

Annual Report

2018-2019





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Acknowledgement of Traditional Owners

Sacred Heart Mission acknowledges the people of the Kulin Nations 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.

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

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.

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.

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 might have a range of complex needs.

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.

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



EXPERIENCING HOMELESSNESS

HOMELESSNESS MAY BE CAUSED BY A RANGE OF FACTORS, THE MOST FREQUENT BEING A SHORTAGE OF AFFORDABLE HOUSING, POVERTY, MENTAL ILL HEALTH AND FAMILY VIOLENCE.

People experiencing long-term homelessness are often isolated and may have little contact with family. Our research indicates trauma often plays a significant role, with people having experienced abuse as children and often exposed to further traumatic events while homeless.

Homelessness is a complex social issue. It can include people sleeping on the streets, living in improvised dwellings, tents, sleeping in cars, residing in temporary or crisis accommodation, living in boarding houses or severely overcrowded dwellings, or couch-surfing.

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

We believe that with the right mix of affordable housing and support we can assist people to resolve homelessness and participate more fully in community life.



OUR VISION AND MISSION

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 ACHIEVE THIS BY



OUR VALUES



CHALLENGE

We challenge the unjust social and economic structures that cause disadvantage, social exclusion and homelessness.



COMMUNITY

We enable people to feel supported by and connected to the broader community.



WELCOME

We welcome and actively engage people in order to build relationships based on respect and trust.



INNOVATION

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



ACCOUNTABILITY

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

OUR WELCOME

WELCOME FROM THE CHAIR

I have had the privilege of serving as SHM Chairman since August 2018, and since then it has been an honour to witness the growth and success of this well-recognised, innovative organisation known for effectively helping thousands of people experiencing homelessness.

As we reflect on 2018-2019, it is clear we have taken impressive steps towards our 10-year strategic plan and I am pleased to present my first report on behalf of the Board. This is a testament to the perseverance of our committed employees, Board members and the external support from our wider community.

The first phase of our most transformational building project in SHM history, known as Project 101, was completed. Well done to the Executive team and Board members who had the foresight and confidence to take on this challenge. The feedback from the residents as they settle into their new home has been positive, a reminder of the importance of our work and how it can directly improve people's lives - this is just the beginning. Our One Heart, One Home Giving Day, raised an incredible \$1.1 million for Project 101. Thank you to all of you. This would not have been possible without the generosity of the community. I would also like to thank the Catholic Development Fund who played a significant role in financing the project.

Our Journey to Social Inclusion (J2SI) program, which research is proving the cycle of chronic homelessness can be broken for people, continues to go from strength to strength.

Throughout the year we have undertaken steps to make the J2SI program and its financial model available to other homelessness service providers across Australia. To take J2SI to scale we established the J2SI Evaluation and Learning Centre and documented our new and innovative Social Impact Investment model with the support of the National Australia Bank and the Victorian Government.

We opened our 12th op shop in Preston in September 2018. Our op shops are critical to enabling us to do what we do, raising a significant proportion of our funds and increasing awareness of our work in the community. Recently, I was fortunate to meet many of our valued op shop staff and volunteers and thank them personally for their contribution.

It's been another year full of SHM events, which are a vital source of funding for our programs. Our annual Heart of St Kilda Concert was another community hit in October 2018, as was our Dine with Champions event in February 2019, the Dine with Heart campaign in May 2019 and the Women for Women and op shop events throughout the year, such as 'Give A Frock' in August 2018. We are grateful to the attendees, performers, ambassadors and organisers that make these events possible.

I congratulate our CEO Cathy Humphrey, and her management team and our staff, for their extraordinary work and leadership this year. I encourage you to read our annual report and recognise the progress SHM has made thanks to the outstanding efforts of each and every one across every team.

I thank my fellow Board members for their generous guidance and direction. I farewell on their behalf Adrian Cropley OAM and thank him for his years of contribution, including for Dine with Heart and the Our Story strategy. Special thanks to John Bennetts who has steered the redevelopment program, and Carolyn Clark OAM who dedicates her time to the Women's House and chairs the Women for Women Committee.

It has been an absolute privilege to serve as Chair this year. SHM has a strong Board and excellent management and leadership. I'm confident SHM will continue to make impressive headway towards its 10-year strategic plan and overcome any challenges it faces in the process.

Chris Stoltz
Chair



OUR WELCOME

WELCOME FROM THE CEO

From the day our doors opened in 1982, SHM has held a unique place in the hearts of Melburnians. And 37 years later, our work goes from strength to strength.

Year on year, we have made great strides to create better communities and welcome people in the spirit of social justice. This year alone, we have achieved many milestones and faced challenges, remaining as committed as ever to our vision and mission. We have grown as an organisation, in both size and impact, to deliver innovative and responsive programs.

"AT THE CENTRE OF THIS SUCCESS IS OUR FOCUS ON PROVIDING EXCEPTIONAL EVIDENCE-INFORMED SERVICES. WE ARE DEDICATED TO MEASURING THE IMPACT OF OUR WORK SO WE CAN CONTINUE TO EFFECTIVELY CHALLENGE THE DEEP, PERSISTENT DISADVANTAGE AND SOCIAL EXCLUSION EXPERIENCED BY OUR CLIENTS."

SHM is leading the sector in evaluation and measuring impact. We have spent the past five years developing an outcomes measurement tool to collect evidence of the work we do towards achieving our five service model outcomes; sustained housing, health and well-being, independence, and social and economic participation. Measuring our impact across these five areas enables us to track the progress clients make towards their personal goals and ensures we can demonstrate the effectiveness of our services. We are building evidence to ensure we continue to deliver high-quality, trauma-informed and responsive services.

To meet the rise in people sleeping rough and the historical lack of safe and affordable housing in our community, we officially launched our collaborative GreenLight Supportive Housing Program in February 2019. The program supports people to sustain long-term housing, enhance their social connection and exit homelessness permanently.

Our proven J2SI program was expanded in August 2018 through a unique Social Impact Investment (SII) that uses a combination of funding and financing from government, philanthropy and low-cost debt from the Catholic Development Fund; an Australian-first transaction. The first intake of clients commenced in August 2018, and already 95 per cent of clients have been housed. The second cohort of the SII commenced services in August 2019.

J2SI Phase Two concluded in June 2019, with 86 per cent of people still in their housing after three years of intensive support.

We continued to work towards our vision to end chronic homelessness nationally by making the J2SI program available through licencing to other organisations across Australia, and officially established the J2SI Evaluation and Learning Centre this year.

Our major redevelopment known as Project 101 on Grey Street marked its first major milestone in January 2019 when the first 29 residents moved into Sacred Heart Community. This incredible occasion represented more than four years of planning and capital raising with philanthropy, government, donors, supporters and the Catholic Development Fund all playing a part. The remaining residents will move into their new home, when the final stages of the new building are finished. When complete, the Project 101 redevelopment will provide 97 places for our ageing community to call home, as well as a 14-independent living units, an upgrade to our Hands on Health Clinic, a renovation and extension of the Women's House, and an administration building to support our operations.

It's been another impressive year, one that continues to deliver transformational change in people's lives. Collectively the Board, staff and volunteers have all tackled the challenges and celebrated its success, and remain committed to delivering our 10-year strategy.

I would like to take this opportunity to thank Catherine Harris, a member of our Executive team, for her tremendous contribution to the Mission. Catherine has served SHM as General Manager of both Business Services and Business Development over the past eight years. She has led many of our significant strategic endeavours that have been instrumental to our success. Catherine's passion, expertise, leadership and dedication will be missed, but certainly not forgotten. We wish her well in her new role with Save the Children.

Everything SHM has achieved this year has only been made possible with the support and kindness of the community. Your continued support is central to us making a difference in people's lives.

To the people who are regular givers and those who supported our appeals, I thank you. To the many corporate organisations, foundations and individuals who invested significantly in our mission, I thank you. To the government representatives who

have been willing to fund and explore innovative ways to address homelessness, I thank you. To the committees that support our fundraising activities and events, I thank you. To the ambassadors and contributors to our Giving Day, I thank you for your wonderful gift to our community.

Together, we are making a difference.

Cathy Humphrey
Chief Executive Officer (CEO)

OUR WELCOME

MESSAGE FROM FATHER JOHN

Our parish community has continued to provide care and guidance alongside SHM over the past year, supporting a broad range of programs, services and people. SHM, which emerged from the parish, continues to grow and evolve. Created by the intertwining of multi-coloured threads, a tapestry is a wonderful visual allegory of how our parish community intertwines and grows alongside SHM as it expands.

It has been another year of strengthening our parish work to offer nurturing support to our clients. We continue to open our hearts to the people in our community who need a warm welcome, support and a sense of belonging.

This last year we welcomed our new Pastoral Care Worker Belle Hann to SHM. Belle joins myself and Carmel Treacy in our Pastoral Care work, which gives us the opportunity to deepen and extend our response to the people in our community.

This has been aided by the wonderful support of our Parish Pastoral Associate, Christine Mitchell and our Parish Administrator, Jane Hearn. I give my deep gratitude and thanks to the team for all their heartfelt 'gifts of care' they shared so generously over the past year. We are fortunate to have a team that works so well together to integrate the life of the parish and SHM.

Whether it be the weekly visits by our parishioners at our Tuesday masses, or our healing masses with residents and the lunches that follow, whenever the SHM community gets together we have a good time and support each other. In the midst of whatever challenges the day may throw at us, gathering together opens our hearts with goodwill and makes us feel at home with one another.

With the imaginative and dynamic leadership of our Principal Daniella Maddalena and her staff, our children are more connected and engaged to SHM's cause and services than ever. The children are our future and they have an awareness and empathy for the reality of people experiencing homelessness in our community, and the need for people to come together to support this.

I give thanks for the presence of our CEO Cathy Humphrey who contributes to our monthly parish leadership and development meetings. Thank you to Board Chairman, Chris Stoltz for his support and encouragement as we continue to work in partnership together to address the issues SHM responds to every day.

To the SHM's Executive team, staff and volunteers, I offer my heartfelt admiration for the way you work together for the cause. The bonds between us are strong; they are the fabric of our accountability for the cause.

"TOGETHER, WE CHALLENGE THE UNJUST SOCIAL AND ECONOMIC STRUCTURES THAT CAUSE DISADVANTAGE, SOCIAL EXCLUSION, AND HOMELESSNESS. TOGETHER, OUR HEARTS ARE MOVED BY THE NEEDS OF THOSE WHO COME TO SHM AND THE PARISH."

Our work, whether as volunteers or paid workers, allows us to walk alongside people as they recover. This is our ongoing challenge, to which we are so grateful to be called upon together.

Father John Petrulis
Parish Priest



2019 AT A GLANCE



1,541

people engaged in individualised planned support services last year*



749

of these clients have a diagnosed mental health issue

46%

identify as female

54%

identify as male



years is the average age range for our clients

1,277

referrals** made to other services by Sacred Heart Central



7,012

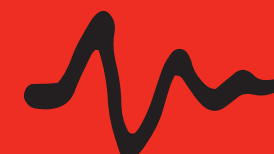
presentations at the Women's House



individualised planned support responses provided

2,937

visits to our Resource Room



3,195

appointments provided at our Hands on Health Clinic



394

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



284

people received emotional and spiritual support through our Pastoral Care program



95

women provided with crisis accommodation and case management at Homefront



36

women supported in safe, secure and appropriate accommodation at Bethlehem Community



86%

of J2SI Phase Two clients permanently housed and 20 per cent are in paid employment as of June 2019



95%

of J2SI Phase Three clients permanently housed



238

people provided with 540 free consultations at our GP Service



20%

identify as Culturally and Linguistically Diverse



125, 929

meals were served during the year for clients



67%

are living with a disability



10%

identify as Aboriginal and/or Torres Strait Islander

* 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, the Women's House, GreenLight and Sacred Heart Central. Some people presented across multiple programs. This figure does not include all people accessing our Meals Program.

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

STEVEN'S STORY

CLIENT PROFILE

After spending much of his adult life sleeping rough in St Kilda and accessing various SHM services, Steven is one of the new residents living at our new building on 101 Grey Street.

"I'm proud to be alive; I've survived because Sacred Heart Mission hasn't given up on me," Steven says.

The new resident bedrooms are spread across four floors. Each level includes common areas with an open lounge, dining area and kitchen - built facing Grey Street to allow residents to enjoy a lovely view of St Kilda.

Steven enjoys wandering around his new home and watching the hive of activity outside which makes him feel connected with the community; a community he feels a strong sense of support from and which he belongs.

I love my new home; I have friends here and I love the views of the beach and the fresh air outside.

The first group of residents moved into the new building in February 2019, which marked the first major milestone of many as we progress with Project 101. The new Sacred Heart Community, when fully completed in early 2020, will bring together high-quality services and accommodation for 97 residents under one roof.

Sacred Heart Community supports people as they age within their local community, provides accommodation, health and support services to people who have experienced chronic disadvantage and homelessness.

This includes a combination of expert professional support, trauma-informed practices, emotional and pastoral care within a stable, supportive environment.

"In my previous accommodation I had no friends, I felt isolated. Now I have friends, a community - and I still have my own space for when I want alone time."

"I WAS LOST WITHOUT THIS HOME – THE MISSION HAS GIVEN ME FAITH, WHEN I HAD NOTHING, IT'S GIVEN ME A PLACE TO LIVE."

Steven says his life has been challenging from the very beginning. Born into a psychiatric unit where both his parents were patients, he spent his early life in foster care and in and out of the tertiary service system.

As soon as Steven turned 18 in the early 1980s, he left the children's home he was staying at and lived on St Kilda's streets.

Without a support network and living with undiagnosed mental health issues, Steven continued to sleep rough for eight years.

While this was a traumatic period for Steven, he says he looks back at this time fondly because it was a time when he regularly attended SHM's Dining Hall for meals and chats with our founders and pioneering volunteers. Steven enjoyed building a friendship with Lola Barns who was one of SHM's earliest long-term volunteers.

Reflecting on these experiences which he refers to as the 'good old days', Steven believes SHM's welcoming environment and unconditional support is what has kept him alive.

"He is a valued member of our family," Sacred Heart Community Manager, Margaret Thorpe says.

"Steven's story is one of strength and resilience."

Support at Sacred Heart Community differs from many aged care services, mainly because we support people from a younger age. Almost 40 per cent of residents are under 64 years of age, such as Steven, and almost 75 per cent are under 74 on admission.

"I BELONG HERE"

Many residents have lost contact with family and friends and it is therefore essential a relationship is fostered between residents and the team of staff, to ensure the residents are supported and engaged, and find their place within their new home.

Steven's sense of belonging has been enhanced through the lifestyle program at Sacred Heart Community, which encourages residents to maintain their independence

through activities such as having a coffee at nearby cafes, taking walks, excursions and bus outings.

Steven says he still visits the Dining Hall on occasion for lunch and hopes to make more friends - even possibly find a romantic partner soon.

And for the first time, he is looking forward to the future.

OUR SERVICE MODEL FRAMEWORK

AT SHM, WE WELCOME AND ACCEPT PEOPLE AS THEY ARE. WE RECOGNISE THAT EVERYONE'S JOURNEY IS UNIQUE AND WE WORK TO PROVIDE PEOPLE WITH SUPPORT THAT IS EFFECTIVE AND CAREFULLY TAILORED TO THEIR INDIVIDUAL NEEDS.

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

We work with people who are experiencing a range of complex issues such as homelessness, chronic health conditions, mental illness, long-term unemployment, social exclusion, substance misuse, and trauma.

Our service model offers an integrated and trauma-informed response aimed at addressing the underlying causes of deep, persistent disadvantage and social exclusion.

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.

MISSION

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

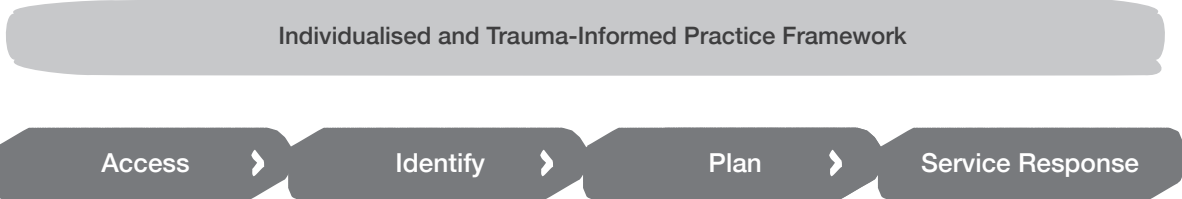
SERVICE USERS

Our work assists people who are experiencing a range of complex issues, such as homelessness, chronic health conditions, mental illness, long term unemployment, social isolation, substance abuse, and trauma.

VALUES

- Welcome
- Community
- Challenge
- Accountability
- Innovation

APPROACH



SERVICE TYPES

- Engagement Hub
- Individualised Planned Support
- On-going Support
- Service Partnerships

SERVICE OUTCOMES

- Sustained Housing
- Health and Well-being
- Independence
- Social Participation
- Economic Participation

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, it acts as an entry point into the wider range of services we offer.

The Women's House

A safe and welcoming space for women seeking support for a range of issues, which also provides breakfast and lunch on weekdays.

Resource Room

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

INDIVIDUALISED PLANNED SUPPORT

Case Management at Sacred Heart Central

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

St Kilda Intensive Outreach Team (SKIOT)

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

Go Well Doctor Service

Our Go Well Doctor Service provides people with access to a doctor, a registered nurse and the wider health services system, in a setting that works with people's complex needs.

Hands on Health Clinic

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

Kick-Start - Well-being and Activities

Provides intensive support to assist people to develop healthier lives, connectedness, 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.

Homefront

A state-wide crisis accommodation service for women aged over 25, providing a safe and supportive environment for women with diverse and complex needs.

Case Management at the 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.

Women, Housing and Complex Needs Program

Provides intensive case management for women experiencing homelessness and other issues associated with long-term and complex needs.

Outlandish

This program offered women social and economic development opportunities through eco-volunteering (The Outlandish Program ceased operation from June 28, 2019).

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 gaining independence. This phase concluded in June 2019.

J2SI, Phase Three

In August 2018, SHM commenced delivery of J2SI Phase Three to 180 people (60 per year for three years), and in August 2019 the second cohort of 60 people began to receive services.

GreenLight Supportive Housing Program

GreenLight provides assertive outreach and supportive housing services across the cities of Melbourne, Yarra and Port Phillip, through a partnership provided by SHM, VincentCare and The Salvation Army. The program supports people who have experienced chronic homelessness to sustain their housing.

ONGOING SUPPORT AND ACCOMMODATION

Sacred Heart Community

Provides clinical care, support services and accommodation to older people who have histories of homelessness and disadvantage in two St Kilda residential facilities, which will be combined under one roof once Project 101 is completed in early 2020.

Rooming House Plus Program (RHPP)

In partnership with Community Housing Limited, RHPP provides stable, long-term accommodation for 67 people in self-contained apartments with on site support provided by SHM to sustain their housing. The recent partnership with the Alfred Hospital through the Early Intervention Psychosocial Support initiative, is also delivering enhanced capacity and support, with two workers based at RHPP providing support to people living with psychosocial disabilities with a focus on people living in unstable accommodation such as rooming houses.

Bethlehem Community

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

Sacred Heart Local

Assists people to live independently in their homes and access their local communities. Help is provided with case management, cleaning, shopping, personal care, transport to appointments, welfare checks, meals, and connecting to the broader community.



OUR ACHIEVEMENTS OVER THE LAST YEAR

THE LAST FINANCIAL YEAR MARKED THE FIFTH YEAR IN OUR 10-YEAR STRATEGIC PLAN, WHICH CONTAINS NINE KEY PLATFORMS THAT GUIDE THE ORGANISATION'S ENDEAVOURS NOW AND INTO THE FUTURE.

We remain dedicated to measuring and reporting the impact of our work so we can continue to develop evidence to effectively challenge the deep, persistent disadvantage and social exclusion experienced by our clients. 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 2018-2019 we accomplished a great deal, with 74 per cent of our targeted activities in the 10-year plan achieved so far.

Over the next few pages, we highlight some of these achievements from across the organisation in the past financial year, delivered by dedicated and hard-working staff who embody our vision, mission and values...

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.



SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will be a viable and sustainable organisation.



IMPROVE OUR PLACES, GROW OUR SPACES

We will ensure staff and volunteers operate from fit for purpose facilities that adopt green building design and practices.



SHARE OUR STORY, INSPIRE SUPPORT

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



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.



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.



ENGAGE COMMUNITY, BUILD COLLABORATION

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

MEASURES OF SUCCESS

Our impact is measured and reported, we know what happens to clients, carers and families as a result of our services and the difference we make. We are accountable for our social value and to measure our social return on investment.

WE IMPLEMENTED OUR NEW OUTCOMES MEASUREMENT TOOL



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.

SHM has spent the past five years developing and testing a tool that can capture, analyse and report on outcomes at an individual, program and organisational level so we can measure the difference our services make to the lives of those who access them.

The SHM service model works towards five interrelated outcome areas, housing; health and well-being; independence; social and economic participation.

The outcomes measurement tool, known as TICSPOT (Trauma Informed Client Support and Planning Outcomes Tool), allows clients to set goals, see their progress, and determine what they want to focus on in order to participate more fully in community life.

People and Strategy, General Manager, Leanne Lewis says the roll out of TICSPOT, which has been made possible thanks to pro-bono support from Accenture, supports SHM to continuously monitor and review its programs and services so they are responsive, evidenced informed and importantly responding to client needs.

"It was vital for SHM to have a custom-built tool for gathering data to review and increase our impact for clients," Leanne says.

"The new tool supports the delivery of SHM's service model down to a practice level and guides how we undertake our case management across the entire organisation.

"Most importantly, outcomes data provides evidence that helps us to improve the quality of our services to better assist our clients."

All programs across SHM use TICSPOT and case managers use the tool to engage and support clients in setting and achieving their personal goals within the five outcome areas.

"We have received positive feedback from clients, who have used TICSPOT, because it supports people to reflect on changes in their lives since working with us and to identify what they want to focus on next," Leanne says.

Beyond the benefits it has for clients, TICSPOT allows SHM to build evidence on the effectiveness of our services and what contributes towards the delivery of quality, trauma-informed services.

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

"THE ULTIMATE GOAL IS TO SUPPORT CLIENTS TO PARTICIPATE MORE FULLY IN COMMUNITY LIFE."

"This tool helps us understand their story, which puts us in a better place to provide tailored and responsive services to meet their needs.

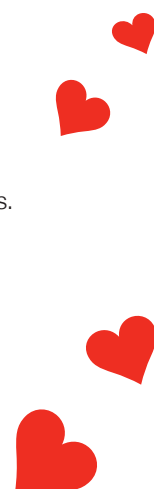
"TICSPOT is also used to pinpoint areas for continuous quality improvement, which informs our service design and case management practice."

In June 2019 the SHM Client Outcomes Survey was tested, validated and endorsed by Professor Paul Flatau from the Centre for Social Impact at the University of Western Australia.

Leanne says this validation recognises that we are at the forefront of outcomes measurement innovation and have valuable learnings to share with the sector.

"There is currently no outcome measurement response in the sector like TICSPOT," Leanne says.

"Although conversations about measuring outcomes started in the sector as far back as 2015, it is still at the beginnings of development and we are very much ahead of the game, influencing the government and organisations as we learn."



WHAT'S NEXT?

SHM is committed to refining its process and sharing learnings with the sector. SHM is currently participating in a sector working group, led by the Council to Homeless Persons, to influence the design and implementation of outcome measurement frameworks for the sector and state government.

We are continuing to improve TICSPOT and have undertaken a major review, with over 1000 surveys from staff and clients completed. Based on feedback from a range of stakeholders, including our internal Think Tank group, SHM is now working with Accenture to refine TICSPOT.

Leanne says this collaborative review has not only helped redesign TICSPOT, it has identified the support structures needed to assist staff as they change their practice.

"OUR GOAL IS FOR OUTCOMES-BASED CASE MANAGEMENT TO BECOME STANDARD PRACTICE ACROSS THE MISSION," LEANNE SAYS.

"We recognise it is an ongoing learning and developmental process. The redesign will improve the way we implement outcomes into our case management practice, which will have a direct benefit to our clients in the long term."



SUPPORTIVE HOUSING PROGRAM GETS THE GREENLIGHT



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.

Led by SHM, the collaborative GreenLight Supportive Housing Program was launched in February 2019 after a significant \$4.5 million investment from the Victorian State Government.

Bringing together decades of experience in the field, the new program is delivered through a partnership with SHM, VincentCare and the The Salvation Army, to provide assertive outreach and supportive housing services to 684 people across the inner Melbourne area over a two-year period.

Building on the work undertaken by SHM's St Kilda Intensive Outreach Team, which helps people access pathways out of rough sleeping, the new GreenLight team supports people to settle into their new home and stay housed.

GreenLight Program and Partnership Manager, Annie Lynch, says through a multidisciplinary team of case managers, mental health clinicians and peer support settlement workers, the teams work to address the unique experience of homelessness and individual health and well-being factors that may impact on people staying housed.

"Based on our research and experience, we know when people transition from homelessness to housing, it's life changing and results in people needing significant support to manage this transition," Annie says.

"That's why GreenLight uses 'housing first' and 'sustaining tenancies' principles, which means we work with people to stay housed by helping them to identify and develop any skills they may need to live comfortably in their home and provide the support needed to maintain their tenancy.

"This new approach plugs a service gap in the homelessness service system because it provides flexible support for up to two years, tailored for each person at the point of housing allocation, which is the stage when funding for homelessness responses ends.

"This means depending on people's circumstances, we over time increase or decrease support to ensure we keep people from falling back into a cycle of homelessness."

This new collaborative partnership includes three place-based sub-teams, each with a Team Leader, Supportive Housing Workers and two program-wide Mental Health Clinicians. This team structure is complemented by three Peer Settlement Support Workers, who work alongside the clients as they connect with their new community.

"They are more relatable and can prove from their own lives that it is possible to exit homelessness," Annie says.

"PEER SETTLEMENT SUPPORT WORKERS OFFER INVALUABLE SUPPORT TO OUR CLIENTS BECAUSE THEY HAVE HAD LIVED-EXPERIENCE WITH HOMELESSNESS."

Funded through the Victorian State Government's 2018 Homelessness and Rough Sleeping Action Plan, GreenLight also works with assertive outreach and rough sleeper initiatives, specialist homelessness services, and key housing providers in the cities of Melbourne, Yarra, and Port Phillip to create a streamlined pathway to support for clients once they have a long-term housing offer.

"BY COLLABORATING WITH PARTNER AGENCIES AND FACILITATING RELATIONSHIPS WITH THEM AND THEIR CLIENTS, WE ARE ABLE TO ENSURE WE CAN PROVIDE 'WRAPAROUND' SUPPORTS THAT KEEP PEOPLE OUT OF HOMELESSNESS," ANNIE SAYS.

"This means people are well supported to address barriers to maintaining housing and to improve their overall health and well-being.

"One of our clients plans on attending university next year, which is amazing."



WHAT'S NEXT?

To evaluate and improve the service model, the GreenLight team is undertaking Action Research, facilitated by an external consultant. Key themes will be explored over the next four to five months, with the findings examined to understand what is needed to enhance the service model or practice.



ATTRACTING THE RIGHT PEOPLE, RECOGNISING TALENT AND SKILLS



DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE.

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

NEW SOFTWARE HELPS DEVELOP OUR PEOPLE AS WE GROW

As SHM expands as an organisation to deliver innovative and responsive programs, our staff numbers are increasing to deliver more impact.

Since early 2019, the People and Culture team created more than 200 employment contracts or variations, and advertised twice as many vacancies compared to the previous year.

To develop our capacity to attract the right talent, SHM introduced a new system which improves the recruitment process by storing all job applications online so they can be easily viewed, tracked and responded to.

People and Culture Manager, Suzanne Eagle, says as SHM continues to grow in size and reach, it is critical to get the right teams in place for our current and new programs' success.

"Attracting the right talent is crucial; our people make up the heart of SHM," Suzanne says.

"To continue to attract the best workers in the sector, it is imperative we have cutting-edge recruitment systems that give new staff a seamless, professional experience with us."

The Talent Engagement and Management System (TEMS) improves correspondence for recruiting managers by pre-populating communication and automatically saving electronic records all in one place, as opposed to staff manually populating paperwork and scanning records.

"Historically, recruiting new staff at SHM has been time consuming because of the paperwork involved," Suzanne says.

"Managing a recruitment process is a big task, particularly if you're hiring for multiple positions, such as when managers have been hiring for new J2SI teams.

"TEMS helps manage this process for recruiting managers, which means they can maintain their caseload simultaneously.

"Having everything streamlined via an online process means we can view applications all in one place, potentially shorten the recruitment process and ultimately find the perfect new team member."

WHAT'S NEXT?

The next phase of TEMS involves implementing an onboarding tool onto the system, which will digitize employment contracts and new staff files.

"We are an ambitious organisation with many moving parts, and we have a diverse employee base, so the awards are a great opportunity to bring everyone together to celebrate how we each work toward our common cause."

Staff members are given the opportunity to shine a light on the great work taking place across SHM by nominating another staff member across four categories: Customer Service; Client Service; Innovation; and Citizenship.

Nominations for the Big Heart Awards are examined by a committee which includes, SHM Board members, the CEO Cathy Humphrey, and staff from People and Strategy.

Finalists are selected from three rounds of nominations over the year, with all finalists celebrated at the end of year all-staff meeting.

♥ BIG HEART AWARDS

Suzanne says the Big Heart Awards have been refined to increase recognition of the diversity of contributions staff make across SHM.

"Our staff contribute to SHM and its 10-year strategy in many different, yet equal ways," Suzanne says.

"We revamped the Big Hearts Awards to showcase the different roles across SHM by including four categories, and the various ways staff go above and beyond as they work toward our vision and mission.

"The awards recognize the ways individuals contribute to their teams and gives staff the chance to acknowledge the hard work of their peers.



WORKFORCE TRAINING AND DEVELOPMENT

The Workforce Development team provided 130 training events to more than 350 staff and volunteers over the last financial year.

Training highlights included:

- A two-day workshop delivered by the Cultural Competency Group, with a focus on supporting Aboriginal and Torres Strait Islander people within a culturally inclusive framework.
- About 20 staff undertook a 30-hour online course developed by the Centre for Cultural Competency; Australia's only provider of online Aboriginal and Torres Strait Islander Cultural Competency courses.
- Workshops on diversity, including training in working with the LGBTIQ community, facilitated by Polykala.
- Regular trauma-informed care training to all staff, regardless of job title, to ensure we maintain an organisational approach to support the people who access our services.
- Scheduled compliance training in health and safety, fire safety, manual handling and equal opportunity.

Over the year we also offered more learning and development opportunities for our volunteers, including trauma-informed care training and introduction to mental health sessions, which were delivered to over 60 people.

WHAT'S NEXT?

SHM continues to work strongly with the RMIT University Social Work Department, with nine social work students successfully placed across SHM starting from July to November 2019.

Students from Murdoch University and students who completed diploma-level qualifications in social sciences are also doing placements at SHM Women's Services.





UNDERSTANDING PEOPLE WHO ACCESS OUR ENGAGEMENT HUBS



BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

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

SHM set out to capture information about people accessing our Engagement Hubs, with the purpose of gaining a better understanding of them and strengthening services to suit their needs.

Project Officer Kim Lee says the 'Point in Time' (PIT) status survey paints a picture of who our clients are and their level of engagement with SHM.

"Key findings from the PIT survey results show more than half of those surveyed visit our Engagement Hubs every day, mainly to access a meal, for social connection, and financial and material support," Kim says.

"The first official PIT survey took place in February 2019 with 65 clients across Sacred Heart Central and the Women's House completing the survey."

Understanding the unique needs of people is essential to connecting them with the appropriate housing and support services.

The PIT survey captures client information across the areas of: demographics, use of service, housing, health and well-being, social participation, economic participation, independence and their overall satisfaction with our services.

"The survey tells us 45 per cent are experiencing a chronic health issue, 61 per cent are living with a mental health condition and 15 per cent are living with a disability," Kim says.

The PIT survey provides evidence about who and why people come to our Engagement Hubs, so that we can confidently advocate for this community and ensure our services are responsive and accessible.

WHAT'S NEXT?

SHM will undertake the PIT survey annually to observe trends over time and improve service responses. Most importantly, SHM will also report the findings back to clients so they know they are aware of the impact of their contributions.

The second PIT survey will gather more client demographic data and feedback to understand how they are doing across the five service model outcomes.

NEW SYSTEMS IN ACTION



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.

During 2018-2019 SHM embarked on its ambitious overhaul of our business systems to better support the delivery of our services and 10-year strategy.

General Manager, Business Services, Cathy Branigan says this has involved moving the organisation from segregated software programs to a single, central, integrated client management system, as well as a number of other Information Technology (IT) projects.

"Our new systems promote high-quality, consistent and integrated practices across SHM and will ensure we are adaptable and can respond to future changes and challenges," Cathy says.

CLIENT MANAGEMENT SYSTEM

SHM moved client records onto the organisation-wide Client Management System (CMS) over the past year.

Cathy says the single system provides our clients with a smoother experience across the various SHM programs and services they access.

"Our clients now have 'one record' across our services, which makes their experience far more trauma-informed," Cathy says.

"When a client moves from one of our services to another, they will not need to retell their story and relive any associated trauma."

Developed in partnership with Infoxchange, the customised CMS enables SHM to introduce greater consistency into its case management practice.

"Consistent data collection makes us more accountable so we can continue to improve and develop our service model," Cathy says.

NEW IT INFRASTRUCTURE

The organisation has also introduced a new IT infrastructure project to move its software and data from its original server environment to better 'Software as a Service' or 'Cloud' solutions.

"This transforms both our ability to access data and measure our performance," Cathy says.

"This also keeps our technology updated for the future and means we have better security."

NEW FINANCE SYSTEM

SHM has been reaping the benefits of a new finance system which was embedded into the organisation earlier in the year.

The system continues to be implemented as it converts from a hosted environment to a fully integrated Microsoft 365 Cloud system, creating a more streamlined working environment for staff.

WHAT'S NEXT?

In 2019-2020 SHM will transfer all files, documents and spreadsheets, off the current server environment to a cloud environment. Staff emails will also be transferred to the Microsoft platform.

"To make sure we don't cause too much disruption to business as usual, we will implement the new system in stages," Cathy says.

"Every program and team will have the necessary support and change management processes in place to help us migrate to the new environment."

This is expected to be completed by early 2020, when the decommissioning of old systems will take place.



BUILDING STRONGER COMMUNITY COLLABORATION THROUGH RELATIONSHIPS



ENGAGE COMMUNITY, BUILD COLLABORATION

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

SHM prides itself on its reputation as an innovative, respected and well-known social services provider which understands homelessness, uses creative, evidence-based solutions to deliver outcomes for clients and has strong partnerships built within its services.

Partnerships are a key pillar of the SHM service model and help maximise benefits for clients through collaborations that go above and beyond business as usual.

Operations Manager, Service Hubs and Individual Planned Support, Anna Paris says to enhance its engagement and management of key service-delivery relationships, SHM developed a relationship management framework which supports our 30-plus partnerships and informs new opportunities.

"It is critical that we partner with the right people and agencies at the right time and in the right way," Anna says.

"Introducing the Relationship Management Framework has helped us manage these relationships, because a successful collaboration requires a mutual understanding about the desired goal, clarifying each agency's roles and responsibilities, a process for review and improvement, and embedding sustained communication processes."

The framework includes the development of formal agreements such as a 'Partnership Agreement', a 'Memorandum of Understanding', and a 'Partnership Survey Tool', and regular partnership meetings which identify a shared sense of purpose.

"Thanks to this formalised way of examining our relationships, we are able to identify new ways of working and collaborating to generate joint action towards shared client outcomes," Anna says.

"The partnership agreements spell out how we work with partner agencies at all levels, ensuring

direct service staff are also actively involved in partnership management and aware of what to expect, how to work with a partner, and what the benefits are for clients."

Anna says the benefits of these relationships are endless; partners help us obtain housing or give us flexibility in achieving referral pathways for clients to access additional services they have previously been unable to access.

"This is clearly evident in the delivery of our J2SI program, with the numerous partnerships developed to ensure we can access safe, secure and stable housing for J2SI clients," Anna says.

"Our partnerships go beyond those related to housing, such as our partnership between J2SI and Justice Connect Homeless Law, which has provided specialist assistance and support to J2SI clients who would not have otherwise been eligible.

"THIS RELATIONSHIP HAS MADE A SIGNIFICANT DIFFERENCE TO ENSURING CLIENTS AND THE PROGRAM TEAM HAVE ACCESS TO THE SPECIALIST LEGAL ADVICE AND THE INFORMATION AND SUPPORT REQUIRED TO RESOLVE AND MANAGE COMPLEX LEGAL ISSUES, MANY OF WHICH WERE EXACERBATED DUE TO A CHRONIC HOMELESSNESS EXPERIENCE."

Finally, the new Alfred Hospital Homeless Outreach Psychiatric Service partnership has delivered enhanced staff capacity and client support to respond to mental health issues. Under this Early Intervention Psychosocial Support initiative, two workers are based at RHPP and referred clients receive up to a year of support to better manage mental illness, develop practical life skills for independent living and social connectedness, transfer to NDIS services (if eligible) and achieve healthy, functional lives.

WHAT'S NEXT?

SHM will implement the 'Partnership Survey Tool' more broadly across programs to help evaluate and improve our partnerships and ensure they deliver on specific goals that have real, lasting impact.

As part of the J2SI Evaluation and Learning Centre, we will test and evaluate a new SHM training module 'Partnerships that Deliver'.



MAXIMISING OUR MISSION THROUGH SOCIAL MEDIA



SHARE OUR STORY, INSPIRE SUPPORT

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

SHM is sustained by strong connections, and a deep pool of generosity and support from the community. In order to better connect with our community, SHM has been using social media to expand its reach and grow awareness for the causes and consequences of homelessness.

Through an increased number of heartwarming and impactful stories, SHM has been able to increase the community's connectedness and engagement with our social media platforms, which offer clear ways for our audience to support the work of SHM.

The key components to the success of this approach has been to ensure SHM's online communication is strength based, strongly aligned to the sectors growing social activism and to tackle advocacy issues focused on breaking the cycle of homelessness.

Our focus has been to draw information about SHM's experience in working with people experiencing homelessness, in order to harness authentic and empowering stories, which are meaningful glimpses into people's lives. This is the most effective way to engage hearts and minds, because it's memorable.

Communication and Advocacy Manager, Brittany Dupree says with solid planning, compelling storytelling, and a clear strategy, SHM has been able to use social media as an opportunity to gain more support for our clients and for our work.

As a result, SHM has been able to better define its brand voice and personality, while growing its connections with new audiences. All social media accounts have had a minimum growth rate of 30 per cent, specifically Instagram has grown over 180 per cent and LinkedIn 85 per cent. SHM's Facebook engagement rate has an average of 7.52 per cent, which was based on the industry's benchmark of 1-2 per cent, which is considered good.

In recognition that video is the fastest growing content-type that brands are focusing on and users are consuming, especially on social media, SHM made the strategic decision to invest in professionally produced content. To build its video suite of content, SHM has researched, developed and implemented a video strategy that embraces video, and real time updates where appropriate to create deeper connections with our audiences.

WHAT'S NEXT?

The program will continue to manage the demand of having a more online presence, while growing its audience.

As well as continuing to execute the planned video strategy, to cater for more video content, a pending digital review including a website redevelopment will occur.

An internal communication review is planned, to ensure we have the right supported internal communication process and resources which might include new technology.

FIRST RESIDENTS MOVE INTO SACRED HEART COMMUNITY



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.

In early 2019, the first 29 residents moved into the new SHM building on 101 Grey Street in St Kilda, marking the first milestone of many as we progress through the most transformational redevelopment in the Mission's 37-year history.

Once completed the redevelopment will create 97 residential beds under one roof for our ageing community who have experienced homelessness.

Property and Facilities Manager, Peter Gow-Hills says the residents have settled in well.

"The transition for our residents has gone very well; no move is ever easy, and their resilience during this major building project has been astounding," Peter says.

"It's fantastic to see how they are settling into their new home.

"This couldn't have been achieved without the tireless efforts of the Sacred Heart Community team, the hard work of the maintenance staff, as well as our generous supporters.

"Everyone has had a part to play in this, no matter how big or small, even the smallest action can mean the most at times."

The new bedrooms are spread across four floors, each level has its own lounge, dining area and kitchenette. They have been built facing Grey Street, treating residents with a lovely St Kilda view, as well as giving them a connection to the hive of activity outside.

Built on the carpark of our existing Grey Street building, the new building also includes a basement which houses the main kitchen, laundry, maintenance workshop, storage area and staff amenities.

"It was a long journey to get to this point and the first residents moving in marked an emotional occasion for many," Peter says.

"It's incredibly exciting to start to see the impact this transformational project will have when its finished."

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 incorporated our residential care buildings, the Hands on Health Clinic and the Women's House.

"IT'S NICE – I LIKE THE DESIGN. THERE IS MUCH MORE SPACE HERE. I'M MUCH HAPPIER THAN BEFORE."

"THE VIEWS ARE AMAZING. YOU CAN SEE THE PALAIS AND THE SEA."

"I CAN SAY HELLO TO MY FRIENDS ON GREY STREET AS THEY WALK PAST THE FENCE. THIS IS MY COMMUNITY."

- Sacred Heart Community residents

Once complete, Project 101 will increase the total number of beds in our residential care building to 97, upgrade our clinic that will deliver allied health services, provide 14-independent living units and a renovated and extended open-access Women's House, as well as an administration center that allows the co-location of dispersed administration offices.

The completion of the project will allow the Mission's programs to run more efficiently due to the co-location of staff administering them, as well as the departments which support service delivery.

"To have everyone in one place will be huge; this will maximize the efficacy of us working as a team and will build our sense of community," Peter says.

WHAT'S NEXT?

In early 2020, once this stage of Project 101 has been completed, 97 people will have a warm, loving and supportive home to enjoy for the rest of their lives.

Planning for the remaining stages of Project 101 are underway, with work expected to commence in the first half of 2020.



BOOSTING OUR SOCIAL IMPACT BY SCALING J2SI AND INFORMING THE SECTOR



SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will be a viable and sustainable organisation.

J2SI PHASE THREE BEGINS

SHM's successful J2SI program continues to expand and provide long-term case management and service coordination to people who have experienced chronic homelessness.

In August 2018, SHM commenced delivery of J2SI Phase Three to the first 60 clients of 180 people in the program.

General Manager, Business Development, Catherine Harris says this follows years of cross-departmental planning that drew on specialist skills and expertise from across SHM and externally to ensure effective service delivery.

J2SI continues to deliver positive outcomes for clients. J2SI Phase Two, which started in 2016, officially finished in June 2019 and delivered more success for clients. At the end of the program, 86 per cent of people remain in safe and appropriate long-term housing.

"We know J2SI breaks the cycle of homelessness by providing long-term, intensive case management and service coordination for people," Catherine says.

"The program works closely with people experiencing homelessness to get housing and to stay in that housing, supporting them as they work towards personal goals such as improving health and independence, connecting socially, finding work, or returning to study."

A NEW FINANCING MODEL

SHM is committed to engaging in service and financing innovation to help address complex societal challenges and is achieving this by expanding J2SI (Phase Three) through a unique financing model.

Along with National Australia Bank (NAB) and the Victorian Government, SHM pioneered a new and innovative Social Impact Investment (SII) to scale the program and ultimately reduce the impact of chronic homelessness.

Catherine says using a combination of funding and financing from government, a bank and philanthropy, the SII is an Australian-first transaction.

"We need innovative approaches to financing social programs, if we're going to have any chance of breaking the cycle of homelessness once and for all," Catherine says.

"The J2SI SII is significantly different because it uses low-cost debt backed by contingent grants to support a government pay-for-performance contract.

"This model maximises the amount of good that is done per dollar."

Harnessing debt and contingent grants as other forms of capital via this model follows a structure developed by philanthropists in the United States.

"Contingent grants represent a significant way for philanthropy to move beyond traditional grant making to amplify social impact by using blended capital models – they are an under-utilised tool in the philanthropic tool box," Catherine says.

"This new financing model is an opportunity to accelerate the pace of growth of the social impact investing market in Australia by unlocking philanthropic capital to support more transactions like this in the future."

J2SI EVALUATION AND LEARNING CENTRE

SHM began developing the J2SI Evaluation and Learning Centre in October 2018 in order to make J2SI available in other states and territories across Australia.

"J2SI is a best-practice solution to one of the most intractable forms of homelessness, which cannot be serviced through short-term crisis-driven responses," Catherine says.

"Our vision is to end chronic homelessness nationally by seeing other homelessness service providers across Australia run the program under license and to more people."

Under the J2SI Evaluation and Learning Centre, SHM will support licensees to manage the licensing and evaluation of the program.

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

"We are on the lookout for homelessness service providers to become licensees of J2SI," Catherine says.

This will enable the service delivery and financing models to be scaled nationally by other service providers and governments and provide more opportunities for philanthropists to support the programs being delivered.

The J2SI Evaluation and Learning Centre is supported by the Lord Mayor's Charitable Foundation.

WHAT'S NEXT?

SHM is on the lookout for value-aligned organisations to become licensees under the J2SI Evaluation and Learning Centre, which means they will replicate the unique SII financial model to support J2SI program delivery.

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

One of the contingent grantors, the NAB Foundation, commissioned the Centre for Social Impact to conduct research on the J2SI SII for a case study of the transaction to offer opportunities for other organisations and philanthropists to learn from our experience.

SHM will communicate the case study in 2019-2020 to show philanthropic organisations how they can use their corpus, beyond grants, to enable programs like J2SI to happen.

OUR PROGRAMS AND SERVICES

ENGAGEMENT HUBS

Meals Program

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

Our Dining Hall team, with passion and creativity, provide hearty, nutritious meals 365 days of the year. It is a program that does far more than feed people. It provides opportunities for people to reconnect to and develop a sense of community and belonging.

The program is supported by our valued volunteer pool, made up of individuals, community groups, school students, teachers and people from the corporate sector, along with a dedicated team of support workers who are always present and assertively committed to listen, talk and connect people with other SHM services.

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: Australian Government; City of Port Phillip; DOG Foundation; Feed Melbourne Appeal; The Jack Brockhoff Foundation; Kettle Foundation; Milton Corporation Foundation; Senator Tadeusz Kobylanski Fund, a charitable fund account of the Lord Mayor's Charitable Foundation; Victorian Government; William Angliss (Victoria) Charitable Fund; our vital food donors; and our Heart of St Kilda Concert and Dine With Heart Event Committees.

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

**20 VOLUNTEERS AND
4 PROFESSIONAL
KITCHEN STAFF**

prepare lunch and breakfast each day



125,929

meals served during
the year to clients



1,277

referrals made to other
services from Sacred
Heart Central*



7,021

presentations at
the Women's House
during the year



The Women's House

The Women's House is a safe and supportive Engagement Hub tailored to meet the needs of women experiencing or at risk of homelessness. 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, the Women's House provides case management, housing assistance and support, a meal at breakfast and lunch, bathroom and laundry facilities, an opportunity to socialise with other women and participate in informal creative activities.

The Women's House case management service offers short to medium-term support, which aims to resolve immediate crisis and housing issues, establish access to health and other support services. Case managers support women to build their capacity to secure and sustain appropriate stable housing and improve life outcomes.

The Women's House also offers regular structured well-being and personal skills development group activities. Activities include 'build a resume', yoga, social inclusion and health promotion sessions.

With special thanks to supporters: Australian Government; City of Port Phillip; Ellen Koshland and James McCaughey; Hewison Foundation; Jenkins Foundation; John and Betty Laidlaw Legacy; Kilfera Foundation; Noonan Family Foundation; O'Donohue Family Foundation; Orcadia Foundation; Paul Holyoake and Marg Downey; Pepe-Gurry Foundation; Royce and Beverley Jackson; The Fox Family Foundation; The Gray

Family Charitable Trust; The Peter Isaacson Foundation; In memory of Lola Barns; Victorian Government; and the Women for Women Fundraising Committee..

The Resource Room

The Resource Room is often the first place people visit 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 facilities available onsite.

With special thanks to supporters: Victorian Government.



245

monthly visits to the
Resource Room



INDIVIDUALISED PLANNED SUPPORT

Case Management at Sacred Heart Central

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. The team works with people by 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. Through the stability offered, the tenants have been able to pursue part-time work, counselling, and a range of other supports. Our team continues to support tenants to help them build independent living skills.

In its second year, the St Kilda Intensive Outreach Team (SKIOT) initiative, led by SHM in partnership with Launch Housing, continued to provide case management support to people who are sleeping rough and attend our Engagement Hubs. Its primary aim is to provide intensive support to end the cycle of rough sleeping. As of June 2019, SKIOT has already housed 26 people and helped more than 80 people since December 2017, a significant achievement for a new program.

SKIOT is supported by the Victorian Government's Homelessness and Rough Sleeping Action Plan. Sacred Heart Central is supported by the Australian Government and the Victorian Government.

Assistance with Care and Housing for the Aged (ACH)

Our Assistance with Care and Housing program provides targeted advocacy and support to older people 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 older, whose needs often cannot be met by mainstream aged care 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 people 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.

Supported by the Australian Government's My Aged Care Assistance with Care and Housing Sub-Program.


1,277

referrals made to other services by Sacred Heart Central


47
older people supported to maintain or to obtain housing

"I VALUE THE COOPERATION THE STAFF GIVE ME IN SUPPORT AND ALSO THE REALIZATION THAT I CAN DO ALMOST ANYTHING."

- Bethlehem client

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 facility with 24-hour support in Reservoir; and 17 self-contained independent living units in Thomastown.

Bethlehem works with women experiencing homelessness, mental health issues, substance use or other life issues. Bethlehem offers ongoing support, case management, well-being and social inclusion activity. A recovery focussed approach is used that promotes physical and mental health, enhancing individual daily living skills, experience of individual competency, independence and social and economic participation.

Bethlehem Community also supports women to move from its supported accommodation into independent living options. We do this by providing outreach support to help people build social connections and tenancy support, which helps people stay housed for the long term. We are currently supporting three women in private rental.

In 2018-2019, we provided housing and outreach support to 25 women living in long-term community and social housing and private rentals. A further 11 women were provided with 24-hour supported accommodation, assisting them with their daily care and offering programs to improve daily living skills.

With special thanks to the Victorian Government.


36

women were supported in safe, secure and appropriate accommodation

Mental Health and Drug and Alcohol Partnerships

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 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 any issues.



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

919 OCCASIONS


65

people received case management through the Windana Street Project

INDIVIDUALISED PLANNED SUPPORT

Go Well Doctor Service
(previously GP Service)

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

Like our Engagement Hubs, the Go Well Doctor Service aims to be a welcoming and non-judgemental 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 other co-located supports.

Our Go Well Doctor Service operates adjacent to the Dining Hall and provides people with easy access to a doctor and registered nurse, in a setting that works with their needs, which might be complex. In 2018, the service received a clinical audit from an external accreditation provider and was found to be delivering GP services to the standard of a commercial GP Clinic.

With special thanks to: City of Port Phillip; Victorian Government, Australian Government.



30%

of clients were sleeping rough



79%

of clients presented with chronic health conditions



238

people provided with 540 free consultations at our GP Service

Hands on Health Clinic

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 (operating under full supervision), providing 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.

Special thanks to supporters: Campbell Edwards Trust; City of Port Phillip and Melbourne Catholic Archbishop's Charitable Fund.



3,195

appointments provided at our Hands on Health Clinic



27

volunteer practitioners and 19 volunteer receptionists kept our clinic running



Kick-start – Well-being and Activities

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



394

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



93%

people linked into other SHM support

Kick-start also offers individualised support (coaching) to help people 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 Champions Event Committee.



Pastoral Care

Pastoral Care was expanded this year with an additional staff member, which meant SHM had two dedicated staff working across services. Pastoral Care is a person-centred, holistic approach that complements the support offered by other SHM services, while paying attention to spiritual care.

The focus of Pastoral Care is on the healing, guiding, supporting, reconciling, nurturing, liberating, and empowering of people in whatever situation they find themselves.

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 Sacred Heart and St Columba Parish Chaplaincy team - across our Engagement Hubs, aged care services and the Rooming House Plus Program.



284

people received emotional and spiritual support



INDIVIDUALISED PLANNED SUPPORT

Outlandish
Outlandish provided a therapeutic, supportive and safe environment for women to be involved in the community activities either through volunteering. Through an extended program of supported volunteer opportunities with environmental and socially aware organisations, women developed their interpersonal and work-ready skills, building

their personal confidence and social skills, with some taking steps towards independent economic participation. Due to funding restraints the Outlandish Program ceased operation at the end of the financial year 2019. *With special thanks to the City of Port Phillip.*

58   
women engaged in volunteering and pathways to education, employment and training



Orcadia Units
Through the generosity of the Orcadia Foundation, Women's Services are provided with two independent living units to accommodate women with or without children, who may not be immediately able or eligible to access other accommodation options. These units are available to women who access crisis accommodation at Homefront, and are 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 other options. Primarily, the women referred to the Orcadia units 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 the Orcadia units has lengthened from up to six months to 12 months plus, which reflects the lack of suitable affordable permanent housing options available in Victoria. *With special thanks to the Orcadia Foundation for the Orcadia Units and also the Orcadia Brokerage Program which assists clients from many program areas across Sacred Heart Mission to quickly settle into or maintain their housing.*

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, particularly because of family violence, being a refugee, or being pregnant, are often assessed as the most vulnerable and are prioritised for vacancies at Homefront. Due to an increasing shortage of affordable long-term housing options in Victoria, the average expected stay in Homefront has grown from six weeks to three months over the past three years. *With special thanks to the Australian Government; Victorian Government.*

95 
women provided with crisis accommodation and individualised planned support

41 
women assisted to sustain medium-term housing, while waiting for long-term housing after leaving Homefront

INDIVIDUALISED PLANNED SUPPORT

Women's Housing and Complex Needs (WHCN) program

WHCN provides intensive support and case coordination for women who are experiencing primary homelessness, particularly those who are sleeping rough in the St Kilda area and require multiple service involvement.

Utilising an assertive engagement and intensive outreach-based 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 pathways to accommodation, direct client support, case coordination and enhancement of existing support to women through a collaborative approach and partnerships with local agencies.

WHCN has the capacity to work with women for a period of 12 months, allowing 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 was integrated into the new SKIOT project to enhance dedicated local responses to women experiencing rough sleeping. This has ensured a dedicated response to women experiencing high vulnerability.

With special thanks to the Australian Government; Victorian Government.

16

women sleeping rough in the St Kilda area provided with individualised planned support

GreenLight Supportive Housing Program

The GreenLight Supportive Housing Program is funded through the Victorian State Government's 2018 Homelessness and Rough Sleeping Action Plan and works with people who have recently experienced rough sleeping and/or chronic homelessness to stay in their housing long term.

The program is led by SHM and delivered through a partnership between VincentCare and the The Salvation Army to provide services to 684 people across the inner Melbourne area in 2019-2020.

GreenLight works with assertive outreach and rough sleepers initiatives, specialist homelessness open-access services, and key housing providers in the cities of Melbourne, Yarra, and Port Phillip to create a streamlined pathway for clients once they have a long-term housing offer. The program aims to assist people to make the transition from chronic

homelessness and rough sleeping to long-term housing by supporting them to address barriers to maintaining housing and improve their overall health and well-being.

The program provides tailored brief intervention, floating support, case management and service coordination services through a multidisciplinary team, including case managers, mental health clinicians, and peer support settlement workers.

The program adopts 'housing first' and 'sustaining tenancies' principles to promote rapid housing access, housing settlement, housing skill development, and tenancy support with clients. It also maximises each partner agency's service offerings to promote wrap-around support options for each client.

With special thanks to the Australian Government; Victorian Government.

The program will provide services to

684

people across the inner Melbourne area in 2019-2020



Journey to Social Inclusion (J2SI) Phase Two and Phase Three

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

J2SI uses five key service 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.

Based on more than 10 years of rigorous evaluation and research, 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.

In June 2019, J2SI Phase Two concluded after providing three years of support to 60 people. At the conclusion of the support period, 86 per cent of clients were in stable housing.

J2SI Phase Three, funded by a Social Impact Investment with the Victorian Government, launched in 2018 and will work with 180 vulnerable Victorians over a five-year period. There are three intake points with 60 clients each year.

We continue to develop and refine the model and incorporate our learnings to ensure this model remains effective. This includes the establishment of a J2SI Evaluation and Learning Centre at SHM to support other Australian social service organisations to reduce chronic homelessness in their own communities through this proven program, and form a community of practice to continuously evaluate and improve J2SI.

With special thanks to supporters: Phase Two - John T Reid Charitable Trusts; Gourlay Charitable Trust; Hewison Foundation; Kerry Gardner AM and Andrew Myer AM; Mercedes and Phillip Slater; Victorian Government. Phase Three - Australian Government; Catholic Development Fund; NAB Foundation; Norton Rose Fulbright; Orcadia Foundation; Robert and Irene Gilbert and family; Victorian Government; William Buckland Foundation. J2SI ELC - Lord Mayor's Charitable Foundation; Victorian Government.

"IT'S BEEN NICE TO BE CATCHING UP WITH A FAMILIAR FACE EVERY FORTNIGHT; GETTING HOUSING SORTED IN THE EARLY STAGES WAS FANTASTIC, AND ACTIVITIES WITH SOME OF THE WORKERS WERE REALLY ENCOURAGING."

- J2SI Phase Two client

"MY CASE WORKER IS ALWAYS THERE FOR ME, NOT JUST FOR HOUSING... FOR ANYTHING I NEED. I FEEL FULLY SUPPORTED."

- J2SI Phase Three client

"WEEKLY ENGAGEMENT FOR THREE YEARS FROM MY WORKER IS VERY IMPORTANT FOR ME AND IT KEEPS ME ON THE RIGHT TRACK."

- J2SI Phase Three client

86%

of J2SI Phase Two participants are in permanent housing and 95 per cent of J2SI Phase Three clients are in stable housing



ONGOING SUPPORT AND ACCOMMODATION

Sacred Heart Community

Sacred Heart Community provides a 'home for life' for people who have histories of homelessness, disadvantage, substance abuse and mental health issues. For the majority of people who live at Sacred Heart Community, it's a safe, 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.

"I VALUE THE FREEDOM, I'M LEFT ALONE TO DO WHAT I WANT, I'M RESPECTED BY STAFF AND I HAVE CONFIDENCE IN THE STAFF. IF I NEED ANY ADVICE I KNOW I CAN ASK."

'My Community, My Way' is a model of support developed by the Sacred Heart Community that ensures all residents participate in planning their service, and have opportunities to be involved in and connect to their local and broader community. Residents are encouraged to maintain their independence and continue

activities that have been a big part of their lives - a coffee at one of the local cafes, lunch in the 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 six days a week ensuring residents have the opportunity to attend strengthening exercise groups and other individual physiotherapy sessions. A psychologist, Emotional Support Therapist and Pastoral Care practitioners provide emotional well-being and spiritual support and an opportunity for residents to share their diverse life experiences.

We have moved residents into the first stage of our new building and the construction of Stage Two is well underway. Our residents and staff have enjoyed watching the transformation and while at times the work has been disruptive to people's routines, everyone is excited about the future and looking forward to moving all the residents from Avonsleigh Terrace and the Annex into a new purpose-built home that will increase capacity to 97 bedrooms.

With special thanks to supporters: Australian Government; Ern Jensen Funerals; Grosvenor Foundation; Igniting Change; Jones Family Fund, a charitable fund account of the Lord Mayor's Charitable Foundation; Roslyn and Richard Rogers Family; Winn Tuck.



residents will live at Sacred Heart Community by completion of Project 101

Rooming House Plus Program (RHPP)

"I FEEL LIKE I'VE BEEN TREATED LIKE FAMILY. I'VE BEEN TREATED WITH RESPECT AND LOVE WHICH MEANS A LOT TO ME."

- RHPP resident



Since 2005, the Rooming House Plus Program has enabled people with histories of homelessness to break their cycle of disadvantage through the provision of long-term accommodation and the support needed to maintain their 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 are often living with 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 relationships with family members.

Residents can lead very active lives with regular art therapy sessions, weekly shopping trips, and music and movement sessions. An art exhibition is planned for October 2019.

RHPP has a new program which commenced in June 2019, the Early Intervention Psychosocial Support Response, an outreach program conducted in partnership with Alfred Mental Health service. It provides outreach assistance to people experiencing mental health issues who are living in insecure housing such as rooming houses.

With special thanks to supporters: Alfred Health; Victorian Government.

67 

adults provided with self-contained accommodation at RHPP





Sacred Heart Local

Our Home Care program expanded in 2017 to become 'Sacred Heart Local', enabling our specialised support to reach more of the most vulnerable and socially isolated older people in our community. Sacred Heart Local now provides Home Care, Commonwealth Home Support Programme and National Disability Insurance Scheme (NDIS) services for over 200 people throughout Melbourne's south-east and inner north, Casey and Greater Dandenong regions.

Depending on our clients' needs, our support can provide case management, support with coordination of services, social work, behavioural support, psychosocial support, therapy support, plan management, personal care, meals delivery, assistance with everyday tasks such as shopping and cleaning, transport to appointments and activities, and community participation.

We specialise in supporting people who are facing the challenges of a complexity of issues such as a history of trauma and homelessness, psychosocial disability, chronic health conditions, hoarding, social isolation and substance use. People may also have a physical or intellectual disability including acquired brain injury.

In addition, Sacred Heart Local's work is enhanced by our Five Minute Volunteer program, which is integral to the well-being of our clients, most of whom have no family, friend or neighbour support. Our trained volunteers are each matched to a client, providing regular practical, social and friendship support. This is a lifeline for supporting the welfare of people who would otherwise be extremely isolated from their local community.

With special thanks to supporters: Aged Persons Welfare Foundation; Australian Government; Cities of Port Phillip, Stonnington and Yarra; State Trustees Australia Foundation.

Provides services for over

200 

people throughout Melbourne's south-east and inner north, Casey and Greater Dandenong regions

"I VALUE THE CARING ATTITUDE OF THE STAFF. EVERYBODY THAT COMES IN IS KIND AND CARING."

"STAFF AT SHM ARE WONDERFUL AND LOOK AFTER US VERY WELL. I'M VERY HAPPY WITH HOME CARE SERVICES."

- Sacred Heart Local clients



OUR STAFF

Day in, day out, our hard working and dedicated staff work towards our vision of an inclusive, fair and compassionate community, which enables people to overcome disadvantage and realise their full potential.

Our frontline staff provide compassionate care to the people who use our services and they are supported by a dedicated team of administration, professional, business development and management staff.

Our staff Rewards and Recognition program offered two staff scholarships (My Career and Role Model) which were awarded to the following successful recipients;

- **Sam Arthur** – My Career Scholarship
- **Michelle Skog** – Role Model Scholarship.

In 2018 we refreshed our staff recognition awards to recognise the diverse ways our staff contribute to SHM, see page 28 for more information. Renamed the Big Heart Awards, the staff recognition awards continue to highlight outstanding contributions made by SHM individuals and teams.

The Big Heart Awards include categories of excellence in;

- Client Service
- Customer Service
- Innovation
- Citizenship.

Nominations are made by staff members, with finalists selected by a committee made up of staff and Board members. Award recipients are announced at the end of year all-staff meeting.

Recipients and finalists in 2018 were:

- **Megan Beazley** – Customer Service (finalist)
- **Faith Kaan** – Customer Service (award recipient)
- **Sarah Honan-Barnes** – Client Service (finalist)
- **Kirsty Davies** – Client Service (award recipient)
- **Sam Arthur** – Innovation (finalist)
- **Brittany Dupree** – Innovation (award recipient)
- **Vicky Backhouse** – Citizenship (finalist)
- **Elizabeth Kelleher** – Citizenship (award recipient).



111

full-time staff members

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

20 years' service
Martin Healey

15 years' service
Kay Kennon

10 years' service
Thelma Farrell
Christine Faure
Erica Giaco
Ingrid Goff
Greg Jarrett
Annie Lynch
Ken McNamara
Norlita Natoli
Bahrija Ramulic
Robyn Sullivan
Marilyn Tierney
Billy Wang

Five years' service
Damian Brady
Simon Burton
Kirsty Davies
Nitinkumar Dahima
Sylvia Edgar
Kevin Fisher
Vicky Kalathas
Nita Kino
Jennifer Nicholls
Beulah Rudrapati
Scott Richardson
Chalida Sanderson
James Silbert
Yoko Vi

157

part-time staff members

98

casual staff members



SARAH GALDES

STAFF PROFILE

Sarah Galdes, one of our newer employees at SHM, is passionate about social justice and teaching practices that promote our trauma-informed and holistic service delivery.

With a degree in Social Welfare and as a professional trainer, Sarah joined SHM in January 2019 following more than six years in the community services and education sectors.

Having dedicated her career to working for organisations providing services to people experiencing disadvantage, Sarah says SHM stands out because of its fundamental focus on delivering a trauma-informed care framework.

"IT'S FANTASTIC TO WORK FOR AN ORGANISATION DEDICATED TO SUPPORTING PEOPLE IN A STRENGTHS-BASED AND EMPOWERING WAY," SARAH SAYS.

"I feel privileged to be in a role that delivers on this by supporting and training SHM staff to provide effective services that make a real difference in people's lives."

As the Training and Student Placement Coordinator, Sarah is part of the Workforce Development team, which looks after the professional growth of staff and volunteers, as well as placements for social work and community service students.

On an average day, Sarah could be coordinating the student placement program, facilitating induction training to new staff members,

running training workshops, building industry partnerships or developing content for future development sessions.

"My work at SHM has been a career-changing and inspiring experience," Sarah says.

"SHM is the most generous organisation I have had the privilege to be part of, you really feel a sense of welcome and community here.

"Every staff member truly lives the organisation's values and is united in challenging the societal structures that lead to disadvantage.

"All of our induction sessions are full, which I see as a testament to a thriving organisation dedicated to achieving ever better outcomes for people experiencing hardship in our community."

Sarah, who is originally from Adelaide, and has worked in client-facing roles across clinical and community services organisations, as well as in education settings for the government and private organisations, feels fortunate to have landed this role at SHM.

"My client-facing professional experience, combined with my understanding of the service system and the complex contributors to societal disadvantage, are the perfect blend for this position," Sarah says.

"I thrive off equipping students with the knowledge and resources they'll need to be able to make the greatest difference to people's lives.

"Our students are the future of the community service sector and seeing them graduate as social workers and community service professionals is one of the most satisfying parts of my job."

Over the next year, Sarah looks forward to creating further development opportunities for SHM staff to continue to deliver responses that support people to overcome challenges and build momentum for a new and positive future.



OUR VOLUNTEERS

VOLUNTEERS AT A GLANCE

Place	Number of Volunteers	Total Volunteer Hours
Op shops	449 individuals, 99 groups	59,273
Meals Program	319 individuals, 176 groups	24,048
Hands on Health Clinic	45 individuals, 6 groups	4,696
Reception/ administration	26 individuals	2,548
Women's Services	67 individuals, 3 groups	2,498
Sacred Heart Community Aged Care	67 individuals	1,443
Fundraising	7 individuals, 3 groups	866
Sacred Heart Local	10 individuals	317
Health and Well-being	7 individuals	81
Rooming House Plus Program	7 individuals	438
Total	1,004 individuals, 287 groups	96,208

We are honoured to have the support of hundreds of volunteers at SHM. Year on year, the contribution and loyalty from our volunteers helps us provide crucial support to people in our community experiencing homelessness and disadvantage.

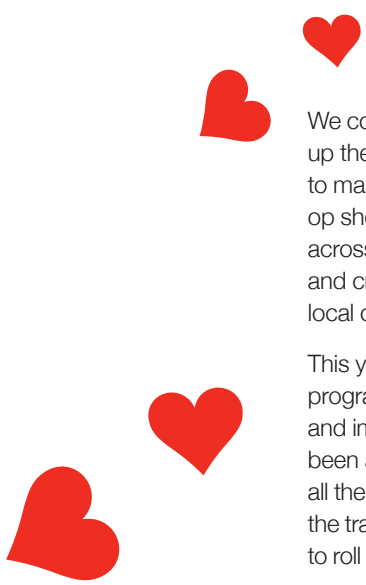
The skills, energy and motivation our volunteers bring to SHM has been instrumental to our growth and development into the innovative, respected and well-known social services provider we are today. Our volunteers' motivation, generosity and positivity is felt around SHM and we couldn't achieve the impact we do without them.

As SHM grows in size and impact, so too have the variety of volunteer roles available, and the different types of people who join.

This year we welcomed new volunteers into the maintenance, lifestyle and People and Culture teams. We were approached by volunteers from diverse backgrounds and with many specialized skills, such as the new volunteer who helps our clients prepare for job interviews.

The online application process is running smoothly and has enabled more people to apply and bring with them a specialist set of skills to support our programs. The Volunteer Department receives approximately 290 applications per quarter, which indicates the popularity of our program. Most of our volunteers still come to us through word of mouth or through simply living locally and walking by. Our volunteers keep our services alive - many of them encourage their family, friends and neighbours to join us, too.

Corporate and school volunteering has increased significantly over the past year, with new organisations joining us at our Meals Program services and op shops. Many of the people who volunteer as part of corporate groups continue to support us as regular individual volunteers, which is indicative of the positive experience they have with us. We are particularly grateful to our regular volunteer partners such as Star of the Sea, NAB, Telstra, Progressive Judaism Victoria and Energy Australia, who have supported us for many years by providing regular volunteers.



We congratulate the volunteers who helped set up the new Preston op shop and have contributed to making this store the success it is today. Our op shop volunteers continue to work tirelessly across our 12 stores, keeping them in business and creating local sanctuaries for people in the local community to visit and enjoy.

This year we commenced our volunteer training program to help our volunteers run our services and improve their skill set. These activities have been a great way to bring volunteers from across all the different programs together. The feedback on the training has been positive and we will continue to roll out more training sessions over the next year.

The Women's House support roles have been successfully implemented this past year. The support volunteers help the Women's House staff by running the household operations, provide back up for our kitchen volunteers and a warm welcome to our clients by brightening their days with small acts of kindness, such as a warm cup of tea or a smile.

Our Community Visitor Scheme and Five Minute Volunteer programs have had a lot of interest. Both groups of volunteers are matched with residents in aged care facilities, who they visit once a week or once a fortnight. Running for a couple of hours, these short visits can mean everything to a resident, who may otherwise feel isolated from their community. Both volunteers and residents have reported back on their appreciation for the relationships they've built through these programs.

This year our Health and Well-being programs have been able to expand their offers to clients because of the differing skills of volunteers - such as nutrition courses, affordable cooking classes and even musical band sessions. Without fail, every volunteer brings a unique set of skills and passion to SHM.

Our Meals Program volunteers are at the heart of the Mission, working their magic to prepare and serve nutritious food to people in our community every day. It's always a team effort, whether its a group of long-term volunteers or a mix of new ones.

Volunteers in administration and reception roles have contributed immensely this year by researching and preparing for various audits. This work is essential for SHM to remain accountable as we challenge the unjust social and economic structures that cause disadvantage, social exclusion, and homelessness.

Thank you to each and every one of our volunteers. Your assistance is making all the difference, whether it be weekly, fortnightly, monthly or ad hoc.

With special thanks to supporter City of Port Phillip.



VERA COSTA

VOLUNTEER PROFILE

Vera was on the lookout for an impactful way she could help the local community when she first came across SHM six years ago.

Originally from Brazil, Vera relocated to Melbourne from New Zealand after retiring from being a chemical engineer and data researcher, and learnt about SHM while at Sacred Heart Catholic Church with her family.

Since the Volunteer Department recruited Vera, she has played a vital role behind the scenes at SHM using her skills to help analyse data for a variety of programs, including client surveys and other information required for reporting to funding bodies.

Drawing on her fondness for using data to make informed decisions, Vera identifies emerging trends and refines databases so SHM can better understand the needs of clients and volunteers.

Vera is enthusiastic about presenting data so it can be easily understood and readily applied to achieve results at SHM.

"During the six years I have volunteered here, I have seen the quality of our data improve - it's now much more useful," Vera says.

"Data gives SHM the information it needs to make decisions about its programs and services, such as where a service can be improved to achieve better outcomes for people.

"Having quality data also means we can collect evidence of our impact, in order to benchmark how we are tracking towards our vision."

Volunteer Coordinator Mizzi Walker says besides preparing reports, analysing data and putting it into an understandable format, Vera notices trends, oddities and 'relationships' in the data.

"Vera's expertise has been essential to our programs and services," Mizzi says.

"We are dedicated to measuring the impact of our work so we can continue to develop evidence to help our clients, and having Vera on board has meant we can look into the demographics of our clients in a cohesive way, which ultimately improves the lives of the people who access our services."

Vera's passion for data and the way it informs decision-making is matched only by her passion for social justice.

"It feels very rewarding to be a part of SHM," Vera says.

"SHM changes people's lives and helps them become included in society - the numbers I see confirm this!

"I know through my volunteering at SHM, I am making a contribution to a fairer society, and therefore a better world."

Vera says she loves using the skills she is passionate about to do useful work that perhaps not many people get pleasure out of.

"Besides contributing to a very worthy cause, I love volunteering with my colleagues at the Volunteer Department too, that's a highlight," she says.

"I WOULD RECOMMEND VOLUNTEERING AT THE MISSION TO ANYONE; THERE IS A VOLUNTEER ROLE FOR EVERY PERSON HERE; PEOPLE OF ALL AGES, SKILLS, CULTURES AND INTERESTS WILL FEEL WELCOME."



OUR SUPPORTERS

FUNDRAISING

The Fundraising team delivers a full calendar of activity throughout the year to raise vital funds, ranging from direct mail appeals to events, through to community partnerships.

Twice a year, we post and email fundraising appeals to our donors seeking support for our work. This engagement activity, sent in the middle of the year and over the festive period, helps us maintain steady growth in income for our services.

This financial year, the two appeals raised almost \$460,000 and helped fund our two crucial Engagement Hubs - the Dining Hall and the Women's House - where hundreds of people experiencing homelessness and social disadvantage come to share a meal and engage with our services. Trusting us with your contribution will help end homelessness.

The annual fundraising calendar includes a number of events which celebrate SHM's connection to the community. Two of our biggest events are the Heart of St Kilda Concert in October and the Dine with Heart campaign throughout May, which raised a combined \$257,698 in 2019.

Along with these two events, our popular Dine with Champions dinner and a series of three Women for Women events throughout the year are key dates in many of our supporters' calendars. Collectively, these events raise over \$205,000 for specific client services.

We would like to extend our thanks to the kind, talented and hardworking group of people who sit on all the volunteer committees which help deliver these events for us. Without your tireless and enthusiastic support, these wonderful events, and the money they raise, would not be possible.

Corporate and community partnerships continue to be an important way to expand our reach, increase support for the Mission's work and diversify our fundraising income. Our special thanks to Australian Venue Co., Hewison Private Wealth, Parade College, Peter Sheppard Footwear, St Columbus Primary, St Kilda Football Club and Star of the Sea College, who together helped us raise \$178,294.

Thanks to our incredible corporate and community partners, we are also able to offer our clients a 'Gift of Choice' over the festive period. This campaign provides clients with gift vouchers, which enables them to choose what they want.

Pro-bono support is another significant contribution to SHM, made by professionals who provide services we would otherwise be unable to afford. We rely on the expertise and generosity provided by Accenture, Canyon Brands, Chisholm and Gamon, Cropley Communications, Fancy Films, National Australia Bank, Newmac, Norton Rose Fullbright, Red Agency and Russell Kennedy. Thank you all.

We also continue to receive a huge volume of gifts in-kind from many community partners. These contributions directly support our service delivery, especially at our Engagement Hubs, the Dining Hall, Sacred Heart Central and the Women's House.

More than \$826,067 was granted to specific services by philanthropists, major givers, and trusts and foundations this year. This support provides direct program funding, which keeps the doors of many of our services open.

The One Heart, One Home Giving Day, held in September 2018, was a mammoth effort by fundraisers and volunteers alike. Over just 24-hours, on our inaugural Giving Day, held on Wednesday, 12 September 2018, the community came together to raise over \$1.2 million to complete the funding for the most transformational redevelopment in SHM's history; Project 101.

We must also acknowledge the hard work of Paula Fox, our Campaign Patron as well as Gerry Ryan the Campaign Chair, who have been the driving force behind the One Heart, One Home capital campaign, which aimed to raise money from donors for the redevelopment. Together with Derek Young, Kerry Gillespie and Carolyn Clark and the fundraising staff at SHM, they helped us to raise over \$9.2 million in philanthropic and Federal and State Government support for the project, which is a testament to the generosity of Melburnians.

\$3,617,641

was raised by the Fundraising team this year for SHM's programs and services



YOUR WILL TODAY SECURES SHM'S FUTURE TOMORROW

A gift in Will allows us to plan for the future with confidence and to invest in life-changing initiatives to address the underlying causes of deep, persistent poverty and social inclusion.

Unless otherwise specified, gifts in Wills are invested in our SHM Foundation, generating dividends and interest to further our work to support people experiencing homelessness. These earnings provide a reliable income each year, in perpetuity. The income is invested into our programs and services, creating positive and lasting change in our community.



In the 2018-2019 financial year, we received \$51,455 from two legacy gifts that were invested into the SHM Foundation. We also received an in-kind estate donation for our op shops, and a few gifts in memory of loved ones.

One special legacy gift we received this year was a donation of \$70,000 from Greg Barns and his three siblings. This was made to SHM in memory of their mother Lola, who was one of our earliest volunteers involved with SHM since the very beginning in the early 1980s. Over the years she has supported several programs and services across SHM, right up until a few months before she passed away. Lola is an important part in SHM's history and now, her legacy is part of our future.



"WE ARE PLEASED TO SUPPORT THE LASTING AND INTERGENERATIONAL CHANGES SHM IS FACILITATING. SUPPORTING SHM IS A WAY OF LIVING OUT OUR FAITH AND OUR VALUES."



ROBERT AND IRENE GILBERT

SUPPORTER PROFILE

When Robert and Irene Gilbert retired from running their family business, they felt motivated to commit a portion of their good fortune to help people experiencing disadvantage.

In particular, Robert and Irene wanted to find an effective way to help people sleeping rough on Melbourne's streets.

"We had heard first-hand stories of SHM supporting people experiencing homelessness from our then Parish Priest Father Terry Kean," Robert says.

"WE BELIEVE THAT BEHIND HOMELESSNESS LIES A RANGE OF UNMET, BASIC HUMAN NEEDS THAT REQUIRE CREATIVE IDEAS TO BE SOLVED, AND WE WANTED TO SUPPORT AN INNOVATIVE ORGANISATION THAT MADE INFORMED AND ACCOUNTABLE DECISIONS TO FIND CONSTRUCTIVE WAYS TO HELP PEOPLE."

Understanding the important role philanthropy plays in the future of the homelessness sector, Robert and Irene believe ambitious organisations such as SHM have the greatest ability to make real and lasting changes in people's lives.

The Gilberts have remained loyal to SHM since their first gift at Christmas in 2011 - they generously donate twice a year and attend our annual events, including the Dine with Heart Gala Dinner and the Heart of St Kilda Concert.

The pair also gifted over four years to the One Heart, One Home Capital Campaign, which has been essential to raise the funding for Project 101 on Grey Street providing care for our aging community who have experienced homelessness.

The Gilbert's visionary support of SHM did not stop there. Soon after its inception, Robert and Irene watched the J2SI program deliver impressive results, and were quick to recognise the role philanthropy could play in achieving the SHM vision to scale the program.

Robert and Irene consider the introduction of J2SI to be one of the most important changes they've seen at SHM, and in the homelessness sector, so far.

"The J2SI program looks at the whole person and supports them to turn their lives around. It starts with giving them somewhere safe and affordable to live and goes on to help them to improve their overall health and well-being with intensive long-term case management over a three year period," Robert says.

"With its holistic, practical and accountable approach, we were impressed by the way the program sets out to treat causes, not just symptoms, of disadvantage.

"It's a great program and we're keen to see it move into the next phase, that's why we took a leap of faith in 2018 and became one of the Mission's first guarantors."

Guarantees are an effective way to deliver low-cost funding, generating savings for the community, and allow for innovative programs to be delivered which create social impact at scale.

The Gilberts have provided a substantial guarantee for J2SI Phase Three, which has helped secure government support and facilitate low-cost funding to support J2SI for a further five years.

Robert and Irene's support as guarantors not only helped SHM secure its position as a sector innovator and leading niche specialist, but it paved the way for the J2SI legacy to spread throughout Australia.

Reflecting on their eight years supporting SHM, the Gilberts say they are particularly fond of the relationships they've built with the people who work at the Mission.

"Our relationships with SHM staff have grown strong over time and we very much appreciate that, as well as the excellent communication we have with them," Robert says.

Irene agrees, adding; "Our relationships at SHM have been important to us because we are not just giving to an organisation, we're giving to the people who do the work, and the people who need support. We love hearing about how people are able to improve their lives through SHM."

The Gilberts say they also enjoyed witnessing the impact of their support when they volunteered at SHM a few times over the years.

"We are pleased to support the lasting and inter-generational changes SHM is facilitating," Robert says.

"Supporting SHM is a way of living out our faith and our values. It makes us more complete people.

"As a society, we need to keep working together towards eliminating homelessness."

OUR OP SHOPS

Our op shops had another big year, with the opening of our 12th store in Preston and the launching of an online marketplace on both Instagram and eBay. More than just generating vital funds to support our client programs and services, for many, our op shops are also the first interaction with SHM, attracting donors, volunteers, and even prospective staff.

Looking ahead, we will deliver two major marketing campaigns, with 'Give A Frock' in August and September and a new campaign scheduled for March 2020, as well as other events, promotions and fun activities throughout the rest of 2019.

We will also be relocating our Windsor op shop to 262 Chapel Street, Prahran and closing the doors at what was our first op shop outside of St Kilda, at 86-88 Chapel Street, by the end of October.

Our incredible family of staff and volunteers strive to make each of our op shops a little different from the last, but most importantly, our team try to capture a vibrant flavour and sense of fun, which makes for a happy and unique shopping experience. Of course, this is also helped by the amazing support of donors and customers from within the community.

While we hope that our community understand how important our op shop revenue is in helping to support people out of homelessness and disadvantage, we also aim to inspire people to recycle, reuse and reduce waste going to landfill.

Thank you to everyone for all your continued support. Our op shops play a critical role in raising awareness and revenue to help us continue our important work at SHM. Please continue to donate, shop and volunteer with our op shops.



OP SHOP
INCOME
REACHED
\$7.37
MILLION

an increase of over

14%

on last year, and accounting
for almost 30 per cent of SHM's
total income

On Friday, 31 August 2018 we opened our

12TH OP SHOP

at 311 High Street, Preston, which has
performed well above expectations in
its first 10 months of trading



In May 2019 we had renovations at our
Hawthorn and East St Kilda op shops, with
both stores looking the most fresh and
vibrant they have since they first opened



500

ACTIVE VOLUNTEERS
ACROSS 12 LOCATIONS

In October 2018 we launched our online
marketplace, through Instagram and eBay,
promoting the SHM brand to a whole new
audience while also bringing in an additional
revenue stream of over

\$50K

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. SHM sits over three subsidiaries and a trust. The Board of Governance monitors the compliance of each entity against the Corporations and Australian Charities and Not-for-profit Commission Acts.

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.

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.

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

Seven 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 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, Audit and Risk Working Group

This group provides governance over financial strategies, budgets, controls and performance. It oversees SHM's financial, audit and risk governance framework including policies, processes and controls; financial strategies, initiatives and planning to support the Strategic and Business Plan; budgeting and performance management; revenue optimization and expense analysis and management; external financial reporting obligations; annual external financial audit and financial accounts; risk and compliance program and the internal audit program.

Building Working Group

This group provides operational oversight of the Project 101, 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.

Service Governance Working Group

On behalf of the Board, this group oversees the development and growth of the SHM services and ensures alignment to the vision, mission and values; ensures service delivery and performance is effectively monitored and consistent with the principles of trauma-informed care; ensures we build and foster effective service delivery partnerships and relationships that support the outcomes of the service model; monitors and it oversees the SHM Service Governance and accreditation activities.

J2SI Working Group

This group ensures the Board has in place accountable governance oversight of the J2SI vision; a planned program of work to deliver the vision and that this program of work is best practice; risks identified and appropriately managed; resources to support the program of work, and expert advisors to ensure the delivery of the vision.

Infrastructure Planning and Information Communication Technology Working Group

This group ensures the buildings and facilities required for the work of SHM are in place and fit for purpose, and that information technology is utilised effectively and efficiently to support SHM's operations and processes.

Remuneration and Workforce Working Group

The role of this group is to ensure that the Board has oversight of the critical role succession planning and talent management; remuneration and Industrial Relations strategy; reward and recognition; policies and procedures; culture and values of SHM; Workforce Planning and Occupational Health Safety.

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:

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



OUR GOVERNANCE

OUR QUALITY AND RISK MANAGEMENT

Continuous Quality Improvement is embedded throughout the organisation, with staff at all levels encouraged to identify areas for improvement and innovation. A Quality and Compliance staff Committee meets monthly to share ideas and to monitor quality projects across the organisation. The Quality and Compliance Committee also receive regular updates from our Equity, Diversity and Inclusion working groups, including the RAP (Reconciliation Action Plan) group, the LGBTIQ group and the Heads Up group, which is responsible for initiatives to promote a mentally healthy workplace.

In July 2018, Sacred Heart Community successfully achieved re-accreditation against the Australian Aged Care Quality Standards, meeting all 44 expected outcomes, whilst in November 2018, Sacred Heart Local successfully achieved re-accreditation against the 18 Community Home Support Program standards.

Coming up in September 2019, we will welcome our three-yearly accreditation inspection against the Quality Improvement Council Health and Community Services Standards, the Human Services Standards and the National Standards for Mental Health Services. The level of support in preparing for this inspection round has shown how much the organisation values this process as a way of ensuring we provide the best services to our clients.

Accreditation

Our service delivery is accredited against:

- Human Services Standards (Department of Health and Human Services)
- Aged Care Quality Standards (Aged Care Quality & Safety Commission)
- National Standards for Mental Health Services
- Quality Improvement Council Health and Community Services Standards.

During early 2020 we will prepare for assessment against the new National Disability Insurance Scheme (NDIS) Practice 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 Management guidelines. 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 Management team and our Board of Governance, 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 on a monthly basis to assess progress against specified actions. During 2019, the Board is working with the expert volunteers from NAB to develop our risk appetite statements, in line with good risk governance procedures.

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.

CONTINUOUS QUALITY IMPROVEMENT IS EMBEDDED THROUGHOUT THE ORGANISATION

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:

Name	Sacred Heart Mission Inc
Australian Business Number	62 843 874 179
Endorsement date of effect	1 July 2000
Provision for gift deductibility	Item 1 of the table in section 30-15 of the Income Tax Assessment Act 1997
Item(s) in Subdivision 30-B of the Income Tax Assessment Act 1997	4.1.1 public benevolent institution
SHM's registration number for VIC Consumer Affairs is	8178.16
SHM's Annual General Meeting was held on	30 October 2018

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
Pathways Australia
National Association of Charitable-
Recycling Organisations
National Disability Services
Leading Age Service Australia (Victoria)
Health Legal
Volunteering Australia
Facility Management
Homelessness Australia
Everybody's Home Campaign
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.



Australian Government





Diversity

During National Reconciliation Week 2019 we formally launched the renewed SHM Reconciliation Action Plan, which had recently been endorsed by Reconciliation Australia. The launch was held during an afternoon tea on Wednesday, 29 May at our new Sacred Heart Community site. We were fortunate to have Janet Galpin from the Boon Wurrung Foundation provide the Welcome to Country. SHM is also grateful for the words provided by Mayor Dick Gross and Todd Condie, Indigenous Policy Officer, from the City of Port Phillip.

We acknowledged NAIDOC Week in July with an informative and thought-provoking lunchtime presentation of a TED talk by Dean Parkin, entitled 'The Uluru Statement from the Heart: An idea whose time has come'. Following the video presentation, the staff who attended held a discussion about the NAIDOC 2019 theme of 'Voice. Treaty. Truth'.

Our Aged Care Diversity Plan 2018-2019, which is developed in line with the National Aged Care Framework Outcomes, is in the final stages and all actions have been completed. We have received approval for the actions from the Southern Metropolitan Regional Diversity Adviser. Work on the next action plan is in progress.

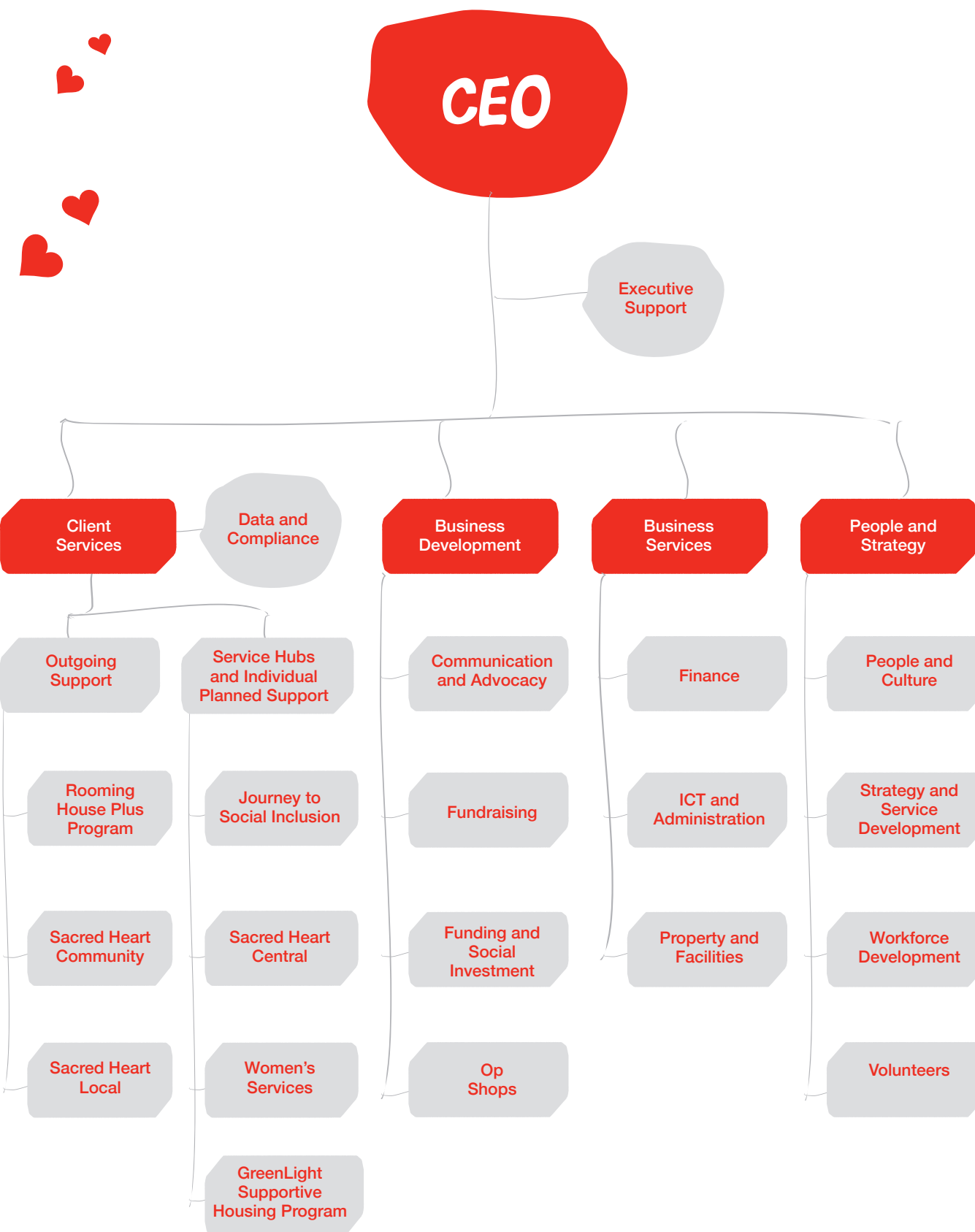
Environmental sustainability

Our Green Team is comprised of 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



Chris Stoltz
Chair

Chris is a graduate in Civil Engineering and a Fellow of Engineers Australia, the Australian Institute of Company Directors, and the Australian Institute of Management. He has been a successful senior manager, CEO and chair of several not-for-profit and private companies, including Boys Town, Sunraysia Rural Water Authority, Royal Flying Doctor Service, Bendigo Hospital and the Victorian Division of Engineers Australia. Chris is Managing Director of his business Spatial Partners and Professor of Practice in Engineering at La Trobe University.



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 OAM
Secretary

Carolyn has a Masters of Laws following a Bachelor of Laws with Honours and a Bachelor of Arts. Carolyn has worked as a Senior Associate at King & Wood, Mallesons, as a policy advisor at the Australian Securities Commission and at Telstra as Corporate Legal Counsel. She is also a member of the Australian Institute of Company Directors and has had significant experience as a charity director. In 2004, Carolyn was a founding member of SHM's Women for Women Committee. She has been the Chairperson of the committee since 2007 and volunteers regularly at the Women's House. Carolyn is the SHM Board Secretary and chairs the Governance and Leadership and J2SI Board subcommittees. In 2019 she was recognised in the Queen's Birthday Honours List, being awarded an OAM for services to women and the community.



David Bradley

David has held senior management roles in marketing and strategy for over twenty 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 Co-founder and Director of Culture is Life, which helps address mental health issues in Indigenous communities. He holds degrees in Law and Economics and previously practiced as a solicitor.



Rosemary Southgate
Vice Chair

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.



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.



Father John Petruslis

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.



Derek Young AM

Derek has 30 years experience in management consulting across a range of industries and prior to his retirement, was the CEO of Accenture Australia. Derek is currently the Chair of the Robert Rose Foundation, the Orcadia Foundation and 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 was appointed a Member of the Order of Australia (AM) in 2013 for significant service to the community.



Marcelle Mogg

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 an MBA from Melbourne Business School.



Rebecca Hodges

Rebecca has been Executive Director of People and Culture at Ambulance Victoria (AV) since June 2015. She leads AV's People function which focuses on supporting a paramedic workforce to deliver exceptional care to the community of Victoria. Rebecca has a Masters of Commerce (HR) from Swinburne University of Technology and is a member of various professional and academic bodies. Prior to her role at AV she held the position of General Manager, People and Culture at Wesley Mission Victoria and has also held senior leadership roles with Victoria Police spanning a seven-year period.

OUR EXECUTIVE TEAM

Cathy Humphrey
Chief Executive Officer

Cathy Humphrey has been with SHM for more than 17 years. During this time, she has overseen the operations of our client services, 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 27 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 is the Chair of the Council to Homeless Persons - the peak body for not-for-profit organisations working with people who are experiencing homelessness in Victoria. She is a member of the Australian Institute of Company Directors, and has qualifications in social science, training and assessment, and coaching. Cathy's passion is driven by an interest in people, human rights and a desire to make a difference, and that passion continues to burn brightly through leading the development of innovative solutions to ending chronic homelessness.

Catherine Harris
General Manager, Business Development

Catherine Harris has been with SHM since 2011 and has been responsible for the leadership of finance, information technology, administration, property, human resources, fundraising, social enterprise development, communication, social impact investment and the op shops. Since 2017, she led 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 holds a Bachelor of Commerce from the University of Western Australia and post-graduate qualifications in management from Deakin University.

Catherine leaves SHM in October 2019 and will be replaced by Wade Piva as General Manager of Business Development and Suzanne Findlay as Manager Social Investment, Governance and Growth.

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. Since 2017 Cathy has been the project sponsor for Project 101, overseeing the construction of our new aged care facility and renovation of the existing building.

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

Leanne Lewis
General Manager, People and Strategy

Leanne Lewis practiced as a Social Worker in clinical mental health for almost 20 years before completing an MBA and moving into the homelessness service sector in 2012. Leanne 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 leading the People and Culture, strategic projects and research and evaluation teams. Over her career, Leanne has been involved in the establishment of a number of not-for-profit services which has led to her strong interest in workforce development, organisational culture and the measurement of program impact via robust outcome and evaluation frameworks.

OUR SPECIAL THANKS

Corporate Partnerships

Accenture
Canyon
Catholic Development Fund
Hewison Private Wealth
Linen House
National Australia Bank
Peter Sheppard Footwear
St Kilda Football Club

Supporting the Meals Program

Bean Alliance
Davies Bakery
Dobson's Potatoes
FareShare
Foodbank
Junee Lamb
Kalis Brothers
Lion
Melbourne Markets
Montague Storage
Nuttelex The Healthy Alternative
Oki2Go
Rizzo Desserts
SecondBite
Susan Day Cakes
The Coca-Cola Company

Corporate and Community

ACW (A Cleaner World)
Ausign
Australian Venue Co.
Barbour Arnold & Cousins Lawyers
Building Engineering
St Kilda Venues (Captain Baxter)
Chisholm and Gamon Property
Clarke Legal
Connolly Environmental
CPA Australia
Cropley Communication
EnergyAustralia
Ern Jensen Funerals
Fancy Films
Firefighters Charity Fund
Igniting Change
JPJ Audio
Kartaway
Kostka Hall Parents' Association
Lander & Rogers
Mark Munro Photography
Metropolitan Fire and Emergency Services
Board employees
Misuzi Jewellery
ModTech Group

Mother Prioress
News Corp Australia
Norton Rose Fulbright
Palais Theatre (Live Nation Australia Venues)
Pinchapoo
Punt Road Wines
Red Agency
Resolution Property Group
Russell Kennedy Solicitors
Ryan Commercial Lawyers
St Columbus Primary School
St Michael's Anglican Grammar School
Star of the Sea College
Telstra
Treasury Wines
Trusay Pty Ltd

Government

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

Individuals

Adrian Cropley OAM and Carlo Marcon
Alan and Clare Gruner
Alexandra Evans
Andrew Stobart
Ann and Terence Hodgen
Antoine Pace
Anton and Jenny Gaudry
Barbara and Victor Mulder
Barry and Faye Hamilton
Bill Tenner
Brendan Baker
Cameron Smith
Catherine Harris
Cathy Humphrey
Carol Brown
Caroline and Derek Young AM
Chris Hartigan and

Angela Scarfe
Christine and Michael Clough
Claudia and Jim Craig
David O'Brien
Denis and Christine McConnell
Denis Roche Family
Dhammika and Nimal Amukotuwa
Diana Gibson AO
Dominique Burgoine
Doug Hooley
Edward and Ann Miller
Elaine Wynn
Ellen Koshland and James McCaughey
Fiona and Andrew Fox
Fiona Mason and James Kelly
Fr Terry Kean
Helen and Campbell Stewart
Helen O'Kane and Neville Cousins
Gail and Kevin Donovan
Ian and Dianne Foote
Jan Talacko and Jane Poletti
Jeffrey and Carolyn Clark OAM
Jenny Jobst
Joan and Brian Healey
Jodie Maunder and John Higgins
John Bennetts and Ann Ryan
John F Martin
Kate East and Jeremy De Zylva
Kathleen Canfell
Kelly and Ken Vaughan
Ken and Gail Roche
Kerry Gardner AM and Andrew Myer AM
Kerry Gillespie
Keryn and Stephen Nossal
Krystyna Campbell-Pretty AM and the Campbell-Pretty Family
Lady Marigold Southey
Leanne Clancey
Lewis Fly
Lloyd and Suzie Williams
Lucille and Keith Forbes
Lynette and Michael Wright
Margaret and John Mottram
Margaret Fengler
Mark Dohrmann AM and Elizabeth Dohrmann

Meagan Keogh
Mercedes and Phillip Slater
Michelle Bennett and Louise Lovering
Murray and Lisa Gordon
Myles Neri and Katrina Nossal
Nicola and Alex Commins
Noel and Jenny Turnbull
P and B Scales
Paul Holyoake and Marg Downey
Paul Mullaly
Paula Fox AO and Lindsay Fox AC
Penelope and Ian Ward-Ambler
Peter and Christine Barro
Peter and Denise Murphy
Peter and Francene Howe
Peter Fitzgerald
Prue Innes
Redmond Family
Richard J Stanley QC
Rita Andre
Robert and Irene Gilbert and family
Robin Bishop and Jess Walpole
Rosie Lew
Roslyn and Richard Rogers Family
Royce and Beverley Jackson
Roz Zalewski and Jeremy Ruskin QC
Sandra and Bill Burdett AM
Scott Mandragona
Sharon Landy
Steve and Kate Kloss
Sue Wood and Gary Edwards
Susan Kimpton
Sybil and Neil McLean
Timms Holden
Terri Farrell OAM
The Ryan Family
Thomas Roemmelt
Tony and Philippa Kelly
Tracey and Jason Cheeseman
Xin Yi Goh

Fundraising Event Committee Members

Dine with the Champions

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

Dine with Heart ambassadors

Jesse Gerner
Leanne Clancey
Shannon Martinez

Heart of St Kilda Concert

Brian Nankervis (Chair)
Brihony Dawson
Ken Connor - Renegade

Women for Women

Carolyn Clark OAM (Chair)
D'Arne Finnis
Dominique Burgoine
Dora Burns
Emily Higgins
Georgina Bird
Jodi Brassey
Josie Kelly
Kate East
Katy Nottingham
Laura McLachlan
Lucy Hill
Marie Kudnig
Megan Collins
Megan Mullins
Nicola Commins
Paris Young
Sarah Conron
Sylvia Ma

Trusts and Foundations

Aged Persons Welfare Foundation
Bagot Gjergja Foundation
Beck Family Foundation
Beddison Family Foundation
Campbell Edwards Trust
DOG Foundation
Drummond Foundation
Feed Melbourne Appeal
Gourlay Charitable Trust
Greg Blizzard Memorial Fund, a charitable fund account of the Lord Mayor's Charitable Foundation
Grosvenor Foundation
HN & EA Sinha Foundation
Jenkins Foundation
Joe White Bequest
John and Betty Laidlaw Legacy
John and Myriam Wylie Foundation
John T Reid Charitable Trusts
John Xavier Charnley Trust
Jones Family Fund, a charitable fund account of the Lord Mayor's Charitable Foundation
Melbourne Racing Club Foundation
Kamener Foundation
Kettle Foundation
Kilfera Foundation
Lord Mayor's Charitable Foundation
Melbourne Catholic Archbishop's Charitable Fund
Milton Corporation Foundation
NAB Foundation (philanthropic arm of National Australia Bank)
Noonan Family Foundation
O'Donohue 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 - Jonathon White
State Trustees Australia Foundation - Donald Mann Bequest
Swann Family Foundation
The Fox Family Foundation
The Gray Family Charitable Trust
The Jack Brockhoff Foundation
The Macfarlane Foundation
The Michael and Janet Buxton Foundation
The Orloff Family Charitable Trust
The Peter and Lyndy White Foundation
The Peter Isaacson Foundation
The William Angliss (Victoria) Charitable Fund
William Buckland Foundation

Bequests and Estates

Estate of the Late Father Ernest Smith
Estate of the Late Kevin John Hughes
In memory of Arno Herpe
In memory of Bruce Jackson
In memory of Ellen Jepsen
In memory of Irene
In memory of Julie Spillane
In memory of Lola Barns

OUR FINANCIAL POSITION

MESSAGE FROM OUR TREASURER

Project 101 on Grey Street, our major new building redevelopment, which you can read more about on page 34, was an area of strategic focus again this year. Spending has now exceeded \$20 million and the project is running to schedule. The first of our residents moved into their new home at Sacred Heart Community in February 2019, with the remaining residents to move from Avonsleigh Terrace in early 2020.

Another major area of focus this year was the Phase Three of our J2SI program, which commenced in August 2018 with the first of three intakes of 60 participants, see page 36 for details. Two more intakes of 60 people will follow in each of the next two years, resulting in support and assistance for 180 clients over five years. Funding for Phase Three has been structured as an innovative Social Impact Investment, which brings together a payment-by-results contract from the Victorian State Government, debt provided by the Catholic Development Fund and philanthropic guarantees and pledges to support the repayment of debt if the payment for performance contract requires it.

SHM is the lead agency in the new GreenLight Supportive Housing Program, which assists people experiencing chronic homelessness in the CBD and inner Melbourne to sustain their housing. With State Government funding of \$4.5 million over two years, SHM, VincentCare and the The Salvation Army commenced service delivery in February 2019 and had assisted 42 clients to the end June of 2019.

SHM's financial operating surplus for 2018-2019 was \$4.4 million, compared with \$1.7 million for the previous financial year. This surplus result included funding for Project 101, which was over \$6.1 million from donations and a Federal Government grant. This \$6.1 million goes straight towards the building works.

Revenue from operations was \$26.7 million (\$32.8 million less \$6.1 million in Project 101 funding) which was an increase of \$4.5 million from the \$22.2 million result for 2017-2018. The majority of the growth in revenue related to increases in funding for client services, such as J2SI Phase Three, GreenLight, Sacred Heart Local and Sacred Heart Community. In addition, revenue from our op shops grew by over \$800,000 to \$7.2 million, aided by the opening of the new op shop in Preston.

Expenses were \$28.4 million, an increase of \$4 million from 2017-2018, which reflects the additional staff who joined client services and the new op shop.

Due to the great efforts of the SHM staff, in parallel with delivering on our ambitious strategic agenda, SHM is on track for a return to a surplus from operations in the 2020-2021 financial year.

Finally, to those who support us in our mission, whether you are a donor, volunteer, pro bono service provider or op shopper, I thank you. Our ability to support the most vulnerable people in the community simply wouldn't be possible without you. Combined with continued Federal, State and Local Government funding, your ongoing support is essential, and I look forward to seeing what we can achieve together in the next financial year.

David O'Brien
Treasurer

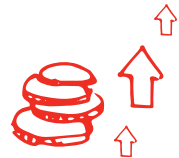


"SHM HAS MADE SIGNIFICANT PROGRESS DURING 2018-2019, AND ITS FINANCIAL PERFORMANCE WAS ALIGNED WITH THE PLAN AND BUDGET THAT UNDERPIN OUR 10-YEAR STRATEGIC PLAN."



\$1.7M

net deficit
after capital
grants



\$3M

increase
in operating
government and
other grants



\$2M

increase in
client service
delivery costs



STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

	2019 Consol	2018 Consol
	\$	\$
Government Income	19,392,509	14,109,028
Op Shop Sales	7,198,096	6,326,375
Fundraising	3,617,641	2,935,198
Other income	2,657,434	2,759,311
Total Revenue	32,865,680	26,129,912
Employee Benefits Expenses	(20,441,945)	(18,302,188)
Depreciation and amortisation expenses	(874,783)	(667,460)
Operating expenses	(2,289,013)	(1,622,195)
Occupancy and rental expense	(2,915,841)	(2,494,302)
Repairs and maintenance expenses	(521,571)	(348,936)
Office expenses	(891,392)	(662,483)
MV expenses	(325,164)	(305,523)
Profit/(Loss) on sale of assets	(77,476)	18,394
Other sundry expenses	(91,717)	(78,334)
Current year surplus before income tax	4,436,778	1,666,885
Income tax expense	-	-
Operating surplus for the year	4,436,778	1,666,885
Other comprehensive income		
Fair value (loss)/gain on revaluation of financial assets	149,709	-69,754
Other comprehensive income for the year		-69,754
Total comprehensive income	4,586,487	1,597,131
Total comprehensive income attributable to the group	4,586,487	1,597,131

STATEMENT OF FINANCIAL POSITION

	2019 Consol	2018 Consol
	\$	\$
Current Assets		
Cash and Cash Equivalents	\$3,830,291	\$7,589,839
Trade and other receivables	\$54,086	\$119,957
Other Assets	\$847,550	\$687,361
Total Current Assets	\$4,731,927	\$8,397,157
Non-Current Assets		
Financial Assets	\$2,327,713	\$2,191,976
Property Plant and Equipments	\$25,531,016	\$15,594,876
Intangible Assets	\$2,353,358	\$2,299,241
Total Non-Currents Assets	\$30,212,087	\$20,086,093
Total Assets	\$34,944,014	\$28,483,250
Liabilities		
Currents Liabilities		
Trade and other payables	2,250,637	2,280,126
Finance lease (Current)	46,674	45,702
Provision (Current)	1,688,794	1,642,255
Other liabilities	6,044,875	4,191,488
Total Current Liabilities	10,030,980	8,159,571
Non-Currents Liabilities		
Finance lease (Non current)	81,807	77,316
Provision (Non-Current)	279,165	280,788
Total Non-Currents Liabilities	360,972	358,104
Total Liabilities	10,391,952	8,517,675
Net Assets	24,552,062	19,965,575
Equity		
Capital Works Reserves	-	11,862,573
Financial Assets Reserves	349,392	199,683
Issued capital	1,000,010	1,000,010
Retained surplus	23,202,660	6,903,309
Total Equity	24,552,062	19,965,575

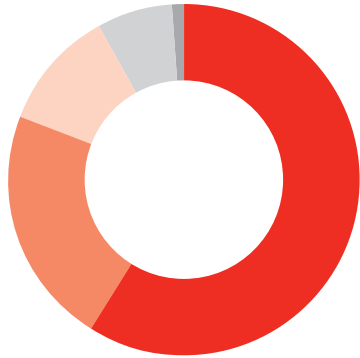
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	2019 Consol	2018 Consol
	\$	\$
Cash Flows From Operating Activities		
Operating grants received	21,414,345	15,768,008
Receipts from other operating activities	13,867,360	12,227,072
(Payments) to suppliers and employees	(28,155,557)	(23,576,008)
Dividend received	214,333	156,161
Interest received	115,893	175,901
Net cash provided by operating activities	7,456,374	4,751,134
Cash Flows From Investing Activities		
Purchase of Financial assets	(161,110)	(304,066)
Sale of Financial Assets	175,082	85,082
Purchase of property, plant and equipment	(10,775,791)	(5,844,964)
Purchase of intangible assets	(153,228)	(190,119)
Deposits for rental bonds	(132,427)	(67,580)
Net cash (used in) investing activities	(11,047,474)	(6,321,647)
Cash Flows From Financing Activities		
(Refunds) Drawdown of accommodation bonds	(168,448)	532,396
Net cash (used in) provided by financing activities	(168,448)	532,396
Net (decrease) in cash and cash equivalents held	(3,759,548)	(1,038,117)
Cash and cash equivalents at beginning of financial year	7,589,839	8,627,956
Cash and cash equivalents at end of financial year	3,830,291	7,589,839



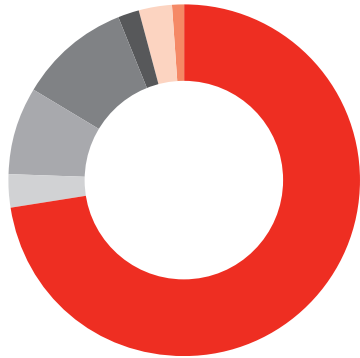
WHERE THE MONEY CAME FROM

	\$	%
● Government Grants	19,392,509	59%
● Retail Sales	7,198,096	22%
● Fundraising	3,617,641	11%
● Service fees	2,275,863	7%
● Investments & Interest	330,226	1%
Other	51,345	0%
Total Income	32,865,680	



WHERE THE MONEY WENT

	\$	%
● Employee Benefits Expenses	20,441,945	72%
● Depreciation and amortisation expenses	874,783	3%
● Operating expenses	2,289,013	8%
● Occupancy and rental expense	2,915,841	10%
● Repairs and maintenance expenses	521,571	2%
● Office expenses & sundry	983,109	3%
● MV expenses	325,164	1%
Profit/(Loss) on sale of assets	77,476	0%
Total Expenses	28,428,902	



EXPENDITURE BY SERVICE

	\$	%
● Long Term support	10,628,164	37%
● Womens Service	2,402,006	8%
● Engagement Hubs	5,516,039	19%
● Fundraising	1,045,032	4%
● Op Shops	5,496,889	19%
● Support Services	3,340,772	12%



CONTACT DETAILS

SACRED HEART MISSION

87 Grey Street
St Kilda 3182

PO Box 1284
St Kilda South Victoria
3182

ENQUIRIES

General enquiries
(03) 9537 1166
info@sacredheartmission.org

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

Op shop collection service
(03) 8658 1698

Fundraising
1800 443 278

ONLINE

🌐 sacredheartmission.org
🏠 sacredheartmission.org/op-shop
👤 sacred.heartmission.org/get-involved/volunteer

📘 – Sacred Heart Mission
– Sacred Heart Mission Op Shops

📷 – @sacredheartmission
– @sacredheartopshops
– @sacredheartonlinestore

🐦 @ScdHrtMission

in Sacred Heart Mission

OP SHOPS

Bentleigh
(03) 9557 0895
271 Centre Road

Cheltenham
(03) 9583 1151
261 Charman Road

East St Kilda
(03) 9527 5778
415 Inkerman Street

Elsternwick
(03) 9528 5893
1/486 Glenhuntly Road

Fitzroy
(03) 9417 6624
433 Brunswick Street

Hawthorn
(03) 9819 9593
86 Riversdale Road

North Fitzroy
(03) 9489 9190
806 Nicholson Street

Prahran
(03) 8658 1699
110 Commercial Road

Prahran (Windsor relocated)
(03) 9529 2455
262 Chapel Street

South Melbourne
(03) 9690 3392
365 Clarendon Street

St Kilda
(03) 8658 1697
87a Grey Street

Preston
0472 720 080
311 High Street

DESIGN
Canyon
PHOTOGRAPHY
Mark Munro

87 Grey Street, St Kilda 3182
PO Box 1284 St Kilda South Victoria 3182

sacredheartmisson.org

