



# Annual Report

## 2017-2018



**VincentCare**  
Engage. Enable. Empower.







VincentCare is committed to the principles of social justice and aims to ensure that every individual is treated with dignity and respect regardless of their ability, cultural background, ethnicity, gender identity, sexual orientation or religion.



01 // Our purpose

To create opportunities for lasting change for the most marginalised.



02 // Our aspiration

To be the leader in providing care, hope and advocacy for those facing disadvantage.



03 // Our values

Courage. Compassion. Accountability. Excellence. Leadership. Dignity



04 // Our mandate

VincentCare was established to extend the Christian mission of the St Vincent de Paul Society to support and advocate on behalf of the most disadvantaged Victorians.



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# Message from the Chairman

The past 12 months have been a rewarding and productive time for VincentCare as we advanced the final chapter in our *Strategic Directions 2015-2018*.

On behalf of the VincentCare Board of Directors, I am pleased to present the Chairman's Report for the 2017-2018 financial year.

The past 12 months have been a rewarding and productive time for VincentCare as we advanced the final chapter in our *Strategic Directions 2015-2018*.

A key component of this plan was our delivery of more effective client outcomes. In the 2017-2018 financial year we have significantly increased our support to clients to define and achieve their own goals through the introduction of our person-centred, trauma-informed, strength-based Homelessness to Recovery Model.

To ensure a truly inclusive VincentCare the Board introduced organisation-wide initiatives, including the implementation of VincentCare's Diversity Strategy, development of our Reconciliation Action Plan and our journey to Rainbow Tick Accreditation.

The Board has continued its focus on organisational sustainability. We have built our capability in head leasing, tenancy and property support, and we have increased our reach through strategic partnerships including Anglicare Victoria in delivering the COMPASS Social Impact Bond and with Jesuit Social Services in headleasing.

None of this is possible without a productive and

engaged workforce, and an innovative and values-driven leadership. Strategically, we have progressed our Employer of Choice Strategy, identifying an integrated Human Resources Information System. We also implemented technological advances for our employees through our Mobility Strategy.

A major focus of the Board has been the construction of VincentCare's North Melbourne redevelopment. This landmark, \$47million building will include accommodation and a world-class homeless resource centre. We look forward to the successful opening in March 2019.

All of this work speaks directly to the Board's mandate, aspiration and purpose.

Our CEO John Blewonski has had carriage of these projects for nine years. In this time, John has driven the successful transformation of the organisation through two strategic plans. He has taken VincentCare from a service-delivery organisation to one that leads the way in client empowerment and resilience; driven to stop the cycle of homelessness for generations to come. John's stakeholder relationships and his vision has ensured management, staff and volunteers are always engaged on the journey and share in the pride of our achievements. The Board and I would like to thank John for his commitment, professionalism and vision as he moves on to the next chapter in

his professional life. I would also like to pass on my personal appreciation for the excellent support and initiative John has provided to me as Chairman over the past six years.

With a continued eye to the future, the Board has developed *Strategic Directions 2018-2023*, with five strategic goals:

- Maintaining a person-centred focus;
- Growth;
- Innovation;
- Delivering place-based services; and
- A continued focus on advocacy and influencing.

The Board is confident the organisation will take carriage of the new plan, in our efforts to diminishing the impact of homelessness.

Finally, I welcome our two new Board members, Michael Quinn and David Purchase, and I thank my fellow Directors for their ongoing support and dedication to working in the best interest of the organisation to provide lasting change for the most marginalised.

**Rod McDonald**  
*Chairman*



# Message from the CEO

We have positioned VincentCare as a leader, a passionate client advocate and a genuinely client-focused organisation.

Working with the most vulnerable and disadvantaged members of our society, VincentCare continues to be challenged by an ever-changing landscape where meeting client demand, complexity and aspiration is precariously balanced against the increased compliance and regulation, budget constraints and rising community expectation.

Our ability to deliver for our clients and the Victorian community is constantly challenged as we work to better understand the people we serve, adapt our structures and energise our people to transform the way we work. What we learn and how we adapt will ultimately determine our success.

This year's Annual Report marks the end of a nine-year journey for me as Chief Executive Officer of VincentCare. In this time, I have had the privilege of working with an incredibly committed Board, a group of highly talented and dedicated staff, and an amazing team of selfless volunteers.

The past year, in many ways, has been no different to each of the previous nine. We have listened, learned and grown as we have strived to do better to deliver on our mission. We have nurtured a culture that supports conversations and innovation; one that enables our people to benefit from the experience of our peers in the sector and beyond. It has positioned VincentCare

as a leader, a passionate client advocate and a genuinely client-focused organisation.

The following highlights from this past year reflect our commitment:

- The Board's leadership in the development of *Strategic Directions 2018-2023*, which sets a brave agenda for the next five years (p.8);
- Our commitment to providing a culturally secure and inclusive service model that commits to working in partnership with Aboriginal and Torres Strait Islanders (p.16);
- Establishment of the Client Advisory Committee to ensure a voice in our strategic/service response;
- Delivery of North Melbourne Redevelopment (p.10);
- Leadership in the Hume/Moreland Launch Site Initiative (p.18);
- Development and implementation of the Homelessness to Recovery Model and the successful pilot with our Congregate Crisis Care (Ozanam House) (p.14-15);
- The development of VincentCare's Diverse Gender and Sexuality (DGS) Assessment and Planning Guide and the DGS Inclusive Practice Guide (p.16);
- A \$4.6M growth in service income across family

violence, private rental, the NDIS, drug and alcohol services, allied therapy and Commonwealth Home Support;

- Our Service Evaluation Program, which focused on our Family Violence, Quin and Ozanam House programs; and
- Collaboration between the Client Coordination Team and ICT to deliver Single Client Record, the Mobility Strategy, adoption of Office 365 and the development of the Data Security Policy and procedures (p.29).

We have held high the mantra at VincentCare that understanding client needs remains fundamental to our success; it is at the core of improving the quality of life for vulnerable and disadvantaged people and their communities.

My thanks to everyone who has supported us on our journey – together we have continued to make a significant difference and effect lasting change in the lives of many Victorians.

**John Blewonski**  
*Chief Executive Officer*

# Homelessness in Victoria

On any given night, 1100 people sleep rough in Victoria including on city streets and in parks, carparks, sporting grounds, bushland areas and coastal reserves.

## Why are they experiencing homelessness?

**40%**  
Lack of housing

**35%**  
Escaping family violence

**11%**  
Money/income issues

**5%**  
Relationship/family breakdown

**2%**  
Mental health/physical illness and/or addiction

**7%**  
Other

## Where do they stay?



**36%**  
Severely overcrowded dwellings



**29%**  
Supported accommodation for the homeless



**18%**  
Rooming houses



**12%**  
Couchsurfing



**5%**  
Rough sleeping



Every day homeless services are forced to turn away 99 people (1 in 6) due to a lack of housing and resources.

Aboriginal and Torres Strait Islander people make up 4% of people experiencing homelessness, despite making up less than 1% of Victoria's population.

## How old are they?



**14%**  
Under 12



**8%**  
12-18yo



**18%**  
19-24yo



**22%**  
25-34yo



**14%**  
35-44yo



**12%**  
45-54yo



**7%**  
55-64yo



**4%**  
65-74yo



**2%**  
75+



**21,995**  
men and women received advice and referrals



**1023**  
men and women supported into stable housing through HomeConnect

**349**

people relocated to permanent housing

**282**

Young Adults supported through programs



**196**

rough sleepers provided with emergency relief

**170**

people assisted in recovery from alcohol and other drug dependency

**163**

Home Care Packages provided for older people to remain living independently

**100+**

programs for people experiencing disadvantage

**81**

at-risk individuals and families given permanent housing through Head Leasing



**3310**  
people provided with medical assistance, crisis support and advocacy through Ozanam Community Centre

**919**

women and children provided with housing, crisis support and case management

**666**

people received outreach support

Our impact





# Strategic Directions 2018-2023

In the past decade, VincentCare has initiated significant transformation, partnerships and action to guide the way the organisation delivers services to clients to ensure that it fulfils our purpose; to care for the most disadvantaged.

*Strategic Directions 2018-2023* positions VincentCare to strongly respond to the significant changes in clients' needs and the reforms that are occurring across the Australian Social Services sector.



## Person-centred

VincentCare will continue to engage with clients to determine how services should be developed and delivered.

### What we will do:

- Empower clients to access services that meet their needs;
- Use data and analytics to provide individualised services/ outcomes;
- Provide clients with control over services to the extent that is possible; and
- Have clients' voices heard to support engagement and provide change that is more meaningful.



## Growth

VincentCare will pursue opportunities to grow in line with our purpose, mandate and aspiration.

### What we will do:

- Develop/strengthen partnerships to support clients more holistically;
- Develop collaborative framework and structured referral pathways for a consistent service;
- Consider demographic trends to better support communities and consider areas for expansion;
- Consolidate our focus on safe and secure accommodation; and
- Leverage our resources to respond to emerging needs in infrastructure, people and investment.



## Innovation

VincentCare will continue to innovate to stay at the forefront of change; meeting client needs and expectations.

### What we will do:

- Embrace innovative and responsive service responses to improve our services;
- Commission research into world-leading service delivery and policy;
- Adopt an agile approach to development and delivery; and
- Adopt human-centred design principles where appropriate.



## Place-based service

VincentCare will work towards an asset-based community development approach.

### What we will do:

- Cement our relationships in communities across Victoria to enhance service offerings;
- Work with local communities to create sustainable communities/build individuals' resilience;
- Identify the use of existing assets and other community infrastructure to respond to needs; and
- Partner with new organisations, co-locate with other services, establish new hubs and focus on specific communities in which to expand.



## Advocacy and influence

VincentCare will strengthen its advocacy, policy and communications to create lasting change for generations to come.

### What we will do:

- Develop a stronger evidence-based advocacy/policy platform in order to shape governments, sector and community decision making;
- Capitalise on data and analytics, and client stories to highlight success and influence the development of better services;
- Encourage the capture of better data and develop better collaboration to strengthen the sector's understanding of housing and homelessness issues; and
- Invest in strategic communications.



## Strategic enablers

Our Strategic Pillars ensure that VincentCare remains sustainable into the future; they are supported by five key enablers:

- People
- Technology
- Position
- Funding
- Knowledge



Homelessness response

# World-class VincentCare redevelopment

VincentCare’s \$47m homeless hub and resource centre will set a new standard in crisis accommodation and homeless services when it opens in March 2019.

VincentCare’s North Melbourne redevelopment came to life in 2017-18, reaching 10-storeys on the Flemington Road site in preparation for housing 134 people and providing services for 250 visitors every day.

The project represents three years of planning, consultation and construction and is located on the old Ozanam House site at 179 Flemington Road.

Co-located health services and 24-hour access will ensure that people experiencing homelessness are given every opportunity to access housing, health and social support services to meet their immediate needs and to empower each individual to set goals for their recovery.

The new building will replace VincentCare’s existing Bailly House and Ozanam Community Centre with all residents transitioning to the new facility in 2019.

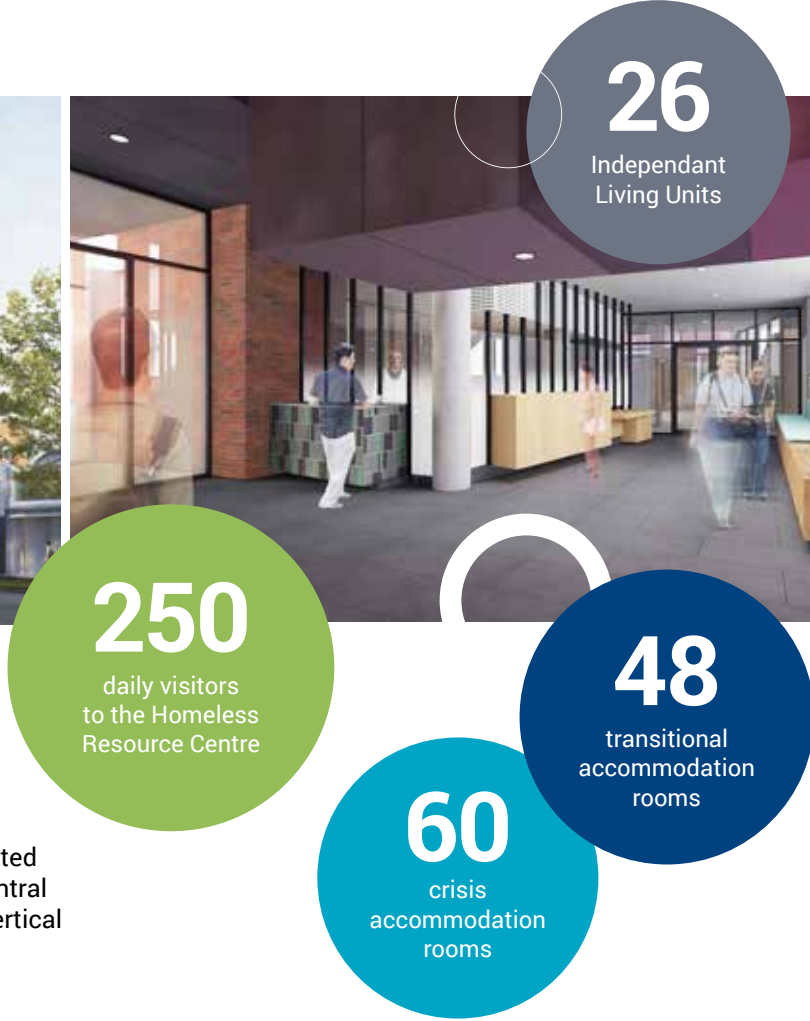
VincentCare designed the new facility to create a high level of amenity and a place of welcome for people facing homelessness, where they will feel valued and respected.

The short to medium-term accommodation floors have a single-corridor interface with communal lounge areas on each floor. The long-term independent living units are accessible via their own lift, separate to the main building and feature their own street address so residents can receive mail and deliveries.



All apartments are fitted with individual bathrooms and kitchen facilities, as well as mechanical ventilation with heat exchange for improved air quality and temperature control.

On the ground floor is a homeless resource centre with a range of wrap-around services located within; and inside the centre there is a secure central courtyard, landscaped to create respite, with a vertical garden climbing up seven storeys.



# Designed to reconnect

MGS director Joshua Wheeler shares his experience of bringing the North Melbourne Redevelopment to life.

When VincentCare approached MGS Architects to redevelop its Ozanam House site, MGS director Joshua Wheeler remembers thinking of it as “a one-off, landmark building and a landmark program”.

Joshua’s vision was to create an 11-storey innovative building that integrates with the community and neighbouring environment, becoming part of Flemington Road’s gateway to Melbourne.

“It is expected that 250 people will come through the doors every day, so we need to make a robust building that is also welcoming, and will stand the test of time.

“We put the resource centre at the front of the space on the ground floor to create a place of welcome

for people facing homelessness and the wider community, to both promote the services and connect the centre with the city.

“Each floor is like a small city with two little streets on either side of the lift. Each street is a neighbourhood that has light-filled, semi-shaded communal areas that look out through the green wall into the courtyard.”

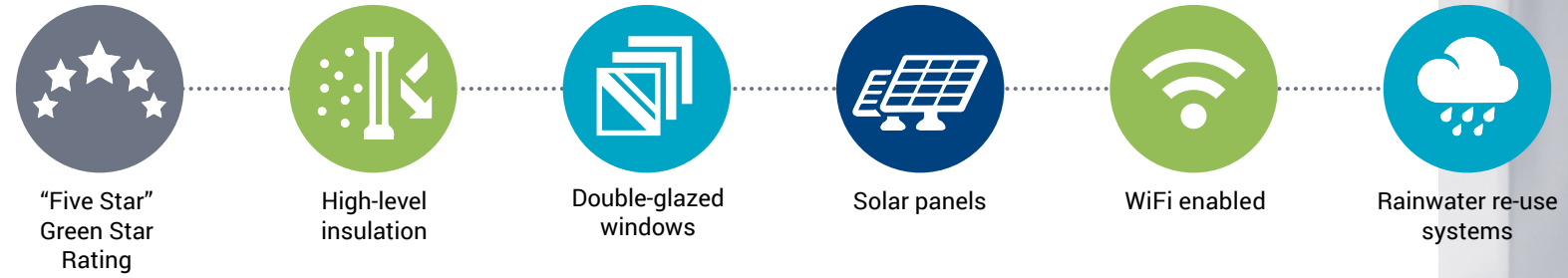
Joshua said the MGS team has worked hard on this ‘legacy project’.

“This is why our team come to work each day. They are strong advocates for social and community housing and this project will create a social uplift and a building that is unique.”



Above: MGS director, Joshua Wheeler.

## Features of the property





# Health and wellbeing

We asked Senior Practitioner, Doug Harding, what people would need if they had been sleeping on Melbourne's unforgiving streets.

If a building could speak what would it say? If it could welcome you, what would it do? If it could make you feel safe, what would it provide?

These were among the questions the VincentCare team posed when they started planning the integration of the homelessness resource centre, with a super health clinic and new crisis accommodation at one address.

"Safety is an important issue," senior practitioner Doug Harding said. "So is creating a supportive peer-led community, while still providing opportunities for privacy."

So how important is the built environment for clients?

"Providing a high level of amenity creates an environment where people feel valued and respected.

"It helps people's sense of identity and confidence, and helps build a sense of self that can be translated back to an independent life in the community."

The entry at the redeveloped Ozanam House is on Flemington Road. Directly inside the doors a peer-support worker with a lived experience of homelessness, a volunteer or a staff member will welcome each person. This style of greeting ensures people won't have to tell their story too often and minimises the amount of time spent waiting.

The new café will also assist the new welcoming approach – moving it from clinical to hospitable.

There are a few other firsts for the redeveloped site, including a dedicated learning space for IT training and



Above: Doug Harding. Dining area and multipurpose rooms at Ozanam House.

life-skills training and development to enable people to build self-esteem and prepare for a workplace.

"It will enable a sense of purpose that can translate into employment or volunteering in the wider community."

There will also be a super clinic with the only homelessness-specific dental service in the state. It will also have clinical spaces for nurses, visiting GP, podiatrists and those working in the areas of alcohol and drug intervention, physiotherapy, acupuncture, optometry and occupational therapy.

While many new ways of working will be introduced at the site, VincentCare's Homelessness to Recovery Model will not change.

"Having a unified service model with staff all working under the one client-focused practice framework is really important," Doug said.

"Using recovery principles and trauma-informed practice helps ground all the staff in terms of making sure we don't default into just running programs, and we are actually assisting people to return to independence, and that looks different for everyone."

# Major funding partners

VincentCare is delighted to be working with a visionary group of major funding partners that share our commitment to delivering innovative and sustainable housing and support services to people who are experiencing or are at risk of homelessness.

Significant redevelopment grant contributions to date have been received from the Department of Health and Human Services, Lord Mayor's Charitable Fund, Gandel Philanthropy, Perpetual, and Energy Australia.

On Friday 1 June 2018, our major funders attended a "Topping Out" ceremony – a ritual to mark the final physical height of a new structure, while expressing hope, growth and well wishes for secure completion, and for all future inhabitants. The occasion marked tremendous hard work and dedication to detail by the construction and project management team. VincentCare CEO, John Blewonski and members of the Board were on hand to thank and acknowledge the efforts of our construction partners and to thank our major funders for their financial support.

With the redevelopment construction rapidly progressing towards completion, our efforts to develop additional partnerships with philanthropic organisations,

corporate organisations and the wider community will increase. The redevelopment is also delivering a range of exciting opportunities for innovative new partner relationships to be formed with VincentCare.



Our major funding partners at the topping out ceremony.

## Our major partners



## FREDDY'S STORY

With a solid private rental history and a good resume, Freddy never imagined living in crisis accommodation.



"I wasn't prepared for homelessness. My landlord and I shared for four years until a disagreement led me to leave," Freddy said.

Unemployed and with nowhere to go, Freddy lived at Ozanam House for four months. "Crisis accommodation was challenging, but VincentCare – they came to my rescue... they saved me."

During his stay, Freddy admitted himself to the Royal Melbourne Hospital for major heart surgery. He didn't tell anyone because he didn't want to be a burden. But he's grateful to the nurses for calling VincentCare.

"They [VincentCare] came to the hospital and arranged for me to move straight into my own place, and helped me with furnishings and basic supplies."

Now employed again, Freddy still can't believe his luck.

"I'm so grateful to VincentCare. A year ago I was in crisis accommodation, now I'm working at Treasury Place in the Department of Premier and Cabinet ... you just wouldn't believe it! "



# Homelessness, trauma and recovery

Housing alone is not enough to facilitate a person's return to housing stability and independence – especially if they have experienced significant trauma and homelessness.

that enable recovery and growth. Each element is designed to maximise choice, acknowledge and respond proactively to diversity, ensure service responses are aligned with recovery principles, and create a sense of hope for the future.

VincentCare has spent three years researching, developing, planning and implementing its Homelessness to Recovery Model (HRM), a first of its kind in Australia. Grounded in evidence-based research, and underpinned by the recovery-based principles of hope, safety, calm, connectedness and self-efficacy, the model has four key elements that integrate to provide the client with a continuum of care.

The key elements place emphasis on creating opportunities for people to reconnect with their communities of choice, or establishing new pathways

## Homelessness to Recovery Model (HRM)

**01 Client Engagement**  
The Client Engagement Framework ensures that staff and volunteers are equipped with the skills and knowledge to minimise service refusal, address access barriers, and reduce service attrition.

**02 Client Coordination**  
The Client Coordination System includes consistent and thorough screening and assessment, and efficient internal and external service coordination, ensuring each client can access a timely and informed response.

**03 Case Management**  
Case Management integrates with our Client Coordination system to harness person-centred, strengths-based and trauma-informed care. We customise an achievable, sustainable and self-directed plan with a focus on reconnection and recovery.

**04 Client Participation**  
The Client Participation Framework outlines a range of opportunities that build recovery capital, informing service delivery and decision making.

# Ozanam House pilot



The North Melbourne redevelopment and the interim use of Bailly House as a crisis accommodation facility presented a unique opportunity to establish a 12-month pilot (May 2017-May 2018) to test and refine elements of our Homelessness to Recovery Model (HRM) in preparation for the transition to our new facility in early 2019.

With a heavy focus on integration and

engagement, the new model is designed to develop genuine, predictable and consistent relationships with clients, and ensure a safe, comfortable and accepting environment.

The practice changes at Ozanam House during the pilot, focused on delivering a recovery oriented, trauma-informed response – within the practical and physical constraints of managing crisis accommodation.

## Key findings

	Pre-Pilot	During pilot
# clients per case-load	15	10
Unplanned exits	44%	23%
Average length of stay	5.4 weeks	9 weeks
Exited with case management plan in place	54%	72%
Incidents of Occupational Violence (avg. per month)	4.2	1.8

# Person-first approach

Participation is vital in helping VincentCare to understand people's needs and improve client outcomes.

For those experiencing homelessness or disadvantage, positive role modelling encourages people to build their own capacity and take the steps necessary to bring meaningful change to their lives; finding housing and employment, enrolling in study or re-establishing social connections.

Through its peer support program VincentCare is harnessing the lived experience of its client group to help others create better tomorrows.

## BRENT'S STORY

**Brent has been involved with the peer support program at Quin House for more than 12 months. He draws on his own experience of addiction and homelessness to mentor others.**

"I love my work at Quin House," Brent said. "As a mentor, my job is to support, encourage and inspire the other residents to keep on their journey to recovery."

Brent works a few night shifts a week.

"I'm there for the other residents and to keep the peace. Eleven alpha males under one roof, all trying to overcome their demons, little things could easily spiral out of control."

As a former resident, Brent understands the challenges and struggles of overcoming addiction.

"My lowest point came a few years ago when I was living in a tent in my mum's backyard. I'd been taking all kinds of drugs, for the best part of 30 years, and I just wanted life to end. I couldn't hold down a job because I'd be drug tested and every time it would be a fail – eventually I just gave up ...

on life, on myself, on everything."

After asking his mum to remove all the mirrors because he hated the sight of himself, Brent made 'the best decision of his life' when he contacted Leon at VincentCare's Northern Community Hub.

"Leon was my life-changer," said Brent. "I was on a bridge at Broadmeadows waiting to jump when my mobile called and it was bloody Leon. He got me into detox at Quin House and I started kicking goals." Since completing rehab, Brent's never looked back. The program has given him a purpose, and he loves being able to give back to the community. The tent is now gone, and in its place is a permanent share house in Sunshine – it even has mirrors on the wall!

Brent plans to continue his mentor work and wants to enrol in TAFE and become a social worker.

"In the same way that my workers helped me, I want to inspire other people and help them to live life."





# Celebrating inclusion and diversity

VincentCare recognises Aboriginal and Torres Strait Islander people and those identifying as lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) are overrepresented in the homeless population and face complex challenges when accessing services.

A key objective of our 2016-2019 Diversity Strategy is to address this imbalance through the development of a robust Reconciliation Action Plan (RAP), which will be endorsed by Reconciliation Australia; inclusive and educational staff resources that raise awareness of the complexities and challenges these communities face when accessing services; and becoming a Rainbow Tick Accredited organisation.

## Reconciliation Action Plan (RAP)

VincentCare's vision of Reconciliation is one where all Victorians are treated with dignity, where Aboriginal and

Torres Strait Islander people and their land and culture are respected and valued.

In developing its Reconciliation Action Plan, VincentCare is declaring its support of Aboriginal and Torres Strait Islander people; and their natural right to recognition and self-determination.

We are working closely with The Long Walk and Reconciliation Australia to ensure that the final plan encompasses the five dimensions of Reconciliation – as outlined in Reconciliation Australia's 'State of Reconciliation in Australia' Report – while accurately reflecting our vision of Reconciliation.

When complete, the plan will be a vital tool in strengthening and enhancing VincentCare's engagement and work alongside Aboriginal and Torres Strait Islander peoples and communities to achieve better life and health outcomes.

Right: VincentCare's RAP committee with Uncle Jason Russell (front centre)



## Timeline



### October 2017

- RAP Steering Committee formed
- Extended our partnership with The Long Walk



### December 2017

- Actions drafted based on Relationships, Respect and Opportunities



### February 2018

- CEO and Board endorse draft RAP



### March to June 2018

- Draft RAP sent to Reconciliation Australia for feedback



### Next steps

- Embedding diversity into all aspects of service delivery commences
- Endorsement from Reconciliation Australia
- Official launch

## Rainbow Tick Accreditation

For years, the LGBTIQ community has advocated for service providers to adopt inclusive practice accreditation standards to reassure LGBTIQ people that service organisations understand and are responsive to their needs.

In 2016, VincentCare committed to embedding inclusive practice across the organisation by creating culturally safe and inclusive services for LGBTIQ people. We adopted a systemic approach to improving access and services to the LGBTIQ community through the Rainbow Tick quality assessment and improvement framework.

Rainbow Tick Accreditation involves VincentCare being assessed against six inclusive practice standards.

**1: Organisational Capability** demonstrates the embedding of Diverse Gender & Sexualities (DGS) inclusive practice across all systems and strong leadership being modelled by managers and demonstrated in practice by staff.

**2: Cultural Safety** ensures potential and actual risks to DGS clients are identified and procedures are in place to respond to these risks.

**3: Professional Development** is provided to ensure all staff are confident about DGS practices and understand their responsibilities in relation to service delivery to DGS clients.

**4: Consumer Consultation** involves DGS clients being engaged in consultation and participation relating to the planning, development and review of services.

**5: Disclosure and Documentation** involves DGS clients feeling safe to provide personal information, including disclosure of sexual orientation or gender identity, because they feel confident that systems are in place to ensure their privacy.

**6: Access and Intake Processes** demonstrate messages of welcome and inclusion.



## Our journey so far



### 2016

- DGS working group established
- DGS staff survey undertaken
- DGS staff newsletter developed



### 2017

- Gender & Sexuality Coordinator recruited
- DGS learning and development program commences
- Inclusive statement and practice standards developed; all materials updated to reflect inclusiveness
- HOW2 Rainbow Tick Accreditation training completed
- Internal pride network established for LGBTIQ staff
- Joined the faith-based service provider network
- Participated in the Department of Health and Human Services (DHHS) Rainbow Tick Accreditation for Family Violence Services grants program 2017-2018



### 2018

- DGS Client survey – 100% of clients said they felt welcomed and safe at VincentCare
- Joined the LGBTIQ Safe Housing Network Project Steering Group and Greater Shepparton LGBTI+ Community Alliance
- Development of the DGS Inclusive Practice Guide



### Next steps

- Formal recognition as a Rainbow Tick Accredited organisation





# Providing housing

VincentCare advocates for housing as a human right and believes everyone deserves to have somewhere safe to live. This belief and the desire to assist more people to access affordable housing has driven VincentCare to expand the housing options available, namely via head leasing to people experiencing disadvantage.

## Head Leasing Services

In 2017, VincentCare consolidated its suite of head leased funded programs to fall within Head Leasing Services. Initially established as Home Direct to house families escaping violence, the name change reflects VincentCare's position as a leading social landlord, expanding its focus to include rough sleepers, young people and low-income earners.

Head Leasing subsidises rent for a set period to allow people to get on their feet. It provides an opportunity for people to gain a rental history in the private rental market, and where possible to enter into lease novation; where the lease is transferred into the tenants name after the initial 12 months.

With funding received through the Rapid Rehousing Initiative, and partnerships with St Vincent de Paul Society, Department of Health and Human Services (DHHS) and Jesuit Social Services, the program grew considerably in 2017-18. It now manages more than 100 properties for both government and non-government agencies, providing agile and targeted housing assistance to eligible clients.

With the January release of Victoria's Rough Sleeping Action Plan, and the allocation of \$45m in funding for agencies to provide affordable housing



**There's no quality of life when people sit for years on a public waiting list – couch surfing, looking for stop-gap measures – not quite sure where they're going.** *Maggie Innes, VincentCare Head Leasing Services Manager*

solutions, there is significant opportunity for VincentCare to build on its expertise in providing head leasing, tenancy and property management.

## DHHS Hume/Moreland area (HMA) Launch site initiative

As part of a range of sector reforms to address demand and service gaps, DHHS, VincentCare and other agencies have been working together on the Launch site initiative; designing new and innovative service models to address homelessness in the region; and trialling new ways of working with people in crisis to make it easier for them to find housing and stay housed.

VincentCare's Northern Community Hub is a major contributor for the Hume/Moreland area and has been actively involved in the trial since 2017. Launch sites

promote new approaches to housing people and focus heavily on early intervention/prevention. By shifting the focus from a crisis only response, and introducing long term health and wellbeing into the mix, people are more likely to stabilise their health and housing, strengthen their life skills and stay housed for longer.

As part of its Launch Site activity in 2017-18, the Northern Community Hub began trialing several key initiatives with great success.

The Private Rental Assistance Program (PRAP) builds linkages with real estate agents and offers short term support and financial assistance for people to access private rental. With brokerage funds provided through PRAP, 715 people were able to enter into or maintain a private rental.

The Enhanced Housing Pathways pilot (EHP) helps ex-offenders reintegrate into the community by linking them with housing and support. Through EHP, 38 people who would have struggled to find accommodation and support upon release moved directly into stable housing.

The Brief Intervention pilot (BI) provides immediate support to clients residing in crisis accommodation. 105 people were able to improve their outcomes through short-term intensive case management provide by BI workers.

A New Approach to Single Households (ANASH) is a collaborative panel approach to working with complex single households. Consisting of managers and practice leaders across a range of services, its purpose is to identify new support and permanent housing solutions for clients with a complex history of trauma and homelessness. To date, ANASH has helped 12 clients to secure transitional or long term housing – an integral component for ending their homelessness journey.

Through the HMA Launch site, VincentCare is strengthening its relationships with other agencies within the homelessness and housing sectors; and streamlining its support services so people have greater choice and receive support that is tailored to their immediate needs. VincentCare will continue to expand its service platform in 2018-19 to address the increasing demands for housing and homelessness support in the northern region.

**7395** people assisted with housing and support needs

**69** new tenancies for people experiencing homeless

## AUSTRALIA'S LARGEST SOCIAL IMPACT BOND

**Research shows young people leaving care are more likely to be homeless, unemployed, suffer mental health concerns or be involved in the criminal justice system, compared to other young people. The evidence also shows that with the right support care leavers can achieve better life outcomes.**

VincentCare and Anglicare have joined forces to deliver Australia's largest Social Impact Bond. The joint initiative, known as COMPASS, will deliver a new model of support for 202 care leavers in Melbourne's Western, North Eastern and Greater Bendigo regions over the next five years.

Funded through capital raised by private investors, COMPASS offers the private investment community an opportunity to prevent youth homelessness by helping young care leavers make a successful transition to adulthood.

VincentCare will manage the housing component by providing properties, tenancy and property management. Anglicare will provide practical support through key workers and intensive case management; helping with education, training and job opportunities, and boosting young peoples' health and wellbeing.

The success of COMPASS will be measured against targets such as a reduction in the use of homeless and emergency housing services, improved health outcomes (a reduction in presentations at emergency departments) and reduced involvement with the criminal justice system. If this can be achieved, it will deliver tangible benefits for participants as well as economic returns for government and private investors.

VincentCare CEO, John Blewonski believes providing stable housing and ongoing support services for care leavers is a critical part of

breaking the cycle of disadvantage.

"Providing a safe, secure home removes the uncertainty many young people face when they leave care and puts them in the best possible position to thrive and develop the skills they need for the future," he said.

"Having a roof over their head and the support they need to look after their health, find a job or get involved in education and training will help young care leavers make a successful transition to adult life."



Above: L-R: John Blewonski, VincentCare CEO; Jenny Mikakos, Minister for Families and Children; Paul McDonald, Anglicare CEO; and Tim Pallas, State Treasurer; after signing the COMPASS agreement.



# Seniors living well

Older Australians are a diverse group with varying ages and socioeconomic backgrounds, different life experiences and lifestyles all influencing the ageing process.

Through its Senior Living programs, VincentCare is empowering vulnerable and disadvantaged older people to stabilise their housing and continue to live independently for longer.

VincentCare supports people to grow old at home, whilst still maintaining a quality of life by offering support with complex health issues or physical decline, and helping with financial assistance or communication and safety solutions.



## Home Care Packages (HCP)

In 2017-18, VincentCare delivered 163 Home Care Packages to assist people with a variety of tasks within their homes. VincentCare also assisted members with registration for the government-funded Home Care Packages through the My Aged Care website. Importantly, VincentCare has transformed its service provision to ensure case workers can spend more time with clients; setting goals and achieving outcomes.

## Assistance with Care and Housing

VincentCare understands that the fastest growing number of

  
**17,350**  
hours of care given  
to help people live  
independently for longer

**7435**  
hours of therapy given  
to clients

**1595**  
home visits by  
VincentCare staff

**523**  
hours of support  
provided



people facing housing crisis and homelessness are single women aged 55+ with little to no savings, little to no superannuation and an array of health and social needs. In 2017-18, VincentCare also grew its housing program in the inner Gippsland region through the Commonwealth Home Support Program to assist individuals to stabilise their housing as well as ensuring there is community care and other support services available.

## Wellbeing Centre

The Wellbeing Centre is a Commonwealth Home Support-funded day therapy facility assisting older people to regain or maintain physical and cognitive function. In 2017-18, the centre implemented a program for new clients, providing access to two sessions per week to encourage better engagement, robust assessment and the development of a true partnership.

A secondary but important part of the service at VincentCare's Wellbeing Centre is to address the threat of loneliness; one of the greatest concerns of older clients seeking services. The centre provides a social outlet, which clients say is as important to them as the therapeutic services. The clients support each other, and many form groups, which extend beyond the centre.



## WILDLY HAPPY

**Janet Perry was determined not to leave her five-bedroom house with Mark in the mountains behind Yark in North East Victoria.**

"I kicked and I screamed, and I carried on," Janet said laughing.

However, Janet said, the couple could not keep up with the maintenance or the cleaning. "It got so bad up there," she said.

Janet, who has limited mobility, would not even get out of her nighty and never left the house, which was falling down around her.

"I've never rented in my bloody life and I didn't want to rent but it is the best thing I have done."

About 12-months ago, VincentCare's Home Care Package worker, Jodi helped Janet and Mark move into their new apartment in Alexandra, close to the hospital and the main street. Jodi also connected Janet to new services. The move and the connection to services increased Janet's confidence, and as a result her mobility and stability has improved.

"I've been up and about; I'm almost dangerous," she said. "I don't run around in my nighty all day, I get dressed in the morning. I threw all those nighties out and I have sent so many things to the op shop."

Two days before Janet's 72nd birthday, Jodi organised a double person scooter through her Home Care Package. "I kicked up a stink about that too," Janet admits. "Mark is able bodied; it's an insult to him driving me around but I failed my test twice. I love the scooter now. You should have seen me on my birthday, I was like lady muck." While Janet said she can still feel "wild" in the mind, Jodi has assisted her to stay out of aged care.

"I'm not ready for aged care yet, we are too young for that and we are just so happy here."





# Transformation success

Ozanam Enterprises staff know the key to any significant change is exceptional planning and right-time communication. In 2017-18, the social enterprise, which provides stable employment for more than 60 people with a disability, faced two transformations: first, a change in location; and second, a change to funding.

## Ozanam Enterprises on the move

For more than 40 years, Ozanam Enterprises was a Mornington-based disability employer operating from an ageing building. With very little storage and limited car parking, the premises no longer suited the business, which boasts Qantas and Visy among its clients.

VincentCare found a new facility in Carrum Downs and set about preparing for the move. As anyone in business will tell you, moving is a logistical nightmare, difficult operationally, as well as for staff.

Communication and orientation between Ozanam Enterprises and supported employees, their families and carers was key. The business helped supported employees to find their best route to work and timetabled their work to coincide with their travel. The business closed on Thursday at 5pm and was back up and operational the following Monday morning. The new facility has increased interaction with an enlarged lunchroom providing better social interaction and a training room with more modern facilities assisting supported employees to enhance their self-esteem, improve their financial independence and extend the opportunity for friendship; important aims for VincentCare.



## NDIS rolls in

The Federal Government's National Disability Insurance Scheme (NDIS) came into effect for Ozanam Enterprises on 1 April. For Ozanam Enterprises, and for many parents and carers, this represented a big shift and presented challenges due the lack of established support services, including the NDIS office in Frankston.

Ozanam Enterprises started planning early, attending information sessions and speaking with similar organisations who had already made the shift. This allowed the business to conduct its own information sessions for parents and carers, and ensured it could absorb the new administrative responsibility. Part of the shift included helping the supported employees understand the wider effects of the NDIS, particularly that many of the people who helped them were service providers not just someone visiting, driving or cleaning.



1,900,000 headsets refurbished

570,000 printing company activities

## Some things stay the same

One thing has not changed: the quality of work continues to win high praise. Ozanam Enterprises, which has refurbished Qantas headsets for 20 years, has picked up the Virgin contract and Visy has listed the business as a preferred supplier.

# Thanking our volunteers

Without volunteers, it would be impossible for VincentCare to run its activity groups, organise recognition events such as NAIDOC Week and IDAHOBIT Day, stock the Emergency Relief Pantry or pick up donations.

The support they give is amazing, and VincentCare wants to thank all the school groups, corporate volunteers, client volunteers and community volunteers who have helped throughout the year.



## Highlights

- Of the six clients who graduated from our Client Volunteer Program (CVP), two have found employment and two have joined the Community Volunteer Program.
- The introduction of a monthly Movie Club for clients to enjoy a cinematic experience, including choc tops and popcorn!

## THE O CAFÉ

On 15 December 2017, the O Café officially opened at the Ozanam Community Centre (OCC) in North Melbourne.

Manned by client volunteers who have completed barista training, the service operates two mornings a week and offers a café-style experience for OCC visitors and clients.

It also provides the baristas with a chance to build their hospitality skills and expertise, and improve their literacy skills, leading to potential employment in the sector.

The O Café would not have been possible without the support of 5Point Foundation who funded the Barista Program, Jesuit Community College who delivered the 12-week training course, and Coffee Mio who donated the coffee machine and auxiliaries for the baristas.

Simon, client volunteer and newly qualified barista, said, "It's a pathway to work for me. Not everyone gets a chance to work in a cafe and for me, this is a pathway to employment".





# Financials

## Consolidated statements of profit or loss and other comprehensive income for the year ended 30 June 2018

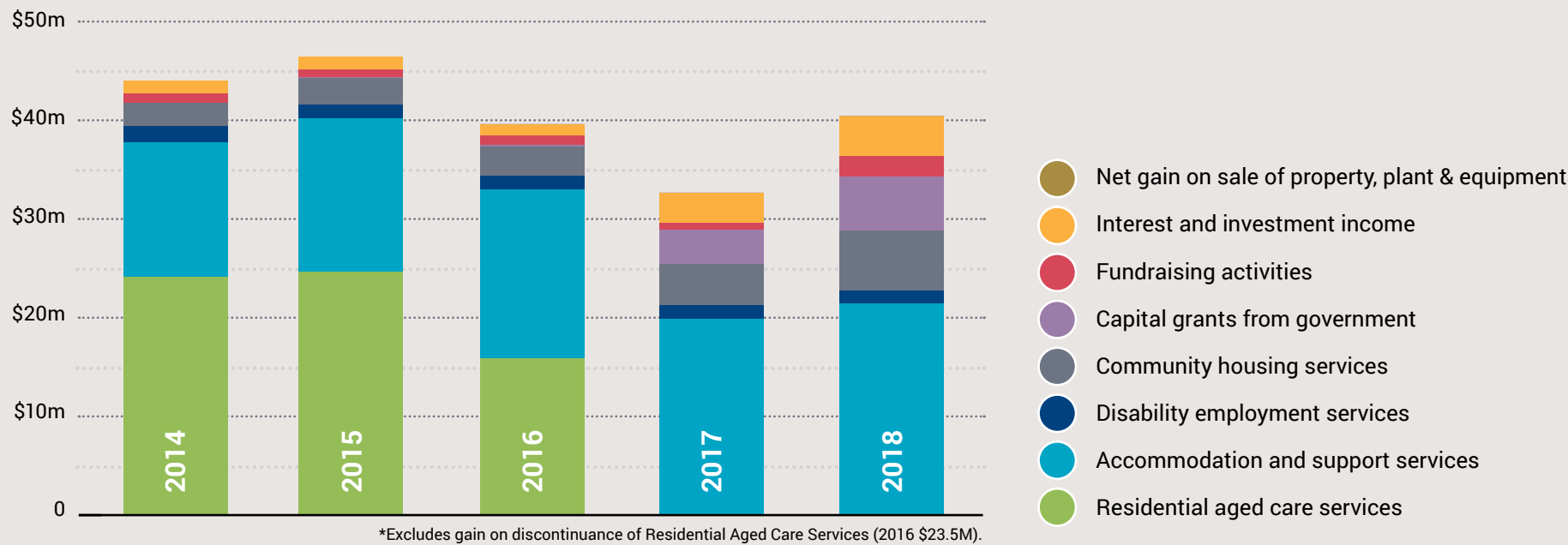
	2018 \$	2017 \$		2018 \$	2017 \$
<b>REVENUE</b>			Other comprehensive income		
Government and non-government grants, client fees and sale of goods			Item that may be reclassified subsequently to profit or loss:		
Accommodation and support services	21,422,864	19,856,611	Available-for-sale financial assets		
Disability employment services	1,362,607	1,445,624	Net fair value gain on available-for-sale financial assets during the year	171,285	1,957,781
Community housing services	6,071,468	4,130,247			
Capital grants from government	5,524,904	3,484,596			
			<b>TOTAL COMPREHENSIVE SURPLUS FOR YEAR</b>	<b>9,420,865</b>	<b>4,334,890</b>
Funds raised by VincentCare Victoria			Surplus attributable to:		
Donations	1,093,982	366,619	Owners of the organisation	9,249,580	2,377,109
Bequests	16,137	273,015			
Capital grants from trusts and foundations	1,201,000	–	Total comprehensive surplus attributable to:		
Interest and dividend income	4,120,642	3,107,731	Owners of the organisation	9,420,865	4,334,890
<b>Total revenue</b>	<b>40,813,604</b>	<b>32,664,443</b>			
<b>EXPENDITURE</b>					
Accommodation and support services	(23,797,952)	(23,400,777)			
Disability employment services	(1,856,363)	(1,685,213)			
Community housing services	(5,803,382)	(3,855,334)			
Increase in depreciation arising from the change in useful lives of property, plant and equipment	(106,327)	(470,409)			
Other non-operational expenses	–	(875,601)			
<b>Total expenditure</b>	<b>(31,564,024)</b>	<b>(30,287,334)</b>			
<b>SURPLUS FOR THE YEAR</b>	<b>9,249,580</b>	<b>2,377,109</b>			

## Consolidated statements of financial position as at 30 June 2018

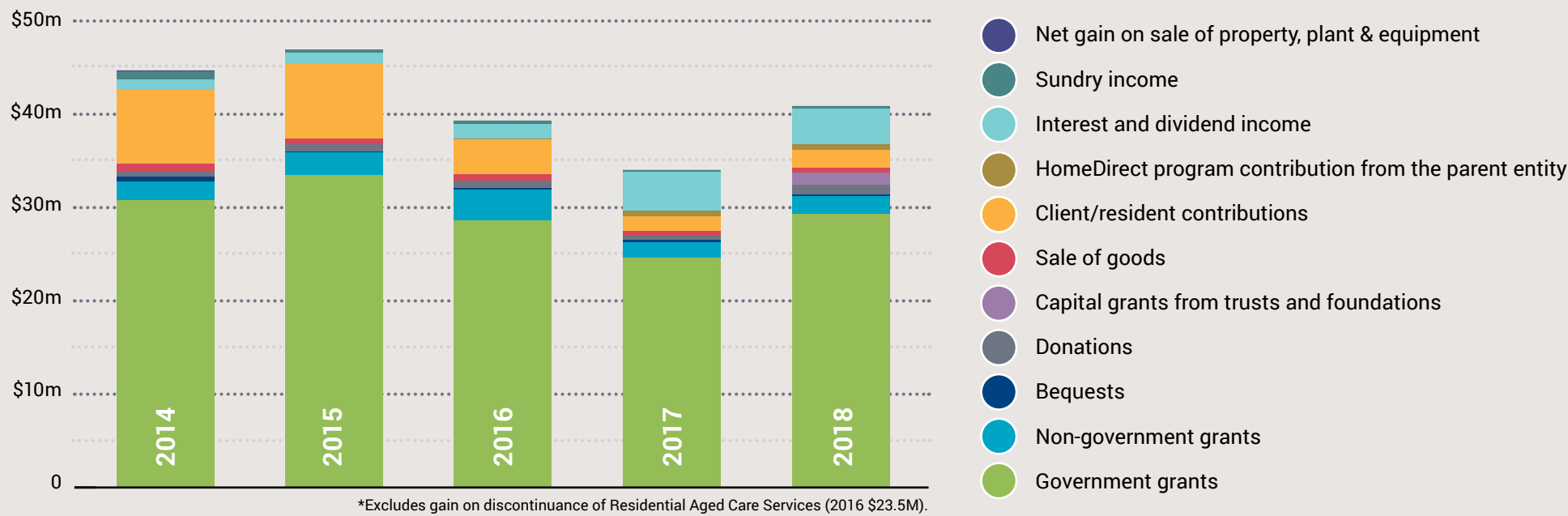
	2018 \$	2017 \$		2018 \$	2017 \$
<b>CURRENT ASSETS</b>			<b>NON-CURRENT LIABILITIES</b>		
Cash and cash equivalents	8,521,016	9,261,987	Provisions	303,026	320,174
Trade and other receivables	1,983,445	6,403,815	Borrowings	9,500,000	–
Inventories	–	28,812	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>9,803,026</b>	<b>320,174</b>
Other assets	304,513	229,058	<b>TOTAL LIABILITIES</b>	<b>25,243,804</b>	<b>11,845,119</b>
Financial assets	4,000,000	3,548,080			
	14,808,974	19,471,752			
Assets classified as held for sale	814,744	193,379	<b>NET ASSETS</b>	<b>98,993,893</b>	<b>89,573,028</b>
<b>TOTAL CURRENT ASSETS</b>	<b>15,623,718</b>	<b>19,665,131</b>			
<b>NON-CURRENT ASSETS</b>			<b>EQUITY</b>		
Financial assets	64,593,311	64,857,670	Contributed equity	34,347,401	34,347,401
Property, plant and equipment	43,640,447	16,718,868	Reserves	6,644,462	6,973,177
Intangible assets	380,220	176,478	Accumulated funds	58,002,030	48,252,450
<b>TOTAL NON-CURRENT ASSETS</b>	<b>108,613,978</b>	<b>81,753,016</b>	<b>TOTAL EQUITY</b>	<b>98,993,893</b>	<b>89,573,028</b>
<b>TOTAL ASSETS</b>	<b>124,237,696</b>	<b>101,418,147</b>			
<b>CURRENT LIABILITIES</b>					
Trade and other payables	4,695,003	3,881,796			
Provisions	2,454,198	2,029,256			
Other liabilities	8,291,576	5,613,893			
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,440,777</b>	<b>11,524,945</b>			



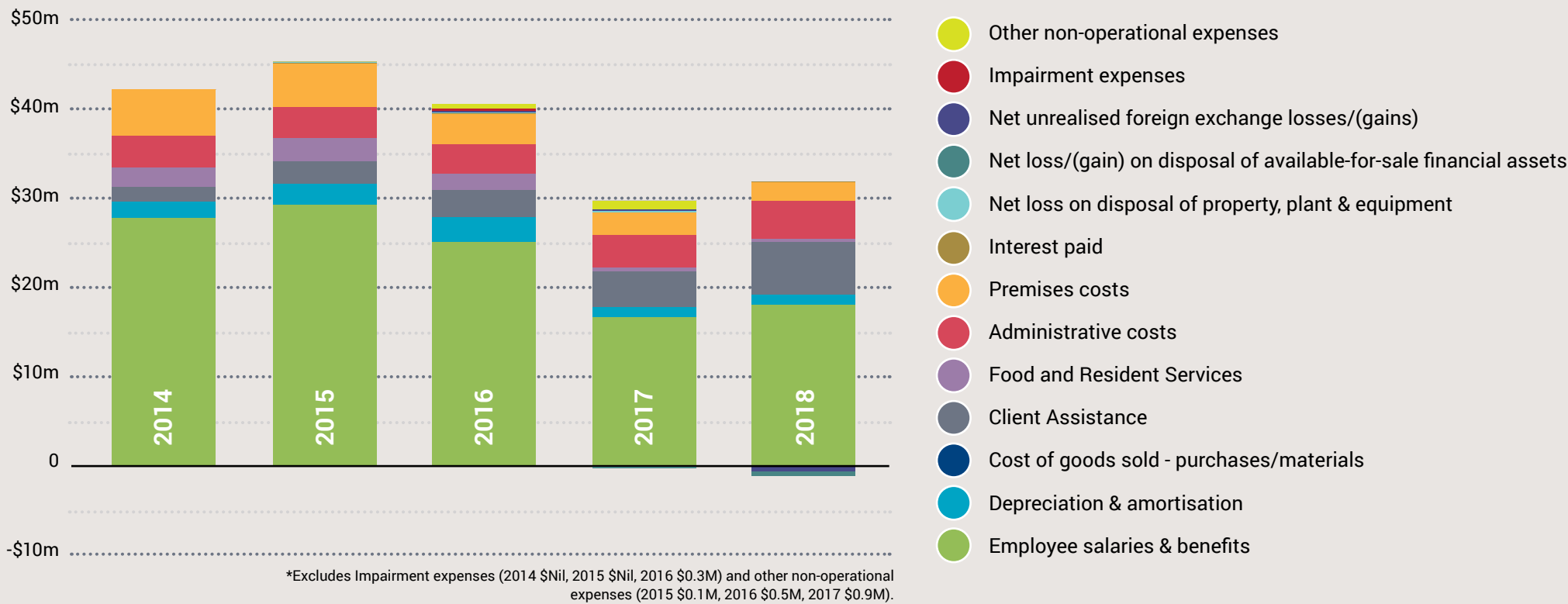
Revenue by service



Revenue streams



Expenditure by source





# Student Placement Program

VincentCare is working collaboratively with educational institutions to offer vocational placements under a Student Placement pilot program. The pilot was designed to create a workforce pipeline for VincentCare and improve the work-readiness and employment outcomes for people entering the homelessness and community sector.

During the 18-month pilot period (July 2016-December 2018), 17 students successfully completed placement within a VincentCare program relevant to their qualification; and seven of those students (41%) secured employment with VincentCare after their placement ended.

The 41% conversion rate from student to employee is a fantastic result and the pilot's success has seen Memorandum of Understanding (MoU) established with RMIT, Kangan Institute and Melbourne Polytechnic; additional MoUs are currently in progress with Victoria University, Australian Catholic University and University of Melbourne.

Levant Koca graduated from Kangan Institute in 2017 with a Diploma in Community Services. He undertook his placement at VincentCare's Northern Community Hub and now works full-time in the Young Adults Support Team.

"I was fortunate enough to get a placement at VincentCare," Levant said, "and that really helped me get a thorough understanding of the industry. I couldn't believe it .... two weeks after graduation I got a job offer from VincentCare for an ongoing position. I went from a student to full-time employment in the space of a fortnight, which was just absolutely life changing."

Levant said he left high school due to bullying and completed Year 11 and 12 at TAFE. "After I finished that I had a look at other pathways, and a Diploma in Community Services made sense because I'm passionate about helping people.

"The experience with VincentCare really prepared me for the workforce, and through the placement I got to experience a variety of different roles within the organisation."



Caption: Levant receiving the Kangan Institute Student of the Year award from Trevor Schwenke, CEO (L) and Peter Harmsworth, Board Chair (R).

**"For me the Student Placement program has been perfect. It's about making the most out of every opportunity."**

*Levant Koca, Young Adults Support Worker*

# Single Client Record (SCR)

## A single source of truth for client information

VincentCare's new Integrated Management System, Single Client Record (SCR), represents three years of research, collaboration, development and testing. VincentCare is now beginning to realise the benefits of this significant financial and intellectual investment.

The premise behind the development and configuration of the new system was to create a 'one-stop shop' of comprehensive client information – particularly useful for clients accessing multiple supports. Managing client information at an organisational level ensures that clients are not over assessed and that their personal information, including service history and alerts are available to all staff providing support.

SCR integrates all previous client management systems into one single 'source of truth', and fulfills the organisational goal of improving the accuracy and availability of client records, minimising duplicate processes and improving the client experience.

All homelessness and aged care programs are already configured into SCR, with the project due for completion in December 2018. Implementation of SCR has already achieved the following:

- Ensuring clients only need tell their story once (in line with a trauma-informed and person-centred approach);
- Streamlined administrative functions (eg. induction, initial assessment and case planning for clients are consolidated across programs and recorded in a central place);
- Improved quality assurance regarding the establishment and management of client data; and
- Real time access to client risks and alerts.

When the system is fully implemented, SCR reporting and data capabilities will allow VincentCare to better evidence client outcomes and increase advocacy for those who don't have a voice. It will also provide a best-practice model for client assessment and planning for the broader homelessness sector.

## ICT and Mobility

In the past 12 months, VincentCare has been redesigning its Information, Communications and Technology (ICT) environment with an emphasis on mobility, collaboration, simplicity and security of our networks, systems software and client data.

The redesign is being implemented in stages and already includes:

- Adopting cloud-hosted software solutions and collaboration tools as part of its standard operating suite;
- Implementing security controls that comply with the 2018 Victorian Protective Data Security Standards (VPDSS);
- Upgrading WiFi in office and client spaces;
- The introduction of 'group to group' video conferencing units; and
- Deployment of data-enabled mobile phones, tethered to mobile computers, with a new Office365 standard operating environment.

The simplicity of accessing information online and eliminating paper-based documents has streamlined work practices and reduced the administrative function. It has also encouraged new and flexible modes of interaction with clients, leading them to take an active involvement in their care plan.

With more people experiencing homelessness than ever before, the introduction of agile technology is positioning VincentCare to increase client outcomes by engaging and interacting with at-risk clients in real time; developing case plans, and providing on the spot assessments and referrals.

With this in mind, and in preparation for the full implementation of the Single Client Record in December, the Board has endorsed a targeted roll-out of all mobile devices with connectivity and collaboration tools that started in June 2018.







VincentCare's 2017 Staff Excellence Award winners.



John Blewonski, CEO, talks to media at the ABS Census launch on homelessness data, held at VincentCare's Ozanam Community Centre.



VincentCare volunteers were invited by The Hon. Linda Dessau AM, Governor of Victoria, to enjoy an early Christmas lunch at Government House.



VincentCare Home Care Package client Lionel at his first day of selling The Big Issue in Melbourne's CBD.



VincentCare's Nicole Robinson (pictured second from left) receiving a cheque from Shepparton Chamber of Commerce & Industry who chose our Hume Community Hub to receive proceeds from their 'Lunch with Rosie Batty' event.



EnergyAustralia representatives presenting VincentCare with a \$25,000 cheque to help women and children escaping family violence. The funds were raised through EnergyAustralia's 2017 AFL EveryGoal EveryGame campaign.

# Board and Executive



## Board Members

(L-R): David Purchase; Linden Smibert; Erin Lalor; Brian Tooth; Rod McDonald, *Chair*; Linda Peterson; David McFadyen; John Blewonski, *Chief Executive Officer*; Adriana Zuccala, *Deputy Chair*; Nancy Huang; Haydn Harrison, *Treasurer*.  
Absent: Michael Quinn.



## Executive Team

L-R: Alison Dean, *Executive Manager—Media and Marketing*; Brad Cooper, *Executive Manager—Business Development*; Eileen Goh, *Chief Financial Officer*; John Blewonski, *Chief Executive Officer*; Jane Daniels, *Deputy Chief Executive Officer*; Mark Jackson, *Executive Manager—People and Culture*.  
Absent: Michelle Barrand, *Executive Assistance/Project Manager to CEO*.



# Contact

## Inner Melbourne

Ozanam House | North Melbourne

T: 03 9329 5100

E: [ozanam.accom@vincentcare.org.au](mailto:ozanam.accom@vincentcare.org.au)

Ozanam Community Centre | North Melbourne

T: 03 9329 6733

E: [community.housing@vincentcare.org.au](mailto:community.housing@vincentcare.org.au)

Quin House | Fitzroy

T: 03 9419 4874

E: [community.housing@vincentcare.org.au](mailto:community.housing@vincentcare.org.au)

## Social Enterprises Hub

Ozanam Enterprises | Carrum Downs

T: 03 9708 2488

Email: [ozaname@vincentcare.org.au](mailto:ozaname@vincentcare.org.au)

## Northern Metropolitan

Northern Community Hub | Glenroy

T: 03 9304 0100

E: [community.housing@vincentcare.org.au](mailto:community.housing@vincentcare.org.au)

Sunbury Gardens | Sunbury

T: 03 9304 0100

E: [community.housing@vincentcare.org.au](mailto:community.housing@vincentcare.org.au)

## Hume Region

Hume Community Hub | Shepparton

T: 03 5821 9458

E: [hch@vincentcare.org.au](mailto:hch@vincentcare.org.au)

After Hours: 1800 015 188 (Family Violence Crisis Support only)

## Seniors Living

Wellbeing Centre | Blackburn

T: 03 9878 1051

E: [wellbeing.centre@vincentcare.org.au](mailto:wellbeing.centre@vincentcare.org.au)

Home Care Packages

P. 03 9321 2912 (Melbourne region)

P. 03 5831 1840 (Hume/Lower Hume region)

## Corporate Office

Level 2/452 Flinders Street, Melbourne

Mail: PO Box 13305, Melbourne Law Courts 8010

T: 03 9611 9200 F: 03 9611 9222

E: [vincentcare@vincentcare.org.au](mailto:vincentcare@vincentcare.org.au)

HomeDirect (Central Office)

T: 03 9611 9200 F: 03 9611 9222

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[vincentcare.org.au](http://vincentcare.org.au) (03) 9611 9200

 [vincentcare@vincentcare.org.au](mailto:vincentcare@vincentcare.org.au)  [facebook.com/VincentCareVic](https://facebook.com/VincentCareVic)

 [twitter.com/VincentCareVic](https://twitter.com/VincentCareVic)  [linkedin.com/company/vincentcare](https://linkedin.com/company/vincentcare)



**VincentCare**  
Engage. Enable. Empower.