SACRED HEART MISSION

STRATEGY 2030

SERVING MORE PEOPLE AND MORE COMMUNITIES

2024-2030

Contents

Acknowledgement of Country

Sacred Heart Mission respectfully acknowledges the cultural heritage and enduring strength of the Traditional Custodians of the lands and waterways where we work, the people of the Boonwurrung and the Woiwurrung.

Our roots are in St Kilda and we acknowledge and extend our respects to the Elders and community of the Yalukit Willam people of the Boonwurrung and we are grateful for their guidance, wisdom and partnership.

Our work is deeply inspired by values that define First Nations peoples – community, respect and resilience. We are committed to fostering an inclusive and culturally safe environment, honouring the cultural significance of the land, waterways and its people.

We extend our respect to all First Nations peoples.

Statement of inclusion

Sacred Heart Mission celebrates people's diversity. We offer a safe and inclusive culture where everyone is welcomed for who they are. We apply an intersectional lens to all our work. We recognise there are many dimensions to one's identity including gender, age, ethnicity, religion, sexuality and ability.

Foreword by Chair and CEO

Following the success of our 10-year Strategic Plan (2014-2024), Sacred Heart Mission has evolved into an innovative and well-respected not-for-profit organisation focused on addressing the underlying causes of homelessness, deep disadvantage and social exclusion.

We have made outstanding achievements to meeting the needs of the most vulnerable in the community, enabling hundreds of people to live a fulfilling life.

We have overcome great challenges, including keeping our doors open during the Covid-19 pandemic. Throughout these challenging times, we have proven that we are adaptable, resilient and courageous and that we have a strong community of dedicated staff, volunteers and supporters – united in our joint vision of an inclusive and fair society where people can live a fulfilling life.

As we witness increasing levels of disadvantage and poverty in Victoria and throughout Australia, we feel a deep responsibility as a Catholic social service organisation to step up. Over the next six years, we will build on past achievements and grow our impact to serve more people and more communities.

We are excited to embark on this new chapter together to ensure more people will experience better housing, health, social and economic outcomes.

Strategy 2030 reflects extensive input from service participants, staff, volunteers, supporters and service provider partners. Its implementation will be guided by the voices of people with lived and living experience and bolstered by strong partnerships.

We thank our wonderful community for their invaluable contributions to this strategy and for their ongoing efforts, passion and dedication. We look forward to growing our impact together with you.

Chris Stoltz AM
Chair

Hang Vo
Chief Executive Officer

10 July 2024

Our journey so far

Our welcome continues

Sacred Heart Mission is a Victorian not-for-profit organisation established in 1982 by the local parish to serve people in the community most in need.

Like many initiatives of social justice, Sacred Heart Mission began modestly, providing daily meals and a place of unconditional welcome for people experiencing homelessness, deep disadvantage and social exclusion in St Kilda.

Over the past four decades, we have grown into an innovative and evidence-based organisation, supporting hundreds of people every year to live fulfilling lives and achieve their personal goals.

Today, our wide-ranging services include housing support, health and wellbeing, aged care, women's services and social and economic inclusion programs.

Founded on the principles of Catholic Social Teaching, our purpose remains unchanged. At the heart of everything we do is a strong belief in the inherent dignity of every person, human rights and self-determination. We are committed to strengthening communities through inclusion, empathy and social justice so that everyone is respected and celebrated for who they are.

We see every day that when people have a meaningful say in the issues that impact them, the outcomes are always better. Our services are designed and delivered in close partnership with service participants to provide support that is carefully tailored to their needs. We know that with the right support and resources, everyone has the potential to live a fulfilling life.

Our organisation today

FY23 REVENUE

$48M

60% government
40% self-generating
(op shops, fundraising, philanthropic, service fees)

WORKFORCE

400+ staff

700+ volunteers and students

SERVICE PARTICIPANTS

1,745

SERVICE OUTCOMES

- Housing
- Independence
- Health and wellbeing
- Social participation
- Economic participation

STRUCTURE

Sacred Heart Mission Group includes:

- SHM Inc (parent company)

- Two subsidiaries established to facilitate scaling of Journey to Social Inclusion (J2SI)

- A foundation to grow our corpus

SERVICE STREAMS

- Engagement hubs: meals program, women's house and wellness centre

- Individualised planned support: case management and outreach

- Residential and in-home aged care support

- Specialist accommodation for people with complex needs: medium and long term

Reflecting on our last 10-year strategic plan

In developing our new strategic plan, we looked back on our many achievements over the past 10 years and reflected on external factors that required reorientation and provided opportunities:

J2SI EVALUATION AND LEARNING CENTRE

We developed the Journey to Social Inclusion (J2SI) Evaluation and Learning Centre and licensing model to make the J2SI program available to other organisations and expand our impact.

CONTINUUM OF CARE SERVICE FRAMEWORK

We launched a flexible service approach, called 'Continuum of Care', providing people with the right level of support at the right time to drive better housing outcomes.

LEADERSHIP CHANGE

In December 2022, we thanked, celebrated and farewelled Cathy Humphrey for her leadership, dedication and 20-year service to the organisation, 11 as CEO. We welcomed Hang Vo as incoming CEO.

NEW CAMPUS OF CARE

We completed our multi-stage redevelopment and launched Sacred Heart Mission's new Campus of Care in St Kilda, transforming our operating environment into a cohesive and connected hub of support. To help fund this ambitious undertaking, we raised $8 million through our 'One Heart, One Home' capital campaign and received support from the Commonwealth and State governments.

JOURNEY TO SOCIAL INCLUSION (J2SI)

Through Social Impact Investment, we successfully delivered our housing-first program J2SI to 180 participants across Melbourne from 2018 to 2023. 120 participants were funded by a payment by results contract with the Victorian Government – the first of its kind.

PANDEMIC YEARS

During the Covid-19 pandemic, Sacred Heart Mission faced considerable challenges in providing our flagship engagement hub services and responding to the need in the community. Sacred Heart Mission's workforce and volunteers showed great resilience and were able to adapt our ways of working to respond to the new environment.

OP SHOP EXPANSION

To help increase alternative and untied revenue streams, we opened seven new op shops and now operate 14 stores across Melbourne as well as an online op shop.

Where we are heading

In the 42 years since our foundation, our purpose to serve people most in need remains unchanged. Then, now and into the future – we commit to serving people experiencing homelessness, deep disadvantage and social exclusion. We are ready to extend beyond our traditional St Kilda footprint and go to where there is need.

Across Victoria and Australia, we are seeing deeper levels of disadvantage:

- The gap between rich and poor is widening, leaving more people further behind.

- Homelessness is surging with a national housing crisis.

- Social exclusion and isolation are widespread and considered a health epidemic.

- Australia's population continues to age with increasing complex needs.

- Population movement and economic pressure are pushing disadvantage further out of city areas with increased need in middle and outer suburbs and regional settings.

- Our service participants, staff, volunteers, partners and supporters expect us to grow our impact.

The evidence is clear, and we must respond.

Our vision – the world we aspire

An inclusive and fair society where everyone can live a fulfilling life.

Our purpose – why we exist

To end homelessness, deep disadvantage and social exclusion by building people's capacity and promoting fairer and more inclusive communities and service systems.

We will grow our services to serve more people and more communities.

We will do more of what we already do well including housing and homelessness, health and wellbeing services and aged care.

We will take what we do well and expand into new geographies and services such as support for women and their children, people living with disability and other complex needs.

We know that delivering services alone will not make lasting change. We will strengthen our advocacy to influence fairer and more inclusive communities and service systems.

Our success will be underpinned by strong lived experience voice, deep partnerships and a resilient organisation.

Drivers for change

In preparing our strategy, we have reflected on the demand for our services and future trends to understand how our service participants and their needs may change over the next six years and beyond.

Drivers for change	What it means
Social exclusion and loneliness are widespread.	• Social exclusion and loneliness are considered substantial health and wellbeing issues in Australia and significantly impact on people's health, wellbeing and life expectancy.[i] • We see an increased need for services that promote social inclusion and enable people to experience a sense of belonging.
Growing demand for homelessness and housing services.	• Nearly 123,000 people were without a home on Census night 2021. This equates to a 5.2% increase in homelessness over five years.[ii] • There is a growing demand for homelessness and housing services, with almost 190,000 people in Australia on social housing waiting lists[iii], a national rental vacancy rate of 0.7% and a 0% rental affordability rate for a single person on JobSeeker.[iv]
Population movement pushes disadvantage further out of metro areas.	• Service demand increases in middle and outer suburbs and in regional settings.[v] • There is a demand and an opportunity for Sacred Heart Mission to reach new communities beyond our traditional St Kilda footprint.
Increase in ageing population and complexity demands more flexible care.	• Australia is expected to have almost two million people over the age of 85 by 2050.[vi] • Demand for aged care is increasing significantly due to aging population and growing diversity among older people. • The number of aged care service users aged over 85 with complex care needs will increase four-fold by 2027. • An increased preference for independent living arrangements will lead to higher demand for in-home care.
Macro environment continues to be volatile, uncertain, complex and ambiguous.	• People across Australia experience higher interest rates and cost of living pressures.[vii] • Disadvantage complexity and intergenerational trauma deepen.[viii] • Comorbidity, chronic ill-health and intersectionality impact health inequality. • Income, education and health inequality are growing.[ix] • Increased service demand and complexity require more trauma-informed service response. • The need for an integrated services system increases.

Drivers for change	What it means
Lived experience voice continues to drive governance, policy and service reform.	• Consistent findings from various royal commissions (disability, mental health, family violence) recommend uplifting lived experience voice to ensure better outcomes (from design to implementation).[x] • We see a greater focus on lived experience voice and sharing decision making across the human services sector.
Climate crisis further disadvantages people already marginalised.	• People experiencing poverty and disadvantage are impacted by climate change first, worse and longest because they have access to fewer resources to cope, adapt and recover. • The climate crisis has severe impacts on health outcomes, livelihood and housing insecurity.[xi] • People already experiencing deep disadvantage will be further left behind requiring stepped up response and advocacy. • The demand for essential needs will continue to grow.
Increased compliance, legislative and policy changes overburden non-profit resources.	• Changes to employment legislation, ACNC and NDIS, the Aged Care Act and the Victorian Fair Jobs Code will lead to increased cost and complexity of compliance.[xii]
Future of work and digital transformation continue to disrupt workplaces.	• Flexible ways of working (hybrid, remote, casual, gig work, four day week) are the new standard. • To compete for talent, workplace culture needs to meet intergenerational expectations.[xiii] • Ongoing digital transformation and data maturity will become common practice.
Increased competition and economic pressure make sustainability harder.	• Mixed delivery of private and social housing drives different ways of partnering and collaborating (Victorian Housing Statement; Housing Australia Future Fund).[xiv] • There is a wide range of funding models, e.g. impact investment, service participant directed and individualised funding, outcome payments.[xv] • Not for profit organisations are increasingly competing for donor dollars.[xvi] • Sacred Heart Mission needs to drive for innovation and commercial acumen while staying true to its purpose.

STRATEGY 2030 ❤ Serving more people and more communities 2024-2030

OUR VISION

An inclusive and fair society where people can live a fulfilling life.

OUR PURPOSE

To end homelessness, deep disadvantage and social exclusion by building people's capacity and promoting fairer and more inclusive communities and service systems.

OUR VALUES

- Welcome
- Community
- Kindness
- Integrity
- Courage

GUIDING PRINCIPLES

- Lived experience voice
- Relationship-based practice
- Evidence informed decisions
- Human rights
- Catholic Social Teaching

1 Grow our services to meet need

- Expand and strengthen housing and homelessness services.
- Strengthen health and wellbeing responses.
- Expand services for older people.
- Expand women's support services.
- Reach new places and new communities.

Strategic outcome

More people and more communities experience better housing, health, social and economic outcomes through access to safe and responsive services.

2 Influence fairer and more inclusive communities and service systems

- Embed lived experience voice.
- Boost advocacy and social policy.
- Enhance evidence and research.
- Uplift our brand and profile.
- Strengthen service excellence, quality and practice.

Strategic outcome

Lived experience voice, practice and evidence drives policy, sector and service systems reform.

3 Partner for long term impact

- Joined up approach to service delivery.
- Strengthen engagement and allyship of First Nations communities and organisations.
- Deepen engagement with donors and supporters.
- Engage with governments to deliver and influence services.
- Collaborate with Catholic social services and parish networks.

Strategic outcome

Our partners are inspired by shared purpose and commitment to long term impact.

4 Evolve our organisation to be future ready

- Invest in people and talent.
- Enhance employee experience, workplace resilience; diversity, equity and inclusion.
- Sustain robust governance.
- Elevate digital and data mindset.
- Grow revenue and financial sustainability.

Strategic outcome

An engaged, agile and high performing organisation that is sustainable and resilient for the long term.

Strategic Pillars

To achieve our vision and purpose, our strategy defines and details four strategic pillars, priorities and actions where we will focus our efforts.

Strategic Pillar 1: Grow our services to meet need

Strategic Outcome

More people and more communities experience better housing, health, social and economic outcomes through access to safe and responsive services.

Priorities	Actions
Expand and strengthen housing and homelessness services	• Strengthen Housing First principles across all housing and homelessness services. • Scale Journey to Social Inclusion (J2SI) across Victoria. • Explore J2SI scale nationally through place-based partnerships. • Explore expansion of congregate (Common Ground) housing support models. • Build the evidence for the Continuum of Care framework and grow our supportive housing services across Victoria. • Create employment pathways for people impacted by long term disadvantage and homelessness. • Develop health and wellbeing support that builds people's climate resilience and adaptive capacity. • Facilitate better housing and service access for people exiting prison.

Priorities	Actions
Strengthen health and wellbeing responses	• Ensure engagement hubs respond to emerging need and continue to provide safe and welcoming access into longer term support services. • Commission research to inform development of therapeutic approaches for people experiencing homelessness including collaboration with Victorian Trauma Service. • Explore ways for people living with a disability and who have histories of deep disadvantage and exclusion to better access NDIS. • Strengthen and build new partnerships with primary and tertiary health sector to ensure complementary and effective responses such as Early Intervention Psychosocial Support Response; and mobile clinics. • Evolve community programs and initiatives – including our volunteer program – to help reduce loneliness and social exclusion.
Expand services for older people	• Expand residential and home care services across Victoria. • Expand social inclusion initiatives for older persons experiencing chronic homelessness and complex needs. • Advocate for better models of psycho-geriatric care for older people. • Advocate for systemic change that ensures better aged care access for people experiencing premature ageing, homelessness and mental ill health.
Expand women's support services	• Expand women's support services by responding to service gaps and emerging needs including domestic and family violence support; women with children; and older women. • Expand Journey to Social Inclusion for children and young families with 10% places allocated to women exiting prison who have children.
Reach new places and new communities	• Expand our services into new geographic areas with high levels of disadvantage and service gap. • Adapt and implement engagement hub model outside the St Kilda footprint and align to op shop expansion.

Strategic Pillar 2: Influence fairer and more inclusive communities and service systems.

Strategic Outcome

Lived experience voice, practice and evidence drives policy, sector and service systems reform.

Priorities	Actions
Embed lived experience voice	• Build and apply a customer centric mindset across everything we do. • Ensure the voice of service participants is embedded across the organisation. • Embed principles of self-determination across all our engagement with First Nations peoples and communities. • Ensure service design and delivery facilitates genuine service participant choice and control.
Boost advocacy and social policy	• Develop an advocacy strategy informed by our 'guiding principles' to influence fairer and more inclusive policy and service systems. • Amplify the expert voices of people with a lived and living experience of disadvantage to drive positive change. • Shape positive community attitude by promoting the strengths, resilience and courage of people experiencing homelessness, deep disadvantage and social exclusion. • Influence and shape sector practice by contributing to sector knowledge and capability. • Contribute to sector efficacy and sustainability.

Priorities	Actions
Enhance evidence and research	• Continue to build our measurement, evaluation and learning framework to demonstrate service outcomes and impact. • Build our Evaluation and Learning Centre as a platform for scaling J2SI; strengthening housing first and trauma informed capabilities internally and externally. • Use our evidence base to drive sector practice and policy reform. • Partner with universities and institutions to strengthen sector evidence and evaluation.
Uplift our brand and profile	• Review and reposition our brand to align with our strategic ambition. • Uplift marketing initiatives to drive growth strategy. • Ensure brand and culture alignment. • Align external and internal communication to driveemployee engagement.
Strengthen service excellence, quality and practice	• Embed an organisation-wide culture of innovation and continuous improvement. • Strengthen and harmonise practice and quality standards. • Evolve our theory of change and service model to reflect service outcomes. • Adapt and align our ways of working to meet contemporary approaches. • Measure and consistently meet and exceed internal and external customer expectations.

Strategic Pillar 3: Partner for long term impact.

Strategic Outcome

Our partners are inspired by shared purpose and commitment to long term impact.

Priorities	Actions
Joined up approach to service delivery	• Ensure partnerships are fundamental to all service design and delivery models. • Strengthen referral pathways across our programs and broader service system. • Adapt services to ensure responsiveness and alignment to major system and policy reform. • Ensure lived experience voice and journey drives service design, review and implementation.
Strengthen engagement and allyship of First Nations communities and organisations	• In consultation with First Nations leaders and community, develop Innovate RAP with a focus on workforce capability, First Nations employment and external stakeholder influence. • Demonstrate strong allyship by embedding self-determination principles across everything we do. • Actively support the Victorian Aboriginal Housing Blueprint, Mana-na woorn-tyeen maar-takoort (Every Aboriginal Person Has a Home). • Continue to support the Uluru Statement from the Heart and National Agreement on Closing the Gap as shaped by First Nations leaders.

Priorities	Actions
Deepen engagement with donors and supporters	• Nurture and grow our community of supporters and donors to achieve shared purpose and long-term impact. • Expand our reach to the next generation of supporters. • Build and expand our schools social justice program to influence future leaders.
Engage with governments to deliver and influence services	• Contribute to and influence government policy, service design and planning. • Partner with governments to expand service scope and geographic reach. • Actively engage and influence parliamentarians to achieve better outcomes for service participants and delivery organisations.
Collaborate with Catholic social services and parish networks	• Identify opportunities for collaboration across Catholic social services and parish networks. • Actively contribute to Catholic peak bodies to progress our advocacy priority to influence fairer and more inclusive communities and service systems. • Strengthen the local parish community through shared initiatives of mutual benefit. • Engage with Members of Association, Friends of Sacred Heart Mission and Melbourne Archdiocese to deliver on the Catholic Social Teaching.

Strategic Pillar 4: Evolve our organisation to be future ready.

Strategic Outcome

An engaged, agile and high performing organisation that is sustainable and resilient for the long term.

Priorities	Actions
Invest in people and talent	• Embed and measure our values and behaviours through our planning and performance framework. • Foster an inclusive, safe and supportive workplace that inspires staff and volunteers to meaningfully engage. • Develop and grow leadership capabilities across the organisation. • Foster a learning organisation where failure is encouraged as part of innovation and learning. • Evolve our ways of working by ensuring new methodologies and practices are driven by internal customer experience. • Develop and implement a volunteer strategy to attract and retain talent; and build social capital.
Elevate digital and data mindset	• Develop a digital roadmap which positions technology as a driver for innovation and performance. • Review and refresh technology and systems to ensure 'fit for purpose' as driven by customer need. • Ensure technology and cyber security readiness and responsiveness. • Build our data capabilities and maturity to inform good decisions, service design, innovation and advocacy.

Priorities	Actions
Enhance employee experience; workplace resilience; diversity, equity and inclusion	• Measure and respond to employee experience to enable engagement and high performance. • Build a customer centric culture where innovation and business improvements reflect employee experience. • Strengthen workplace health and safety awareness and practice for staff and volunteers including physical and psycho-social wellbeing. • Deliver a Diversity, Equity and Inclusion (DEI) plan that prioritises: First Nations Peoples, Rainbow communities, people with a lived experience of disadvantage and people of culturally and linguistically diverse backgrounds. • Evolve trauma informed care principles into workplace culture. • Build the climate change resilience of our organisation to ensure climate change and extreme weather preparedness.
Sustain robust governance and organisational performance	• Evolve mechanisms for effective monitoring, oversight and delivery of organisational strategy and risk. • Ensure board and committee functions and membership reflect good practice and align with organisational purpose. • Ensure the board maintains a positive relationship with the Melbourne Archdiocese, Catholic social services network, Members of Association and all strategic stakeholders. • Ensure director skills and experience align with the organisation's strategic ambition and reflect the diversity of our communities. • Ensure organisational performance and internal customer experience are measured and continuously improved.
Grow revenue and financial sustainability	• Continue sound financial stewardship through diversified revenue and investment vehicles. • Expand and increase government revenue streams. • Explore market-based growth opportunities. • Diversify and grow our supporter base. • Explore opportunities for strategic alliances, mergers and/or acquisitions where there is shared purpose and value-add for communities and partners.

Our guiding principles

Our guiding principles set the moral standards and beliefs that underpin everything we do.

Lived experience voice

We prioritise lived experience by creating mechanisms that enable people to have a say in the decisions that impact them. We provide opportunities for people to share their feedback and stories with agency and pride.

Relationship-based practice

We believe that human relationships are essential for all positive social outcomes. Our relationships are based on trust, mutual respect and equity. We apply this practice to all our interactions with service participants, stakeholders and each other.

Evidence informed decisions[xvii]

To achieve better outcomes for service participants and communities, we leverage the best available evidence from research, practice and lived experience when we make decisions.

Human rights[xviii]

We seek to uphold the human rights of all people across everything we do. Respect for human rights is the cornerstone of strong communities in which everyone can make a contribution and feel valued and included, as they are.

Catholic Social Teaching

We respect the Catholic Social Teaching as the foundation upon which our purpose remains today. Translated into today's context, we work to achieve the common good of the community and prioritise people most excluded from society. We believe in the inherent dignity of all people.

Our values and behaviours

Shaped by staff and the board, our values and behaviours define our culture. They express how we think, feel and act. They are the standards to which we hold ourselves and each other to account. We strive to provide a consistent experience of our culture at every touchpoint with us.

Welcome
- We value people as they are and treat everyone with respect.
- We greet others with a smile and introduce ourselves.
- We show genuine interest in other people.

Community
- We give everyone an opportunity to share their ideas, opinions and feedback and we listen to what people say.
- We support each other to succeed and join up for the common good.
- We actively participate in the life of Sacred Heart Mission.

Kindness
- We make time to understand and support people's individual needs.
- We communicate with each other in a positive, helpful and compassionate manner.
- We listen deeply and never assume that we know what is best for others.

Integrity
- We make decisions that are true to our vision and purpose.
- We are honest in what we say and do.
- We keep our promises and fulfill the tasks we are expected to do.

Courage
- We look for new ways to solve problems and improve how we work.
- We speak up when things are not right to achieve better outcomes.
- We take responsibility for our actions and accept when we are wrong.

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