Local Government funding, your ongoing support is essential to our ability to support the most vulnerable people in our community.

**David O'Brien**  
Treasurer

## FINANCIAL SUMMARIES

### Statement of profit or loss for the year ending 30 June 2018

	Consolidated 2018 \$	2017 \$
<b>Total revenue</b>	<b>26,129,912</b>	<b>23,591,760</b>
<b>Expenses</b>		
Staff costs	(18,302,188)	(16,184,082)
Operating expenses	(1,622,195)	(1,542,939)
Occupancy and rent expense	(2,494,302)	(1,981,465)
Depreciation and amortisation expense	(667,460)	(592,574)
Repairs and maintenance expense	(348,936)	(305,530)
Office expense	(662,483)	(620,466)
Motor vehicle expenses	(305,523)	(236,017)
Profit/(loss) on sale of asset	18,394	(1,147)
Gain from bargain purchase	-	-
Other sundry expenses	(78,334)	(167,263)
<b>Operating surplus for the year</b>	<b>1,666,885</b>	<b>1,960,277</b>
Fair value (loss)/gain on revaluation of financial assets	-	-
<b>Other comprehensive income for the year</b>	<b>(69,754)</b>	<b>166,303</b>
<b>Total comprehensive income for the year</b>	<b>(69,754)</b>	<b>166,303</b>
<b>Total surplus attributable to the group</b>	<b>1,597,131</b>	<b>2,126,580</b>

### Statement of financial position as at 30 June 2018

	Consolidated 2018 \$	Consolidated 2017 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	7,589,839	8,627,956
Trade and other receivables	119,957	120,703
<b>Other current assets</b>	<b>687,361</b>	<b>504,427</b>
<b>Total current assets</b>	<b>8,397,157</b>	<b>9,253,086</b>
<b>Non-current assets</b>		
Financial assets	2,191,976	2,024,353
Property, plant and equipment	15,594,876	10,359,218
Intangible assets	2,299,241	2,169,482
<b>Total non-current assets</b>	<b>20,086,093</b>	<b>14,553,053</b>
<b>Total assets</b>	<b>28,483,250</b>	<b>23,806,139</b>

### Liabilities

<b>Current liabilities</b>		
Trade and other payables	2,280,126	1,296,795
Finance lease	45,702	45,701
Provisions	1,642,255	1,495,408
Other liabilities	4,191,488	2,050,819
<b>Total current liabilities</b>	<b>8,159,571</b>	<b>4,888,723</b>
<b>Non-current liabilities</b>		
Finance lease	77,316	178,271
Provisions	280,788	370,701
<b>Total non-current liabilities</b>	<b>358,104</b>	<b>548,972</b>
<b>Total liabilities</b>	<b>8,517,675</b>	<b>5,437,695</b>
<b>Net assets</b>	<b>19,965,575</b>	<b>18,368,444</b>

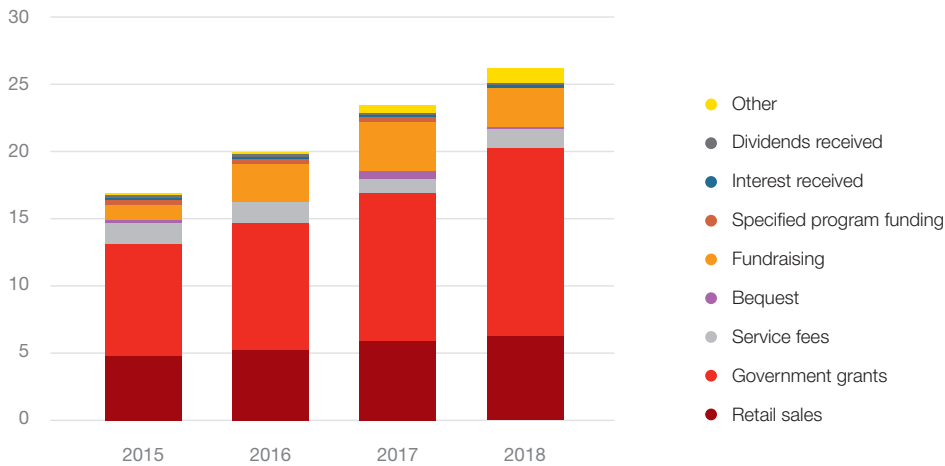
### Equity

Capital works reserve	11,862,573	11,862,573
Financial reserves	199,683	269,436
Share capital	1,000,010	1,000,010
Retained surplus	6,903,309	5,236,425
<b>Total equity</b>	<b>19,965,575</b>	<b>18,368,444</b>

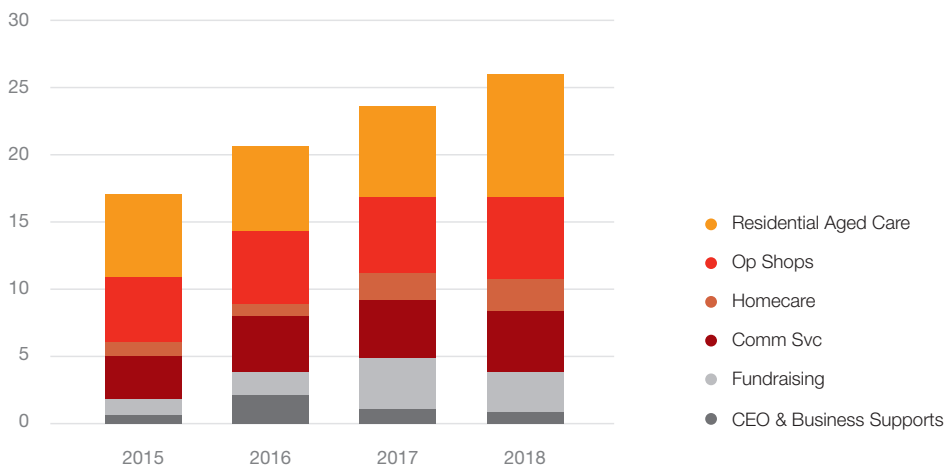


	Consolidated 2018 \$	Consolidated 2017 \$
<b>Cash flows from operating activities</b>		
Operating grants received	15,768,008	11,467,318
Receipts from other operating activities	12,227,072	11,211,588
Payments to suppliers	(23,576,008)	(19,005,759)
Dividends received	156,161	124,527
Interest received	175,901	204,167
Net cash generated from operating activities	4,751,134	4,001,841
<b>Cash flows from investing activities</b>		
Purchase of available-for-sale financial assets	(304,066)	(734,797)
Sale of available-for-sale financial assets	85,082	0
Purchases of property, plant and equipment	(5,844,964)	(2,639,018)
Purchases of intangible assets	(190,119)	(91,092)
Deposits for rental bonds	(67,580)	0
Proceeds from sale of non-current assets	0	1,147
Net cash provided by/(used in) investing activities	(6,321,647)	(3,463,760)
<b>Cash flows from financial activities</b>		
Drawdowns and refunds of accommodation bonds	532,396	(4,474)
Net cash used in financing activities	532,396	4,474
Net increase/(decrease) in cash and cash equivalents	(1,038,117)	533,607
Cash and cash equivalents at beginning of financial year	8,627,956	8,094,349
Cash and cash equivalents at end of financial year	7,589,839	8,627,956

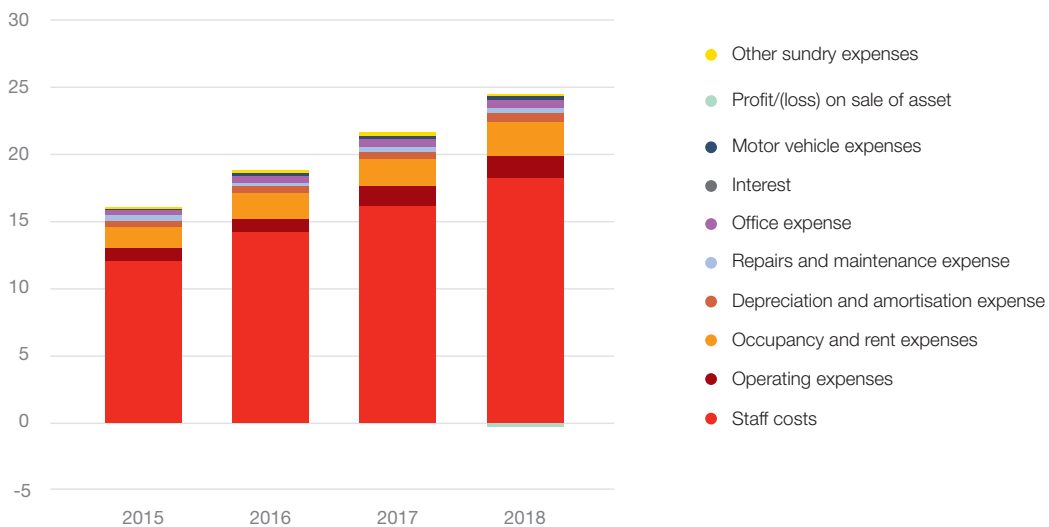
## REVENUE STREAMS



## TOTAL REVENUE BY SERVICE



## EXPENDITURE BY SOURCE



# 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 9537 0042 or 03 9536 8471  
(corporate volunteering)

**Op shop collection service**  
(03) 9537 1166

**Fundraising**  
1800 443 278

## Online

 [sacredheartmission.org](http://sacredheartmission.org)

 Sacred Heart Mission

 @sacredheartmission

 @ScdHrtMission

 Sacred Heart Mission

**Design:** Studio Binocular  
**Photography:** Mark Munro

## Op shops

### Bentleigh

(03) 9557 0895  
271 Centre Road, Bentleigh

### Cheltenham

(03) 9583 1151  
261 Charman Road, Cheltenham

### East St Kilda

(03) 9527 5778  
415 Inkerman Street, East St Kilda

### Elsternwick

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

### Fitzroy

(03) 9417 6624  
433 Brunswick Street, Fitzroy

### Hawthorn

(03) 9819 9593  
86 Riversdale Road

### North Fitzroy

(03) 9489 3713  
806 Nicholson Street, North Fitzroy

### Prahran

(03) 8658 1699  
110 Commercial Road, Prahran

### South Melbourne

(03) 9690 3392  
365 Clarendon Street, South Melbourne

### St Kilda

(03) 8658 1697  
87a Grey Street, St Kilda

### Windsor

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





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