



Annual Report

2019-2020

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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, AND PEOPLE EXPERIENCING POVERTY, MENTAL ILL HEALTH AND FAMILY VIOLENCE.

People experiencing long-term homelessness are often isolated and may have little contact with family or friends. 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, in a way that is appropriate to them. We are here to support them.

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



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



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



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



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

OUR VALUES



WELCOME

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



COMMUNITY

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



CHALLENGE

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



ACCOUNTABILITY

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



INNOVATION

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

OUR WELCOME

WELCOME FROM THE CHAIR

The past year has been rewarding to witness the progression of a trusted, innovative organisation which is helping people experiencing homelessness to find homes of their own and access the right support to improve their health and wellbeing. As we reflect on 2019-2020, we are confidently reaching key milestones in our 10-year strategic plan.

I'm proud of SHM's work in a challenging environment dealing with COVID-19, which has had many impacts including halting our Project 101 redevelopment and forcing our Hands on Health Clinic to become an eHealth platform. Our Women's House continues to offer crisis and housing support but drop-in access, showers, laundry and the sleep room are temporarily closed. Women can still access a free takeaway meal outside the front gate of our Dining Hall at 87 Grey Street.

Following the completion of our new residential accommodation in early 2020, the final residents from Sacred Heart Community have moved into a place they can call their own. This freed up Avonsleigh Terrace which was sold in March 2020, and the proceeds of the sale went towards our Project 101 redevelopment.

In other notable achievements, in August 2019 SHM launched the second iteration of Journey to Social Inclusion Phase Three; I was encouraged to learn 90 per cent of clients were already in stable housing by the end of July 2020.



Not only is J2SI innovative in its outcomes-based performance measurement, it is innovative in its use of Social Impact Investment to raise the funds to pay for the program.

Well done to the Executive team and Board members who had the foresight and confidence to meet the challenges thrown at them unexpectedly by COVID-19, but steered SHM on the right path. On behalf of all of the Board members, I thank Cathy Humphrey and her management team for showing strength of character, adapting to challenging circumstances, finding new opportunities, and leading staff and volunteers "by example". Well done to all of you and all of your staff.

It's always dangerous to single out individuals for further thanks in case of offending someone who might feel overlooked. However, I must take that risk this year in thanking Board member David O'Brien together with General Manager, Business Services, Cathy Brannigan who this year had the extremely difficult task of making sure that we could "make ends meet".

Our capacity to deliver on our mission depends on carefully managing our resources, including money. I'd like to congratulate our fundraising team whose results this year have been outstanding; responding successfully to the COVID-19 effects on our SHM events to raise revenue.

Finally and most importantly, I thank our wonderful supporters and staff. Your support for us in times like this demonstrates what wonderful human beings you are, and we are truly most grateful and indebted to you. Thank you. I now join with you all in wishing that we return to better times soon.

Chris Stoltz AM
Chairman



OUR WELCOME

WELCOME FROM OUR CEO

It has been a year of incredible challenges and milestones. The beginning of the financial year we completed Phase Two of our J2SI program to 60 participants, which was shortly followed with the beginning of services for the second group of 60 people to receive J2SI's Phase Three. Project success continued into early 2020, when our residents from Avonsleigh Terrace moved into their new home at Sacred Heart Community on 101 Grey Street. This allowed for the finalised sale of our Avonsleigh Terrace, which marked another milestone for our major redevelopment on Grey and Robe streets.

However, early 2020 was a confronting start when we saw the effects of the devastating bushfires on rural communities, the smoky days across Melbourne for several weeks, and then the COVID-19 pandemic hit in March and had widespread impacts across our operations, including our transformational Project 101 redevelopment. Unfortunately, Stage 3 of the remaining works are delayed but the Board will review our situation in November and we hope to begin work in the first half of 2021.

Like all organisations this has been our most disruptive year in all our years of operating. Because of this one in a 100-year event, we activated our Business Continuity Plan, which forced us to modify and continue to remodel our services in order to keep our doors open for the people who need us now - more than ever.



In response to COVID-19 and with funding from the Victorian Government, we established an Isolation and Recovery Facility to help people experiencing homelessness to have a place to rest and quarantine.

In June 2020 the Victorian Government asked us to commence our Greenlight Heart response to support people experiencing homelessness temporarily placed in hotels because of the pandemic, into secure housing. People deserve certainty about their futures, and a place they can meet the government's 'stay at home' directions. We look forward to working with the State Government to ensure people can transition from a hotel to a home and sustain that accommodation to end their cycle of homelessness, for good.

We had to postpone our fundraising events Dine with Heart and the Light Up a Life Lunch. But we launched an Emergency Appeal in response to COVID-19 and everyone gave generously to support our work. We thank you, wholeheartedly for that. We've been sustained by our supporters' generous donations during the pandemic, whether it be goods, money or resources - we have been delighted by people's ongoing support during the toughest of times.

Despite the challenging environment, we continued progress on improving our Trauma-Informed Client Support and Planning Outcomes Tool with support from Accenture. This upgrade is making it easier to document our clients' outcomes and achievements and map the impact of our programs.

OUR STAFF AND VOLUNTEERS RESOLVE, OPTIMISM, DEDICATION AND PASSION, HAS BEEN OUTSTANDING.

SHM has proven this year that despite relentless challenges, we are flexible, adaptable, responsive and resilient. Finally, thank you to the Board for your acumen and oversight, wise counsel and clarity of direction in these unprecedented times.

Cathy Humphrey
Chief Executive Officer (CEO)



OUR WELCOME

A MESSAGE FROM FATHER JOHN

One of the innovations from our parish to support our residents at our Sacred Heart Community during COVID-19 is the streaming of an online worship celebration on YouTube from my office during the lockdown. My first solo attempt resulted in me being streamed upside down; how symbolic!

Since the beginning of the first lockdown in March, the unfolding challenges of the COVID-19 pandemic have turned all our lives upside down. It has forced us as a parish and a Mission to meet so many unexpected needs and called forth the best in us as we continue to serve our people. While we have our own share of discomfort by the many adjustments to our lifestyle, for people experiencing homelessness it is an ongoing journey of having their world turned upside down through continuing traumas.

This last year we have seen growth from a legacy of 38 years of compassion that has kept us caring for those we support to live life from a dignified 'right-side up'.

My co-workers on the parish team, our Pastoral Associate Christine Mitchell and our Parish Administrator Jane Hearnese, have been once again such vital and generous hearts in the support of our ongoing relationship with the Mission community.

Having Belle Hann in our Pastoral Care Team this year has been a wonderful gift and complemented the care of our people at Sacred Heart Central and the Women's House.



Belle has brought a refreshing perspective and 'solidarity of heart' to our Mission Pastoral Team and parish community, as well as to those she serves.

Our parish school, under the vibrant leadership of our Principal Daniella Maddalena, has been integrating their social justice approach with a learning focus once again centred on SHM. Though limited by the restrictions, our children have busied themselves by sending online messages of support to our staff and residents at the hostel. They look forward to the future, as do the residents, and to being able to come together to celebrate life at our planned activities.

Over the last year at our church we have sadly, but richly gathered to farewell the lives of many from our services across the Mission. The pastoral care from family, friends, volunteers and staff forming 'the community of love and thanksgiving' has been a sacred and privileged experience. At such times, it once again reveals the heart of SHM is to love people to the end, even at their most vulnerable times, so they are never forgotten. Each person who dies, enters into the living soul of SHM.

To Cathy Humphrey, our CEO, on behalf of our parish you have called upon the rich maturing experience of leadership over the years, coupled with your considerable personal gifts, to meet the challenges of the COVID-19 crisis. You have faced it with your wonderful team of staff and volunteers in a way that has enabled continuity of care for the people. We have all been blessed with the spirit of security you have engendered in extremely insecure times. Thank you, Cathy.

To our Chairman Chris Stoltz, thank you for your steady, insightful and strong leadership of our Board and support to myself and wider parish in this most challenging of years for us all.

To all of us who support the relentless heart of our vision in addressing the injustice of homelessness, may our efforts continue to reveal tangible hope to a world that desperately needs to experience the power of what sacred hearts can do.

Father John Petrulis
Parish Priest



PETER'S STORY

CLIENT PROFILE

After leaving politically unstable Zimbabwe and relocating to Australia, where he first experienced homelessness after a divorce, Peter is overjoyed to find a stable, peaceful home at our Sacred Heart Community.

"I am purposeful minded; I have privacy to write my memoirs, which I've been working on for some time; I'm comfortable and I enjoy taking a shower every day in my spacious bathroom!" Peter says.

"I'm very happy; I wouldn't be where I am today were it not for SHM. I would be with other tenants in insecure accommodation, battling with alcohol, cigarettes, addiction. Really, I would be struggling."

Peter was living at our Avonsleigh Terrace residency before he moved to a comfortable new space in January 2020 at our new building on Grey Street, where he reconnected with friends and family.

"I love that I can still see my son, who lives locally and I have a beautiful home," Peter says.

"Last week I rang my brother in London and I said, 'for a person of my income I am living in a five-star accommodation, in a peaceful place that is mine'. He said, 'I would love to come and see you when COVID-19 is over,' and I would love for him to come and live near me in St Kilda."

He's no stranger to adversity; Peter grew up in Zimbabwe and later moved to Botswana to teach mathematics and science while his country suffered under guerrilla warfare, which claimed the life of one of his brothers.



While living in Botswana, Peter was granted a scholarship to go study economics at the University of Swinburne in 1976 at Melbourne, where he says he topped his class. Peter also studied 'pure and applied' mathematics and architecture, at various universities in Melbourne, from 1977 to 1981. In 1981 Peter returned to his home country Zimbabwe where he worked for the government, building five schools as well as a rural clinic which relied on solar energy.

During that time Peter also supervised the construction of a rural village in Matabeleland, but sensing more corruption within the government he moved permanently back to Australia in 1991.

In 2013, Peter said he completed a Bachelor degree in Recreation Management from Victoria University.

Peter first experienced homelessness at 43, in Dandenong, after he divorced his wife and suddenly found himself without a new place to live.

"The local priests in Dandenong helped me look for accommodation and I moved into a place with some men, but I had to run away from the property they had given me because I was being taught alcoholism by the people I was living with and developed an addiction," he says.

"The church got me through the tough times. I moved to Melbourne where I lived in various rooming houses before my doctor referred me to SHM and I'm incredibly grateful to her for that."

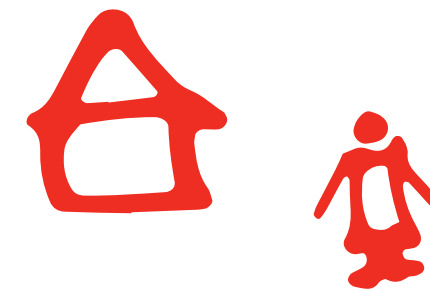
People of all backgrounds are welcome to visit SHM's Dining Hall for a free meal and to access support, which is often the beginning step for people to exit homelessness.

"THE FIRST TIME I VISITED THE DINING HALL, I WAS IN NEED OF A FREE MEAL AND A HOT SHOWER; I WAS SURPRISED BY THE GENEROSITY PEOPLE GAVE ME," PETER SAYS.

"I was still working as a teacher at this stage at TAFE and I was overwhelmed by the quality service they offered, with such a welcoming spirit.

"I eventually got a referral to move into Avonsleigh Terrace, and when the new building at 101 Grey Street was completed, I moved in there."

Peter's at ease and has a sense of security, with a place to call home at Sacred Heart Community for the rest of his days.



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.

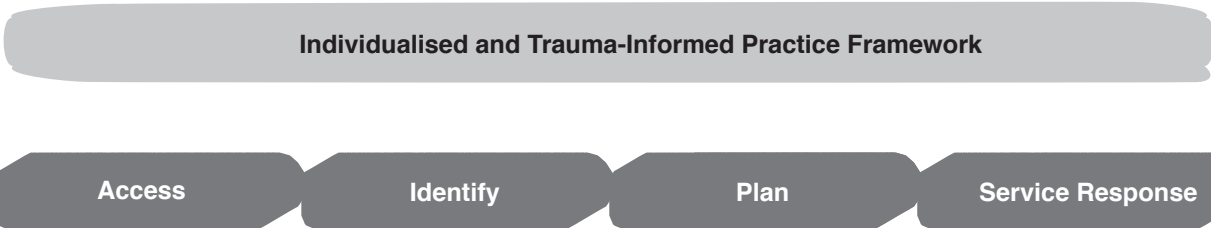
SERVICE USERS

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



APPROACH



SERVICE TYPES



SERVICE OUTCOMES



COVID-19 IMPACTS ON SHM'S OPERATIONS

COVID-19 HAS PRESENTED UNPRECEDENTED CHALLENGES ON A GLOBAL SCALE FORCING ORGANISATIONS INCLUDING SHM, TO MODIFY SERVICES.

Due to coronavirus restrictions, our sit down Dining Hall had to close. Instead, SHM continued to offer a free takeaway meal daily, which combined breakfast and lunch to our clients, from the decked landing inside the gate at 87 Grey Street, St Kilda.

Crisis and housing support was still offered at the Women's House. Our physiotherapy, pain clinic and dietetics services were moved to an eHealth platform, with other services put on hold.

Our Kick Start program, which helps people experiencing homelessness or disadvantage to pursue sport or recreational activities, was also suspended. The 'pathways team' provided a weekly trivia quiz and a monthly newsletter with updates to maintain a sense of community and connection with clients.

Contact with clients who accessed mental health treatment through our partnership with Alfred Hospital Homeless Outreach Psychiatry was continued by phone. Sacred Heart Central workers also monitored the mental health of clients during food provision.

Pastoral Care took on a new urgency during the pandemic because many clients wrestled with loneliness or anxiety. During lunch a Pastoral Care worker was present to meet with our clients to offer support.

The workers then followed up with phone calls to see how people were and offered to listen to any of their further concerns.

All 12 of our op shops were temporarily closed. During this tough time, we encouraged our supporters to shop from the comfort and safety of their home at our @sacredheartonlinestore via Instagram and eBay.

Volunteers, who were always the lifeblood of the Mission, were asked not to attend their shifts and recruitment for volunteers was put on hold.

COVID-19 also cancelled our internal events including Easter celebrations and the all-staff meeting. Our fundraising events such as the Women for Women Light up a Life Lunch and our Dine with Heart month, which were scheduled for May, were not held.

SHM created and implemented an organisational-wide COVID-Safe Plan to ensure we continued to provide a safe work environment for our staff, clients and customers.

272 
hampers given
to people experiencing
homelessness



COVID-19 ISOLATION AND RECOVERY FACILITY

During the coronavirus pandemic, SHM set up a COVID-19 Isolation and Recovery Facility in April for people experiencing homelessness to self-isolate, quarantine and recover from the coronavirus, thanks to the Victorian Government.

However, due to the initial absence of COVID-19 in the homeless community, the centre provided recuperative and respite care for many people requiring support during recovery from short- and long-term illness and health conditions.

Onsite staff are continuing to provide 24/7 support to people experiencing homelessness who are unwell, awaiting test results or those requiring an additional recovery period from the virus. Staff will also connect people with other services they need to exit homelessness. St Vincent's Hospital Melbourne staff are leading the clinical care in the Recovery Facility.

Six people all over 40 years of age moved into the Recovery Facility by late June 2020. Individuals had either been sleeping rough, living in crisis accommodation or came from referrals from Launch Housing or Unison Housing services. Daily nurse visits and health checks were provided for people, through the Homeless Person's Program, run by Bolton Clarke.

Everyone was provided with case management whilst in the Recovery Facility, where meals, laundry and cleaning were provided daily.

GREENLIGHT HEART

After people sleeping rough were placed into emergency accommodation during the pandemic, SHM, in partnership with The Salvation Army and VincentCare, formed Greenlight Heart, in June 2020, and began to move more than 300 people temporarily living in hotels into permanent housing.

Recognising people sleeping rough in hotels need certainty about their futures, our frontline workers have been working around the clock to find long-term housing for people to ensure no one returns to a life on the streets, especially during this continuing health crisis.

This collaborative effort with the State Government means people without a home can meet the 'stay at home' directions and ensure transmission rates amongst the homeless community are minimal.

While Greenlight Heart has contributed staff, prioritised support and housing vacancies, we look forward to working with the State Government on how funding will be allocated to homelessness agencies, to ensure this rapid response fully meets the needs of the 300 people we are supporting.




336
vulnerable people
were called by staff



OUR ACHIEVEMENTS OVER THE PAST YEAR

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

We're committed to providing an integrated range of responsive, high-quality services during and after COVID-19, aimed at addressing a person's physical, psychosocial, spiritual and emotional needs.

Measuring and reporting our impact fundamentally underpins what we do because we want to 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.

In 2019-2020, despite COVID-19 we accomplished a great deal, with 40 per cent of our targeted activities in the 10-year strategic plan achieved. However, many of our services were impacted by the pandemic, and projects were halted.

Over the next few pages, we have highlighted some of the major achievements from across the organisation in the past financial year, delivered by dedicated and hardworking 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.



ACTIVELY ENGAGE, WELCOME EVERYONE TO OUR TABLE

We will ensure clients, carers and families have access to an integrated range of responsive, high-quality services that address their physical, psychosocial, spiritual and emotional needs.



STRENGTHEN OUR FUTURE, DEVELOP OUR SERVICES

We will grow existing services and develop new responses, to ensure current and future clients, carers and families have access to services that meet their needs.



SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will be a viable and sustainable organisation.



IMPROVE OUR PLACES, GROW OUR SPACES

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



SHARE OUR STORY, INSPIRE SUPPORT

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



ENGAGE COMMUNITY, BUILD COLLABORATION

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



DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

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



BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

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

MEASURES OF SUCCESS

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

HOUSING SUPPORT PROGRAM PROVIDING HOPE AND A FUTURE FOR PEOPLE EXPERIENCING HOMELESSNESS



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.

Our St Kilda Intensive Outreach Team (SKIOT) program successfully supported 53 notoriously 'hard-to-reach' people with pathways out of rough sleeping into housing.

The program began in December 2017 in response to increasing numbers of people sleeping rough on SHM's property. It has consistently delivered strong results, with frontline workers assisting 91 people in total.

Chris Middendorp, Manager at Sacred Heart Central, says SKIOT's place-based, intensive case management response to homelessness allows SHM and its program partner Launch Housing to gradually build trusting relationships with a group of highly complex people experiencing chronic homelessness.

"These relationships take time because people sleeping rough have been without a home for lengthy periods and often find it hard to trust services. Most have had traumatic histories and need intensive, practical support to move into a permanent home and remain housed," Chris says.

"OUR TEAM BRINGS THE RIGHT MIX OF EXPERIENCE AND SKILLS AND TAKES THE TIME NEEDED TO ENGAGE WITH PEOPLE SLEEPING ROUGH WHO'VE BEEN DEALING WITH UNTREATED MENTAL HEALTH, SUBSTANCE USE ISSUES AND OFTEN LONG HISTORIES OF TRAUMA."

"OVER HALF OF THE 91 PEOPLE WE'VE WORKED WITH WE'VE BEEN ABLE TO HOUSE, WHICH SHOWS HOW EFFECTIVE THE APPROACH WE USE IS. WHAT REALLY MAKES THE DIFFERENCE IS SUPPORTING PEOPLE TO STAY HOUSED ONCE THEY GET ACCOMMODATION. THIS TAKES A DEDICATED MIX OF ADVOCACY AND COORDINATION WITH OTHER SERVICES AND FOR THE CASE WORKER TO BE APPROACHABLE AND PERSISTENT OVER TIME."

The SKIOT team aims to provide support for crucial moments - when a person is settling into their accommodation, helping them to set up their tenancy, sign the lease, connect utilities, then linking them with health services and social support.

"Our SKIOT program has led people to a range of exciting new opportunities, with 10 of the people we've housed through SKIOT now supported by SHM's Journey to Social Inclusion and GreenLight programs," Chris says.

"Through the partnership with Launch Housing, 10 head-leased private rental properties were made available for more than 10 clients to be housed safely and stably for the first time in years and has given them the space to focus on their health and wellbeing."

Last year SHM recruited two additional intensive case managers to provide clients with longer-term outreach support, after receiving an additional \$368,000 from the Victorian Government as part of its Homelessness and Rough Sleeping Action Plan.



SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will be a viable and sustainable organisation.

SHM's innovative Journey to Social Inclusion program (J2SI) is continuing to prove it's the solution to end homelessness, with 82 per cent (SHM data) of people housed at the end of Phase Two.

For three years J2SI Phase Two staff worked with 60 clients to find a home as well as connect them with the right support. At the end of that support, in 2019, J2SI participants' mental health and wellbeing improved, drug and alcohol issues resolved, they built their independence, some found work and most increased connection with their communities.

Housing and support tailored to their needs also contributed to a large reduction in the use of public services such as drug and alcohol facilities, which created significant cost savings to the government. For every \$1 invested in the J2SI program, \$1.84 was returned in health and justice cost savings.

In addition, 40.5 per cent of J2SI participants felt safe in their housing "all of the time", (which is three times the number at the beginning of the program).

"WELL, ACCOMMODATION. I HAVE GOT STEADY ACCOMMODATION. THE (J2SI CASE MANAGER) GOT ME A NICE PLACE AND I LIKE IT. THAT'S THE BIGGEST ADVANTAGE I'VE HAD. I'VE BEEN THERE NEARLY THREE YEARS. IF YOU KNOW WHERE YOU'RE GONNA LAY YOUR HEAD EVERY NIGHT, WHERE YOU'RE GONNA GET A FEED FROM, IT DOES TAKE A LOT OF STRESS OUT OF YOU. IT TAKES A LOT OF STRESS OUT OF YOUR LIFE," A J2SI PHASE TWO PARTICIPANT SAID.

Phase Two's independent evaluation led by a team of researchers from the Centre for Social Impact at The University of Western Australia and Swinburne University of Technology, was completed in 2020. This research will be used to improve the program and enable scaling up of J2SI.



J2SI PHASE THREE: PROGRAMS 3.1 AND 3.2

The J2SI program has been scaled through Phase Three (which commenced delivery to the first 60 clients of 180 people in August 2018 to Program 3.1 and an additional 60 in August 2019). There are three intake points annually.

Less than four weeks after SHM commenced the referral process (in August 2019) and two weeks ahead of schedule, the second iteration of Phase Three already had taken in 60 people experiencing chronic homelessness.

Halfway through J2SI Phase Three, in December 2019, 97 per cent of participants who joined in August 2018, and 75 per cent of people who started in August 2019, were in stable housing.

Funded by a Social Impact Investment with the Victorian Government, this partnership is a unique opportunity to accelerate the growth of the J2SI program.

J2SI EVALUATION AND LEARNING CENTRE

Learnings from Phase Two and Phase Three will be used to improve the program and enable scaling up of J2SI nationally to support people out of homelessness through the established J2SI Evaluation and Learning Centre.

CEO Cathy Humphrey says under the J2SI Evaluation and Learning Centre and through licensing agreements with other community service organisations across Australia, evidence will be gathered, analysed and disseminated on the social and economic impacts of the program.

"This will ensure that the program fidelity is retained and we will make continuous improvements to the design of the intervention as well as allow economies of scale to develop," Cathy says.

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

GIVING ELDERLY RESIDENTS EXPERIENCING HOMELESSNESS A HOME FOR LIFE



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.

COVID-19 has halted work on our multimillion-dollar Project 101 redevelopment of the buildings located on the corner of Robe and Grey streets, which when complete will house our residential care services, the Hands on Health Clinic, the Women's House and administrative functions.

Work was on track to bring together five high-quality services and accommodation into one 'campus of care', for our ageing Victorians experiencing homelessness and disadvantage. This included 14 independent living units for elderly Australians.

Before the pandemic, the project reached a new milestone with the final 39 residents from Avonsleigh Terrace and the Annex moving under one roof in our new refurbished building at 101 Grey Street in February 2020. Relocating these residents allowed for the sale of Avonsleigh Terrace, in March 2020. After 20 years of operation, the sale of Avonsleigh marked the closure of a significant chapter in our history and the start of an exciting new chapter for the residents.

As we worked towards renovating the Hands on Health Clinic, we had to temporarily relocate the clinic to Grey Street where it was renamed, "The Wellness Place" to better reflect the different location and modified services, such as our physiotherapy pain clinic and dietetics services.

In preparation for the next stage of our ambitious Project 101 redevelopment, staff moved out of our Robe Street offices in January 2020, to make way for our new Administration Centre.

It was one of our biggest internal shifts, with all of our People and Strategy (including Workforce Development and People and Culture), Finance, as well as the Property and Facilities teams moving to 320 St Kilda Road, which is closer to our Sacred Heart Local, J2SI (Phase 3.1) and Greenlight teams. We also moved all our management meetings and training sessions to our other new site at 128 Acland Street, St Kilda.

Peter Gow-Hills, Property and Facilities Manager, explained we planned to temporarily relocate the Women's House into part of the Old Primary School in anticipation of its upgrade, but this was put on hold due to COVID-19, meaning the Women's House is still at its current site.

"We're looking forward to adding 14 Independent Living Units, which will create a supported rooming house, refurbishing the Women's House, and upgrading the Hands on Health Clinic, but this stage is on hold for now," Peter says.

"This next stage will also bring SHM's administrative services, including the CEO's office, into a centralised hub, paving the way for improved and enhanced building spaces and allowing us to offer better amenities for our staff and increased activities for our clients."

The complete project has increased the number of beds at Sacred Heart Community to 97.



MEASURING OUTCOMES FOR IMPACT



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 is firmly positioning itself as an innovator while we continue to develop a tool which captures, analyses and reports on outcomes at an individual, program and organisational level in order to assess our programs.

In the past year, we have upgraded our Trauma-Informed Client Support and Planning Outcomes Tool (TICSPOT) which our case managers use to engage and support clients in setting and achieving their personal goals.

TICSPOT is a custom-built, trauma-informed tool which measures client outcomes across five key outcome areas covered in SHM's Service Model (Housing, Health and Well-being, Independence, Social Inclusion and Economic Participation) that are critical to maintaining safe and appropriate housing and therefore ending the cycle of long-term homelessness.

People and Strategy, General Manager, Leanne Lewis says TICSPOT is a critical tool to gauge a client's progress and in turn then monitor the tangible impacts of our services.

"TICSPOT IS AN INNOVATIVE TOOL TO ENGAGE WITH OUR CLIENTS IN THEIR CASE MANAGEMENT PROCESS BY HELPING THEM IDENTIFY A SET OF GOALS THEY WANT TO ACHIEVE TO KEEP THEM ON TRACK, AS WELL AS IMPROVE THEIR QUALITY OF LIFE," LEANNE SAYS.

"TICSPOT helps to engage and empower clients in their case management process by identifying their goals and monitoring progress to motivate change."

SHM redeveloped the software alongside technology consultant Accenture after conducting a major review of the existing TICSPOT system.

"WE TOOK THE FEEDBACK ON BOARD AND UPGRADED TICSPOT TO MAKE IT EASIER TO USE, MORE FLEXIBLE FOR CLIENTS AND CASEWORKERS AND WITH GREATER 'REAL TIME' REPORTING CAPABILITY," LEANNE SAYS.

"The upgrade has also provided us with an outcomes solution that is scalable so that it can be made available to other organisations."

Leanne presented at the 2019 National Housing Conference on our outcomes measurement journey and shared how TICSPOT could be used as a powerful tool to help the sector. We've also been participating in a sector working group, led by the Council to Homeless Persons (CHP) to influence the design and implementation of outcome measurement frameworks for the sector and state government.

For more information, please read CHP's report on ['Getting Outcome Measurement Right for the Specialist Homelessness Sector'](#).





OUR PROGRAMS AND SERVICES

ENGAGEMENT HUBS

This is an overview of SHM's services before modifications were made to respond to the impacts of COVID-19, which has impacted some of the statistics.

Meals Program

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

Our Dining Hall team, with passion and creativity, provide hearty, nutritious meals 365 days of the year - even during a pandemic. The Meals Program is supported by our valued volunteers, along with a dedicated team of support workers who are always present to listen and talk with people. It is a program that does far more than feed people; it provides opportunities for people to reconnect and develop a sense of community and belonging.

With limited funds we rely on a steady supply of stock and generous food donations from our supporters, with whom SHM has developed strong relationships with over many years.



265

volunteers involved in our Meals Program



136,596

meals served during the year to clients

The Women's House

The Women's House is a safe and supportive Engagement Hub which provides case management, housing assistance and support, meals, bathroom and laundry facilities to women experiencing or at risk of homelessness, in crisis or socially isolated. The space also provides an opportunity to socialise with other women or participate in wellbeing, personal skills development or informal creative activities.

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 work with a duty worker to get the most from the social services system including preventing evictions, assisting with legal matters and helping to link people into the range of SHM support services. Many visitors to the Resource Room also make use of the shower and laundry available onsite.

INDIVIDUALISED PLANNED SUPPORT

Case Management at Sacred Heart Central

Whether they are working in the Resource Room, or in the Dining Hall, Pathways Workers assist people with housing, mental health, legal, health, and life skills to build people's independence and link them to ongoing and effective support.



475 clients access SHM services via Pathways Workers

138

clients provided with case management support at Sacred Heart Central

Hands on Health Clinic

Offers a wide range of complementary therapies in a welcoming clinic, which is a model of community development and collaboration, with fully qualified volunteer professionals and students (under full supervision), providing diverse therapies including massage, physiotherapy, chiropractic, osteopathy, myotherapy, acupuncture, podiatry, optometry and reflexology.

1,844

appointments provided at our Hands on Health Clinic

Kick Start – Wellbeing and Activities

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



198 people participated in our Kick Start program

Go Well Doctor Service (previously GP Service)

Our Go Well Doctor Service provides people with access to a doctor and a registered nurse, in a setting that is welcoming and non-judgmental, enabling people to easily connect with our Support Workers, Case Managers and other co-located supports. The service specifically targets those clients who don't have a GP because they're unable or unwilling to access a GP in the community.



868

free consultations provided at our GP Service



378 clients presented with chronic health conditions at our GP Service

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.



INDIVIDUALISED PLANNED SUPPORT

Pastoral Care

A person-centred, holistic approach which complements the support offered by other SHM services, while paying attention to spiritual care.

Pastoral Care support is provided to people regardless of their religious affiliation and can be of great benefit in helping people deal with loss and loneliness, but also supports those celebrating their joys and victories.

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.

356
people received emotional and spiritual support

Case Management at Women's House

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

Women's Housing and Complex Needs (WHCN) program

Provides intensive case management for women experiencing homelessness and other issues associated with long-term and complex needs as part of the SKIOT and shared Engagement Hub response.

The program provides pathways to accommodation, direct client support, case coordination and enhancement of existing support to women through a collaborative approach and partnerships with local agencies.

5,740
presentations at The Women's House

Homefront

A statewide crisis accommodation service for women aged over 25, without accompanying children, providing a safe, supportive environment for up to 11 women living with diverse, complex needs.

Priority is given to the most vulnerable who are experiencing chronic homelessness, particularly because of family violence, being a refugee, or are pregnant.

Women at Homefront are provided with individual planned support and assistance with housing, physical and mental health concerns, substance use issues, financial and legal matters, and social and life skills. Case management support is also provided.

68
women provided with crisis accommodation and individualised planned support

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. The safe and independent living units are a vital resource to women who access crisis accommodation at Homefront or who are unable to immediately access other options.

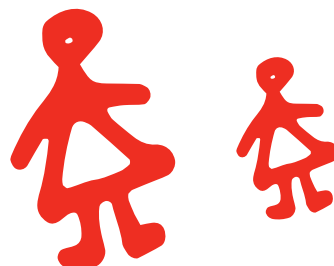
The length of stay at the Orcadia units has increased from up to six months to 12 months plus, which reflects the lack of suitable affordable permanent housing options available in Victoria.

Bethlehem Community

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

A recovery-focussed approach is used to promote physical and mental health, independence as well as social and economic participation.

35
women provided with safe, secure accommodation at Bethlehem Community



Assistance with Care and Housing for the Aged (ACH)

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 support them by linking them into services they require, be they medical or housing related.

J2SI Phase Two and Three

J2SI provides three years of intensive case management and service coordination for people aged 25-65 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.

The program is based on more than 10 years of rigorous evaluation and research and works from a rapid housing and intensive support approach, enabling people who've experienced chronic homelessness to stay housed.

It works from the premise when people 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.

J2SI Phase Three, is funded by a Social Impact Investment with the Victorian Government and is working with 180 vulnerable Victorians over a five-year period, since August 2018. There are three intake points only with 60 clients each year. J2SI Phase Two was run from 2016 and supported 62 people across inner Melbourne to exit homelessness rather than simply manage it.

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.

63
people are helped to find and settle into new homes



Greenlight Heart

Greenlight Heart is an extension of the Greenlight Supportive Housing program, which was established in June 2020 to help move more than 300 rough sleepers temporarily living in hotels during COVID-19, into long-term housing. Frontline workers from SHM, The Salvation Army and VincentCare have been reaching out to those people who are in the hotels and working with them to move them into safe accommodation during the pandemic and help with pathways to exit homelessness.

117
people in hotels helped by Greenlight Heart



ONGOING SUPPORT AND ACCOMMODATION

Sacred Heart Community

Provides a 'home for life' for people who have histories of homelessness, disadvantage, substance abuse and mental health issues. For many, it's the first time in their lives they've had a safe, secure place to live. Residents have been relocated to live together under one roof as part of our Project 101 development, increasing capacity to 97 bedrooms.

Residents receive excellent medical and psychiatric support from the St Kilda Medical Group, the Alfred Psychiatric Service, and Bethlehem Hospital Palliative Care. Although funded within the Commonwealth Residential Aged Care model, residents living at Sacred Heart Community range in ages between 40 and 87 years. Unlike other residential facilities, a physiotherapist, psychologist, Emotional Support Therapist and Pastoral Care practitioners are available to provide support to our residents from diverse backgrounds.

average age of residents has risen to 76 at SHC

78

people live in secure, supported accommodation at SHC

Rooming House Plus Program (RHPP)

Since 2005, the Rooming House Plus Program has enabled people with histories of homelessness to break the cycle of disadvantage through long-term accommodation and the support needed to maintain their housing.

Through a partnership with Community Housing Limited, RHPP provides self-contained accommodation for 67 single adults over 18. Family members and carers are actively involved with the RHPP community, allowing residents to rebuild or develop relationships with loved ones. A communal dining room, arts studio, laundry facilities, gym and vegetable garden are also available on site.

RHPP has been running the Early Intervention Psychosocial Support Response since June 2019, in partnership with Alfred Mental Health service. The outreach program provides assistance to people experiencing mental health issues who are living in insecure housing such as rooming houses.

67

adults provided with self-contained accommodation at RHPP

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.

Sacred Heart Local also provides HomeCare, 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.

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.

Mental Health and Drug and Alcohol Partnerships

SHM has a longstanding partnership with Alfred Health's 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.

over 11,000

hours of support and services provided to NDIS participants

43

people received case management through the Windana Street Project



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

438 OCCASIONS





OUR STAFF

Our committed and dedicated team of skilled professionals work above and beyond each day to provide compassionate care to the people who use our services. Such strengths have been continually highlighted in how our staff have responded to the many challenges that the COVID-19 pandemic has thrown at them.

Staff recognition awards continue to highlight outstanding contributions made by SHM individuals and teams. Known as the Big Heart Awards, categories of excellence include:

- Client Service
- Customer Service
- Innovation
- Citizenship.

Nominations from staff members were received for both individuals and teams. Finalists in each category were selected during the year with the recipients awarded for each category at the end of the calendar year. The CEO Award for Staff Excellence was introduced in December 2019 for staff who perform all their normal job duties with excellence and who demonstrate exceptional initiative in contributing to SHM. This inaugural award was awarded to Mizzi Walker, Volunteer Program Coordinator.

Finalists and recipients from July- December 2019 were:

- Peter Gow-Hills** – Customer Service (finalist)
Ash Chapman – Customer Service (recipient)
Mizzi Walker – Customer Service (finalist, CEO award recipient)
Reggie Wloch – Client Service (finalist)
Jill Cameron – Client Service (finalist)
Sacred Heart Community team – Client Service (recipient)
Karen Lococo – Innovation (recipient)
South Melbourne Op Shop Team - Innovation (finalist)
Dom Caesar – Citizenship (finalist)
Julie Quirk – Citizenship (recipient).



In 2019, the following staff members were recognised for their years of service:

15 years' service

Lucia Whitfield
Ewa Podstawek
Litiana Corfe.

10 years' service

Jose Sabang
Sue O'Kane
Duncan Mackay.

5 years' service

David Vakalis
Yung Toh
Cleo Pitt
Gregory O'Loughlen
Esit Neumann
Simon Monroe
Frealeem Mengistie
Peter Kelly
Sarabjit Kaur
Michele Jones
Robyn Findlay
Judith Douglas
Amanda Adell.

MARGARET THORPE

STAFF PROFILE

Margaret Thorpe found her 'home' at Sacred Heart Community after a stint as a bush nurse in Zimbabwe and living and working in the remotest Aboriginal communities in Arnhem Land.

Margaret's life has been nothing less than extraordinary. After completing her nursing training at a hospital in Zimbabwe during the country's civil war, she completed her midwifery training in a rural hospital, where she helped deliver 300 babies in 12 months. She then migrated to Australia and accomplished one of her dreams of working in the Australian outback.

Armed with a sense of adventure, Margaret packed a swag and set off travelling for 10 years in her trusty little Datsun and worked as a bush nurse in many outback communities. Margaret then worked as a nurse practitioner in Arnhem Land for three years before moving to Melbourne.

Margaret started working in Melbourne with the eclectic community in the heart of St Kilda, taking up her first residence in Acland Street, 20 years ago. She then commenced her first job in Aged Care as a Manager of a facility in Port Melbourne, which eventually led her to SHM. Margaret started working as a Registered Nurse in Avonsleigh before stepping up as manager of Sacred Heart Community.

"SHM has captured many aspects of my working life and is an incredible way to end my career," Margaret says.

Margaret humbly accepted the awards on behalf of her wonderful team, which is comprised of highly-skilled clinical and allied health professionals, who are able to provide continual care through to the end of our residents' lives.

Sacred Heart Community provides a home for life for people who have experienced trauma, chronic homelessness, who live with mental illness, with the majority of residents being between the ages of 40 and 87.

The people who reside here talk about the facility as a home for life, where they establish lasting relationships with each other, who they describe as being their family and friends. This is something they often haven't experienced in their previous lives and gives them a sense of connection and belonging.

"The opportunity to work with people who share similar visions and philosophies at Sacred Heart Community and the wider SHM, and to support people who have experienced disadvantage is something I truly value every day," Margaret says.

"THE CONNECTIONS WITH SPECIAL AND AMAZING PEOPLE WHO HAVE OVERCOME SUCH ADVERSITY AND MAINTAIN HUMANITY, THEY'RE WHAT MAKES THIS JOB SPECIAL."

Drawing on her years of nursing experience in Africa and Australia, Margaret has developed an award-winning, resident-directed model of care at Sacred Heart Community. This led her and her team to be honoured with an Australia-wide aged care award in 2018 for Sacred Heart Community's unique 'My Community, My Way' model of care, and then the 'Leading Practitioner Award' from the Council to Homeless Person's (CHP) in 2019.



OUR VOLUNTEERS



VOLUNTEERS AT A GLANCE

960

individual
Volunteers

170

groups

were involved in our programs
this past financial year.

The first half of the financial year was business as usual with volunteers offering crucial support across all of our programs. During the second half, the coronavirus pandemic forced us to suspend most of our volunteer shifts when we modified our services. This meant people volunteered in ways they never have before but always maintained their dedication for SHM.

Our op shop volunteers have been on the frontline of the pandemic, but they have been adaptable and patient. The importance of our op shops as both a fundraiser and a community hub was highlighted during the coronavirus. Our volunteers spoke of a sense of loss while the stores were closed but when SHM reopened most of its stores after the first lockdown, in June 2020, in true volunteer form our volunteers were raring to return to retail in a moment's notice in order to support those who needed it the most.

During the pandemic, SHM experienced extraordinary support from volunteers in other various ways such as painting our refurbished lounge area at Rooming House Plus Program, setting up the COVID-19 Isolation and Recovery Facility, offering telehealth sessions through the Wellness Place (the new HoH Clinic), making face masks, refilling hand sanitiser, and creating food as well as care packages.

Our Community Visitor Scheme saw an increase in demand from volunteers during COVID-19 and we managed to appropriately match people with residents across six different residential homes, including at partnering services.

During lockdown, the Volunteer Team pressed on with volunteer training on topics nominated by volunteers, albeit delivered virtually and SHM received positive feedback about the digital experience. The new online training included Transgender Awareness, as well as information on COVID-19.

Coronavirus also meant SHM celebrated National Volunteer Week in May a little differently. Our CEO Cathy Humphrey and the Volunteer Team recorded and sent volunteers heartfelt, thank you video messages as well as beautifully designed and individually signed cards, delivered to volunteers at their home address.

We also launched the inaugural volunteer awards recognition program in late 2019 and received 61 nominations for volunteers across all SHM programs and services. The categories introduced were Community, Service and Personal Excellence. We so far have had seven award recipients (three in 2019 and four in 2020). Both staff and volunteers can nominate volunteers for the awards and recipients are always announced in May (during National Volunteer Week) and November (as part of the end-of-year festivities).

Finally, SHM conducted a volunteer biennial volunteer survey in November 2019 which received responses from hundreds of volunteers. The key suggestions for improvement included further training, but many more gave praise to the organisation and will recommend SHM to their loved ones to join. The survey outcomes have led us to do a review of our volunteer induction program.

BERNADETTE MACKEN

VOLUNTEER PROFILE

Bernadette Macken never knew a volunteering stint at SHM would lead her to have an indelible impact on our Journey to Social Inclusion program (J2SI), a groundbreaking project helping people sleeping rough to find permanent accommodation and escape homelessness.

In 2015, Bernadette started volunteering at SHM as part of a skilled volunteering initiative with National Australia Bank, where she was a Program Manager in the Enterprise Projects and Change Team.

Seeing a need for an ICT strategy at the Mission, Bernadette and her colleagues worked rigorously to produce a comprehensive plan which acted as a road map for the SHM team to access the best IT systems in order to keep delivering quality services for our clients.

After leaving her NAB role in December 2016 to embark on a new chapter of her life, Bernadette felt herself drawn back to the Mission where an opportunity opened to assist with the J2SI project, which provides three years of rapid housing and support to people sleeping rough and has proven to end homelessness.

She readily agreed to take on the volunteer J2SI Project Manager role two days a week to oversee the next phase of the project in the lead up to its delivery in August 2018.

In the role, she mentored two junior managers, orchestrated sponsorship coaching with the entire SHM executive on her insights into what a good project sponsor should look like and was a key contributor to the content.

"IT WAS INCREDIBLE TO BRING A LEVEL OF PROJECT MANAGEMENT DISCIPLINE TO A PROVEN J2SI INITIATIVE I ABSOLUTELY BELIEVED IN AND BRINGING THAT ON TO A COMMERCIAL FOOTING BY WORKING WITH SPONSORS, INVESTORS AND THE GOVERNMENT," BERNADETTE SAYS.

"My previous corporate experience and growing up on a farm in Ireland has shaped me into a bit of an economic rationalist, where I believe in hard work and contributing to society, but importantly looking out for those in the community who can't look after themselves for whatever reason.



"THEREFORE, THE J2SI PROGRAM MADE A LOT OF SENSE TO ME ECONOMICALLY AND SOCIALLY AND WAS A 'WIN, WIN' IN EVERY ASPECT BECAUSE PEOPLE EXPERIENCING HOMELESSNESS AREN'T GOING THROUGH A REVOLVING DOOR OF SOCIAL SERVICES, BUT HAVE A REAL OPPORTUNITY TO BREAK OUT OF THE CYCLE OF HOMELESSNESS."

Bernadette says a key lesson she learnt from working in the corporate sector and managing multimillion-dollar portfolios was to surround yourself with smart people with different skills, to collectively deliver astounding results.

"The beauty of the Mission is we're bringing diverse skills together to deliver a great outcome for our client base and we have leaders, like our CEO Cathy Humphrey, who are influential within the sector and can make real change in the lives of people experiencing homelessness; it's why I love volunteering here," she says.

OUR SUPPORTERS

FUNDRAISING

This year, the Fundraising team raised \$2,847,336 to help fund SHM's vital programs and services. Everyone at SHM is grateful for our supporters. Thank you.

This year, we experienced some of our greatest challenges to date: fundraising during some of the worst bushfires our country has ever seen and then a global pandemic, where individuals and families from all walks of life were affected financially.

Despite these hurdles, the Fundraising team has surpassed expectations of harnessing support which has happened greatly due to our community of generous donors. They have ensured our essential work can continue and those who needed us the most were supported.

Between 1 March and 30 June 2020, we were able to raise \$1,603,900 from 4,169 donations in support of our work in the community, during a time when the pressure on our colleagues and services was greater than ever.

The overwhelming amount of support we received during this time is down to our community of supporters. Thank you, again.

This incredible support was not just visible in the amount of dollars we were able to raise to keep our services running, but in the many hours of 'people power' volunteered and all the material aid distributed directly to our clients.

Despite all our efforts and focus on income targets, the fundraising team remained grounded and humbled by the very real difficulties faced by our clients as a result of the pandemic, as well as the challenges facing our client services colleagues, delivering exceptional work in somewhat desperate times.

To summarise our activities, SHM's fundraising income relies heavily on generous individual donors through our appeals and major giving activities as well as the support from Trusts, Foundations and Private Ancillary Funds:

- Our two fundraising appeals last year raised a total of \$639,436 with the addition of \$381,551 raised through our emergency appeal in March when the first impacts of the coronavirus were felt.
- Our major giving activities are beautifully managed by the exceptional Nicole Punte, Relationship Manager at the Mission. She was able to raise a \$474,492 from just 30 people, who are close contacts and friends of the Mission.
- We were also able to raise a staggering \$619,274 from the excellent relationships we have developed with philanthropic organisations and PAFs.

Our well-known events fluctuated this year, starting with the huge success of the Heart of St Kilda Concert in October. A big thank you to everyone who attended and to all the incredible artists and comedians who donated their time.

The much loved Dine with the Champions Gala Dinner unfortunately landed right in between the bushfires and the pandemic and therefore struggled to reach the income success of 2019. And the Dine with Heart campaign in May had to be cancelled.

However, the incredible Women for Women Committee was committed to raise the money they set out to raise at the start of the year through an extremely successful giving day. They reached the dizzying heights of \$215,084, over double what they targeted. Amazing.

A huge thanks and our sincere appreciation to all of the wonderful volunteer-event committee members, for their kindness, passion and support in delivering outstanding, engaging events which raise important funds for our work.

Corporate, school and community fundraising is a growing area of our fundraising work and we have been buoyed by the outpouring of support from so many of you. From financial support, to offers of skilled volunteering, and great volumes of material aid donations going directly to the people who need it most, so many of you have helped.

Thank you all from Andy, Ann, Narelle, Nicci, Nicole, Sarah and Sue.

MATTHEW CASSIN

SUPPORTER PROFILE

The Catholic Development Fund (CDF) has played a critical role in bringing some of SHM's most monumental projects to life, in order to transform the lives of people experiencing homelessness.

CDF provided crucial funding for two of our most ambitious projects ever: the leading Journey to Social Inclusion program, through our Social Impact Investment (SII) Transaction, and our Project 101 building redevelopment on Grey Street. Both projects provide a greater range of accommodation and support options for people experiencing homelessness.

Matthew Cassin, CDF CEO, says he's drawn to projects which give the most marginalised and vulnerable an opportunity to thrive.

"SHM and CDF are organisations working towards the common good, believing every person has the opportunity to flourish and if people don't have the chance to progress, the common good is not achieved," Matthew says.

"THE WORK OF SHM RESONATES WITH ALL OF US AT CDF AS IT ADDRESSES THE REAL NEEDS OF THE MOST VULNERABLE WITHIN OUR COMMUNITY. OUR TEAM LOVES WORKING ALONGSIDE THE SHM TEAM TO DELIVER ON THIS SHARED VISION OF SUPPORTING OTHERS. IN ADDITION TO THE MORE FORMAL PROJECTS, MEMBERS OF OUR WIDER TEAM HAVE BEEN GRATEFUL FOR THE OPPORTUNITY TO VOLUNTEER AT SHM'S DINING HALL."

"When I came into contact with SHM, I was really impressed with the pace of progress and the high calibre of leadership in how they do the job and run the programs really well; we have confidence that the Mission is going to go a lot further in its endeavours."

Partnering with SHM to invest in the J2SI program and seeing people experiencing homelessness find a permanent home has also been rewarding.

"I haven't seen better solutions to end chronic homelessness than the J2SI one and it's an exciting project to be a part of. I would love to support SHM's way to expand the program to the whole of society, as it's the best hope to end homelessness," Matthew says.



"On a larger scale, we support SHM and other Catholic organisations working in this space because I believe we do have the capacity to end chronic homelessness in Australia. We need to work together to harness sufficient resources to solve this national problem; it's the bigger picture to work towards.

"I know ending homelessness is a very tough nut to crack and ambitious, but it is part of our greater aspirations at CDF."

By aligning our goals, the CDF has played a major part in SHM's vision of an inclusive, fair and compassionate community, which enables people to overcome disadvantage and realise their full potential.

"Wealth isn't necessarily a bad thing. It's only bad when it's an end unto itself because it needs to be used in pursuit of the common good," Matthew says.

The CDF has pooled the savings of the Catholic community for more than 60 years to raise capital for important projects. New financial regulations have required CDF to set up a new licensed entity, the CDF Community Fund, to accept investments from individuals, but the purpose remains the same.

"SHM is a good example of how an investment of funds can be used for a greater purpose. I recommend people consider supporting organisations like CDF and SHM which are delivering real benefits to the most vulnerable in the community," Matthew says.

OUR OP SHOPS

The past year has certainly been a year unlike any other. The first half of the year saw us finalise the relocation of our iconic Chapel Street store from its original location at 86-88 Chapel Street to 262 Chapel Street. The move proved to be a resounding success, recording our highest ever op shop sales in their first month of trading, and it has gone from strength to strength. In fact, all of our stores were travelling exceptionally well for the first nine months of the financial year, with the Fitzroy store in particular recording their best consecutive months of sales since opening almost six years ago.

We farewelled a few long-term staff in early 2020, and we welcomed new staff, and we greatly look forward to the contribution that they will no doubt make and the new ideas they will bring to the team.

But of course, we have had to deal with the ongoing impact of COVID-19 which placed continued pressure on our staff and volunteers. While the op shops were challenged, the uncertainty COVID-19 created highlighted the resilience and professionalism of the whole team and showed our staff's ability to work together.

Also, promisingly, as we reopened in June, after the first initial lockdown, the support from the community was as great as ever, and our Preston and Prahran (Commercial Road) stores both respectively achieved their most successful month of sales on record.

COVID-19 has presented us with 'risk', but it has also shown us strength and opportunity. A shining example of this has been our online store. As bricks and mortar retail has struggled with lockdowns, the online store has risen to the occasion and with the support of the team behind it our online offering showed strong growth in income over the final quarter of the year.

Throughout all the ups and downs, the ongoing bonds that the whole team have built and maintained with our community of donors and customers and the direct impact this has on our ability to deliver services to our clients is incredibly rewarding. As always, none of this would have been possible without the support of our wonderful volunteers, who truly bring the colour to each of our stores and make our op shops a place of welcome.

Please continue to donate, shop and volunteer with our op shops. It makes a world of difference.

In late 2019 we relocated our
CHAPEL STREET, WINDSOR STORE
to Prahran, which has performed well above
expectations in its first few months of trading



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 and care 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.

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

Working groups meet on a regular basis and report their activities to the Board monthly. These groups are composed 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. 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 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.



OUR GOVERNANCE

Building Working Group

This group provides operational oversight of the building project, Project 101, 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; and monitors and 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 follows best practice; risks are identified and appropriately managed; ensures adequate resources to support the program of work, and provides 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 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 QUALITY AND RISK MANAGEMENT

Accreditation

In September 2019, SHM underwent a successful external assessment and was fully accredited against:

- QIC Health and Community Service standards
- Human Service Standards (HSS)
- National Standards for Mental Health Services (NSMHS).

SHM is also fully accredited against the Aged Care Quality Standards (Aged Care Quality & Safety Commission) until September 2020.

A quality work plan has been prepared to deliver further improvements during 2019-2022 in the areas of:

- Diversity and Inclusion
- Systems for Quality, Safety and Compliance
- Client and Carer Engagement and Participation
- Communication, Knowledge and IT systems.

In April 2020, we successfully completed Stage 1 of our assessment against the new National Disability Insurance Scheme (NDIS) Practice Standards. Stage 2 of this assessment will be conducted in August 2020.

Our Risk Management Framework

SHM prioritises risk management as an integral component of effective governance and management practice. Responsibility for assessing and managing risk in day-to-day operations sits at all levels of the organisation and is an ongoing and proactive function.

The SHM Risk Management Framework describes how we identify, control and manage risk across the organisation. It has been developed in accordance with the Victorian Government Risk Management Framework and the AS ISO 31000:2018 Risk Management standards.

During the last financial year we enhanced our Risk Management Framework to define our Risk Appetite in six key areas:

- Reputation
- Service Delivery
- Strategic Execution
- Finance and Asset Management
- Health and Safety
- Compliance.

Defining our Risk Appetite helps outline the overarching level of risk acceptable to SHM to achieve its strategic objectives. A clearly defined Risk Appetite supports effective governance by:

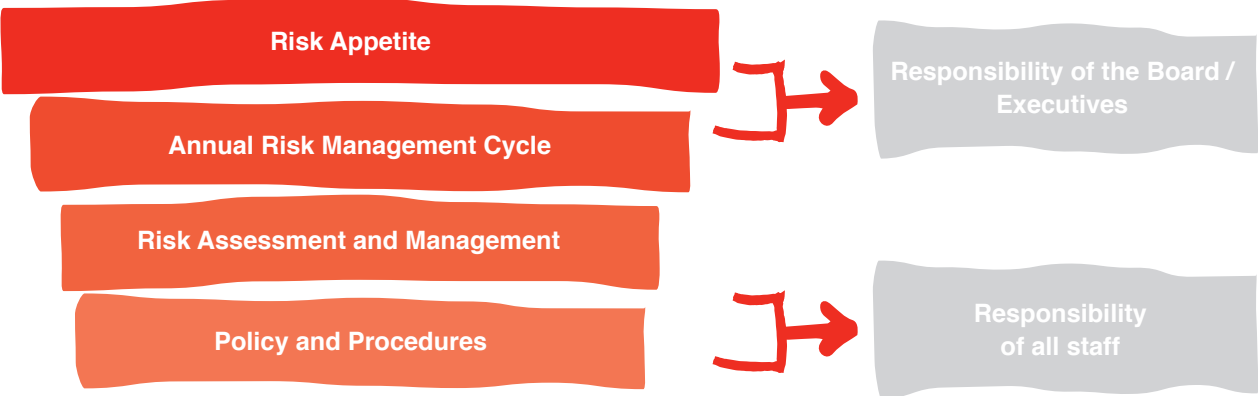
- Building organisational confidence in new opportunities through a considered risk approach;
- Supporting improved performance outcomes; and,
- Establishing clear accountabilities.

SHM’s Risk Management Framework is underpinned by a suite of Policies and Procedures and comprehensive Crisis Management and Business Continuity Planning.

SHM Staff Working Groups

SHM aims to provide services which actively promote diversity through the Diversity Plan and Working Groups. We consider the diversity among our staff and volunteers to be an asset offering strengths and capabilities which greatly support the delivery of our services. Our staff working groups include our Reconciliation Action Plan (RAP), LGBTQIA+, Green Team and Wellbeing at Heart. We’re continuing to work in partnership with the community and organisations to develop innovative actions to improve the responsiveness and inclusiveness of our spaces and services.

SHM RISK MANAGEMENT FRAMEWORK



REGISTRATION AND LEGISLATION

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

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:	29 October 2019

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 Op shops
- National Disability Services
- Leading Age Service Australia (Victoria)
- Health Legal
- Volunteering Australia
- Facility Management
- International Association of Business Communicators.
- Homelessness Australia
- Everybody’s Home Campaign.

Government

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



OUR ORGANISATIONAL STRUCTURE



OUR BOARD OF GOVERNANCE



**Chris Stoltz AM
Chair**

Chris is a graduate in Civil Engineering and is 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. Chris was appointed a Member of the Order of Australia (AM) in June 2020 for significant service to engineering, and to charitable and emergency medical organisations.



**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. David is currently running and building a new online interior design business. David has a Bachelor of Business (Accounting) degree and is a Certified Practising Accountant.



**Carolyn Clark OAM
Secretary**

Carolyn has a Masters of Laws and Bachelor of Arts and is an experienced non-executive director in the not-for-profit sector. Carolyn specialises in corporate and governance law and has worked as a senior associate at King and Wood, Mallesons, as a policy advisor at ASIC and as Corporate Counsel at Telstra. She is also a member of the AICD. Carolyn volunteers at SHM's Women's House, and has chaired the Women for Women Committee since 2007. Carolyn has served the community through extensive contributions to multiple organisations on a voluntary basis for over 20 years and is also a director of Prison Network, The Mind Heart Connect Foundation and a local girls' school. In 2019 Carolyn was appointed a member of the Order of Australia for her work with women and the community.



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 a Director with the Nous Group, an international management consulting firm, and Principal of Hypatia, an organisational development and leadership consultancy firm. 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.

Greg's qualifications include a MBA from Melbourne Business School and a Bachelor of Arts with Honours.



Father John Petrulis

Father John became Parish Priest in 2007 and has been a priest of the Archdiocese of Melbourne for the past 34 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. Father John was inducted into the 2020 Salesian College Chadstone Hall of Fame, his old secondary school, for his committed service as a priest and acting as a positive role model for current and future students.



David Bradley

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

David's qualifications include a Master of Administration and a Bachelor of Science with Honours.



John Bennetts

John is a director, founder and owner of a range of businesses across a variety of industries including biotechnology, financial services and manufacturing. John is a director and member of the Audit Committee of ASX listed McMillan Shakespeare and was a founder and director of Australian biotechnology company Cellectis Ltd, which has led the world in improving the diagnosis and treatment of tuberculosis.

Prior to moving into business John practiced as a commercial solicitor. John has been a Board Member since 2016.



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 an experienced non-executive director, and is currently the Chair of the Robert Rose Foundation, the Orcadia Foundation and the Major-Year Investment Finance and Government 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

Wade Piva
General Manager,
Business Development

Wade Piva has been with SHM for over 17 years. From 2010, he was directly responsible for managing and quadrupling the growth of the op shops, which raises almost 30 per cent of SHM's funds, as well as raising awareness of our social services. Since August 2019, he has taken on responsibility for fundraising, social enterprise and op shops, as well as communication and advocacy. Wade holds a Bachelor of Business from Griffith University, a Bachelor of Arts from the University of Queensland, a postgraduate qualification in Creative Writing from Queensland University of Technology and is a member of the Golden Key International Honour Society. He has a special interest in social enterprise development and exploring new funding opportunities for SHM.

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 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 residential services and renovation of the existing buildings.

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 Department, strategic projects, 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.

Cathy Humphrey
Chief Executive Officer

Cathy Humphrey has been with SHM for more than 18 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 28 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 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.

Stephen Schmidtke
Executive Director,
Client Services

Stephen Schmidtke 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.



OUR SPECIAL THANKS

Corporate Partnerships

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

Supporting the Meals Program

Bean Alliance
Davies Bakery
Dobson's Potatoes
Emergent Cold
FareShare
Foodbank
Kalis Brothers
Lion
Melbourne Markets
Nuttelex The Healthy Alternative
PLUSpak
Rizzo Desserts
Sanitarium Health Food Company
SecondBite
Susan Day Cakes
The Coca-Cola Company

Corporate and Community

ACW (A Cleaner World)
ARA Consultants
Aassign
Australian Venue Co
Bar Lourinah
Barbour Arnold & Cousins Lawyers
Bardot
Bayer Australia
Better Life Mobile
Brighton Golf Club's Ladies Committee
C. Wallis & Son Chemists
Captain Baxter
Catholic Church Insurance Limited
Caulfield Grammar School
Cellar d'Or
Chisholm and Gamon Property
Connolly Environmental
Connors Sport Management
Cricket Victoria
Darrell Lea
Deluxe Audio & Backline Hire
EnergyAustralia
Ern Jensen Funerals
Fancy Films
Featherston Design

Firefighters Charity Fund
Herald Sun
JMC Academy
JPJ Audio Pty Ltd
Kaleidoscope Design
Kartaway
KIND Snacks Australia
Kostka Hall Parents' Association
Lex Audio Visual
Linfox

Melbourne Girls Grammar
Mick Bell Studios
Misuzi Jewellery
Mitchelton Wines
ModTech Group Electricians
Mother Prioress
Mountain Goat Beer
Mr Moto
Norton Rose Fulbright
Olderndorff Carriers Melbourne
Palais Theatre
(Live Nation Australia Venues Pty Ltd)
Perri Cutten
Phaseshift Productions
Pinchapoo
RACV
Resolution Property Group
Russell Kennedy Solicitors
Select Investments
Shameless Media and Sweater Club
St Columba's Primary School
St Michael's Grammar School
St Joseph Trust
Star of the Sea College
Statewide Coolrooms
The Catering Company
The Prince Hotel, St Kilda
TOM: Melbourne
Toorak Ecumenical Churches
Opportunity Shop
Treasury Wine Estates
Trusay Pty Ltd
Wesley College
Wisewould Mahony
Xavier College - Burke Hall
Xavier College - Kostka Hall
Xavier College - Senior Campus
Xavier Social Justice Network
Yarra Capital Management

Government

Australian Government
Department of Health
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

Alan and Clare Gruner
Andrew Stobart
Ann Byrne
Anne McDonald
Anton and Jenny Gaudry
Barbara and Victor Mulder
Bill Burdett AM and Sandra Burdett
Bill Tenner
Brendan Baker
Brigit Meldrum and Mark Naughton
Cameron Smith
Carol Brown
Carolyn Clark OAM and Jeffrey Clark
Cathy Humphrey
Charlotte and David Bradley
Chris Hartigan and Angela Scarfe
Chris Stoltz AM and Elizabeth Stoltz
Christine and Michael Clough
David O'Brien
Denis and Christine McConnell
Denis Roche Family
Derek Young AM and Caroline Young
Diana Gibson AO
Dominique Burgoine
Dora and Campbell Burns
Doug Hooley
Edward and Ann Miller
Ellen Koshland and James McCaughey
Fiona Mason and James Kelly
Fr Terry Kean
Gail and Kevin Donovan
Helen and Campbell Stewart
Helen O'Kane and Neville Cousins
Hugh Gleeson
Jan Talacko and Jane Poletti
Jenny Jobst
Joan and Brian Healey
Jodi Brassey
Jodie Maunder and John Higgins
John and Barbara Ralph
John Bennetts and Ann Ryan
John F Martin
John Prescott AC and Jennifer Prescott
Kate East and Jeremy De Zylva

Kathleen Canfell
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
Lewis Fly
Lucille and Keith Forbes
Lynette and Michael Wright
Margaret Fengler
Mark Munro
Meagan Keogh
Mercedes and Phillip Slater
Michelle Clarke
Morena Buffon
Murray Gordon
Myles Neri and Katrina Nossal
Nicola and Alex Commins
Noel and Jenny Turnbull
Owen Lennie
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 Denise Murphy
Peter and Francene Howe
Redmond Family
Richard J Stanley QC
Rita Andre
Robert and Irene Gilbert and family
Robyn Duff and Noel Renouf
Robyn Lea
Roslyn and Richard Rogers Family
Royce and Beverley Jackson
Sally McCutchan and Grant Powell
Scott Mandragona
Sealey Brandt
Sean Breen
Sharon Landy
Stella Beal
Steve and Kate Kloss
Sue Wood and Gary Edwards
Susan Kimpton
Terri Farrell OAM
Terry and Christine Campbell
The Ryan Family
The Rogers Family
Timms Holden
Tony and Philippa Kelly
Tracey and Jason Cheeseman
Xin Yi Goh

Fundraising Event Committee Members

Dine with the Champions

Paul Ryan (Chair)
Paul Higgins
Sheridan Jones
Tiffany Cherry
Tom O'Dwyer
Torsten Kasper

Dine with Heart

Jesse Gerner
Leanne Clancey

Heart of St Kilda Concert

Brian Nankervis (Chair)
Brihony Dawson
Ken Connor
Sara Harrington
Shae Dawson

Women for Women

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

Trusts and Foundations

Aged Persons Welfare Foundation
Bagot Gjergja Foundation
Besen Family Foundation
Collier Charitable Fund
DOG Foundation
Drummond Foundation
Frank Palazzo Foundation

Give 52
Gourlay Charitable Trust
Grosvenor Foundation
HN & EA Sinha Foundation
Isaacson Davis 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
Kamener Foundation
Kettle Foundation
Kilfera Foundation
L R Cazaly Trust Fund
Lord Mayor's Charitable Foundation
Melbourne Catholic Archbishop's
Charitable Fund
Milton Corporation Foundation
MRC Foundation Trust
NAB Foundation (philanthropic arm
of National Australia Bank)
Noonan Family Foundation
O'Donohue Family Foundation
Orcadia Foundation
Pepe-Gurry Foundation
Scanlon Foundation
Schapper Family Foundation
Sirius Foundation
State Trustees Australia Foundation
-Donald Mann Bequest
State Trustees Australia Foundation
- Jonathon White
Swann Family Foundation
The Blue Sky Foundation
The Fox Family Foundation
The Gray Family Charitable Trust
The Jack Brockhoff Foundation
The Macfarlane 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 In Memory

Estate of the Late Alan William Reed
Estate of the Late Doreen Merle Taylor
Estate of the Late Graham Holmes
In loving memory of Arno Herpe
In loving memory of Ellen Jepsen
In loving memory of Heydon Bartlett
In loving memory of Mrs Biddy West

OUR FINANCIAL POSITION

MESSAGE FROM OUR TREASURER

The COVID-19 pandemic brought significant challenges and uncertainty in the second half of the financial year that continues into 2020/21. SHM has adapted and responded to enable effective delivery of services in a financially sustainable way.

Generous community support along with Victorian Government funding and the Federal Government JobKeeper initiative have been critical. Equally critical, has been the adaptability, resilience and commitment of our fantastic staff and management team. Some financial highlights in the year were:

- Completing stage 2b of Project 101 our major building development on budget with all residents now living in our excellent new residential facility.
- Finalising the sale of our former aged care facility Avonsleigh Terrace in March 2020, allowing repayment in full of the loan for Project 101 well ahead of schedule.
- Running a highly successful Fundraising Emergency Appeal in April 2020.
- Reopening most of our op shops in May after the first lockdown. Although closed again in August, the experience demonstrates that we can quickly generate much needed revenue when stage 4 restrictions are lifted.
- Participating in the Victorian COVID-19 Isolation and Recovery Facilities initiative.
- Establishing a transition response for 310 people experiencing homelessness who had temporarily been placed in hotels during the COVID-19 restrictions - Greenlight Heart commenced in June 2020.
- Tightly managing cash flow including savings on a range of costs.

The \$6.0 million surplus in the Statement of Income, included \$4.6 million in proceeds from the sale of Avonsleigh Terrace to partially fund Project 101.



David O'Brien
Treasurer

Operating Revenue at \$34.3 million (excluding Avonsleigh sale proceeds) was \$1.4 million higher than the previous financial year, however:

- Revenue for the 2018/19 financial year included \$6.1 million of funding for Project 101 compared with \$1.7 million in 2019/20.
- COVID-19 pandemic related funding in 2019/20 including JobKeeper, additional aged care funding and the State Government initiatives mentioned in the highlights above.
- Op shop sales were down around \$0.6 million year on year due to the two month forced closure.

Overall, the underlying growth in revenue to fund services was around \$3.0 million or 10%. Expenses at \$32.7 million were \$4.3 million higher than the previous financial year with the COVID-19 pandemic response initiatives accounting for \$1.0 million of this increase. The balance of the increase was for our planned growth in services such as J2SI Phase Three.

AASB16, the new accounting standard requiring recognition of leases in excess of 12 months, has had a significant impact on SHM's Statement of Financial Position. Adoption of AASB16 is reflected in a new \$9.9 million Right Of Use Noncurrent Asset matched by equivalent Current and Non-Current Lease Liabilities for our leased properties (Grey Street, Robe Street, St Kilda Road, op shops etc).

The Statement of Cash Flow shows that SHM finished the year with \$7.6 million in cash which includes \$2.0 million of Resident Accommodation Bonds and \$1.7 million for our Foundation. The outlook remains challenging and SHM will continue to adapt and respond as needed while tightly managing our finances.

Finally, a big thank you to all donors, volunteers, State and Federal Governments, trusts and foundations, the Catholic Development Fund and our op shop customers for your continuing financial and other support.



STATEMENT OF INCOME

	2020 Consol	2019 Consol
	\$	\$
Government grants	22,459,839	19,392,507
Op shop sales	6,634,853	7,198,096
Fundraising	2,819,564	3,617,641
Gain on disposal of property, plant and equipment	4,644,980	0
Other revenue	2,395,342	2,657,436
Total Revenue	38,954,578	32,865,680
Employee benefits expenses	(22,614,660)	(20,441,945)
Client support and program costs	(2,764,593)	(2,490,318)
Occupancy and office expenses	(2,655,923)	(3,587,274)
Repairs and maintenance expenses	(570,485)	(521,571)
Motor vehicle expenses	(343,626)	(325,164)
Loss on disposal of financial assets	(183,669)	(13,497)
Depreciation and amortisation expenses	(2,887,243)	(874,783)
Other expenses	(224,180)	(171,199)
Finance costs	(474,679)	(3,151)
Total Expenses	(32,719,058)	(28,428,902)
Current year surplus before income tax	6,235,520	4,436,778
Income tax expense	-	-
Operating Surplus	6,235,520	4,436,778
Fair value (loss)/gain on revaluation of financial assets	(242,130)	149,709
Total Comprehensive Income	5,993,390	4,586,487



STATEMENT OF FINANCIAL POSITION

	2020 Consol	2019 Consol
Current Assets	\$	\$
Cash and cash equivalents	\$7,624,169	\$3,830,291
Trade and other receivables	\$1,267,017	\$384,084
Other assets	\$496,840	\$793,697
Non-current assets classified as held for sale		\$1,087,496
Total Current Assets	\$9,388,026	\$6,095,568
Non-Current Assets		
Financial assets	\$226,987	\$2,327,713
Property plant and equipment	\$28,006,556	\$24,443,520
Right of use assets	\$9,924,032	
Intangible assets	\$2,437,331	\$2,353,358
Total Non-Current Assets	\$40,594,906	\$29,124,591
Total Assets	\$49,982,932	\$35,220,159
Liabilities		
Current liabilities		
Trade and other payables	7,218,467	8,573,929
Lease Liabilities	1,689,304	46,674
Provision (Current)	2,144,914	1,688,794
Total Current Liabilities	11,052,685	10,309,397
Non-Current Liabilities		
Lease liabilities	8,840,636	79,535
Provisions	189,799	279,165
Total Non-Current Liabilities	9,030,435	358,700
Total Liabilities	20,083,120	10,668,097
Net Assets	29,899,812	24,552,062
Equity		
Contributed capital	1,000,000	1,000,000
Settled sum	10	10
Reserves	78,784	349,392
Retained surplus	28,821,018	23,202,660
Total Equity	29,899,812	24,552,062

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	2020 Consol	2019 Consol
Cash Flows From Operating Activities	\$	\$
Receipts from the government (inclusive of GST)	26,691,561	21,414,345
Receipts from customers and other (inclusive of GST)	12,420,336	13,817,360
Payments to suppliers and employees (inclusive of GST)	(35,619,992)	(28,239,131)
Interest received	50,633	115,893
Bequests received	27,772	50,000
Interest and other finance costs paid	(441,265)	(3,151)
Net cash provided by operating activities	3,129,045	7,155,316
Cash Flows From Investing Activities		
Purchase of financial assets	(315,480)	(161,110)
Payments for property, plant and equipment	(4,850,833)	(10,775,791)
Payments for intangibles	(227,364)	(153,228)
Proceeds from disposal of investments	1,990,407	175,082
Proceeds from disposal of property, plant and equipment	5,502,661	-
Dividends received	193,327	214,333
Net cash (used in) investing activities	2,292,718	(10,700,714)
Cash Flows From Financing Activities		
Repayment of lease liabilities	(1,309,259)	(45,702)
Refunds from resident ingoings	(318,626)	(168,448)
Net cash (used in) provided by financing activities	(1,627,885)	(214,150)
Net (decrease) in cash and cash equivalents held	3,793,878	(3,759,548)
Cash and cash equivalents at beginning of financial year	3,830,291	7,589,839
Cash and cash equivalents at end of financial year	7,624,169	3,830,291



WHERE THE MONEY CAME FROM

● Government grants	66%
● Op shops	19%
● Fundraising	8%
● Resident fees	4%
● Investments, interest and other revenue	3%



HOW THE MONEY WAS SPENT

● Employee costs	69%
● Property and equipment costs	17%
● Information and communication technology	4%
● Client support and program costs	8%
● Other expenses	2%



TO DELIVER OUR SERVICES

● Sacred Heart Community	33%
● Individualised Planned Support	31%
● Sacred Heart Local and other residential	22%
● Engagement Hubs	14%



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

OP SHOPS

Bentleigh
(03) 9557 0895
271 Centre Road, Bentleigh

Cheltenham
(03) 9583 1151
261 Charman Road, Cheltenham

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

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

Fitzroy
(03) 9417 6624
433 Brunswick Street, Fitzroy

Hawthorn
(03) 9819 9593
86 Riversdale Road, Hawthorn

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

Prahran
(03) 8658 1699
110 Commercial Road, Prahran

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

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

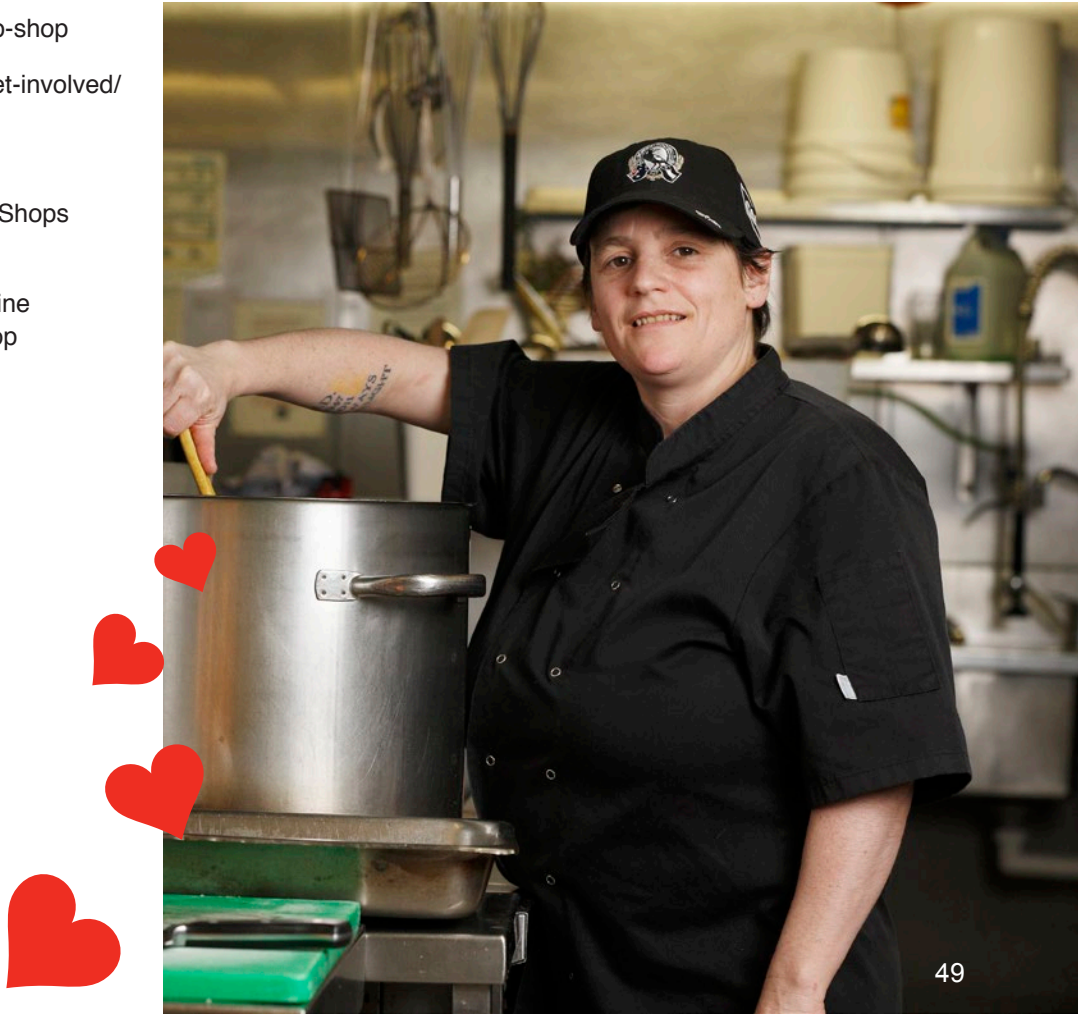
St Kilda
(03) 8658 1697
87a Grey Street, St Kilda

Preston
0472 720 080
311 High Street, Preston

ONLINE

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PHOTOGRAPHY: Mark Munro





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