



# ANNUAL REPORT

2020 - 2021

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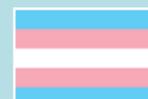
### Acknowledgement of Traditional Owners

Sacred Heart Mission acknowledges the Traditional Owners of the land on which we operate. We pay our respects to them, their culture and their Elders past and present. We acknowledge that sovereignty was never ceded. Sacred Heart Mission commits to providing accessible and culturally appropriate services to Aboriginal and Torres Strait Islander people.



### Diversity and Inclusion

Sacred Heart Mission has always aimed to be a place that embraces a sexuality and gender diverse community; everyone is welcome at our table and we believe a diverse community is good for everyone.



# EVERYONE IS WELCOME AT OUR TABLE.

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.**

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.



## 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.

## 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 disadvantages.



### INNOVATION

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

# OUR WELCOME

## A MESSAGE FROM OUR CEO AND BOARD CHAIR

This past year, more than any other, has been defined by innovation and resilience. This fiscal year began in a state-wide lockdown that lasted a gruelling 112 days. During such a difficult and unpredictable time, we worked hard to adapt our services for our residents, clients and to support our staff.

We welcome everyone to our table, but this year we have had to keep our Dining Hall closed and pivot to a takeaway meals service. While nearly all of our services had to be modified to comply with new restrictions, our staff and supporters rose to the challenge to meet our clients' needs. The Journey to Social Inclusion (J2SI) program outperformed both of its outcome measures, securing additional funding from the Victorian Government to support another 120 people with three years of support. The GreenLight consortium was also awarded two additional years of funding to provide support for people to sustain their tenancies and stay out of homelessness.

As a result of the pandemic, thousands of people experiencing homelessness were provided with hotel accommodation, and now through State government funding, we are supporting even more vulnerable people into permanent housing.

After delays due to Covid, Project 101 is back on track with the final building stage underway, which will focus on the redevelopment of our buildings on the corner of Robe and Grey St in St Kilda.



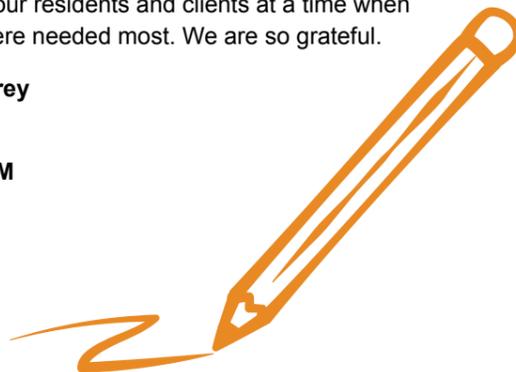
Our online op shop was launched in October 2020 and has delivered outstanding results. Despite extensive periods of closure, our 12 stores have done a phenomenal job in responding to all the restrictions and have come back stronger each time.

In a year of global uncertainty, we continue to push forward in strengthening our future and developing our services. This year, SHM implemented a new service model framework that serves as a natural evolution of our work - it's called the Continuum of Care (CoC). The CoC is our new tailored, flexible support model that will help us drive better, faster housing outcomes for our clients who come through our Engagement Hubs. We invite you to learn more about the Continuum of Care on page 12.

Finally, and most importantly, we want to thank our wonderful supporters, volunteers and staff who have been true champions of the Mission. Your generous support and dedication has made an indelible impact on the lives of our residents and clients at a time when our services were needed most. We are so grateful.

**Cathy Humphrey**  
CEO

**Chris Stoltz AM**  
Chairman



## A MESSAGE FROM FATHER JOHN

How many can be in church at the moment? When can we visit our aged care community? When can I volunteer again? When will the Dining Hall open? These are some of the frequent questions I have been asked by parishioners and those coming to the Mission as we continue to live through this painful Covid pandemic. At the same time, throughout all the frustrating uncertainty of adjusting and readjusting, I have also witnessed in action and felt in my heart the hopeful and faith filled questions: How can we keep things as normal as possible for everyone visiting the Mission? How can we stay connected and communicating with one another? How can the parish keep its pastoral response alive to the Mission?

Even though we have had to distribute takeaway meals instead of welcoming people to the table, limit the number permitted at our funerals and not be able

to meet or visit in person - we have been called back to the heart of it all. That is always how it has been at the Mission, to give generously and faithfully from our hearts with compassion to support people out of homelessness.

A special word of deep gratitude to my coworkers in Pastoral Care, our local Parish school of St Columba and the Parish for all their care and support of the Mission. I give thanks for the steady and courageous leadership from our CEO Cathy Humphrey and our staff for keeping so many services open and serving the hearts of those in need. I am also thankful for the guidance of our Board, chaired so calmly and competently by Chris Stoltz.

To all of us who support the Mission in the midst of this most challenging time, may we keep being called back to the heart of it all in the loving service of those experiencing homelessness.

**Fr John Petrusis,**  
Parish Priest

# OUR SERVICE MODEL FRAMEWORK

Sacred Heart Mission understands the complex interrelationship that exists between trauma exposure, homelessness, mental health and social disadvantage. We offer an integrated and trauma-informed response aimed at addressing the underlying causes of deep, persistent disadvantage and social exclusion.

## OUR VISION

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

## OUR CLIENTS

We support people who are experiencing a range of complex issues, which may include:

- Homelessness
- Chronic health conditions
- Disabilities
- Mental illness
- Long term unemployment
- Social isolation
- Substance use
- Trauma

## OUR APPROACH

We recognise that everyone's journey is unique and work to provide people with trauma-informed support that is effective and tailored to their individual needs

## OUR SERVICES

Clients can access services by drop-in at a hub or by referral

**Engagement Hubs**  
Sacred Heart Central  
Women's House  
Meals Program  
Health & Wellbeing services

Delivered in collaboration with service partners

**Individualised Planned Support**  
Flexible case management support  
Crisis Accommodation  
Women's Services

**A SAFE AND WELCOMING COMMUNITY**

**Ongoing Support**  
In-home support  
Aged Care & NDIS  
Accommodation with support

## OUTCOMES

Sustained Housing

Health & Wellbeing

Independence

Social Participation

Economic Participation

# OUR IMPACT

In 2020-2021, despite ongoing COVID-19 lockdowns and restrictions we accomplished a great deal. However, many of our services continued to be impacted by the pandemic.

**391** in stable housing  
**189** in temporary accommodation  
Number of people SHM helped to find and settle into new homes

**245**  
Number of clients receiving services from Sacred Heart Local

**300**  
Number of people who received emotional and spiritual support

**169,417**  
Number of takeaway meals served during the year for clients

**746**  
Appointments at our Hands on Health clinic, (including virtual visits)

**66**  
Adults provided with self-contained accommodation at RHPP

**2,267**  
Number of occasions Pathways Workers at Sacred Heart Central provided services

**1,738** presentations & support  
Number of women presenting at the Women's House

**4,375+**  
Hours of support and services provided to NDIS participants

**128**  
Number of occasions that Alfred Psychiatry provided support to deliver mental health services, secondary consultations and assessments

**83**  
Number of people provided with secure, supported accommodation at Sacred Heart Community

# CLIENT PROFILE

## MARIA'S STORY

For Maria, the experience of homelessness came as a shock. **"I never thought at the age of 51 that I would be homeless,"** she says.

In 2017, Maria moved to Melbourne after leaving an abusive relationship in her home country of New Zealand. "I was in a domestic violence situation in Auckland. You get to a point where you just say enough. I had enough. My family in Australia offered to help me if I moved, so I left."

However, when Maria arrived in Melbourne the support her family promised fell through. **"I was homeless a week after arriving."** I moved around and around into motels, crisis accommodation, with some family and then friends."

In a new city and country, it was a challenging time for Maria. "I felt alone and on edge." Maria sought help and was referred to Sacred Heart Mission's Bethlehem Community through a partner organisation. "It was very good timing," she says.

Learn more about Bethlehem Community on page 14



Moving to Bethlehem Community was a big adjustment, but a welcome one. "At first I felt a bit scared but as I got to know people it got a lot better." A turning point for Maria came through a connection with one of the staff. "I was feeling a bit anxious and defensive and one of the lovely workers just looked at me one day and she said, 'Maria you look lovely when you smile.' It meant a lot to me and from there I really started appreciating this place so much more. **It's my home.**"

**For the first time in a long time Maria felt safe and secure.** "When I was homeless, everywhere I stayed was either on the floor or on a couch. But when I moved here I had my own room and a key. I can close the door. It's my own space."

Maria was excited about making her room her own and enjoys adding personal touches like framed photos of loved ones. **"It gave me the ability to just be, and to come down from being so anxious. It gave me space to breathe."**

Living at Bethlehem Community has also given Maria confidence. Cooking has always been a passion and she loves picking ingredients from the garden. "I've always been into gardening and the community garden here is absolutely marvellous."

Maria cooks for her fellow residents every Tuesday, serving up meals like fresh green salads and spanakopita. "It's been a big help personally. All the other places I stayed while homeless, I wasn't able to cook but here I can control the kitchen. I keep it spic and span."

In addition to cooking, Maria says the activities at Bethlehem Community have helped her to grow. "We do meditation, lots of crafts and music. I've done things that I would have said in the past, 'I can't do that.' But I get encouragement from the women and I've completed a lot of new things. It's really cool."

Since coming to Bethlehem Community, Maria has also received life coaching support and has been setting personal goals, and achieving them. Before Covid hit, she was also volunteering at a local op shop.

Maria has come a long way since arriving in Australia. She wants people to understand that homelessness can happen to anyone. "You just can't judge, and it's important to realise that everyone's experience of homelessness is different."

She says she would encourage any other women experiencing homelessness to reach out to Sacred Heart Mission. "Come forth and learn about yourself and accept all the help you can."

For Maria, the support and safe environment have given her the space to flourish.

**"I'm more confident, outspoken. I have the opportunity to work on myself. I'm really thankful for Bethlehem Community. Without them, I wouldn't be where I am now."**

**IT'S IMPORTANT TO REALISE THAT EVERYONE'S EXPERIENCE OF HOMELESSNESS IS DIFFERENT.**



# OUR CLIENTS

## AT SACRED HEART MISSION, WE WELCOME AND ACCEPT PEOPLE AS THEY ARE.

The term homelessness is broad, and while everyone has a different experience of being homeless, at its very core, homelessness is about absence: An absence of a home, a safe place to live, security, choices and control over one's life.

It 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.

Homelessness may be caused by a range of factors, the most frequent being a shortage of affordable housing, 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. **We also know that recovery from trauma is entirely possible.** We have learnt from the people we serve that, with the right support and with enough stability and safety, people can learn to manage the effects of trauma on their lives.

When a person is understood and given opportunities to be welcomed and included they can connect meaningfully with others and find ways of contributing in their community.

**WE ARE IN THIS FOR THE LONG HAUL – WE ARE COMMITTED TO MAKING A SUSTAINABLE DIFFERENCE IN PEOPLE'S LIVES.**

### TOP 5 REASONS PEOPLE PRESENT TO SHM

1. I'm homeless and need assistance to access housing (17.6%)
2. Assistance with mental health issues (14%)
3. Assistance with physical health issues (13%)
4. I need support to remain living in my own home (10.8%)
5. For material and/or financial assistance or support (9.38%)

### Average age range of clients in years



**19%**

of clients identify as having a disability



**21%**

of clients identify as having a chronic disease or illness



**38%**

of clients identify as having a mental health issue

### Percentage of clients who identify as Aboriginal and/or Torres Strait Islander



### Percentage of clients who identify as male/ female/ non-binary/ transgender



# OUR PROGRAMS AND SERVICES

## OUR SERVICES

The Mission offers a range of specialised programs which fall within three key service types:

### ENGAGEMENT HUBS

The Engagement Hub services at Sacred Heart Central, which includes our Dining Hall and the Resource Room, along with the Women's House, provide people with a safe space that is welcoming and supportive.

The Hubs also facilitate access to ongoing support through our case management services and/or referral to specialist services as required. For clients with a limited social support network, Engagement Hubs are a place to build social connections and to link with professional service providers or to a range of health and wellbeing practitioners.

### INDIVIDUALISED PLANNED SUPPORT

Individualised Planned Support is an outcomes focused, time limited service response tailored to a client's situation. In many cases, this will involve resolving a crisis situation such as addressing immediate homelessness and improving safety and wellbeing.

Individualised Planned Support is provided through our case management services at Sacred Heart Central, the Women's House, Homefront (Crisis Accommodation Service) and through the Wellness Place.

Intensive Case Management is provided through programs such as the Journey to Social Inclusion (J2SI) and GreenLight programs.

## ONGOING SUPPORT

The Mission's Ongoing Support services provide a specialist service response for vulnerable members of the community, many of whom require a high level of support for an indefinite period. Our Sacred Heart Local program provides in-home support for NDIS participants and for older residents to live independently in their own housing for as long as possible.

The Rooming House Plus Program and Bethlehem Community are supported residential services for people with complex needs including mental and physical health issues. Sacred Heart Community provides a home for life in which older people can live in safety and rebuild social connections.



# OUR 10-YEAR STRATEGY

The last financial year is the seventh year of our 10-year strategic plan, which contains 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.

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.



### DEVELOP THE SYSTEMS, EXTRACT THE STORY

We will have robust organisational and operational systems and associated technologies which provide timely, accurate and relevant data, information and knowledge.



### SECURE OUR FUTURE, STRENGTHEN OUR BOTTOM LINE

We will be a viable and sustainable organisation.



### IMPROVE OUR PLACES, GROW OUR SPACES

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



### SHARE OUR STORY, INSPIRE SUPPORT

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



### ACTIVELY ENGAGE, WELCOME EVERYONE TO OUR TABLE

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



### STRENGTHEN OUR FUTURE, DEVELOP OUR SERVICES

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



### DEVELOP OUR PEOPLE, STRENGTHEN OUR CULTURE

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



### BUILD THE EVIDENCE, STRENGTHEN OUR PRACTICE

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



### ENGAGE COMMUNITY, BUILD COLLABORATION

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



### MEASURES OF SUCCESS

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

# CONTINUUM OF CARE (COC)

This year, we implemented a new innovative service approach that serves as a natural evolution of our work - it's called the **Continuum of Care (CoC)**. The CoC is a tailored, flexible support approach that will help us drive better, faster housing outcomes for clients who come through our Engagement Hubs.

In 2017-18, the year the CoC was conceived, Sacred Heart Mission saw approximately 7,000 people come through our Engagement Hubs. Out of this 7,000, 900 people sought individual support from SHM. Half of these clients had housing that was at risk. **With our support, 96% of these people remain housed.** The other half were without housing and experiencing homelessness, of those only 11% of achieved a housing outcome. **Simply put, this 11% outcome was not good enough for us.**

We know that without a steady housing supply, we can't help our clients achieve a stable housing outcome, regardless of the level of support provided. **A steady supply of housing stock is the absolute key to the success of the CoC program.** With the announcement of the Big Housing Build in Victoria in late 2020, we will have greater access to affordable housing for some of the most vulnerable people in our community - with a target of accessing 100 properties per year for our clients.

The traditional support structures of the homelessness service system involve short-term, standardised support responses and a lack of housing availability. Moving away from the 'one-size fits-all' approach to the flexible CoC model, we will help more people exit homelessness.

## A ROADMAP FOR SUCCESS

Sacred Heart Mission is experienced in delivering services which have proven to end a person's experience of homelessness, for good. This has been seen in our innovative and successful Journey to Social Inclusion (J2SI) Program, a rapid housing approach coupled with three years of intensive support that wraps services around each person we work with. With a strengths-based lens, J2SI places people's needs at the centre of service delivery. It works to end homelessness, rather than simply manage it.

Using similar principles and learnings proven in the J2SI model, the CoC will provide the right level of support, over the right period of time, based on their own individual and unique needs. They are supported to find housing, sustain housing and achieve their goals.

The CoC approach supports clients experiencing the full spectrum of homelessness, from intervention to prevent first-time homelessness, to providing support to sustain housing, as well as support for those who may have experienced prolonged and repeated episodes of homelessness. This approach incorporates interaction with other services, including universal and specialist health and human services.

Ending homelessness is a lot more than providing a roof over someone's head. It's about creating a sense of welcome, building trust and sticking with people along the way.

As a tailored approach to our service model, the Continuum of Care achieves this aim and offers a realistic solution to end a person's homelessness.



"MOVING AWAY FROM THE 'ONE-SIZE FITS-ALL' APPROACH TO THE FLEXIBLE COC MODEL, WE WILL HELP MORE PEOPLE EXIT HOMELESSNESS."



# GREENLIGHT PLUS

This year we were proud to launch the **GreenLight Plus program**, a groundbreaking Victorian Government-funded Homeless to Home (H2H) initiative led by Sacred Heart Mission (SHM).

SHM has teamed up with Housing Choices Australia and The Salvation Army to provide permanent housing, as well as a brighter and more stable future **for 146 people who experienced homelessness in Melbourne before the COVID-19 pandemic.**

From April 2020, 1,845 Victorians experiencing homelessness were temporarily relocated to hotels and short stay emergency accommodation across Melbourne due to Covid-19. Now the State Government's innovative \$150 million H2H program is providing these clients with access to housing and support packages, delivered through unique partnerships between housing and support service agencies - like **GreenLight Plus.**

Sacred Heart Mission and The Salvation Army are providing support services through a dedicated case management program, while housing partner Housing Choices manages their accommodation needs.

"NOT ONLY WILL THEY HAVE A SAFE PLACE TO CALL HOME, BUT BECAUSE WE KNOW OUR CLIENTS AND THEY DEVELOP TRUST IN US, WE CAN HELP STABILISE ANY CHRONIC HEALTH CONCERNS AND IMPROVE THEIR COMMUNITY CONNECTION, AS PART OF THEIR LONG-TERM RECOVERY JOURNEY,"

-CATHY HUMPHREY, CEO



## "GREENLIGHT HAS HELPED ME HEAPS"

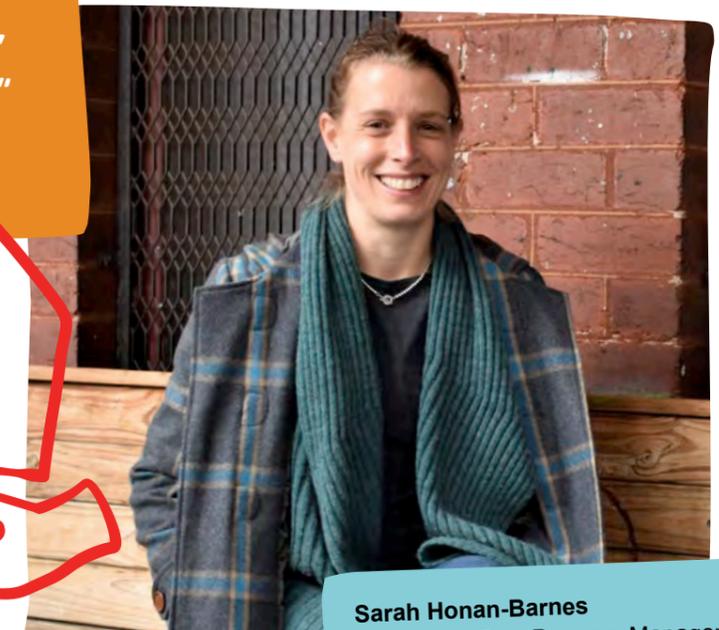
Within four months of launching, nearly half of clients were successfully allocated housing through GreenLight Plus. **One of those clients is Pat\*, who settled into his permanent public housing property in May.** Pat, who is in his late forties, moved to Australia with his adoptive family at the age of 12.

Throughout his adult life Pat has mostly lived transiently, experiencing chronic homelessness and rough sleeping due to multiple complex factors including mental health diagnoses, cognitive impairment due to an acquired brain injury, alcohol and drug issues, extensive trauma and lack of ongoing social and professional supports.

Pat first engaged with Sacred Heart Mission in 2020 while in emergency hotel accommodation due to the pandemic. His case manager supported him through three hotel changes before he was allocated a support package. A holistic, compassionate, flexible and trauma-informed case management approach was essential to prevent a return to rough sleeping until an appropriate long-term housing offer was realised.

The wraparound support and ongoing care coordination provided by GreenLight Plus has given Pat the prospect of stability, health and a new quality of life. On what has helped him through the last 10 months, Pat says: **"GreenLight has helped me heaps. Outreach has been good because it can be a lonely experience otherwise."**

\*This is a pseudonym



Sarah Honan-Barnes  
GreenLight Plus Program Manager

# BETHLEHEM COMMUNITY

For 34 years, Sacred Heart Mission's Bethlehem Community has been a long-term residential service for an older cohort of vulnerable women with sites in Reservoir and Thomastown. After a review of the program in 2018, Bethlehem Community has progressively changed the way its program works with women to better meet clients' needs and shifting demographics.

Starting in 2020, Bethlehem Community now offers a two-year therapeutic recovery-focused service, with an emphasis on mental health response and trauma-informed practice in a residential setting for vulnerable women of all ages and backgrounds.

"Bethlehem Community was once the end of the journey for many of the older cohort. It's now where the journey starts for clients to rediscover life from a new perspective," says Christine Faure, Bethlehem Community's Program Coordinator.

Bethlehem Community supports women who have experienced or are at risk of homelessness with high-level complex needs, such as mental and physical health conditions, drug and alcohol related issues, extreme poverty, family violence and other forms of abuse.

Demand for women accessing Bethlehem Community's services has increased during COVID-19, with more women fleeing domestic violence situations or poverty, exacerbated by the pandemic.

Bethlehem's renewed service approach is supported by a strong partnership with NEAMI, a community mental health organisation. This partnership greatly expands Bethlehem Community's services to help vulnerable women who need full access to mental health and other key support programs in their journey to leading an independent and fulfilled life.

A Wellbeing & Social Inclusion Worker also supports initiatives enabling the women to focus on goal setting, skills and inclusive and therapeutic techniques, helping them to create the life they want to live. **In 2020/21, 36 women were supported by Bethlehem Community to escape homelessness and start their journey to independence.**

**"I NOW HAVE MORE FRIENDS, I SING IN A CHOIR, I HAVE MORE CONFIDENCE AND I'M EATING HEALTHIER MEALS."**

**- BETHLEHEM COMMUNITY RESIDENT**

**"THE STAFF ARE FABULOUS, IF I NEED ANY HELP OR HAVE ANY PROBLEMS THEY'RE ALWAYS HERE. KNOWING YOU ALWAYS HAVE BACKUP FROM THEM IS GOOD."**

**- BETHLEHEM COMMUNITY RESIDENT**



**THE COMMUNITY GARDEN AT BETHLEHEM COMMUNITY**

# OUR ENGAGEMENT HUBS

The Covid-19 pandemic has had a huge impact on our services, especially our Engagement Hubs at Sacred Heart Central and the Women's House. For clients with a limited social support network, Engagement Hubs have traditionally provided a venue for social participation and pathways out of social exclusion. Our staff have worked hard to maintain these connections with creative Covid-safe alternatives.

During lockdown, workers were able to provide ongoing social support and contact via weekly telephone calls to clients. Those clients without phones were provided one through our emergency relief funding. At Sacred Heart Central around 90 phones with data plans were provided to clients to help them remain in touch with workers and other services. For some clients, this meant being able to access the internet on a smartphone for the first time in their lives.

A register of 200 regular clients was established to ensure that all had access to health services and food hampers during the lengthy period of lockdown and beyond. This approach played a significant role in keeping people safe and resilient during a very challenging time.

Significant work was undertaken to ensure on site services and take away meals were provided in a Covid- safe environment. Daily take away meals remained very popular with clients, with around 13,000 meals a month being provided from 87 Grey Street.

Our Meals Program volunteers have been of incalculable support. Having the regular volunteers assist with packing hundreds of takeaway meals each day and handing out meals from our central distribution points has increased our workers' capacity to more effectively connect with clients.

The Women's House offered ongoing crisis and housing support at our regular service hours and facilitated access to support and case management services, which include referral to specialist services as required.

**"During 2020-21 some of the most creative and empowering client work I've ever seen was achieved by Sacred Heart Mission to keep our clients supported and safe. I'm very proud of what staff were able to accomplish so effectively in such a complex and ever changing situation."** Chris Middendorp, Manager Sacred Heart Central

## GP CLINIC CLOSURE

Sacred Heart Mission's General Practitioner (GP) service has provided primary health care to our clients for more than 10 years. Our team has managed to run the GP clinic with a high level of service to a complex cohort of people with numerous health challenges thanks to our dedicated practitioners and generous donors, including the Joe White Bequest. However, during the 20/21 Fiscal Year we determined that the operational oversight and clinical governance required to run the clinic was no longer sustainable. As a result, we closed the GP clinic on 30 June, 2021. Ultimately, our community health partners are in a stronger position to deliver and maintain GP care to our clients. By transitioning this service to local partners, the Mission will gain more capacity to deliver on our core strategic goals.

A special thanks to the exceptional work of Dr. Chris Harvey, Dr. Kate Exon, Dr. Scott Fifield and Nurse Nicole Petchpranee who went above and beyond in their clinical care of clients.





<b>FULL-TIMERS</b>	<b>112</b>
<b>PART-TIMERS</b>	<b>164</b>
<b>CASUALS</b>	<b>75</b>

## OUR STAFF

Our **Big Heart Awards** are an opportunity to highlight outstanding contributions made by SHM individuals and teams. 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.

### The categories of excellence include:

- Client Service
- Customer Service
- Innovation
- Citizenship

### BIG HEART AWARD RECIPIENTS:

#### Client Service

Margaret Thorpe,  
Manager Sacred Heart Community

#### Customer Service

Esti Neumann,  
Reception

#### Innovation

Rebeckah Loveday,  
Workforce Participation Worker – J2SI 3.2

#### Citizenship

Michelle Atkinson,  
Acting Program Coordinator – J2SI 3.1

#### CEO Award

Fundraising Team

In 2020, the following staff members were recognised for their years of service:

### 5 YEARS' SERVICE

Simon Monroe  
Margaret Kidd  
Karen Lococo  
Lisa Grant  
Nav Pudasaini  
Anne-Marie Kuter  
Saroja Vk  
Mark Degan  
Pauline Davies  
Alex May  
Anna Paris  
Marilyn Tierney  
Preston Correia  
Raffaele Romano  
Cathy Branigan  
Evie Harkness

### 10 YEARS' SERVICE

Walter Rongo  
Samantha Arthur  
Sharanjit Singh  
Keryn Fox  
Jag Patel  
Veronique Dinanga  
Kate Jarrett  
Jane Te-Moni  
Liz Ene  
Rob Kosic  
Silvana Algesi  
Antoni Moscicki

### 15 YEARS' SERVICE

Craig Dennis  
Brian McMahon  
Ewa Petruk  
Frances White

## STAFF PROFILE

### FAITH KAAN

Faith Kaan has worn many hats during her time at Sacred Heart Mission. **From volunteer to staff member, she has worked across many areas of the Mission with this year marking a decade of service.**

Over ten years ago, newly arrived in Australia via New Zealand from the Netherlands, a friend invited Faith along to a volunteer information session at the Mission. Since she didn't have a work visa yet, she was excited to learn she could still volunteer.

Faith started right away as a volunteer in the Dining Hall and then later at the East St Kilda op shop on Inkerman St. "As a volunteer I felt really engaged and it gave me a sense of belonging. What I enjoyed most was the interaction with the clients and with staff."

When a volunteer position at reception opened up, she jumped at the opportunity. This role eventually turned into a permanent position. Faith was later seconded to the volunteer program, where she stayed for a year and a half. When she returned to her role in reception her responsibilities shifted to focus more on administration, including information technology.

"I didn't have an IT background but I did a lot of IT related work. It has always interested me." When the Information and Communications Technology (ICT) department was created, Faith was excited to be part of the team. Now she works as the ICT Coordinator, supporting the organisation's many technology initiatives and operations.

Looking back at her time at SHM, Faith says she has seen a lot of growth at the organisation. "In the last five years we've doubled in size. We have grown from a local community organisation to having so many new programs, it's incredible."

Faith is always keen to talk about SHM's impact with friends and strangers alike, "Being able to have those conversations with people, that homelessness can happen to anyone, it creates empathy so that people better understand the issue and the complexity."

For Faith, it's the people who make the organisation. "We always talk about that sense of community and how important it is. **As a newcomer to Australia I realised how vital that is and how lucky I am to have a job that gives me a sense of that community.**"



**"I'M PROUD OF WHERE THE ORGANISATION STANDS AND WHAT WE'RE DOING. WE ARE MAKING A DIFFERENCE TO A WHOLE LOT OF PEOPLE."**

# OUR VOLUNTEERS



The SHM volunteer community has been greatly impacted by the pandemic – many volunteers, including corporate, community and individual volunteers have been unable to take on shifts for several months or up to a year. For example, because of lockdowns and restrictions, we only had 88 individual volunteers in the Meals Program compared to 265 last financial year (19-20).

The volunteer program team worked hard to think outside the box to engage and retain volunteers in new, creative and virtual ways. This included regular check-in phone calls, Zoom catch ups, 'how to videos' on baking cookies and even a bingo night to keep the community together during the lockdowns.

Thankfully, our enormously dedicated volunteers have reached out offering to help in new ways, whether it's by writing cards or calling aged care residents, sewing masks for SHM staff and volunteers or helping out with emergency shifts at the Dining Hall to help run our meal service.

Last year we also launched our Volunteer Portal - an online engagement hub for volunteers to access information and resources. Through the portal, Volunteers can easily see their schedule, update their details and sign up for available shifts.

This year, we unfortunately couldn't hold our usual end of year volunteer event, which is something everyone looks forward to – it's a great way for volunteers to connect with like-minded people and talk about all things volunteering.

Instead, we sent volunteers a card in the post, with little packs of plant seeds. Although it wasn't quite the same, the volunteers really appreciated the gesture.

Our more than 1,000 volunteers are an intrinsic part of the SHM community, and we simply couldn't deliver our services without them. Seeing so many of them come together to support the Mission during this time was truly inspirational and we thank each one from the bottom of our hearts.

717

individual  
volunteers



Total number of  
volunteer hours

37,728

78% of which were from  
op shop volunteers.

"I WANT TO THANK YOU SO MUCH FOR GIVING ME THE EXPERIENCE WORKING FOR SUCH A WONDERFUL ORGANISATION. YOU HAVE SOME AMAZING VOLUNTEERS,"

-JACKIE, VOLUNTEER

"YOU CERTAINLY HAVE MANAGED TO KEEP YOUR BAND OF VOLUNTEERS TOGETHER AND HAVE MADE US FEEL VERY VALUABLE AND APPRECIATED EVEN THOUGH WE WEREN'T THERE. THANK YOU FOR ALL YOUR POSITIVE ENERGY AND ENTHUSIASM,"

-ANNEMIEK, VOLUNTEER

# VOLUNTEER PROFILE



## RICARDO SEBASTIAN

In October 2019, Ricardo Sebastian wandered into Sacred Heart Mission's op shop on High Street in Preston. "I remember the welcoming atmosphere, the attractive displays, the neat and tidy layout. I also noticed the posters calling for volunteers."

A few weeks later he had his first shift as a volunteer.

Ricardo is a passionate volunteer and appreciates how op shops contribute to the circular economy by recycling donated goods. Feeling connected to Sacred Heart Mission's values and part of a dedicated team have contributed to his enjoyment and success as a volunteer.

"My values are aligned with the Mission, of working for social justice and helping people who have not been fortunate. It's close to my heart. [The Mission] inspires like-minded people to volunteer with compassion and commitment," Ricardo says.

In recognition of his dedication to volunteering, positive contribution to the team and outstanding customer service skills, Ricardo was one of the recipients of Sacred Heart Mission's Volunteer Awards.

Preston's Store Coordinator, Adrienne Fahey, says Ricardo's personality lifts the whole team and that she often receives feedback about his outstanding customer service from shoppers.

Always ready to offer a helping hand, Ricardo has covered all kinds of tasks at the shop, but especially enjoys visual merchandising.

"You can show off your creativity," he says, "I believe it contributes to a good shopping experience."

**As a volunteer, Ricardo has also made meaningful social connections.**

"It's an inclusive and supportive environment. You develop a special camaraderie and we definitely have fun. We share good conversations and occasionally some impromptu music and dance."

When the pandemic forced all the op shops to close, Ricardo missed spending time with his team.

During the lockdowns in 2020, Ricardo also had a health scare which required intensive physiotherapy and he was worried he wouldn't be able to return as a volunteer. He says this desire to reunite with the team helped him through this difficult time.



Ricardo is proud of the Preston shop and shared this heartfelt advice to anyone who is interested in getting involved as a volunteer:

"Sacred Heart Mission give a proper orientation, mentor us and help monitor our progress and give us more responsibility. Volunteers come with different capacities and abilities and the staff nurture whatever you can contribute. Slowly, they encourage you to develop. **Give it a go, it's hard to be disappointed.**"

# OUR OP SHOPS

Over the past 12 months our op shops have experienced the lows and highs of Covid-19. The lockdowns and associated closure of the retail sector posed a huge challenge and raised concerns about whether our shops would be able to deliver enough sales and growth to support Sacred Heart Mission's essential services. However, each reopening came with an influx of shoppers and donors which buoyed our sense of purpose and sustained the knowledge that the local communities that we operate within recognise our impact and the unique and welcoming environments of our stores.

Unfortunately, the lockdowns led to high levels of after hours donations, many of which were unsaleable and only fit for landfill. While this kind of dumping is not a new phenomenon, it is disruptive and costly. We will continue to explore ways to mitigate this issue.

**In September 2020, we launched our online shop: [shmonlineopshop.org](http://shmonlineopshop.org).** The response was very positive, and the store has continued to attract many customers, including shoppers in other states. As our experience and knowledge about the machinations of online retail develop, we expect this online store will go from strength to strength.

While our annual Dine with Heart fundraising campaign looked very different this year due to the pandemic, our Preston and Commercial Road stores each held an in-store designer sale event to support the campaign, which were incredibly successful especially in light of the uncertainty that was prevalent in the community during this period. All 12 op shops also supported Dine with Heart with sales of specially designed aprons.

As happens every year, we farewelled some staff and volunteers, but we also welcomed many new faces. We also had staff step up into leadership roles. With new people come new ideas and we look forward to how these contributions will help us grow and develop in the future. And to our volunteers, without whom we simply could not operate, thank you.

Throughout all the ups and downs, the team's strong bonds and the ties they have fostered with our community of donors and customers have remained steadfast, and we thank them for their continued support. The hard work of our staff and volunteers has been instrumental in achieving great results over the past year in the face of very trying circumstances. **Their combined efforts continue to make our op shops a place of welcome.**



We sold **37 TONNES** of bric a brac

**365** tonnes of clothing donated and spared from going to landfill

**494** individual op shop volunteers

This year op shops contributed **14%** to SHM's overall budget.



# OUR SUPPORTERS



Thank you for everything you have done over the past year. With you by our side, people experiencing homelessness and disadvantage will know they are not alone.

Through your generosity, you have shown again and again how much you believe in our work and the people we work with.

The pandemic has changed all our lives, and has greatly affected our fundraising, especially our events.

Despite not being able to meet face to face at our signature Dine with Heart Gala Dinner, or at our annual Heart of St Kilda Concert (which was instead held online in December 2020), the Fundraising team worked hard to ensure our commitment to keeping Sacred Heart Mission's services running.

This effort resulted in a huge response from you, our wonderful community of supporters. You have given bigger gifts more regularly. Thank you so much!

We would also like to extend a very special thanks to Carolyn Clark and her committee of incredibly passionate group of volunteers called 'Women for Women'. Against all odds they managed to host a fabulous event right in between state-wide lockdowns. A much-needed release and celebration resulting in a great deal of support for our Women's House. Thank you all.

Finally, we wish all our supporters the best for this remaining year, and beyond, as we face more uncertainty. **Without you, none of this is possible.**

**-The Fundraising Team**

Our appeal campaigns raised

**\$811,541**



Major donors and Trusts contributed more than

**\$756,000**



The Women for Women event raised

**\$138,838**



# SUPPORTER PROFILE

## NICOLE SPRATT

Nicole Spratt's journey as a supporter of Sacred Heart Mission began in the workplace. "We would do morning teas and everyone would bring a gold coin donation which we would donate to a new charity." One of the charities was Sacred Heart Mission.

**Fourteen years later, Nicole is still supporting the Mission, now as a monthly donor and with a gift in her Will.**

Philanthropy and giving back to the community has always been important to Nicole. "My life has not been easy. I'm fortunate enough to have barely passed high school and was determined to get a university degree. I pushed myself in the work environment and broke glass ceilings." To Nicole, it's important to pay it forward.

She says her experience in the financial sector has given her a unique insight. "As a corporate lender, I see a lot of good but I see a lot of greed as well." Inspired to use her experiences and success to make a positive impact, Nicole is passionate about giving to organisations that support women and people experiencing disadvantage.

Her experience as a CEO has also helped her appreciate the complexities of service delivery for organisations like SHM. Nicole says she trusts Sacred Heart Mission's expertise and ability to support the community, "I liked the diversity of services that were being offered."

Giving back to the community is something she has also instilled in her three nieces. As children, she would give them money to contribute to a charity for their birthday or holidays. "I wanted to show them what giving looked like."

**Five years ago, she took her philanthropy one step further.** "I was updating my Will and was doing an overhaul. I thought long and hard about what I wanted to do with my estate."

Having served as the finance chair on the board of a charity, Nicole says she knows how thin on the ground some organisations are. "I know organisations have had a hard time as the financial pressures have gained."

That contemplation led her to distribute gifts in her Will to 10 charities, including Sacred Heart Mission. "When I thought about my Will I thought about my whole self. When you have to sit there and work through where you want some of your money to be gifted to...I see it as my last and final gift."

She also credits her nieces for inspiring her to leave behind a legacy. "It's something my family can be proud of. Giving to others, even your last dollar... it's a big blessing."



# OUR SPECIAL THANKS

## Corporate Partnerships

Accenture  
Catholic Development Fund  
National Australia Bank  
Pascal Satori  
Peter Sheppard Footwear

## Supporting the Meals Program

Bean Alliance Group  
Davies Bakery  
Dobson's Potatoes  
Lineage Logistics  
FareShare  
Foodbank Victoria  
KB Food Co  
Nuttelex The Healthy Alternative  
Rizo Desserts

## Government

Australian Government  
Department of Health  
Australian Government  
Department of Social Services  
Victorian Government Department  
of Jobs, Precincts and Regions  
Victorian Government Department  
of Families, Fairness and Housing  
Victorian Government Department  
of Treasury and Finance  
City of Bundoora  
City of Darebin  
City of Glen Eira  
City of Port Phillip  
City of Stonnington  
City of Yarra



## Corporate and Community

ACW (A Cleaner World)  
Alpha-Truss  
Ausign  
Bardot  
Captain Baxter  
Caulfield Grammar School  
Chisholm and Gamon Property  
Connolly Environmental  
DECJUBA  
Deluxe Audio & Backline Hire  
Ern Jensen Funerals  
Fancy Films  
Herald Sun  
JMC Academy  
JPJ Audio Pty Ltd  
Justice Connect  
Kaleidoscope Design  
Kartaway  
Kostka Hall Parents' Association  
Leonard Joel  
Lex Audio Visual  
Linfox  
Logie-Smith Lanyon Lawyers  
Melbourne Girls Grammar  
ModTech Group Electricians  
Mr Moto  
Natio  
Norton Rose Fulbright  
Palais Theatre (Live Nation  
Australia Venues Pty Ltd)  
Perri Cutten  
Phaseshift Productions  
Pinchapoo  
Rosehill Secondary College  
Russell Kennedy Solicitors  
Seed  
Shaw and Partners  
St Michael's Grammar School  
St Leonard's College  
Star of the Sea College  
TEOXANE Australia Pty Ltd  
The Prince Hotel, St Kilda  
Toorak Ecumenical  
Churches Opportunity Shop  
Treasury Wine Estates  
Wesley College, Melbourne  
Wisewould Mahony  
Xavier College - Kostka Hall  
Xavier Social Justice Network

## Trusts and Foundations

Bagot Gjergja Foundation  
Burns Family Foundation  
Daniel O'Connor Endowment,  
a giving fund in APS Foundation  
DOG Foundation  
Drummond Foundation  
Frank Palazzo Foundation  
Gaudry Foundation  
Gourlay Charitable Trust  
Grosvenor Foundation  
Hewison Foundation  
HN & EA Sinha Foundation  
Hotel Care Foundation  
Isaacson Davis Foundation  
Jenkins Foundation  
Joe White Bequest  
John and Betty Laidlaw Legacy  
John and Myriam Wylie Foundation  
John Xavier Charnley Trust  
Kilfera Foundation  
L R Cazaly Trust Fund  
Lord Mayor's Charitable Foundation  
Melbourne Catholic Archbishop's  
Charitable Fund  
Milton Corporation Foundation  
NAB Foundation (philanthropic  
arm of National Australia Bank)  
Noonan Family Foundation  
O'Donohue Family Foundation  
Orcadia Foundation  
Pepe-Gurry Foundation  
Scanlon Foundation  
Schapper Family Foundation  
Spotlight Foundation  
Swann Family Foundation  
The Fox Family Foundation  
The Gray Family Charitable Trust  
The Isabel & John Gilbertson  
Charitable Trust  
The Jack Brockhoff Foundation  
The Orloff Family Charitable Trust  
The Peter and Lyndy White Foundation  
The Peter Isaacson Foundation  
The Symons Family Charitable Trust  
The William Angliss (Victoria)  
Charitable Fund  
William Buckland Foundation

## Bequests and Estates

In loving memory of Arno Herpe  
The Estate of Mary Crowther  
The Estate of David Dodwell  
The Estate of Kathleen Patricia Lawson  
The Estate of Robert W Golar

## Individual Supporters

Alan and Clare Gruner  
Andrew Stobart and Eliza Strauss  
Ann Byrne  
Anne McDonald  
Barbara and Victor Mulder  
Barry and Faye Hamilton  
Bill Burdett AM and Sandra Burdett  
Bill Tenner  
Brigit Meldrum and Mark Naughton  
Carolyn Clark OAM and  
Jeffrey Clark  
Cathy Humphrey  
Charlotte and David Bradley  
Chris Hartigan and Angela Scarfe  
Chris Stoltz AM and Elizabeth Stoltz  
David O'Brien  
Denis and Christine McConnell  
Derek Young AM and Caroline  
Young  
Dharmika and Nimal Amukotuwa  
Diana Gibson AO  
Dominique Burgoine  
Dora and Campbell Burns  
Doug Hooley  
Eamon Spillane  
Edward and Ann Miller  
Ellen Koshland and James  
McCaughey  
Fiona Mason and James Kelly  
Fr Terry Kean  
Gail and Kevin Donovan  
Gavin Randles  
Glen Morley  
Helen and Campbell Stewart  
Helen O'Kane and Neville Cousins  
Jan Talacko and Jane Poletti  
Jane Sims and Keith Greening  
Janet Whiting AM  
Jenny Jobst  
Joan and Brian Healey  
Jodie Maunder and John Higgins  
John and Barbara Ralph  
John Bennetts and Ann Ryan  
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  
Lesley and Robin Jeffrey



Lewis Fly  
Lucille and Keith Forbes  
Margaret Fengler  
Mark Dohrmann AM  
and Elizabeth Dohrmann  
Mark Munro  
Meagan Keogh  
Mercedes and Phillip Slater  
Morena Buffon  
Myles Neri and Katrina Nossal  
Nicola and Alex Commins  
Noel and Jenny Turnbull  
Owen Lennie  
Patrice and Bill Scales  
Patricia Ilhan  
Patricia O'Rourke  
Paul Holyoake and Marg Downey  
Paula Fox AO & Lindsay Fox AC  
Penelope and Ian Ward-Ambler  
Peter and Denise Murphy  
Peter and Francene Howe  
Redmond Family  
Rita Andre  
Robert and Irene Gilbert and Family  
Robyn Duff and Noel Renouf  
Rosemary Southgate  
Rosie  
Roslyn and Richard Rogers Family  
Royce and Beverley Jackson  
Sally McCutchan and Grant Powell  
Scott Mandragona  
Sean Breen  
Sharon Landy  
Steve and Kate Kloss  
Sue Wood and Gary Edwards  
Terri Farrell OAM  
Terry and Christine Campbell  
The Ryan Family  
Timms Holden  
Tony and Philippa Kelly  
Tracey and Jason Cheeseman

## Fundraising Event Committee Members

**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





## 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.

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.

### 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 external experts as 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
- Finance, Audit and Risk Working Group
- Building Working Group
- Service Governance Working Group
- J2SI Working Group
- Infrastructure Planning and Information Communication Technology Working Group
- Remuneration and Workforce Planning Working Group

### 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

### Our Quality Standards

SHM is fully accredited against five standards:

1. QIC Health and Community Service Standards (QIC)
2. Human Service Standards (HSS)
3. National Standards for Mental Health Services (NSMHS)
4. Aged Care Quality Standards
5. National Disability Insurance Scheme (NDIS) Practice Standards

In June 2021, SHM successfully completed a mid-cycle assessment against the QIC, HSS and NSMHS standards. Despite the challenging environment, SHM has made substantial progress against all initiatives on the quality work plan that was developed in response to the 2019 accreditation. The next full accreditation is due in the second half of 2022.

## 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.

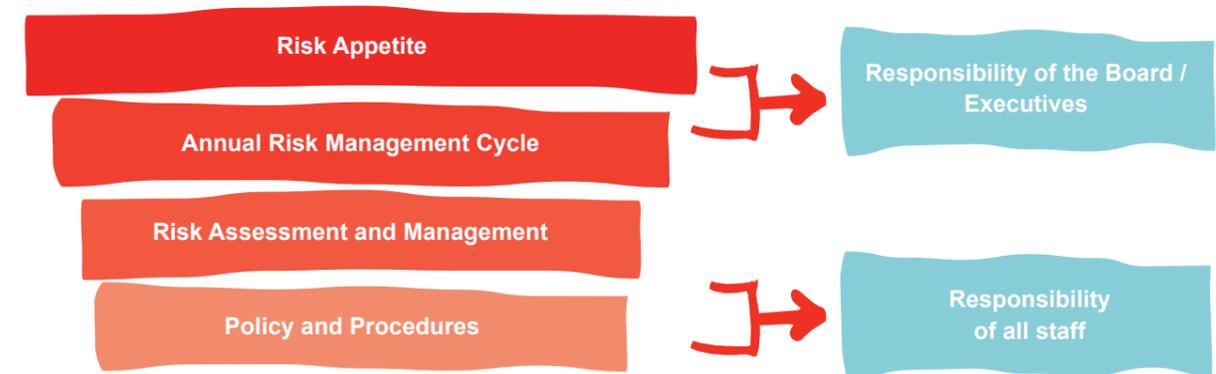
The SHM Risk Management Framework describes how we identify, control and manage risk across the organisation. It has been developed in accordance with the Victorian Government Risk Management Framework and the AS ISO 31000:2018 Risk Management standards.

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.

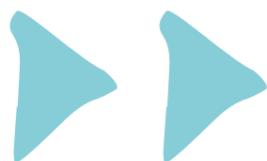
### SHM RISK MANAGEMENT FRAMEWORK





## OUR EXECUTIVE TEAM

With more than 80 years of combined experience in not-for-profit organisations, disability, community housing and homelessness, retail, charity, community services, health and welfare sectors - our executive team brings a wealth of knowledge and expertise to Sacred Heart Mission.



**Pictured left to right:**

**Stephen Schmidtke**  
Executive Director, Client Services

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

**Cathy Branigan**  
General Manager, Business Services

**Cathy Humphrey**  
Chief Executive Officer

**Wade Piva**  
General Manager, Business Development

## OUR BOARD MEMBERS



**Chris Stoltz AM**  
Chair



**David O'Brien**  
Treasurer



**Carolyn Clark OAM**  
Secretary



**Rosemary Southgate**



**Greg Evans**



**Father John Petrusis**



**David Bradley**



**John Bennetts**



**Derek Young AM**



**Marcelle Mogg**



**Rebecca Hodges**



**Christopher Sequeira**

# OUR FINANCES

## MESSAGE FROM OUR TREASURER

Not surprisingly the Covid pandemic has had a big impact on Sacred Heart Mission's finances. Thanks to strong support from government, donors and our staff, along with good financial management, SHM was directly involved in responding to the homelessness crisis created by the pandemic while remaining in a sound financial position.

As shown in the Statement of Income, SHM's Total Comprehensive Income for the 2020/21 financial year was \$6.3M. This great result was achieved despite the significant impact of lockdowns on some key revenue items. Early in the year such a result was highly unlikely and only came about through a combination of the extension of government support, the generosity of our donor network and early action to reduce costs without impacting services to clients.

This surplus is now helping to ensure that, as lockdowns continue into the new 2021/22 financial year, both current work with clients and important initiatives for the future are not compromised.

Total Revenue was \$4.1M or 11% higher than the previous year. Due to the lockdowns, op shop sales at \$6.0M were some \$2.0M lower than would have been achieved and income from Fundraising events was down around \$0.5M. Fortunately, funding from the Federal Government JobKeeper initiative along with extra funding for aged care support and our meals program, more than offset this shortfall. In addition, as part of the Victorian Government's response to the pandemic, SHM was engaged to provide support for people experiencing homelessness who had been temporarily housed in hotels with funding of \$2M. This initiative has now evolved into a new program to help the participants into permanent housing with a further \$1.5M funding for the new financial year.



**David O'Brien**  
Treasurer

Apart from the additional government income in response to Covid, there were income increases of \$1.0M in Journey to Social Inclusion (J2SI) and \$1.6M in Sacred Heart Community from the additional aged care beds in our new facility.

Expenses grew by \$4.4M or 12% reflecting the Covid related hotel response along with growth in client services including J2SI and the additional aged care beds. Staff and accommodation costs continue to comprise 90% of our total expenses.

The major movement in the Statement of Financial Position is the \$5.1M increase in Cash and Cash Equivalents reflecting the surplus. In the new 2021/22 financial year, this additional cash is providing a buffer for the continuing shortfall in income from op shop closures due to lockdowns and will also help in funding the \$6.5M required for the final stage of our major building development, Project 101.

### With continuing support from our donors and supporters, SHM is well placed to:

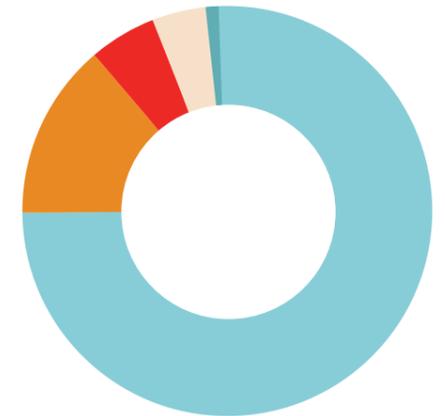
- Commence the final stage of Project 101 to deliver a new 14 bed transitional independent living facility, an expanded Women's House, a comprehensive Health Clinic and new office accommodation
- Support the take-up of our life changing J2SI solution as part of the effort to end homelessness in Australia
- Establish our new recycling Social Enterprise as a processing centre for unsaleable op shop donations to reduce the impact on landfill and provide employment pathways for our clients
- Explore and develop other emerging opportunities for helping disadvantaged people in our community.

An extra big thank you to all SHM staff for their great work in containing costs, generating op shop sales and raising extra funds in difficult circumstances.

Finally, thank you to all donors, volunteers, state and federal governments, corporates, trusts and foundations, the Catholic Development Fund and our op shop customers for your continuing financial and other support.

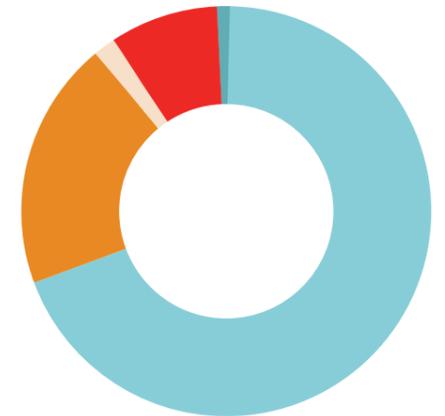
## WHERE THE MONEY CAME FROM

Government grants	75%
Op shops	14%
Fundraising	5%
Resident fees	4%
Investments, interest and other revenue	2%



## HOW THE MONEY WAS SPENT

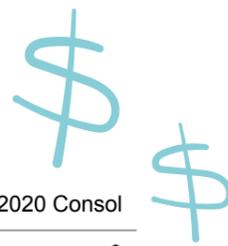
Employee costs	69%
Property and equipment costs	20%
Information and communication technology	2%
Client support and program costs	8%
Other expenses	1%



## TO DELIVER OUR SERVICES

Sacred Heart Community	32%
Individualised Planned Support	46%
Sacred Heart Local and other residential	11%
Engagement Hubs	11%





## STATEMENT OF INCOME

	2021 Consol	2020 Consol
	\$	\$
<b>Government Grants</b>	32,248,001	22,459,839
Op Shop Sales	5,970,926	6,634,853
Fundraising	2,302,028	2,819,564
Gain on Disposal of property, plant and equipment	3,114	4,644,980
Other revenue	2,542,681	2,395,342
<b>Total Revenue</b>	<b>43,066,750</b>	<b>38,954,578</b>
Employee Benefits Expenses	(25,777,102)	(22,614,660)
Client Support and Program costs	(3,167,870)	(2,764,593)
Occupancy and Office expenses	(3,571,615)	(2,606,592)
Repairs and maintenance expenses	(535,889)	(570,485)
Motor Vehicle Expenses	(311,330)	(343,626)
Loss on disposal of financial assets	-	(183,669)
Depreciation and amortisation expenses	(2,882,347)	(2,899,857)
Other expenses	(527,829)	(346,805)
Finance costs	(388,137)	(474,679)
<b>Total Expenses</b>	<b>(37,162,119)</b>	<b>(32,804,966)</b>
Current year surplus before income tax	5,904,631	6,149,612
Income tax expense	-	-
<b>Operating Surplus</b>	<b>5,904,631</b>	<b>6,149,612</b>
Fair value (loss)/gain on revaluation of financial assets	416,093	(242,130)
<b>Other Comprehensive Income</b>	<b>416,093</b>	<b>(242,130)</b>
<b>Total Comprehensive Income</b>	<b>6,320,724</b>	<b>5,907,482</b>

## STATEMENT OF CASH FLOW

<b>Cash flows from operating activities</b>	<b>8,808,580</b>	<b>3,004,817</b>
<b>Cash flows from investing activities</b>	<b>(2,221,350)</b>	<b>2,416,946</b>
<b>Cash flows from financing activities</b>	<b>(1,445,107)</b>	<b>(1,627,885)</b>
Net (decrease) in cash and cash equivalents held	5,142,123	3,793,878
Cash and cash equivalents at beginning of financial year	7,624,169	3,830,291
Cash and cash equivalents at end of financial year	12,766,292	7,624,169



## STATEMENT OF FINANCIAL POSITION

	2021 Consol	2020 Consol
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	\$12,766,292	\$7,624,169
Trade and other receivables	\$1,282,742	\$1,267,017
Other assets	\$593,434	\$496,840
Non-current assets classified as held for sale		
<b>Total Current Assets</b>	<b>\$14,642,468</b>	<b>\$9,388,026</b>
<b>Non-Current Assets</b>		
Financial assets	\$2,607,536	\$226,987
Property plant and equipment	\$27,414,111	\$28,206,570
Right of use assets	\$8,555,842	\$9,924,032
Intangible assets	\$2,137,897	\$2,224,040
<b>Total Non-Current Assets</b>	<b>\$40,715,386</b>	<b>\$40,581,629</b>
<b>Total Assets</b>	<b>\$55,357,854</b>	<b>\$49,969,655</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade and other payables	7,343,165	7,218,467
Lease liabilities	1,358,680	1,689,304
Provision (Current)	2,460,183	2,211,708
<b>Total Current Liabilities</b>	<b>11,162,028</b>	<b>11,119,479</b>
<b>Non-Current Liabilities</b>		
Lease liabilities	7,912,171	8,840,636
Provisions	353,055	399,664
<b>Total Non-Current Liabilities</b>	<b>8,265,226</b>	<b>9,240,300</b>
<b>Total Liabilities</b>	<b>19,427,254</b>	<b>20,359,779</b>
<b>Net Assets</b>	<b>35,930,600</b>	<b>29,609,876</b>
<b>Equity</b>		
Contributed capital	1,000,000	1,000,000
Settled sum	10	10
Reserves	494,877	78,784
Retained surplus	34,435,713	28,531,082
<b>Total Equity</b>	<b>35,930,600</b>	<b>29,609,876</b>

# REGISTRATION AND LEGISLATION

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

<b>Name:</b>	Sacred Heart Mission Inc
<b>Australian Business Number:</b>	62 843 874 179
<b>Endorsement date of effect:</b>	1 July 2000
<b>Provision for gift deductibility:</b>	Item 1 of the table in section 30-15 of the Income Tax Assessment Act 1997
<b>Item(s) in Subdivision 30-B of the Income Tax Assessment Act 1997:</b>	4.1.1 public benevolent institution
<b>SHM's registration number for VIC Consumer Affairs is:</b>	FR0008178
<b>SHM's Annual General Meeting was held on:</b>	27 October 2020

## 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.



Australian Government



# 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

- [sacredheartmission.org](http://sacredheartmission.org)
- [sacredheartmission.org/op-shop](http://sacredheartmission.org/op-shop)
- [sacredheartmission.org/get-involved/volunteer](http://sacredheartmission.org/get-involved/volunteer)
- Sacred Heart Mission  
Sacred Heart Mission Op Shops
- @sacredheartmission  
@sacredheartopshops  
@shmonlineopshop
- @ScdHrtMission
- Sacred Heart Mission

**DESIGN:** Pascal Satori  
**PHOTOGRAPHY:** Mark Munro



[SACREDHEARTMISSION.ORG](http://SACREDHEARTMISSION.ORG)

