



# ANNUAL REPORT

2021 - 2022

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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 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.

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.

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.**

**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.

# 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.





## A FINAL MESSAGE FROM OUR CEO

After 20 years at Sacred Heart Mission, I have announced my retirement at the end of 2022. It has been an honour to lead Sacred Heart Mission over the past 10 years, I am immensely proud of what Sacred Heart Mission has accomplished.

It's been over two decades since I first started working at Sacred Heart Mission and it's been an amazing journey with some of the best people. I've been blessed to work with such an incredible team.

This hasn't been an easy decision, but I feel confident the timing is right, both for myself and the Mission. When I look back on my time as CEO, I'm so proud of how we have grown together. We have made a significant difference to the lives of thousands of people, and I have no doubt this work will grow in strength and impact beyond my tenure.

Over my time at Sacred Heart Mission, we have achieved so much – expanding the Journey to Social Inclusion (J2SI) program from a pilot in 2009 to a scalable Housing First program that is ending chronic homelessness and has supported 300 people to exit homelessness permanently so far. We operate from a Dining Hall that has a

modern functional kitchen producing quality fresh meals every day of the year, that will continue to welcome everyone to our table.

Our unique service model has brought together a whole of organisation approach to creating lasting change in people's lives and ensuring that we provide exceptional evidence-informed services. More recently, we have designed and implemented a Continuum of Care approach across our homelessness services, that ensures people accessing our Engagement Hubs get the right support and housing, at the right time, and for the right duration.

We have strengthened our revenue streams through a combination of growth in opportunity shops across Melbourne, successful fundraising activities and careful investments to grow the Sacred Heart Mission Foundation.

Sacred Heart Mission leads the sector in measuring impact, and we have established a measurement and evaluation framework to provide exceptional evidence-informed services, including a custom outcomes measurement tool, TICSPOT.

Project 101, a \$27.3 million multi-stage redevelopment of Sacred Heart Mission's properties, including a 97-bed aged care facility, Sacred Heart Community, was completed in 2020. The final stage of development, featuring 14 independent living units in the former Sacred Heart Primary School, a redeveloped Wellness Place and Women's House and a new administration building for our staff will be completed soon. I know everyone is looking forward to being together again.

In the last three years, we have also faced considerable challenges due to the ongoing impact of the Covid-19 pandemic. Though we are now able to gather together again, the virus has continued to change the way we work – but what has not changed is the commitment of our Sacred Heart Mission community to serve people experiencing homelessness and disadvantage.

It feels fitting to be passing the baton in the same year we celebrate our 40th anniversary, as I know this next chapter for the Mission requires renewed energy and leadership as we head into our next Strategic Planning cycle. The Board has appointed Hang Vo as the new CEO, who will lead Sacred Heart Mission into 2023 and beyond.

I will always count myself lucky to be part of the Sacred Heart Mission family. It has been an honour and a privilege to be part of such a passionate and dedicated community and I can't wait to see what the next chapter brings. I will be cheering for the Mission from the sidelines and will continue to be a long time supporter.

With deep gratitude,

Cathy Humphrey



## A MESSAGE FROM OUR BOARD CHAIR

This year marks four decades of Sacred Heart Mission serving the community. Forty years of welcoming everyone to our table and working to end homelessness. I'm so proud of how this organisation has grown especially over the past few years in the face of the ongoing pandemic.

This fiscal year saw the continued impact of Covid, however our learnings since 2020 meant we were well placed to continue our services to the people who needed us most.

As you will read in the report, we made big strides in our Journey to Social Inclusion (J2SI) program, which outperformed both of its outcome measures. The implementation of the Continuum of Care (CoC) is a testament to our growth as a leader in the sector, helping us drive better and faster housing outcomes for clients.

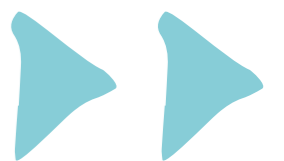
For more than half of Sacred Heart Mission's 40-year existence, Cathy Humphrey has dedicated her passion and leadership to the organisation. On behalf of the whole Board, I want to thank Cathy for her incredible 20 years of service to the Mission, ten of which have been as CEO. Her leadership has seen this organisation grow in leaps and bounds. Cathy has seen the organisation strengthen its revenue streams through a combination

of growth in opportunity shops across Melbourne, successful fundraising activities and careful investments to grow the Sacred Heart Mission Foundation.

As we wish Cathy all the best in her journey beyond the Mission, we also look forward to welcoming Hang Vo, our incoming CEO, who will join the team in December 2022.

With the support of our incredible community of donors, volunteers and staff I look forward to this next chapter of the Mission's impact.

Chris Stoltz AM



## A MESSAGE FROM FATHER JOHN

"No not another Covid outbreak. When will it all end?" Yes, it has been another year of reaching out in the face of the ongoing uncertainty of our times on many levels. It has been a time of displacement from more secure ways of living for many of us.

Yet I look back with so much gratitude for all the securing faithful relationships that have once again met the challenge as we marked our 40th year of serving those experiencing homelessness. The Parish team of Christine Mitchell and Jane Hearn and our Principal Daniella Maddelena, are so reassuring. Together we continued to nurture and support the partnership of our church in action with the Mission.

To my coworker Karen Englebreetsen who joined us during lockdown,

my heartfelt gratitude for her steady faithful outreach in our mission and her many natural gifts. On behalf of our parish community, I give thanks to Cathy Humphrey who is moving into a new era of her journey. Cathy, your extraordinary faithful and passionate witness in leadership to mature and develop our Mission has helped us all in many lasting ways. Especially in these most challenging times of sustaining our outreach to our community, you have always engendered a securing confidence that we can and will find our way. Every blessing for the next stage of your journey.

To Chris Stoltz and our Board, thank you for the wise governance in this last year with the many ongoing and new initiatives to help end the cycle of homelessness.



As we celebrate 40 years, I'm reminded that in biblical terms, 40 years symbolises the ever faithful, compassionate walking of God with the people. To all our staff, volunteers and benefactors, let us be deeply grateful for our companionship with each other in bringing about ongoing securing care in the face of so much uncertainty in our world.

Fr John Petrus  
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

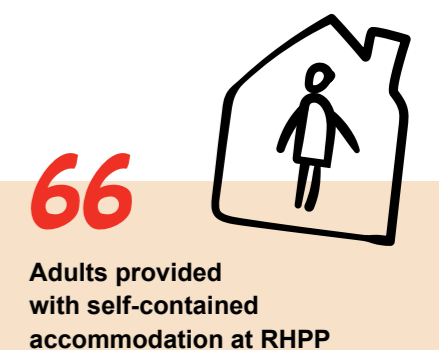
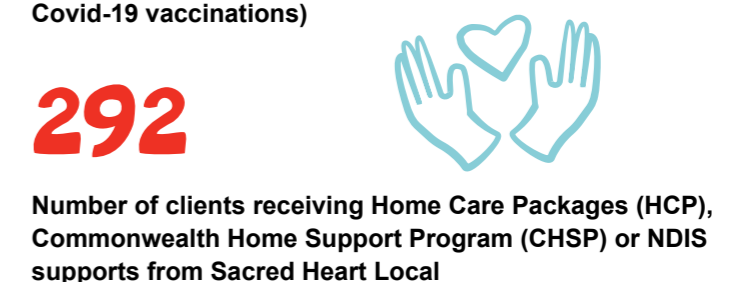
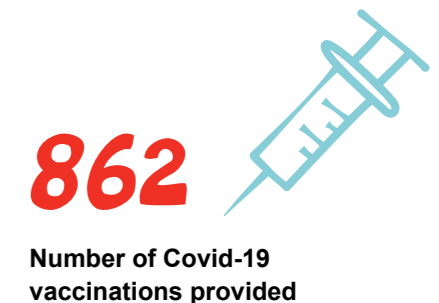
Independence

Social Participation

Economic Participation

# OUR IMPACT

In 2021-2022, our services continued to be impacted by the COVID-19 pandemic. As restrictions eased, we were able to adapt and respond to the new environment.



# "IT'S ABOUT SO MUCH MORE THAN HOUSING"

## ANDREA'S STORY

Andrea is a qualified and experienced hairdresser. Working in an upmarket salon, Andrea had a busy and fulfilling job she loved. When the salon closed during Covid lockdowns, she thought it would give her a much-needed break.

Instead, being at home greatly impacted her mental health. She found herself in severe financial stress – without a wage, only receiving Centrelink income and with a landlord who was not understanding of her situation. "I thought I'd be the last person to suffer and be impacted by the pandemic," she says.

Andrea was overwhelmed when the salon eventually re-opened and she returned to work. The "in and out" of lockdown, and customers' heightened sense of anxiety and expectations put a lot of stress on her, and she became unable to work. "I found myself homeless – from having a wage to having nothing. It was a rude shock," she says.

Andrea estimates she moved approximately ten times in six months between hotels, hostels and crisis accommodation simply trying to find somewhere safe to sleep each night. "I've seen a lot, it was really hard," she says.

As an Aboriginal woman, Andrea connected with Elizabeth Morgan House, and it was through this organisation that Andrea found a space at Homefront, Sacred Heart Mission's crisis accommodation service for women.

"I'd had a rough few days in the hostel – I was attacked the morning of leaving. I got in a cab and had no idea what to expect, but when I got there, I found out that I had my own

space, my own little apartment. I was so safe, with staff on site and a lock on the door."

"I found it very hard to settle – but with the help of the support workers, I built rapport with them, and they have made such a difference to my lifestyle. They actually helped me deal with some things that I haven't dealt with for a long time."

Andrea also appreciates the sense of community and understanding of her cultural background. Homefront supported her to connect with her community, specifically through Djirra, an Aboriginal support organisation.



**"Being a gay, Aboriginal woman, I felt very welcomed at Sacred Heart Mission. To have support around sexuality and gender stuff, culture, budgeting, how to apply for rentals and write a resume. It's so much more than housing – it's about being accepted no matter who you are."**

While at Homefront, Andrea was approved for a transitional property. She describes the apartment as "beautiful" and shares it with her beloved cats who she missed terribly while experiencing homelessness. "I am so grateful to have my babies back," she says.

Andrea thought that her supports would end once she found accommodation, but the Homefront team maintained a connection with her and referred her to the Journey to Social Inclusion program (J2SI). Andrea's journey continues. Her mental health is improving, and she no longer feels hopeless.

Andrea thinks of how far she has come – recalling days in the city when the weather was wet and freezing and feeling grateful for her new home with a hot meal and shower, clean clothes and a cuddle from her cats. "You know, it sounds like so little, but it's so huge in my life."

**"I HAVE LEARNT A LOT FROM THE CONVERSATIONS I'VE HAD WITH THE STAFF. YOU COULDN'T GET A BETTER TEAM OF PEOPLE."**

# 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.

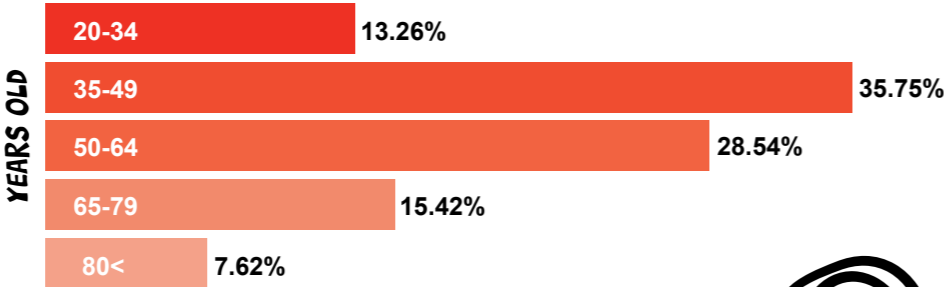
It can include people sleeping on the streets, living in improvised dwellings, tents, sleeping in cars, residing in temporary or crisis accommodation, living in boarding houses or severely overcrowded dwellings, or couch-surfing.

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 (17.13%)
2. For material and/or financial assistance or support (12.96%)
3. Assistance with mental health issues (10.79%)
4. Assistance with physical health issues (9.89%)
5. I need support to remain living in my own home (9.8%)

#### Cultural background



7%

Aboriginal



3%

Torres Strait Islander

#### Gender Identity



58%

Male



41%

Female



1%

Non-binary or Transgender

#### Clients who identify as having a disability

19% 9% 11%

Psychosocial Physical Both

14%

of our clients were born outside of Australia

34%

of our clients identify as having a chronic disease or illness

48%

of our clients identify as having a mental health issue

## 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 people who are socially excluded, 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 person'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.

The Rooming House Plus Program (RHPP) 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 participate in community life and rebuild social connections.

Our Sacred Heart Local program provides in-home support for people who are ageing and require in-home support to live independently in their own housing for as long as possible. Sacred Heart Local also provided NDIS supports until 30 June 2022.

This year we made the difficult decision to cease delivering NDIS supports, as the program had become financially unsustainable. We have transitioned NDIS participants to new providers, and ensure they receive high quality services.





### 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 investment.

# 10 YEAR STRATEGY

The last financial year is the eighth 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 aimed at addressing a person's physical, psychosocial, spiritual and emotional needs.

Measuring and reporting our impact fundamentally underpins our work, as 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 year, delivered by dedicated and hardworking staff and volunteers who embody our vision, mission and values.

# OUR ADVOCACY

Advocacy is at the heart of everything we do at Sacred Heart Mission. Our commitment to addressing the underlying causes of disadvantage is deeply embedded into our vision, mission and values. Over the year, Sacred Heart Mission continued to advocate on key issues that are critical to meeting the needs of our community.

In brief, these are:

1. **Access and eligibility (for people experiencing profound exclusion and disadvantage)**
2. **Affordable, safe, accessible, and secure housing**
3. **Impact of trauma**
4. **Economic and social inclusion**

Sacred Heart Mission works collaboratively with other organisations to undertake our advocacy efforts and we seek opportunities to amplify voices of our community members.

In the past 12 months, we participated in consultations with the Victorian Council of Social Service (VCOSS), Mental Health Victoria (MHV) and Catholic Social Services Victoria (CSSV) on a range of topics, informing their submissions to both State and Federal Governments.

We are members of a regular policy network with CSSV, and the Australian Health, Housing and Homelessness Network (A3HN). These networks boost our relationships within the community sector and support our advocacy goals.

In July 2021, we provided a submission into the purpose, intent and adequacy of the Disability Support Pension (DSP), focusing on increasing the rate of and access to the DSP due to its importance in supporting people to meet their basic needs and be socially and economically included in society. We are hopeful that the new Government acts on the recommendations found within the report.

Sacred Heart Mission continued to work with Equality Australia on its campaign against the proposed Religious Discrimination package of legislation. We voiced our concerns with the legislation in February 2020 alongside other faith-aligned organisations; and again, when the legislation was revised and referred to two separate Parliamentary Committees in late 2021. We endorsed a submission by Equality Australia in December 2021 to both Committees which highlighted concerns we shared, that the proposed legislative package would undermine existing rights and protections, including for women, people living with a disability, sex and gender diverse people and people of minority faiths.

The legislation did not pass Parliament prior to the change of government in May 2022, and we consider this a significant success and as a result of ongoing campaigning. We firmly believe that religious freedom must be balanced against the rights of all people, and hope that future proposed legislation relating to religious freedom is balanced and appropriate and does not disadvantage or undermine people in our community.

In February 2022, SHM CEO Cathy Humphrey participated in a consultation with the Productivity Commission on the review of the National Housing and Homelessness Agreement (NHHA), a key piece of legislation that informs how the Commonwealth works with the States and Territories on funding for housing and homelessness services.

In the lead up to the 2022 Federal Election, we launched a dedicated campaign, profiling our key asks of the next Government in relation to investment in social housing, housing-first programs, increasing income support payments and improving access to health care for people experiencing homelessness and chronic disadvantage.

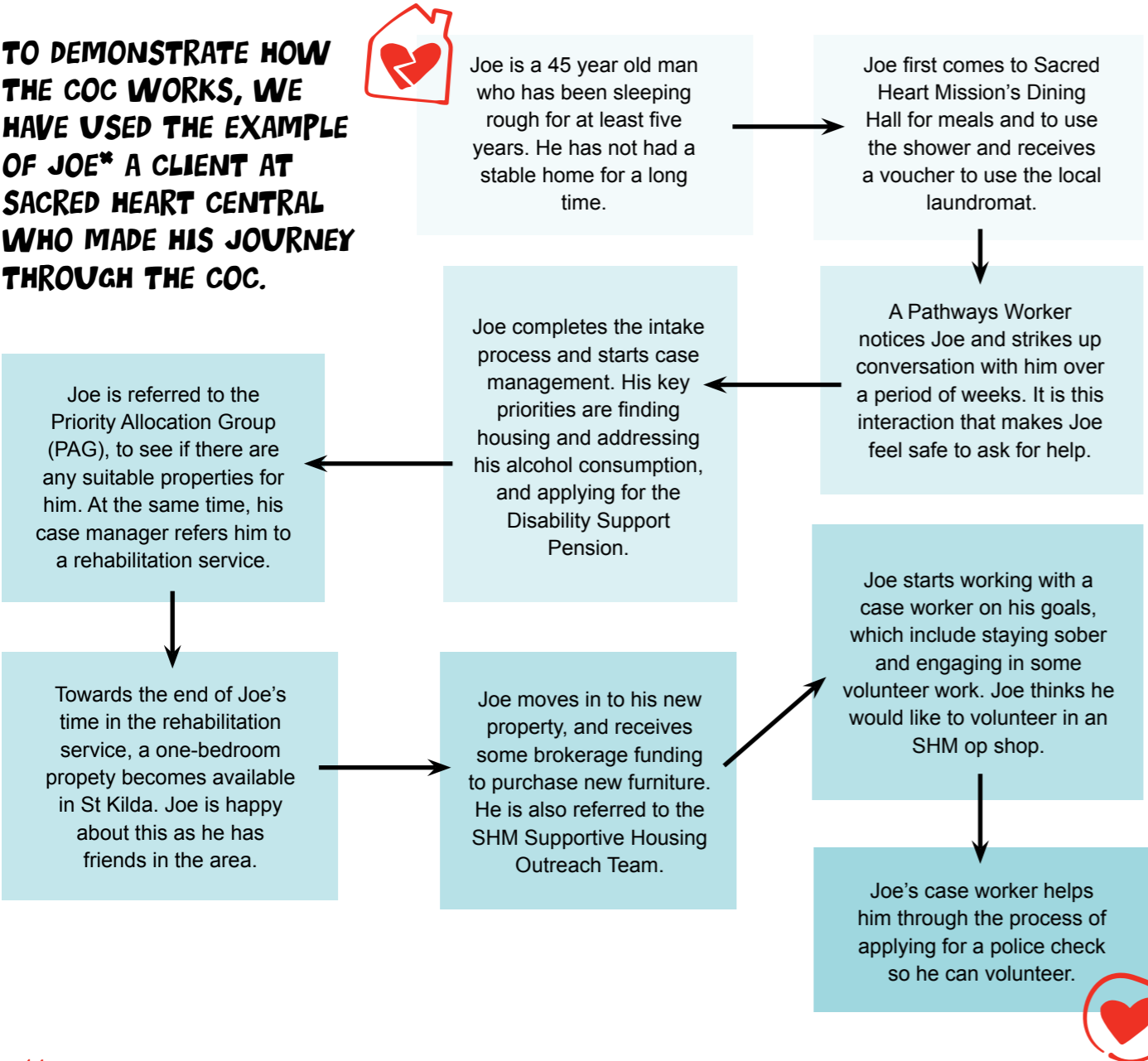


# THE CONTINUUM OF CARE

Last year, we introduced Sacred Heart Mission’s new innovative service approach called the Continuum of Care (CoC). The CoC is a tailored, flexible support approach that will help us drive better, faster housing outcomes for people who come through our Engagement Hubs, Sacred Heart Central and Women’s House.

The CoC approach supports people experiencing the full spectrum of homelessness, providing early intervention to prevent first-time homelessness, support to sustain housing, as well as coordinated wrap around services for people who have experienced prolonged and repeated episodes of homelessness. This approach incorporates partnerships with specialist health and human services, and community housing providers.

The CoC approach includes a Priority Allocation Group (PAG) which consists of key staff from programs across the Mission. The PAG meets weekly to match clients with housing and support packages according to their level of need. Access to housing is provided through our partnerships with a number of community housing providers. By matching clients with a support package provided through the CoC approach and a property that will be suitable for them, we are able to support people to sustain their housing and end their homelessness permanently. The PAG also tracks vacancies in our supported residential programs – Bethlehem Community, the Rooming House Plus Program (RHPP) and Sacred Heart Community, so clients can be referred to these programs when vacancies arise and if supported accommodation matches their needs.



# WOMEN'S SUPPORTIVE HOUSING TEAM

Homelessness data hides what is really happening for women who are experiencing homelessness. Women are more likely to find themselves couch surfing, in overcrowded housing or an unsafe home due to family violence. A woman doesn't need to be without a home to be in desperate need of safe and secure housing.

To better respond to the needs of our female clients, the Women's Supportive Housing (WSH) team was created in July 2021. This team sits within the Continuum of Care, a tailored, flexible support approach that drives better, faster housing outcomes for people experiencing homelessness. The team uses an intersectional feminist approach with supportive housing principles. Intersectional feminism acknowledges how a person's many identities, such as gender, race, sexuality, religion and disability, can overlap and compound experiences of discrimination, oppression and trauma.

This lens makes our case managers better advocates for women when helping them navigate complicated systems. It also creates a safe space for women to be seen and heard. In turn, this strong relationship with case managers leads to better long term housing outcomes.

## Meeting women where they're at

The WSH team is a fantastic group of women made up of four case managers and a team leader. The staff come from varied community service and social work backgrounds.

A big part of the WSH work is assertive outreach. Since not all women are able to attend drop-in services like our Women's House, assertive outreach allows the WSH team to meet women where they're at. The team acknowledges this has its challenges, since they work with women before they are housed, and this can make it difficult to reach them. It takes creative thinking and perseverance.

Often, women have been disconnected from services for a long time. Once a relationship is established, case managers facilitate referrals and link women to the specialised services they need.

## Supporting women back into community life

When a woman obtains housing, the support needs don't end. Only after women have the safety that comes with home are they able to fully address underlying traumas. Case Managers support women back into community life, working on areas like social inclusion, health and wellbeing.

Women accessing Sacred Heart Mission's services for the first time who need support are referred to the WSH team. Women are also connected to the WSH team following attendance at our Engagement Hubs, as well as from other external local community services.

The WSH team also works collaboratively with colleagues across Women's Services, including from the Women's House and the Greenlight Supportive Housing Program, to share learnings, reflect on practice and offer support. Since the WSH team began, the team have achieved amazing outcomes, including supporting 11 women into long term housing through the Continuum of Care.

**"It's a beautiful journey to be on with a client. To see them settle in and see them put their roots into the ground is a really special thing."** - Program Manager Claire Kruger.

# COVID-19 VACCINATIONS AT OUR ST KILDA ENGAGEMENT HUB

**TO ENABLE VULNERABLE COMMUNITY MEMBERS TO ACCESS COVID-19 VACCINATIONS IN A CULTURALLY FAMILIAR ENVIRONMENT, WE OPENED A VACCINATION CLINIC AT OUR ST KILDA ENGAGEMENT HUB IN COLLABORATION WITH STAR HEALTH.**

From August 2021 to June 2022, the clinic operated twice a week for three hours per session from a marquee in our front courtyard on Grey Street.

During this time, we saw a significant uptake in vaccinations: With up to 25 people accessing the on-site clinic per day. Across the year I, we provided 862 vaccinations, spread across first (268), second (289), third (270) and fourth shots (35).

**"WE WORKED HARD TO ENGAGE A GROUP OF PEOPLE WHO WERE OFTEN FEARFUL, WITH HIGH LEVELS OF VACCINE HESITANCY. THIS WAS SOME OF THE MOST INTENSIVE, NUANCED AND TAILORED ENGAGEMENT I'VE SEEN IN 30 YEARS OF SERVICE DELIVERY."**  
— CHRIS MIDDENDORP, MANAGER SACRED HEART CENTRAL

## OUR UNIQUE APPROACH

While many people experiencing homelessness are mindful of their health, there are groups of people

within the community who do not often engage with health services. In our experience, some people are vaccine hesitant due to personal trauma, negative experiences with hospitals and institutions and a lack of access to clear and reliable information on vaccinations.

Sacred Heart Mission's aim was to encourage vaccination through tailored information and gradual and supportive conversations that helped build trust and provide a feeling of safety and transparency.

A key part of this approach was vaccine ambassador, Liu Ponomarew (pictured right), who answered questions and clarified information about vaccines – and soon became a familiar and trusted source of information to our cohort.

The vaccine ambassador was involved in a range of tasks including meeting and greeting arrivals, inviting people to have a vaccination, providing written information and listening to people's fears and concerns.

A number of people who initially expressed resistance to being vaccinated changed their minds, thanks to the nuanced response from Sacred Heart Mission staff.

Peter, a 55-year-old man who identifies as Aboriginal, decided to have his first

Covid-19 shot nine months after he became eligible for the vaccination.

When asked why he finally agreed to go ahead after weeks of hesitation, Peter said that he came to the Engagement Hub for several weeks and watched the people coming in and out of the on-site clinic for their vaccinations. In Peter's words, "I saw no one was taken away on a stretcher, no one seemed to get sick. I saw the same workers here each time. People were friendly. I decided, based on what I could see it was probably safe."



To help support this program we received funding from the Community Engagement Grants – Ambassador Program through the Department of Health.

# JOURNEY TO SOCIAL INCLUSION (J2SI) PROGRAM OUTPERFORMS ITS TARGETS



Sacred Heart Mission's Journey to Social Inclusion (J2SI) program is outperforming its Social Impact Investment (SII) targets, with 96% of the first cohort of 60 participants in stable housing after three years of support.

Sacred Heart Mission's innovative J2SI program combines rapid housing and intensive support over three years to make a major difference to the lives of Victorians experiencing chronic, long-term homelessness.

J2SI is funded as a Partnership Addressing Disadvantage (PAD), involving Sacred Heart Mission, government, philanthropy and an investor; to provide 180 people three years of support between 2018 and 2023. Employing a Social Impact Investment (SII) approach, payments are made if the J2SI program achieves specific outcomes.

Across 2020 and 2021, Sacred Heart Mission outperformed all of its payment targets for the first two cohorts of 60 participants, with 90% of J2SI clients in stable housing, and the use of 'hospital bed days' by clients was cut by 56% compared to before they commenced the J2SI program.

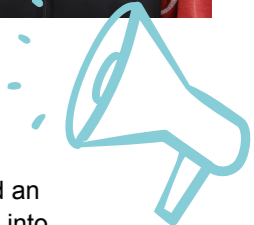
As a result, J2SI has received six 'outperform' outcome payments under the PAD.

These results have continued into 2022 and indicate an excellent level of program achievement that will lead to ongoing avoided costs to the community and for government, through reductions in use of emergency, health, justice and homelessness services by program participants.

**"J2SI IMPROVES THE QUALITY OF PARTICIPANTS' LIVES IN SEVERAL TANGIBLE WAYS AND THESE LATEST FINDINGS CONTRIBUTE TO THE CONTINUOUS IMPROVEMENT OF THE PROGRAM AND SUPPORT OUR AMBITION TO SCALE J2SI NATIONALLY THROUGH THE J2SI EVALUATION AND LEARNING CENTRE (ELC)"**  
— CEO CATHY HUMPHREY.

In May 2021, as part of the State Budget, the Victorian Government invested an additional \$15 million into J2SI for a further 120 Victorians experiencing homelessness to access the three-year program with the first clients commencing in October 2021. The J2SI PAD is the first to be extended in Victoria and the third SII approach to be extended in Australia. J2SI takes a relationship-based approach, provides long-term support, and works from the premise that if people can sustain their housing, this provides a solid foundation to improving other areas in their lives. It features three years of intensive support that wraps services around the person and places their needs at the centre of service delivery.

This includes supports to get and stay in housing, improving mental health and wellbeing, resolving drug and alcohol issues, building skills, increasing connection with community and contributing to society through economic and social inclusion.



# OUR STAFF

IN 2021-2022, THE FOLLOWING STAFF MEMBERS WERE RECOGNISED FOR THEIR YEARS OF SERVICE:

## 5 YEARS

- Suzanne Eagle
- Julie Schaffer
- Yildiz Duzova
- Phuong Nguyen
- Nicci Smith
- Karen Power
- Nicole Punte
- Angela Palmer
- Belinda Peyton
- Helen Ryan
- Kevin Edgar
- Liu Ponomarew
- Lisa Wilkinson
- Marcus Valentini
- Steph Handson
- Susan Woods

## 10 YEARS

- Margaret Thorpe
- Stephen Schmidtke
- Leanne Lewis
- Sunny Kher
- Megan Beazley
- Linda Young
- Rosemarie Brown
- Andrea Lombardo
- Imitaz Khan
- Christine Jackson

## 15 YEARS

- Chris Middendorp

## 20 YEARS

- Cathy Humphrey

OUR BIG HEART AWARDS ARE AN OPPORTUNITY TO HIGHLIGHT OUTSTANDING CONTRIBUTIONS MADE BY SHM INDIVIDUALS AND TEAMS.

Client Service	<b>Sacred Heart Central Pathways team</b> For providing a safe environment for our clients and service-users throughout the entire pandemic. We congratulate and thank them for providing compassion, support and care to over 250 people per day who attend the Meals Program.
Customer Service	<b>Information, Communication and Technology (ICT) team</b> For their implementation of our organisation-wide IT project. The implementation was done in a customer focused way with a lot of consultation, training, communications and targeted support for staff that made for a smooth implementation.
Innovation	<b>Liu Ponomarew, Program Coordinator Wellness Place</b> Who coordinated the Covid-19 client vaccination program with the support of STAR Health, and effectively worked with our client cohort to address fears and hesitancy about vaccinations and ensure everyone felt safe to be vaccinated.
Citizenship	<b>The entire Op Shop team</b> In recognition of their commitment, passion and resilience to produce excellent results despite lockdowns preventing in-store trading. The hard work of these teams helps maintain funding for our services and is greatly appreciated.
CEO Award	<b>Sacred Heart Community staff</b> For their extraordinary efforts and achievements in managing a Covid outbreak. The team demonstrated extraordinary efforts and dedication in containing the outbreak, as well as protecting residents and staff while continuing to provide high quality care in extremely challenging circumstances.



FULL-TIMERS	121
PART-TIMERS	179
CASUALS	75
STUDENT PLACEMENTS	16



# STAFF PROFILE

Homed Homed has always known he wanted to work with people. He discovered part-way through an Applied Science degree that the course wasn't helping him to realise that goal. Homed went travelling and returned to study a Bachelor of Community Development - a much better fit.

Homed started his Sacred Heart Mission journey through our Student Placement Program in 2021, completing his final placement in the Volunteer Program, alongside other students working across the organisation. He loved seeing the energy amongst our staff, and really valued everyone's dedication to the organisation and community.

The Volunteer Program connects and places volunteers across Sacred Heart Mission programs and areas where they are needed most. The team also looks after compliance, and inducting volunteers into the organisation so they feel comfortable to work in their roles.

"We couldn't do everything we do as an organisation without our volunteers," says Homed.

As part of his placement, Homed took on the responsibility of coordinating plans for National Volunteer Week in May 2021. It was important to recognise and thank our volunteers, even though we couldn't hold an event in person due to Covid. "We organised branded tote bags for all our volunteers, which included a little bag of seeds and coffee gift cards from local businesses," Homed says. "My role was coordinating all of this with our stakeholders and getting good deals for the gifts. It was a big responsibility!"

After placement, Homed was hired as a casual staff member, and then stepped up into a permanent role. His main responsibilities now are to support the Dining Hall volunteers - organising the rosters and ensuring everyone has the tools and education they need to volunteer. He also looks after new volunteer applications and helps connect them with the best fitting volunteer opportunity. He enjoys problem solving, learning new things and getting to know our volunteers. Homed says the role has greatly boosted his self-confidence.

Homed looks forward to the Dining Hall re-opening and having new volunteers join our ranks. Preparing for this is an exciting part of his role, "Seeing how much the Dining Hall means to our volunteers and the clients, it will be great to re-open and bring life back to the place," he says.

Homed finds our volunteers' kindness and ingenuity inspiring:

"THEY REORGANISE THEIR SCHEDULES TO FILL SHIFTS, THEY EMAIL AND ASK IF THERE IS ANYTHING THEY CAN DO TO HELP. IT'S WONDERFUL."



# OUR VOLUNTEERS

At Sacred Heart Mission, our volunteers are an integral and inspiring part of our team. In 2021-2022, our volunteer community continued to be impacted by the Covid-19 pandemic, meaning that there were significantly fewer volunteering opportunities. In the Dining Hall, our volunteers worked predominantly in packing takeaway meals for people, an essential role that gave us the ability to continue to serve meals to the most vulnerable in our community. We thank our volunteers for continuing to stay connected with us through this difficult period and are so grateful to those who have applied as new volunteers.

Though our corporate volunteering opportunities have been very limited, we have received a significant number of new enquiries from businesses keen to work with us. We know the pandemic has been challenging for everyone, but we appreciate that businesses are willing to support disadvantaged communities and provide time for their staff to volunteer. We are extremely grateful for their support.

When our op-shops re-opened in November 2021, our amazing volunteers rose to the challenge and helped us ensure stores could open and operate successfully.

In May 2022 we celebrated National Volunteer Week with a series of morning and afternoon teas held to honour our amazing volunteers. Cathy Humphrey presented our Volunteer of the Year Award to Peter Whitelaw, a veteran Dining Hall volunteer who is always happy to offer a helping hand around Sacred Heart Mission. This event was a great way to spend time with our volunteers after numerous lockdowns and periods of restrictions.

662



Individual Volunteers



34,681

Total number of volunteer hours

23,861

hours were from op shop volunteers (69%)

7,062

hours were from the Meals Program (20%)

**"SINCE I STARTED VOLUNTEERING WITH SHM I HAVE MET AND WORKED WITH SOME GREAT PEOPLE, AND HAVE GAINED NEW SKILLS, ESPECIALLY INTERACTING WITH THE PUBLIC,"**

- Monique, volunteer

**"THE DEPTH, QUALITY AND DIVERSITY OF THE MISSION'S SERVICES ARE IMPRESSIVE AND INCREDIBLY IMPORTANT, SO I WOULD ENCOURAGE PEOPLE TO GET INVOLVED IN ANY WAY THEY CAN. I AM PROUD TO BE INVOLVED, I LOVE IT."**

- Tim, volunteer



## MEET OUR VOLUNTEER OF THE YEAR: PETER WHITELAW

Peter Whitelaw has been a volunteer with Sacred Heart Mission for over nine years, accumulating 1,000+ hours of service! This year, Peter received the Volunteer of the Year Award, for demonstrating overall excellence as a volunteer. Congratulations Peter!

Peter started as a Corporate Volunteer in the Dining Hall, and later volunteered more regularly. Peter is now a busy retiree who devotes at least two shifts a week to preparing food in our Dining Hall.

Kirsty, our Meals Program Coordinator, says Peter is an outstanding person to work with.

"Peter is known to be an all-around nice guy. He's easy-going, super reliable and truly dedicated to making the lives of those around him easier," she says.

During his time as a volunteer Peter has worked across several different roles, including supervising groups of volunteers in the kitchen under chefs' direction. "I really like working with a range of different people, who have similar interests but are always willing to go the extra mile to support the community," he says.

Peter was involved in our kitchen refurbishment in 2013 and helped pack up the kitchen to a mobile setting on Robe Street and help move everything back when the refurbishment was complete. "There was lots of walking up and down in the rain," he remembers.

One of Peter's fondest memories is supervising a team of plumbers who were installing water saving shower heads in our aged care properties. "I knew many residents from the Dining Hall, and I felt very privileged and trusted in their personal space with tradespeople to ensure they felt safe," he says.

Peter views Sacred Heart Mission as a gateway, providing a regular supply of food to our community and a stepping-stone for clients into accessing services on their own terms – key ingredients to a more secure future.

**"CONTRIBUTING TO THE ORGANISATION IS EXTREMELY SATISFYING BECAUSE YOU GET TO LEARN NEW SKILLS, MEET NEW PEOPLE AND HAVE FUN."**



# OUR OP SHOPS

We were thrilled to welcome customers back into our stores in November 2021 after being closed for nearly three months early in the financial year due to Covid lockdowns. We were also excited to resume accepting our supporters' fabulous donations.

We are grateful to our staff and volunteers who received their Covid vaccinations to return to their roles, and we thank them for managing ever-changing environments like mask mandates and QR code check ins. Without our volunteers we could not have re-opened with such success – thank you.

In February 2022, Sacred Heart Mission opened its 13th op shop in Northcote! The Northcote store builds on our success in the north of Melbourne, joining our Fitzroy, North Fitzroy and Preston stores.

Sacred Heart Mission op shops are known for being unique, a reflection of their community and creative spaces - Northcote is no exception! The new store is our largest, and is full of high quality pre-loved goods, clothes, accessories, homewares, bric-a-brac



and furniture. It is also the new home of our online op shop team, who source top quality donations for our fabulous online store. In its opening weekend, the store raised a staggering \$18,000+ in sales!

In June 2022, the Commercial Road, Prahran store held one of its famous designer sales. It was one of our busiest and biggest sales on record, making over \$45,000 in one day!

Our online store ([shmonlineopshop.org](https://shmonlineopshop.org)) has gone from strength to strength with a new office location within the Northcote store, a click and collect

option and dedicated team. The online team worked through lockdowns, raising much needed funds when all stores were closed and are industry leaders in the e-commerce second-hand platform.

Our 13 op shops raise almost 20% of SHM's income, helping to fund programs like our Dining Hall and Engagement Hubs. This would be impossible without the support of our incredible op shop volunteer team, our generous donors and our loyal customers. We are extremely grateful to everyone who has stuck with us, especially over the last couple of years. Thank you!



## THIS YEAR OP SHOPS CONTRIBUTED 17% TO SHM'S OVERALL BUDGET.

Total profit

**\$803,000**



**335**  
Individual  
op shop  
volunteers

Approximately

**43.63**

tonnes of clothing donated and spared from going to landfill

## WE SOLD:



**198,324**

pieces of bric-a-brac



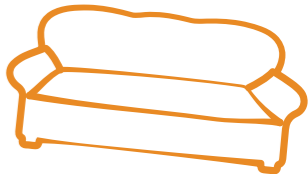
**11,709**

homewares



**163,716**

books and media



**8,025**

pieces of furniture

**83,426**

pieces of kitchenware





YOU have stuck with us in support of people in your community.

YOU have given gifts to keep our doors open for people who need our services the most.

YOUR passion through your giving is creating positive change in people's lives.

YOUR generosity is greatly appreciated.

## THANK YOU IS THE MOST APPROPRIATE WAY TO START THIS SECTION HIGHLIGHTING THE SUPPORT SACRED HEART MISSION HAS RECEIVED FROM ALL OUR SPECIAL DONORS.

You have been integral to the incredible stories that have inspired us this year. Without your unwavering support, we could not help as many people as we do.

Sacred Heart Mission's fundraising efforts have been affected both positively and negatively by the Covid pandemic and will continue to in the future.

Our fundraising events continue to experience difficulty in returning to their former glory, as life in our community has changed. We are proud of the moments we have been able to share with you this year and will continue to bring our community together through some of the best fundraising events in Melbourne in the future.

**What has not changed is your support of our work.** Your response to the pandemic has been to give, and you have helped to ensure we remain open and ready to support everyone who comes to us.

Relationships are the most important part of the work our Fundraising Team does. We care about you, your passions and your beliefs. We acknowledge our duty in ensuring your generosity positively impacts the lives of people in our community.

We truly appreciate the support from 3,654 wonderful people, collectively contributing \$3,141,300 this year alone. That includes people who respond to our appeals and events, the generous Trusts, Foundations, major donors, businesses, schools and community groups, as well as and the kind people who have chosen to give through their Will.

**THANK YOU is really the only way to end this message. Thank you to everyone who has given in support of the Mission. You are all incredibly special people and without you, Sacred Heart Mission would not be able to make such a positive impact.**

With gratitude,  
**The Fundraising Team**



**ANDY GRANT,  
FUNDRAISING MANAGER**

## SUPPORTER PROFILE

Sean Breen is Sacred Heart Mission's "chocolate drive guy". For the last ten years, Sean has raised funds to purchase chocolates for every Christmas and Easter meal at our Dining Hall.

Sean first connected to Sacred Heart Mission as a Corporate Volunteer with NAB and kept using his volunteering leave from work to return to the Dining Hall. While working in Elsternwick, Sean and his colleagues discovered there was a man regularly sleeping rough in their work car park. Emergency services would move him on, but he'd always return, and this prompted mixed reactions from staff. Sean reached out to Sacred Heart Mission for someone to speak to his team about homelessness and the organisation's work. He then organised for his team to volunteer in the Dining Hall.

**"People are judgemental about homelessness** when they look from the outside," he says. "The experience was eye opening for my staff – they grew to understand that homelessness is not a choice."

That experience left Sean wanting to do more for the Mission, something simple that would have a big impact on Sacred Heart Mission's clients. He started brainstorming and came up with the idea of Easter eggs for the Meals Program.

It started with a dozen boxes of Easter eggs he organised as donations from his immediate team and brought into the Dining Hall. From there, Sean leveraged his network – people brought chocolates in or made donations to buy them. "A \$10 box of Cadbury Favourites gives 30 or 40 people something special. **A small amount makes such a big difference.**"

Sean's annual chocolate drive has only gotten bigger. In 2021, he donated



10,000 chocolates, as well as hams, turkeys and Christmas crackers. One year, there were leftover chocolates and Head Chef Kirsty melted them down to make a chocolate sauce to have with ice cream – nothing goes to waste!

Sean now runs his own business, Conquer Finance, and has an online donation page set up to support the chocolate drive effort each year. Everyone who contributes knows exactly where their money is going. **"This is such a simple thing that helps people to feel good about making a difference – and it's not a big ask."**

Sean is impressed by Sacred Heart Mission and the consistency and simplicity of services provided, especially the Meals Program operating 365 days a year. **"The goodness of others is just incredible – it is something many people take for granted,"** he says.

Sean is astounded by how big the chocolate drive has become. This year, he received a plaque from CEO Cathy Humphrey to thank him for his incredible contributions over the last decade. **"I don't do this for the recognition – but it's very humbling."**

# BUILDING UPDATES

## PROJECT 101

Project 101 is our major building project, which first commenced in 2016. The first phase was completed in early 2020, and rebuilt our residential care facility, Sacred Heart Community. This work increased the total number of beds to 97, providing a home for life to people who are ageing and have experienced homelessness and disadvantage.

The final phase of development focuses on the existing buildings near the corner of Robe and Grey Street, is transforming the Sacred Heart Primary School into 14 Independent Living Units and an updated Wellness Place (formerly Hands on Health Clinic) and Women’s House. A new Administration Centre will also be built behind the existing terraces on Robe Street. Project 101 will establish centralised and fit-for-purpose buildings that will integrate the broad range of services we offer into a new ‘campus of care’, providing better quality services for our clients and improving the sense of community.

Through the Independent Living Units, our aim is for people to experience a safe home environment, creating a sense of community and of belonging, so that people can take control of their lives, and have their needs and goals met. By providing a greater range of accommodation and support, Sacred Heart Mission can prevent the need for premature entry into residential aged care services.

## Key Milestones of Project 101 in 2021-2022

Building works for the final phase commenced in November 2021, after delays related to the Covid-19 pandemic.

Building renovations are a complex and challenging process, full of surprises and the process is rarely straight forward. Sacred Heart Mission is currently experiencing this as part of our Project 101 redevelopment. In the post-pandemic environment and current economic pressures where building costs are increasing, Stage 3 of Project 101 is proving to be more challenging than anyone could have anticipated.

The combination of “unknowns now discovered” and economic pressures have delayed the progress of the project, leading to the completion date being extended to early 2023.

## Thank you to our supporters

We are deeply humbled by the generous donations and support we have received, which reflects the spirit and heart of our community and a commitment to providing the best level of care and support for people experiencing homelessness and disadvantage.

## HOMEFRONT REDEVELOPMENT AND UPGRADE

This year, Sacred Heart Mission received \$2.5 million from the Victorian Government to refurbish and upgrade Homefront, our crisis accommodation service for women who are experiencing homelessness.

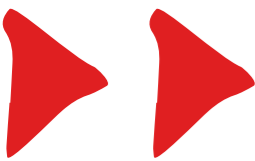
The Homefront redevelopment will improve the overall amenity of Homefront, increase the number of units, reduce ongoing maintenance and operating costs of the existing building, increase water and energy efficiency and prolong the useful life of the building by 15 to 20 years.

## The redevelopment includes:

- Installing solar panels and integrating them into the electrical system
- Converting existing two-bedroom units into single units, to improve privacy and independence for residents
- Upgrades to units – such as carpet, tiling, paint, security doors, double glazing on windows and blinds, kitchens and bathrooms.
- Upgrading the office area for more efficient use of space.



**SACRED HEART MISSION THANKS THE VICTORIAN GOVERNMENT FOR SUPPORTING THIS PROJECT, AND WE LOOK FORWARD TO REOPENING THE REFURBISHED HOMEFRONT IN LATE 2022.**



OUR  
SPECIAL  
THANKS

Corporate Partnerships

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

Supporting the Meals Program

Coles Local St Kilda  
Davies Bakery  
Dobson’s Potatoes  
Lineage Logistics  
FareShare  
Foodbank Victoria  
Nuttelex The Healthy Alternative  
Rizo Desserts

Corporate and Community

Acmena Group Pty Ltd  
Alpha-Truss  
Ausign  
Before the Drums  
Captain Baxter  
Chisholm and Gamon Property  
Complete Function Hire  
Connolly Environmental  
Ern Jensen Funerals  
Equity Trustees  
Fancy Films  
G&M Waldie Transport  
Igniting Change  
Inkwell Wines  
Insurance Advisernet Australia Foundation  
JMC Academy  
JPJ Audio Pty Ltd  
Justice Connect  
Kaleidoscope Design  
Kostka Hall Parents’ Association

Leonard Joel  
Lex Audio Visual Pty Ltd  
Linfox  
Linen House  
Logie-Smith Lanyon Lawyers  
Mingle Seasoning  
ModTech Group Electricians  
Moondarra Wines  
Neoscape  
Norton Rose Fulbright  
Palais Theatre (Live Nation Australia Venues Pty Ltd)  
Phaseshift Productions  
Pinchapoo  
Pomp and Splendour  
Rapid Proof  
Russell Kennedy Lawyers  
Santa Maria College, Northcote  
Saputo Dairy Australia Pty Ltd  
Seed  
Shaw & Partners  
Some Happy Day Film  
St Columba’s Primary School  
St Michael’s Grammar School  
Star of the Sea College  
Stock On Hand  
Teoxane Australia Pty Ltd  
Thread Togethwer  
Toorak Ecumenical Churches  
Opportunity Shop  
Urban Shoemakers  
Wesley College, Melbourne  
Wisewould Mahony  
Xavier College - Kostka Hall  
Xavier College - Senior Campus

Government

Australian Government  
Department of Health & Aged Care  
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  
Victorian Government  
Department of Health

City of Boroondara  
City of Darebin  
City of Glen Eira  
City of Port Phillip  
City of Yarra

Individual Supporters

Alan and Clare Gruner  
Alan Daley  
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  
Catherine Quealy  
Cathy Humphrey  
Charlotte and David Bradley  
Chris Hartigan and Angela Scarfe  
Chris Stoltz AM and Elizabeth Stoltz  
David O’Brien and Victoria Shannon  
Denis and Christine McConnell  
Derek Young AM and Caroline Young  
Diana Gibson AO  
Dominique Burgoine  
Dora and Campbell Burns  
Doug Hooley  
Elizabeth Proust AO  
Edward and Ann Miller  
Ellen Koshland and James McCaughey  
Fiona Mason and James Kelly  
Fr Terry Kean  
Gail and Kevin Donovan  
Hamish Farrow  
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  
John and Barbara Ralph  
John and Margaret Mottram  
John Bennetts and Ann Ryan  
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  
Liz Martell and Stephen Howard  
Lucille and Keith Forbes  
Margaret Fengler  
Mark Dohrmann AM and Elizabeth Dohrmann  
Mark Munro  
Meagan Keogh  
Morena Buffon  
Myles Neri and Katrina Nossal  
Noel and Jenny Turnbull  
Owen Lennie  
Patrice and Bill Scales  
Patricia O’Rourke  
Paul Holyoake and Marg Downey  
Paula Fox AO and Lindsay Fox AC  
Peggy Knight  
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  
Royce and Beverley Jackson  
Sally McCutchan and Grant Powell  
Sarah Spillane  
Scott Mandragona  
Sean Breen  
Sharon Landy  
Simon and Andrea Fortune  
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  
Vince Gaglioti

Fundraising Event  
Committee Members

Dine with Heart  
Alejandro Saravia  
Leanne Clancey  
Heart of St Kilda Concert  
Brian Nankervis (Chair)  
Ken Connor  
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  
Melanie Sheppard  
Nicola Commins  
Paris Young  
Sarah Conron  
Simone Kennedy  
Sylvia Ma

Trusts and Foundations

Bagot Gjergja Foundation  
Burns Family Foundation  
Collier Charitable Fund  
Daniel O’Connor Endowment, a giving fund in the APS Foundation  
DOG Foundation  
Drummond Foundation  
Eirene Lucas Foundation  
Erica Foundation  
Frank Palazzo Foundation  
Gaudry Foundation  
Gourlay Charitable Trust  
Hewison Foundation  
HN & EA Sinha Foundation  
Isaacson Davis Foundation  
Jenkins Foundation

Joe White Bequest  
John Xavier Charnley Trust  
Kilfera Foundation  
L R Cazaly Trust Fund  
Lord Mayor’s Charitable Foundation  
Melbourne Racing Club Foundation  
Milton Corporation Foundation  
NAB Foundation  
Noonan Family Foundation  
O’Donohue Family Foundation  
Orcadia Foundation  
Prescott Family Foundation  
Scanlon Foundation  
Schapper Family Foundation  
Spotlight Foundation  
StreetSmart Australia  
Swann Family Foundation  
Symons Family Charitable Trust  
The Fox Family Foundation  
The Gray Family Charitable Trust  
The Isabel & John Gilbertson Charitable Trust  
The Jack Brockhoff Foundation  
The Myer Foundation  
The Orloff Family Charitable Trust  
The Peter and Lyndy White Foundation  
The Peter Isaacson Foundation  
The William Angliss (Vic) Charitable Fund  
William Buckland Foundation  
Walter & Eliza Hall Trust

Bequests and Estates

The Estate of Hollis Mary Callinan  
The Estate of Lynette Carol Keogh  
The Estate of Margaret A Young

In Loving Memory of

Andrew Foletta





# OUR GOVERNANCE STRUCTURE

## BOARD OF GOVERNANCE

Sacred Heart Mission 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. Sacred Heart Mission has three subsidiaries and a trust, combined with SHM Inc. this is known as the SHM Group. The Board of Governance monitors the compliance of all of the entities against the Corporations and Australian Charities and Not-for profit Commission Acts.

While Sacred Heart Mission 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 Sacred Heart Mission continues its benevolent work, holding Sacred Heart Mission'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. Sacred Heart Mission 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, senior 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
- Finance, Audit and Risk
- Building
- Service Governance
- J2SI
- Infrastructure Planning and Information Communication Technology
- Remuneration and Workforce Planning

## Principles of Governance

The Board of Governance and the CEO assume responsibility for the four principles that underpin Sacred Heart Mission's governance:

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

## OUR QUALITY AND RISK MANAGEMENT

### Our Quality Standards

Sacred Heart Mission 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, Sacred Heart Mission successfully completed a mid-cycle assessment against the QIC, HSS and NSMHS standards. Despite the challenging environment, Sacred Heart Mission 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

Sacred Heart Mission 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.

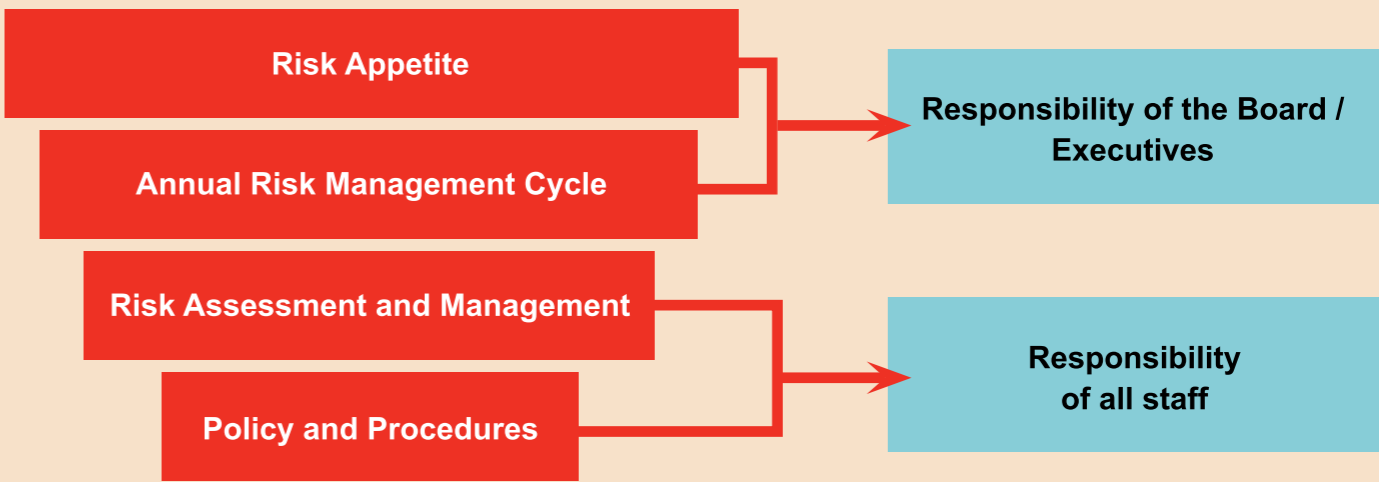
The Sacred Heart Mission Risk Management Framework describes how we identify, control and manage risk across the organisation. It has been developed in accordance with the Victorian Government Risk Management Framework and the AS ISO 31000:2018 Risk Management standards.

Defining our Risk Appetite helps outline the overarching level of risk acceptable to Sacred Heart Mission 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.

**Sacred Heart Mission's Risk Management Framework is underpinned by a suite of Policies and Procedures and comprehensive Crisis Management and Business Continuity Planning.**

## 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

The Covid pandemic continued to have a significant impact on Sacred Heart Mission's finances, particularly early in the 2021/22 financial year. Thanks to Covid-related relief funding from Government in the previous financial year, continuing support from our donor network and proactive financial management, SHM remains in a sound financial position.

SHM's Total Comprehensive Income for the 2021/22 financial year of \$0.1M was considerably lower than the abnormally large surplus of \$6.3M in the previous financial year.

Total Revenue of \$38.1M was \$5.0M or 12% lower than the previous financial year which had included \$5.7M in Government Covid-related payments, mainly JobKeeper (which ceased in March 2021) and additional support for aged care. Our op shops had sales of \$6.6M despite being closed for nearly three months due to continuing lockdowns. Our fundraising team achieved a great result of \$2.8m in revenue, with a big thank you to our many supporters. Dividends from the SHM Foundation increased to almost \$0.6M as we continued to grow our non-government revenue.

Total expenses at \$37.2M were the same as the previous financial year. Staff and accommodation costs continue to comprise almost 90% of this spending. Program costs were higher due to head leasing arrangements for J2SI while occupancy costs were reduced with the cessation of guards/ security requirements for the Homeless to Hotels response in the previous year. SHM spent \$1.3M during the year on helping the participants in the Homeless to Hotels response into permanent housing as part of the Victorian Government Homelessness to a Home (H2H) initiative.

After the Federal Government decision to abolish bed licence restrictions from June 2024, the write down of our \$2.1M intangible asset commenced. This resulted in a \$0.6M amortisation expense this financial year.

The loss on the revaluation of financial assets of \$0.798M or 12% was due to the drop in value of the shareholdings held in the SHM Foundation which had seen an increase of \$0.4M in the previous financial year. Despite this paper loss which all occurred with the market downturn in June 2022, dividends of \$0.4M are still expected in the coming financial year.

The Statement of Financial Position shows a \$6.8M reduction in Cash and Cash Equivalents to \$5.9M but Total Current Assets dropped by only \$1.8M to \$12.8M. The final stage of Project 101 is due for completion in early 2023 and will deliver a new 14 bed transitional independent living facility, an expanded Women's House, a comprehensive Health Clinic and new office accommodation. This stage is fully funded with no requirement for borrowings.

A huge thank you to all SHM staff for their great work in maximising the value from every dollar spent, generating op shop sales and raising extra income in difficult circumstances.

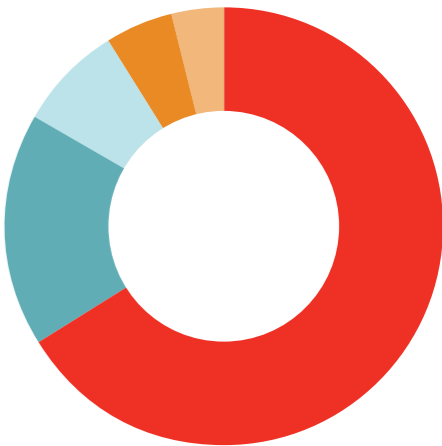
Finally, thank you to all donors, volunteers, State and Federal Governments, trusts and foundations, the Catholic Development Fund and our op shop customers for your continuing financial and other support.



DAVID O'BRIEN, TREASURER

## WHERE THE MONEY CAME FROM

Government grants	66%
Op shops	17%
Fundraising	8%
Resident fees	5%
Investments, interest and other revenue	4%



## HOW THE MONEY WAS SPENT

Employee costs	69%
Property and equipment costs	9%
Information and communication technology	2%
Client support and program costs	11%
Other expenses	9%



## TO DELIVER OUR SERVICES

Sacred Heart Community	39%
Sacred Heart Local and other residential	22%
Individualised Planned Support	32%
Engagement Hubs	8%



STATEMENT OF INCOME

	2022 Consol	2021 Consol
	\$	\$
Government Grants	25,250,959	32,248,001
Op Shop Sales	6,563,961	5,970,926
Fundraising	2,928,535	2,302,028
Gain on Disposal of property, plant and equipment	-	3,114
Other revenue	3,319,730	2,542,681
Total Revenue	38,063,185	43,066,750
Employee Benefits Expenses	(25,580,672)	(25,777,102)
Client Support and Program costs	(4,092,235)	(3,167,870)
Occupancy and Office expenses	(2,691,521)	(3,571,615)
Repairs and maintenance expenses	(632,947)	(535,889)
Motor Vehicle Expenses	(358,618)	(311,330)
Loss on disposal of financial assets	-	-
Depreciation and amortisation expenses	(3,282,634)	(2,882,347)
Other expenses	(140,400)	(527,829)
Finance costs	(382,702)	(388,137)
Total Expenses	(37,161,729)	(37,162,119)
Current year surplus before income tax	901,456	5,904,631
Income tax expense	-	-
Operating Surplus	901,456	5,904,631
Fair value (loss)/gain on revaluation of financial assets	(797,662)	416,093
Other Comprehensive Income	(797,662)	416,093
Total Comprehensive Income	103,794	6,320,724

STATEMENT OF CASH FLOW

Cash flows from operating activities	538,890	8,808,580
Cash flows from investing activities	(5,908,967)	(2,221,350)
Cash flows from financing activities	(1,493,559)	(1,445,107)
Net (decrease) in cash and cash equivalents held	(6,863,636)	5,142,123
Cash and cash equivalents at beginning of financial year	12,766,292	7,624,169
Cash and cash equivalents at end of financial year	5,902,656	12,766,292

STATEMENT OF FINANCIAL POSITION

	2022 Consol	2021 Consol
	\$	\$
Current Assets		
Cash and cash equivalents	\$5,902,656	\$12,766,292
Trade and other receivables	\$880,531	\$618,743
Contract assets	\$3,013,881	\$663, 999
Other assets	\$642,118	\$593,434
Financial assets at fair value through other comprehensive income	\$2,405,548	-
Total Current Assets	\$ 12,844,734	\$14,642,468
Non-Current Assets		
Financial assets	\$ 4,472,769	\$2,607,536
Property plant and equipment	\$ 27,785,848	\$27,414,111
Right of use assets	\$ 8,000,394	\$8,555,842
Intangible assets	\$ 1,535,517	\$2,137,897
Total Non-Current Assets	\$ 41,794,528	\$40,715,386
Total Assets	\$ 54,639,262	\$55,357,854
Liabilities		
Current liabilities		
Trade and other payables	7,052,877	7,343,165
Lease liabilities	1,338,744	1,358,680
Provision (Current)	2,820,429	2,460,183
Total Current Liabilities	11,212,050	11,162,028
Non-Current Liabilities		
Lease liabilities	7,224,048	7,912,171
Provisions	168,770	353,055
Total Non-Current Liabilities	7,392,818	8,265,226
Total Liabilities	18,604,868	19,427,254
Net Assets	36,034,394	35,930,600
Equity		
Contributed capital	1,000,000	1,000,000
Settled sum	10	10
Reserves	(302,785)	494,877
Retained surplus	35,337,169	34,435,713
Total Equity	36,034,394	35,930,600

# 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:	FR0008178
SHM's Annual General Meeting was held on:	26 October 2021

### We are members of:

Aged and Community Care Providers Association (ACCPA, formerly Leading Age Service Australia and Aged & Community Services Australia)	Catholic Social Services Victoria	Health Legal
Catholic Social Services Australia	Victorian Council of Social Services	Volunteering Australia
Council to Homeless Persons	Fundraising Institute of Australia	International Association of Business Communicators
Victorian Chamber of Commerce and Industry (VECCI)	Mental Health Victoria	Homelessness Australia
	Charitable Recycling Australia	Everybody's Home Campaign
	National Disability Services	

### Government

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



# 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**  
volunteer@sacredheartmission.org

**Op shop collection service**  
(03) 8658 1698

**Fundraising**  
1800 443 278

### ONLINE

-  sacredheartmisson.org
-  shmonlineopshop.org
-  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

### 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

**Northcote**  
(03) 8530 8398  
387 High Street, Northcote

**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



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