



Brotherhood
of St Laurence

Working for an Australia free of poverty

Annual Report 2017



**JOB
HUNTER
NOT
DOLE
BLUDGER**

Our vision

An Australia free of poverty

We work with others to create an Australia free of poverty for this and future generations: a fair, compassionate and just society where all can fully participate in social, civic and economic life, create and share prosperity and treat each other with dignity and respect.

Our mission

Our mission is to research, develop and implement innovative and high-quality services, practices and policies to drive change that benefits all Australians.

Our values

The Brotherhood, inspired by our Christian origins, seeks the common good through compassion, with a generosity of spirit and reliance on evidence.

The Brotherhood recognises Aboriginal and Torres Strait Islander peoples as the First Peoples and the traditional custodians of this land.

Our aims

1 To prevent and reduce poverty and exclusion from the mainstream of society

This will involve working with people at greatest risk at four life transition stages considered critical to wellbeing: the early years, the transition through school to work, the shifts in and out of work during midlife, and retirement and ageing.

2 To be a national voice on poverty, disadvantage and inequality

This will involve promoting integrated social and economic policies and programs that improve the human capacities, material resources and opportunities of people and communities.

3 To develop and deliver high quality and innovative policy, programs and practice

This will involve developing understanding and knowledge through research, community engagement and learnings from practice to create innovative policies and programs to implement and share with others.

For Hyat, HIPPY makes learning fun. The Home Interaction Program for Parents and Youngsters prepares children for school and empowers their parents to teach them.





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GEMMA'S STORY

As a home tutor with HIPPY, Tasmanian mother Gemma says the benefits keep flowing for her and her daughter, Izzabella.

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QUIN'S STORY

Quin Scalzo and his company, Scalzo Foods, have partnered with our Transition to Work program to help build pathways for young people to employment.

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TANIA'S STORY

Tania can't believe how far she's come since 2013 when she first sought employment assistance with the Shepparton Work and Learning Centre, run with our local partner, The Salvation Army.

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BEV'S STORY

Bev and Alf have been inseparable since they married in 1954. Five years ago Bev was diagnosed with dementia. Our Banksia Centre supports the couple.

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ALAN'S STORY

Musician Alan uses his NDIS funding to get to his regular gig in the country, with the help of our team.

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VIRGINIA'S STORY

Virginia has made the most of opportunities that have come her way, including those offered by our Given the Chance program.

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SHANI'S STORY

The Saver Plus program has helped Shani to develop a savings plan and put money aside for her daughter's school trip to France.

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SUSAN'S STORY

For a group of students from Donald High School, taking part in a Brotherhood Urban Camp has spurred action to counter poverty and disadvantage in their own community.

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SALLY'S STORY

Three years ago, having moved to a new neighbourhood, Sally wanted to get involved in her local community so she became a volunteer at the Brotherhood's Breakfast Club.

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Cover photo: Taylor, 19, was job hunting in 2017 when she appeared on a striking poster as part of the Brotherhood's campaign challenging stereotypes of unemployed people. After completing training through our Transition to Work service in outer Melbourne, and supported by her job coach and community mentors, she has secured work. The campaign received pro bono support from leading media company Adshel for outdoor advertising.



Kaliyah enjoys playtime at the Jindi Family and Community Centre in Mernda.

Report from the Chair and the Executive Director



Tony Nicholson

Executive Director
Brotherhood of St Laurence



Archbishop Philip Freier

Chair, Board of Directors
Brotherhood of St Laurence

I am pleased to introduce the 46th Annual Report of the Brotherhood of St Laurence. This is the 87th year since our community organisation was established by the Anglican priest Father Gerard Tucker, a man who combined his sincere Christian faith with an ambitious vision to stamp out poverty and disadvantage in the communities in which he worked.

I trust that, from this report, you can take encouragement that the vision our organisation holds for our nation is attainable when the ingenuity and moral decency of ordinary Australians, from across all spectrums of our society, are harnessed to the task.

In practical terms our vision is quite simple: that all people are given the opportunity and assisted to gain the capability to be able to participate in the mainstream social, economic and civic life of the community and thereby build a good life for themselves.

But it is also a vision which recognises that, from time to time, many of us will experience the need for some form of social assistance when, whether due to the vicissitudes of life or to the precariousness of employment in our modern economy, we are left struggling without an earned income adequate to support ourselves.

Whilst the stories in this report illustrate the strategies that are proving successful in enabling people to overcome all types of disadvantage, a tipping point has now been reached where the effectiveness of several of these strategies is undermined by the inadequacy of the income support available to people as they seek out new opportunities and gain the capability required to take them up.

This has been most starkly illustrated by the recent findings from investigations into the increase in the number of people experiencing homelessness and sleeping on our streets and in our laneways and parks.

Almost half of those so-called 'rough sleepers' were found to be unemployed, actively in the labor market and solely reliant on a Newstart or Youth Allowance unemployment payment from Centrelink.

These payments are now so meagre it has become a common occurrence for unemployed people who are without the support of family or friends having to choose between paying for shelter and paying for food, transport and other essential living costs. Faced with such an invidious choice, many resort to going without shelter and risk all the danger and degradation that entails, not to mention the barriers that it presents to undertaking training and seeking work.

From the Brotherhood's everyday experience of assisting the unemployed and underemployed, it is now abundantly clear that the presumption of social security, available to us all when we find ourselves without work, and which underpins our capability and confidence to pursue new opportunities, is misplaced. In reality, for many it has become a cruel hoax. It consigns them to poverty and despair.

The Brotherhood of St Laurence welcomes the renewed interest nationally and internationally in issues of inequity. However, strategies purporting to address emerging inequities in our own society will hold little credibility if the inadequacy of social security payments to unemployed people goes unaddressed.

We are keenly aware that the great expanse of work described in this report is only made possible by our many supporters. We thank them all: individual benefactors, customers of our community stores, churches, service clubs, corporate partners, philanthropic trusts and foundations, and the three levels of government.

Our vast army of volunteer staff and our paid staff continue to ensure that the Brotherhood's work is undertaken with skill, rigor and verve and achieves the ambitious agenda set by the Board. We thank them for the passion, commitment and optimism they bring to their work.

We are also grateful for the diligent manner in which our fellow Directors have carried out their duties entailed in strategy and governance.

On a personal note, in December 2017 I step down as the Executive Director after 13 rewarding years leading the Brotherhood. I have been privileged to have played a part in the 87-year history of an organisation that, from conception, has pursued a vocation – as much as it is an agenda – to work towards an Australia free of poverty.

Our founder Father Tucker's work to eliminate the blight of poverty in our nation remains an ongoing vocation for all who work with us at the Brotherhood of St Laurence.

Tony Nicholson
Executive Director

Message from Archbishop Philip Freier, Chair, Board of Directors

I want to express my appreciation for the great contribution that Tony Nicholson has made in his 13 years as Executive Director of the Brotherhood of St Laurence.

Tony has exemplified the values that have been with this organisation since its foundation and has been unstinting in applying them to the ever-changing context of poverty in Australia. He leaves the Brotherhood in a strong position with a clear strategic direction and a confidence in facing the many challenges that we anticipate for the future. Tony's advocacy of our policy positions has had a significant influence on the framing of government policy across a range of issues.

I have been pleased to work with Tony in my role as Board Chair and extend my warmest best wishes to him and to his wife, Carmel, as they open themselves to all that the future holds.

Many of us will experience the need for some form of social assistance ... due to the vicissitudes of life or to the precariousness of employment in our modern economy.



The Education First Youth Foyers, as well as advancing their formal education, help students Ahmad (left) and Ayour develop independent living skills.



Julie, a volunteer with the Brotherhood's Homework Club, assists local student Roza.

Highlights



NEW DAVID SCOTT SCHOOL EDUCATES DISADVANTAGED YOUTH

As part of our commitment to the education of young people who have left mainstream schools, we began operating the **David Scott School** from first term in 2017 in Frankston in Melbourne's south-east. The school demonstrates that there are ways of working with disengaged young people aged 15 to 19 who are unable to study in traditional schools. Students study towards the Victorian Certificate of Applied Learning (VCAL), which prepares them for further education and employment. The school, which was developed from our **Community VCAL** program, is named after David Scott, who led the Brotherhood from 1969 to 1980.



SPOTLIGHT ON CHALLENGES FOR YOUNG JOB SEEKERS

The **Transition to Work** program and our other youth transition programs assisted more disadvantaged and unemployed young people to make the shift from school to adult working life. We harness their skills and aspirations while drawing on the community to create the opportunities and resources they need to reach their goals, and work with a national network of Transition to Work agencies to collaborate on and refine this approach. We are keeping young job seekers' challenges on the national agenda with our Youth Unemployment Monitor and, with support from the Adshell company, our new Job Hunter #NotDoleBludger advertising campaign on public transport shelters in Melbourne and Canberra.



STORIES OF HOPE REACH BROAD AUDIENCE

The *Hope* anthology of the winners from our Hope Prize short story competition was published by Simon & Schuster, selling out its print run and coming in at number 44 in the 2016 top 100 list for leading bookseller Readings. Its popularity shows how the power of stories can bring the Brotherhood's mission to build a more compassionate Australia to a broad audience. This storytelling tradition goes back to our founder, Father Gerard Tucker, who commissioned three films in the 1940s about the plight of people living in Melbourne slums. The Hope Prize's eminent judges were Cate Blanchett, Kate Grenville and Quentin Bryce. The competition was made possible by the generosity of the late Prudence Myer and the support of her family, and the support of Simon & Schuster and Readings.

AMPLIFYING LOCAL VOICES

The Brotherhood's 1000 Voices project gained momentum in its work with people in Melbourne's northern growth corridor on identifying, and achieving, their aspirations for their community.

Through means ranging from a mass family picnic to individual conversations, people tell us they want to contribute and connect with others but don't know where to start. We are assisting them to do just that, and in return for their time and knowledge we offer them opportunities to develop useful community skills.

The project is part of our efforts to strengthen communities in Melbourne's urban growth corridors, where housing costs less but where there are fewer jobs, services and transport options. More than one million people now live in these corridors, a number expected to grow by 80 per cent over the next 20 years.

In the municipalities of Hume and Whittlesea we are shaping services that support residents to have the same opportunities as those living in better-served suburbs. We are collaborating with close to 30 agencies to deliver integrated services in four community hubs, with support



from two councils, at **Connections@Craigieburn** and **Connections@Hothlyn** in Craigieburn, **Jindi Family and Community Centre** in Mernda and the **Epping Community Services Hub**. In working in these fast-growing communities we value the knowledge of local councils and community groups.

At the policy level we contributed to the development of the Victorian Government's infrastructure policy and the design of its new Suburban Development Portfolio.



SUPPORTING PEOPLE WITH DISABILITY

The National Disability Insurance Scheme (NDIS) aims to provide the support people with disability need to live a life of common dignity and improve their capacity to participate in the community. The alignment of this purpose with the Brotherhood's objectives was central to our decision to partner with the National Disability Insurance Agency (NDIA) in implementing the scheme in north-east Melbourne – the first area in Australia to experience full roll-out of the scheme. We focus on linking people to mainstream services and activities, to foster their independence and connections to local community. Participants' feedback has been overwhelmingly positive.



ANZ PARTNERSHIP OPENS DOORS FOR REFUGEES

Harnessing community effort – from individual supporters to corporations – is essential to our mission to address poverty and inequality. Our partnership with ANZ grows with the bank's commitment in 2017 to expand to the national level our joint **Given the Chance at ANZ** program in Victoria, which assists refugee job seekers into employment through paid six-month work placements. As part of the expansion ANZ is also supporting us to engage with other large employers wanting to set up their own programs. Given the Chance is a win-win for job seeker and employer. The job seeker is helped to gain employment so as to build a better life, and the employer creates a more diverse workplace.



RESEARCH ON LOWERING POWER BILLS

Lowering power bills to make ends meet is ever more challenging for vulnerable households as costs rise. After our earlier research on the impact of retail costs on electricity prices in Victoria, this year we recommended reforms, including mandatory near-best contracts for people holding concession cards, to inquiries conducted by the Victorian Government and the Australian Competition and Consumer Commission. We are also undertaking an affordable energy research project, using previously unpublished data, to answer these critical questions: to what extent do low-income and vulnerable households pay more for power and how can we ensure their costs are reduced?

The early years

By the time a child living in poverty enters school he or she is two years behind more advantaged peers. Poverty affects children's intellectual, emotional and social development. A child's earliest years can fundamentally shape their lives.

Our research has identified that the greatest change in life chances can be achieved by working with children, and their families, before they go to school, in particular for children up to the age of three. For this reason we focus on programs that increase the capacity of parents (usually mothers) to become their child's first teacher and to create a rich home-learning environment.

Programs

Our new **Growing Learners** program assists parents and children up to the age of three to learn together through play. Growing Learners provides a quality early-learning program for children, builds parents' capacity to teach their children and encourages social connections.

Our **2 Generation** approach, with support from the Helen Macpherson Smith Trust, works concurrently with parents and children to address the major issues of family poverty. It provides Growing Learners families with extra support on financial management, education and training, and employment.

The **Home Interaction Program for Parents and Youngsters (HIPPY)** is our home-based early-learning, parenting and employment program for families with four and five-year-olds. The program prepares children for school and empowers their parents to teach them. In collaboration with more than 60 local community organisations, HIPPY is conducted in 100 disadvantaged urban, regional and remote communities across Australia. In half of these, the program focuses on working with Aboriginal and Torres Strait Islander families. Thanks to the support of the Australian Government, more than 4500 families take part in HIPPY each year, with 65 per cent of children completing the two-year program.

Empowering parents as first teachers creates a home learning environment and builds community involvement. In 2016, 88 per cent of parents reported their child had improved language, cognitive and general knowledge skills after completing HIPPY, 98 per cent reported an improved relationship with their child and 97 per cent reported their child was ready for school.

HIPPY also employs and trains parents as home tutors. More than 425 tutors were employed in 2016, for some in their first paid job. They can leave their role at the end of the program with qualifications, transferable skills and the confidence to achieve professional goals.

Preliminary findings from our **HIPPY Age 3 Development Project** at Inala in Brisbane support our advocacy to governments for expanding HIPPY to three-year-olds.

Policy

We continued to push for federal policies that break the cycle of intergenerational disadvantage and sever the nexus between early childhood outcomes and families' socioeconomic status and place of residence.

We made submissions to Senate inquiries about the Australian Government's Jobs for Families Package, and to Labor's review of early childhood education and care.

We remain closely engaged with the Victorian Government's overhaul of early childhood policy and programs. We welcome its directions and are working to inform its implementation.

Empowering parents as first teachers creates a home learning environment and builds community involvement.



Both Ziva and his daughter Zaheer enjoy visiting the toy library at the Connections@ Craigieburn community hub.

'Izzabella is everything to me. I strive to be the best role model I can be for her.'



Gemma

As a home tutor with HIPPY, Tasmanian mother Gemma says the benefits keep flowing for her and her daughter, Izzabella.

'Before the program I was very shy. I had very little self-confidence, especially as I had not worked before', says Gemma, 23, born and raised in the port city of Burnie on Tasmania's north-west coast.

'My daughter has gained so much confidence and enjoyment from the program and that's continued through to her schooling, where she's excelling', she says of HIPPY, the Home Interaction Program for Parents and Youngsters.

Gemma and Izzabella enrolled in HIPPY in 2014, and last year Gemma secured a job as a home tutor.

'It means I am earning money and helping to provide for my

family, which gives me a sense of accomplishment and increases my self-esteem. It is so important to have a job for one's self-esteem.'

During the two-year program, Gemma spent about 15 minutes every weekday engaging her daughter, now 6, in practical and enjoyable educational activities. The home tutor assigned to Gemma made regular visits to offer support and ensure Izzabella's learning was on track.

'Her favourite type of activities were definitely the creative ones, such as drawing and puzzles', says Gemma. 'Izzabella is everything to me. I strive to be the best role model I can be for her. Study and work is important but having fun is also important.'

'I believe that the skills I learnt from being a parent and a home tutor in the program have helped her significantly to be the confident and happy child she is today, particularly in regards to her schooling.'

The experience of taking part in HIPPY as a parent motivates Gemma in her role as a home tutor.

'Having completed the program and also having seen the benefits for my daughter only drives my passion for HIPPY, and I believe it helps me give the families I work with the best experience I can. I'm able to help new home tutors as well', she says. 'It is an amazing feeling being able to help people go through their own HIPPY journeys.'

Through school to work

In a rapidly changing economy the transition from school to work can be tougher for today's youth compared with their parents and grandparents, due to factors such as employer demand for skills and work experience. We are working hard to bring attention to the problems faced by young people experiencing disadvantage that limit their opportunities in adult life, and to demonstrate some solutions.

Programs

The middle years are an increasing area of concern for educators. Our **Re-engaging Early Secondary Education and Training (RESET)** program assists 11 to 14-year-olds who haven't been in school to return to mainstream education.

For those in school, volunteer tutors at our **Homework Clubs** help secondary students with homework, exam preparation and on pathways to further education and careers.

In 2017 we established the **David Scott School**, for students in Years 10 to 12 who have left mainstream schools. Teachers and wellbeing specialists engage them in a curriculum based on their strengths that leads to the Victorian Certificate of Applied Learning (VCAL).

We apply our youth transitions model for young people making the shift from school to adult life, by harnessing their skills and aspirations while drawing on the community to provide the opportunities and resources they need to reach their goals.

To assist disengaged learners aged 12 to 17 re-connect to mainstream education we deliver the multi-disciplinary **Navigator Program** in western Melbourne in collaboration with Anglicare and the Victorian Government.

Our **Education First Youth Foyers** accommodate young people who are homeless or at risk of this in customised student residences on three Victorian TAFE campuses as they work towards their education, career and housing goals with coaching from trained staff. This is a partnership with Launch Housing, Berry Street and Holmesglen, Kangan and GOTAFE institutes, and the Victorian Government. The **Youth Insearch and Education First Youth Foyer Pilot Project** is another partnership that helps disengaged young people in Melbourne's north work towards adult goals at meetings and weekend workshops.

The success of our Youth Foyers approach resulted in the Victorian Government supporting us to adapt and implement it elsewhere, including broader delivery of the accredited **Certificate I in Developing Independence**. The course is now preparing more young people who don't have the support of family – such as those experiencing homelessness, or who are in foster care and other 'out-of-home' care – to take independent steps towards education and work.

Our **Transition to Work** program is having great success in getting unemployed young people into work. **Creating Futures for Youth**, supported by Citi Foundation, empowers young people to pursue their career goals and build their skills for further study or work while our **Youth Transitions Support Pilot** assists young refugees connect to education and employment opportunities, with five local partner organisations and Australian Government support.

A key Brotherhood objective is working with others to influence policy and practice. Our team coordinates and resources two communities of practice to collaborate on and refine effective service models for young people, for Youth Foyers in Victoria and across Australia for the National Transition to Work Community of Practice. This brings together 11 agencies that implement Transition to Work, and their partners, in 13 regions around the country. Our shared ambition is to develop, trial and refine an effective model for assisting young people to move in to decent, sustainable employment. We are working closely with government, employers, community organisations and young people themselves to share ideas and expertise.

Policy

We remain focused on the need to involve vulnerable young people in education and employment.

While recognising the Victorian Government's constructive Education State reforms, we continue to highlight systemic issues that contribute to young people leaving school early, and opportunities to tackle disadvantage through education.

Our submission on Victoria's youth justice system profiled education's preventative role. We intensified efforts for an 'education first' approach for young people experiencing homelessness, based on our experience with Youth Foyers and out-of-home care services.

Youth employment is a priority, backed by our Job Hunter #NotDoleBludger and Youth Employment Monitor campaigns. We made submissions on the Australian Government's PaTH (Prepare-Trial-Hire) work experience program, and in response to changes to the social security system that would adversely affect young people.



‘Without support they do not have many alternatives in coming into the workforce.’



Quin

Quin Scalzo knows what it takes to run a successful business. He can also spot a successful youth employment and education program when he sees one.

That’s why his company, Scalzo Foods, has joined forces with our youth programs in Melbourne.

Quin migrated here as a child from rural Italy, and at 14 started work in a food import business. Fifteen years later, in 1977, he founded Scalzo Foods. Today, the ingredient supply company employs 300 people and makes over \$400 million in annual revenue in Australia and New Zealand.

Scalzo Foods works with our Transition to Work program in Melbourne’s north-western suburbs, taking young participants on site tours to expose them to the workplace and providing them with work experience. Further, the company has employed young people from the Education First Youth Foyer on the Kangan

Institute campus in Broadmeadows, which accommodates previously homeless youth for up to two years as they study towards a career.

Harriet, 22, migrated to Australia from Ghana in 2013. As a Broadmeadows Youth Foyer resident, she attained an Advanced Diploma in Youth Justice, and is now studying a Bachelor of Arts degree, majoring in criminal justice.

We linked her with Scalzo Foods and she started casual work as a packer in June 2017. ‘It’s a great opportunity’, she says. ‘Jobs are very hard to come by and I am very grateful.’

Employers such as Quin Scalzo are integral to our efforts to reduce youth unemployment, which has been persistently high since the

2008 global financial crisis. We work closely with employers and others in the community to build pathways for young people to work, through local networks and support.

‘A huge issue is that traditional manufacturing jobs are rapidly reducing in number, and globalisation means any product can now be produced anywhere in the world at lower costs’, says Quin.

‘Youth Foyer and Transition to Work target more vulnerable people who require a bit of help, and without support they do not have many alternatives in coming into the workforce. Importantly, the reputation of the Brotherhood gives great confidence to prospective employers.’

In and out of work

While we have enjoyed economic growth in Australia for a quarter of a century, the shift to the knowledge and services economy presents difficult challenges for many workers, including those whose experience is limited to declining industries, or who lack qualifications and experience.

To tap these workers potential to contribute to the economy and society, while earning a decent living for themselves and their families, we tailor our training and employment models to employers' needs, and intensively support job seekers with career advice, the right training, work experience and follow-up once they are in jobs.

Programs

Our **Training Services** offer high-quality training that often includes all-important work placements so that learners are ready to step into a job. The majority of our learners have experienced disadvantages: in 2016 we saw that 47 per cent had not completed Year 12, 18 per cent had a disability, 46 per cent came from a non-English speaking background and 90 per cent were unemployed. Our **Reconnect** program, in partnership with the Victorian Government, supports young people in vocational training that suits their aptitudes and equips them for growth industries. In 2017, we also began to offer vocational training to eligible asylum seekers, after the Victorian Government extended subsidies for training courses to them.

Work and Learning Centres, supported by the Victorian Government's Jobs Victoria Employment Network (JVEN), assist unemployed people experiencing disadvantage into training and work. Four centres operate in regional Victoria, in Shepparton, Ballarat, Geelong and Moe, in partnership respectively with The Salvation Army, Ballarat Neighbourhood Centre, Northern Futures and Gippsland Employment and Skills Training, and one in inner Melbourne, with Carlton's Church of All Nations. Collaborating with employers and local networks, the centres help each participant with career planning, training and support to get into work. The centres' outcomes included 165 people who completed accredited training, 571 who completed non-accredited training and 572 who found employment.

The innovative **Given the Chance** work-placement program assists marginalised job seekers to build skills and find work. With support from JVEN we expanded it to new locations, in Melbourne's south-east at Dandenong, with Life Without Barriers and Launch Housing, and in the north at Epping, where our partner WISE Employment contributes its expertise to support people with disability. Seventy per cent of participants who complete the program secure employment. For information on our Given the Chance programs for refugees and asylum seekers see page 20.

Many employers are keen to employ disadvantaged job seekers and increase diversity in their workplaces. Given the Chance offers them tailored recruitment assistance and matches them with trained job seekers, then supports both employer and employee after the job starts. Our **Building Bridges** course assists supervisors with strategies to support disadvantaged job seekers. Our **Group Training Organisation (GTO)** works with employers to arrange traineeships and apprenticeships, placing job seekers in industries including aged care, children's services, gardening, maintenance and construction. It also undertakes labour hire for large employers, not only placing staff but coaching and supporting them and their supervisors in the workplace. Our new social procurement project in Melbourne's north-west, offering horticulture, turf management and construction apprenticeships with the Citywide company, demonstrates how the GTO meets employers' labour needs while creating opportunities for job seekers.

Tenants of public housing estates in inner Melbourne get on track to employment with the **Community Safety and Information Service**, which offers paid traineeships in concierge services on the estates. The program is supported by the Victorian Government and partners with employers so that trainees progress to jobs in the security industry.

ParentsNext, in Melbourne's outer north-west, in partnership with the Australian Government, helps those on the Centrelink Parenting Payment to plan for employment after their youngest child has started school. Since April 2016 it has worked with more than 500 parents, many of whom have now begun study or entered the workforce.

Policy

In our continued engagement with the reform process for vocational education and training we highlighted the plight of disadvantaged learners. Among recent developments was the extension of training subsidies to asylum seekers, while the skills gap for those who unwittingly exhaust their entitlement to training subsidies on inferior courses is being addressed.

We informed the development of employment policies, focusing on the importance of harnessing the efforts of local employers and communities, tailored approaches for disadvantaged job seekers, and social procurement, whereby government purchasing power is used to offer more work to disadvantaged people.

‘Looking back now, I would never have dreamt that I would be where I am today.’

Tania

Tania can't believe how far she's come since 2013 when she first went to the Shepparton Work and Learning Centre.

She was a sole parent with three kids to support and little income. Now she works as a school counsellor part-time, and is setting up her own counselling business.

‘Looking back now, I would never have dreamt that I would be where I am today’, Tania says.

The connection with her Work and Learning Advisor, Sharon, was instant. ‘We just connected. There was no judgement. She was just so caring and compassionate.’ Sharon had herself been assisted by the Work and Learning Centre, run with our local partner, The Salvation Army, and inspires Tania as a mentor to this day.

Our five centres across Victoria offer job seekers professional guidance on searching for jobs and help them

overcome barriers to work such as lack of training. Tania was advised about further training options and, importantly, was supported in undertaking the process so she could proceed with confidence.

Before coming to the Centre, she had attained a teacher's aide qualification but found local jobs were quickly snapped up. So with Sharon's advice and support she embarked on a new career path, undertaking a Certificate IV in Community Services, which also included a work placement. The following year, she completed a dual diploma in counselling and community services, and was offered a maternity leave replacement contract in a Salvation Army women's program.

There have been broader benefits for Tania beyond achieving

qualifications and work. She says her understanding of people from different cultural backgrounds has deepened. She and Sharon work on the steering committee of the Mooroopna Women's Gathering, a project that supports women from diverse backgrounds who are isolated, and some of whom have experienced family violence.

Tania has had her own share of obstacles. When her youngest child was born prematurely at 25 weeks, Tania's life went into a spin.

‘Living through separation myself, having twins and a premature child, you go through those hurdles, and you come out the other side. That's probably what drives me to give back, to turn the experience into a positive’, she says.

Retirement and ageing

At every stage of life people should be safe, comfortable, respected and connected to the community. Our services support older people to remain active and socially involved, using our Enhancing Capabilities philosophy, which has us build on each individual's strengths and assist them to achieve their life goals.

We continue to grasp the opportunity to improve the lives of elderly people that has been created by the Australian Government's consumer-directed care reforms. A key element involves giving control of funds for in-home care to the recipient of that care, rather than to the organisations that provide the services. It also gives recipients the choice about who provides the care and how it is delivered. We are enthusiastic about this new approach as it aligns well with our longstanding view that the services we provide should be shaped by the expressed aspirations and needs of the people receiving them.

Programs

One of our priorities is supporting older people to live at home in familiar surroundings, near the people and places they value. Our **Home Care Packages Program** ensures they receive the services they need, whether provided directly by Brotherhood staff or by other agencies we work closely with. These range from personal care, housekeeping and health care to gardening, social outings and pet care. Some 975 people were assisted to stay living at home during the year.

We provide day and respite services to people both at home and at our social activity hubs, the **Coolibah Centres** and **Banksia Centres**. In Melbourne's south-east, our specially designed centre offers overnight respite stays coupled with activities and outings during the day. This is beneficial for the person receiving care, while the carer has a break.

Our qualified personal care workers also accompany people on outings of their choice, helping them to make stronger community connections.

We encourage people to pursue their interests and passions, both at our centres and in the community. We organise regular group excursions to restaurants, shops, the beach and other attractions. We aim for activities that encourage companionship and choice for members as they pursue lifelong interests and take up new ones, often with the support of volunteers. Our varied programs include art and music therapy, board games, cooking lessons and classes in using tablet computers.

We support and care for people living with dementia – and their carers – by focusing on their interests, wishes and quality of life. We do this at all stages of the condition, for those who use our day and respite services and those who live in our aged-care facilities.

We are delighted that the redevelopment and expansion of **Sambell Lodge** in inner Melbourne, our residential aged-care facility catering for highly disadvantaged and previously homeless people, is about to get underway. It will ensure that the specialised, high-quality care we offer to our residents will continue and be extended to others in modern facilities that will reflect the highest community standards.

Policy

Consumer-directed care and other reforms have put aged care in the midst of major policy change. Through our submission to the Australian Government's review of aged care reforms and engagement with governments and stakeholders, we are highlighting design and implementation issues that affect vulnerable older people.

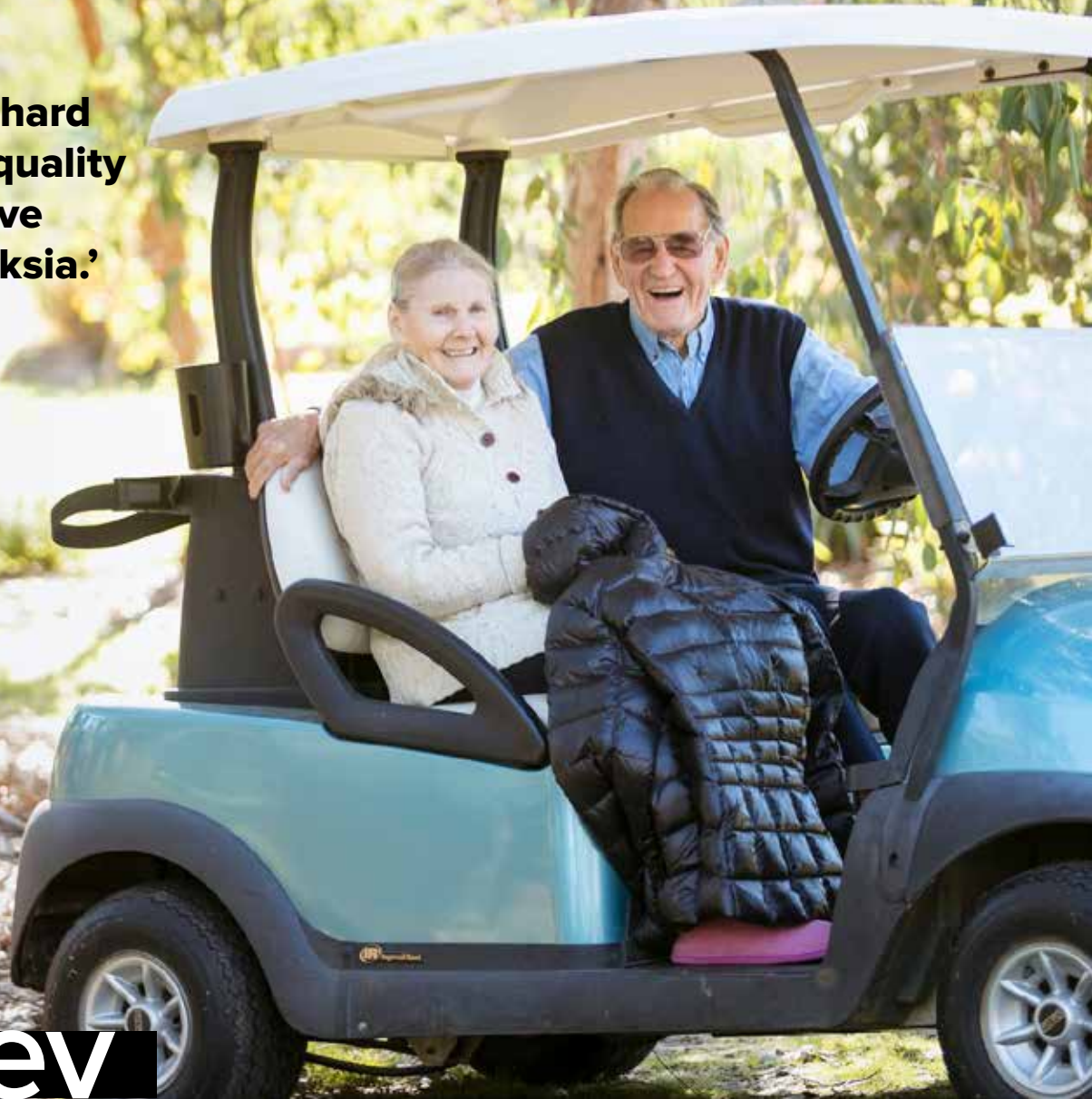
With the raising of the pension age, the prevalence of long-term unemployment among mature-aged job seekers and escalating housing costs, economic security in older age is a major theme of our policy work. We have made submissions to various social security reform proposals and have continued to engage with the Human Rights Commission about the next steps following its inquiry into mature-age employment.

We encourage people to pursue their interests and passions.



Sambell Lodge residents take a keen interest in footy.

'It would be hard to have the quality of life we have without Banksia.'



Bev

Bev and Alf have been inseparable since they married in 1954. Five years ago Bev was diagnosed with dementia. Our Banksia Centre, in Melbourne's outer south, supports the couple.

When Alf first laid eyes on Bev at a Chelsea Yacht Club dance he turned to his mate and said, 'That one's for me'. Her dance card was full and he waited all night for his turn. A month later, they went on their first date, a year later they married, and they have been side by side ever since, in their personal and work lives.

Early on they were farmers: poultry, then dairy while raising sons, Alfie and Chris. Later, they operated a marina, then ran coffee shops. They made a great team – Bev was good with customers, while Alf did the books. For a time, Alf was Mayor of Chelsea and Bev the Mayoress.

They only retired four years ago, as Bev's dementia started to progress.

Their doctor referred them to the Banksia Centre, which offers activities such as art and music therapy, board games and gardening, in a dementia-friendly environment. Bev joins in twice a week for the day program, and each month has a four-day respite stay in Banksia's overnight accommodation.

The couple now live with their son Alfie and his family on a rural block close to Frankston. 'It would be hard to have the quality of life we have without Banksia', Alfie says. 'They're great people, highly skilled in what they do, being a specialty unit. Mum can do specific stimulating activities that we can't do for her. And from Dad's point of view it gives him a nice

little break to do the lawns and get involved in other things. He can be a better carer for Mum because of the respite.'

Now aged 91, Alf's dedication to caring for Bev is remarkable. He's even bought a buggy so they can get around the property together, to feed the chooks and enjoy the fresh air. Bev loves having more time now to spend with her sons and six granddaughters, but says Alf will always be the love of her life.

Sadly Alf passed away after this article was written. The family kindly gave permission for us to still share Bev and Alf's story.

People with disability

Disability champion Rhonda Galbally said in the Brotherhood's keynote Sambell Oration for 2016 that the National Disability Insurance Scheme (NDIS) must support people with disability 'to live their lives as citizens, enabled to become playmates, schoolmates, workmates out there everywhere with their mates, leading ordinary lives'.

This goal is first and foremost for us as we roll out the scheme's Local Area Coordination service in north-east Melbourne.

The NDIS gives peace of mind by ensuring that all who are born with, or acquire, a permanent and significant disability receive the support needed to live a life of common dignity. It aims to invest in people with disability early to improve each person's capacity to participate as much as possible in mainstream social and economic life.

This alignment of purpose with the Brotherhood's own objectives was central to our decision to partner with the National Disability Insurance Agency (NDIA) in delivering the scheme.

Programs

In July 2016, we began **Local Area Coordination (LAC)** services in the North-East Melbourne Area as one of the first regions to phase in the NDIS. We opened five offices so that our staff work in the communities they serve. In our first year, we supported more than 3000 people to navigate the scheme.

We work side by side with each person, and their families or carers, on a plan for accessing community and social support, along with 'reasonable and necessary' government funding. Following approval of the plan by the NDIA, we help each person put their plan into action. We focus on linking people to mainstream services and activities, to foster independence and connections to local community. This also means that we focus on strengthening the capacity of the community to be more inclusive.

The feedback from participants has been overwhelmingly positive, with satisfaction ratings of 95 per cent or more consistently achieved.

In November 2016, we started **Early Childhood Early Intervention (ECEI)** services. ECEI assesses and supports children experiencing developmental delay or living with disability. Early childhood coordinators, all experienced professionals, work closely with families to assist each child to receive the right support at the right time. We have supported more than 700 children under the age of six into the scheme.

Our ECEI 'gateway' opened in February 2017 to assist families who have not directly applied for access to the

NDIS, but who have concerns about their child's progress: 300 families came to us this way. Through this service we ensure that children who do not meet the requirements for the NDIS receive timely support from mainstream services.

We work constructively with the organisations that provide disability services in north-east Melbourne and with advocacy networks. Their insight and awareness of opportunities to improve help to focus our services on meeting the needs of people with disability.

In turn, our LAC and ECEI services also assist in improving the way in which mainstream services and other stakeholders navigate the transition to the NDIS. In partnership with key advocacy agencies in Victoria, we work to identify and prevent unintended adverse consequences of the changing service environment for people with disability by fostering collaboration in the sector. Alongside this is our work with the organisations run by, and for, people with disability who aim to ensure a stronger voice in society.

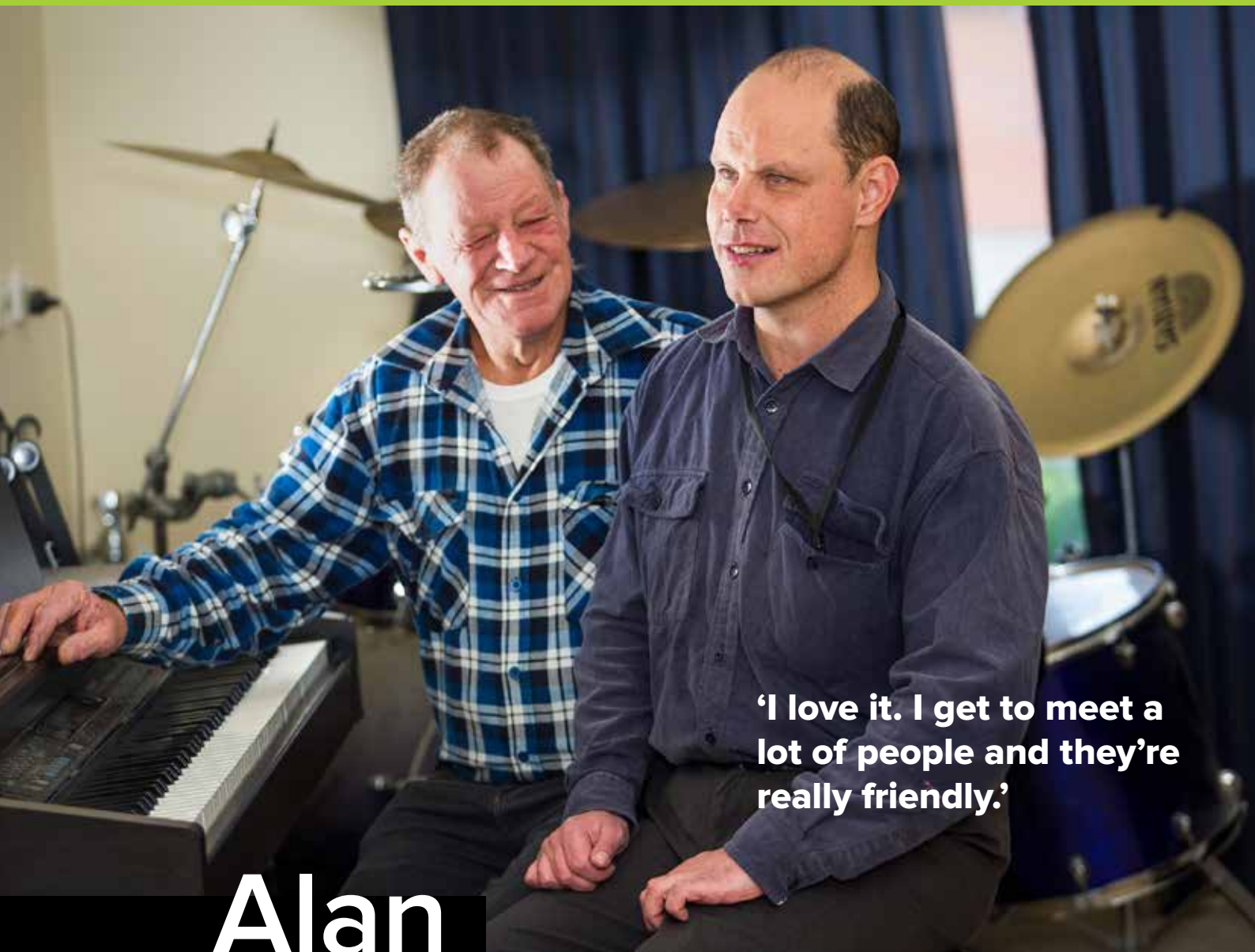
We developed our NDIS Community Capacity Building Plan in collaboration with local governments and community groups to raise awareness and encourage a more inclusive approach to people with disability, focusing on outcomes rather than only activities. Our work on measuring those outcomes will provide a key contribution to policy discussion. We also work with local councils to increase participation and inclusion for people with disability.

Policy

The LAC and ECEI services create the opportunity for the Brotherhood to amplify the voices of people with disability. Based on the feedback we receive, we work with the NDIA and other organisations, such as service partners, peak organisations and early childhood advocates, to improve NDIS services and the approaches used to build the capacity of individuals and communities.

The Brotherhood's Research and Policy Centre adds research expertise to our on-the-ground experience, resulting in well-informed submissions to the Productivity Commission's review of NDIS costs and to the Senate Review of the National Disability Strategy.





'I love it. I get to meet a lot of people and they're really friendly.'

Alan

Musician Alan uses his NDIS funding to get to his regular gig in the country, with the help of our team. The gig gives his main carer, his father, a well-deserved break, while Alan gains some independence and some income.

Every second Saturday afternoon, at a café that doubles as the local post office in the town of Buxton, 85 kilometres from his home in Melbourne's north, Alan sings and plays piano. 'I love it. I get to meet a lot of people and they're really friendly', he says.

He draws from a vast repertoire of songs he has taught himself by ear. No mean feat given he is deaf in one ear, and blind since birth. A personal favourite is 'What a Wonderful World', but Elvis and the Beatles are popular requests. 'He has about a thousand songs in his head', his father, Alan senior, boasts. 'His head's full of music.'

Alan's musical talent was evident from an early age. 'He'd pretty well drum on anything from when he was about three', his father says. When he started school at the Royal Victorian Institute for the Blind, his music teacher saw his gift and introduced him to the piano. A lot of Alan's performance opportunities over the years have come through the vision-impaired and disability community. The annual highlight since 1994 has been Carols by Candlelight at the Myer Music Bowl in Melbourne, where every Christmas Eve he joins the huge choir.

Alan and his father live together, and Alan senior is usually the one who

drives him everywhere, including Buxton. So earlier this year, our NDIS team arranged for a carer, Greg, to do the driving, and stay on hand throughout the afternoon. This means Alan senior gets the day to himself to relax and recharge the batteries.

Alan senior is happy for his son to gain some autonomy too. Aged 70, he points out that he won't be around forever, and one day Alan will need to get on without him. He says it's good to know the NDIS team is there to support that path to independence.

Refugees and inclusion

The Brotherhood of St Laurence has a proud six-decade history of assisting people who arrived in this country as refugees, migrants and asylum seekers to participate fully in the social and economic life of Australia. We continue to empower communities through the stages of settlement.

Our main geographic focus with newly arrived communities has shifted from inner Melbourne to the outer-northern suburbs. In our new location, and working closely with colleague organisations, we can better cater for the changed pattern of settlement by refugees, who due to housing costs increasingly live on the urban outskirts.

Programs

The refugee and migrant experience can present families with challenges and hardship due to the trauma, loss and displacement many have faced. We assist families to navigate parenting issues through our **Integrated Family Services**, working one on one and in groups that give mothers and fathers a chance to learn from other parents. The **Refugee Child Outreach** program works with families to ensure their children are connected to early childhood services such as health centres and kindergartens so that they will be as well prepared for starting school as their peers from the broader community. The program's volunteers provide orientation to local services and groups, resulting in a marked increase in social activities.

Employment is a critical factor in the successful settlement of refugees.

The **Given the Chance at ANZ** program, run by the Brotherhood's Work and Learning team, celebrated its tenth anniversary of work placements for refugees. Some 96 per cent go on to secure employment at ANZ and elsewhere. We look forward to an expansion of this collaboration with ANZ in the coming year, increasing opportunities for work at the bank and assisting us to engage with other large employers about setting up similar programs. Our **Given the Chance for Asylum Seekers** program, now in its fourth year, has assisted more than 415 participants to improve their skills, find work and make contributions to the community.

Both **ReSource**, for those from refugee and migrant backgrounds, and the **Employment Pathways for People Seeking Asylum** program assist and mentor young people to plan their pathways to volunteering, training, civic involvement and employment.

The **Stepping Stones** program provides small-business training for entrepreneurial refugee and migrant women. A key factor in its success is the involvement of volunteer business mentors who bring first-hand knowledge, experience and business networks.

We also work alongside communities to build their capacity for social and economic participation. Our **Refugee Action Program** develops the skills of leaders from emerging communities across northern Melbourne, in partnership with Spectrum Migrant Resource Centre. Our **Brain Bank** program matches skilled volunteers with refugee and migrant individuals to help with job hunting and with community groups to mentor on matters such as organising events.

We are one of the community agencies administering the Australian Government's **Community Proposal Pilot**, which enables families and community organisations to sponsor relatives overseas who are eligible for settlement in Australia on a humanitarian visa. The Brotherhood has assisted more than 450 individuals from 130 families to reunite in Australia over the past four years.

Our Social Enterprises team works with AMES Australia and other not-for-profit organisations to support refugees by providing household goods through the Humanitarian Settlement Services program funded by the Australian Government.

We also build the community sector's responsiveness to the needs of multicultural communities in Victoria. Our **Cross-Cultural Responsiveness Training** for sector staff continues to grow.

Policy

The Brotherhood is concerned that Australia's social compact to support our migrant and refugee intake is under threat, with multiculturalism questioned by increasing numbers. Our submissions on proposed changes to the requirements for citizenship and on the Racial Discrimination Act highlighted the importance of fostering social inclusion. We contributed to the review of the Humanitarian Programme for refugees, and are seeking to influence changes to the Community Sponsorship Programme, successor to the Community Proposal Pilot.

Employment is a critical factor in the successful settlement of refugees.

'If you don't have experience in this country, it is difficult to find a job in your field.'



Virginia

Virginia has made the most of opportunities that have come her way since she and her family arrived as refugees in 2007. The opportunity for a rewarding career presented through our Given the Chance program has proven to be one of the most significant.

She, her husband and two children were among an estimated two million people who fled civil war in Sierra Leone in west Africa around that time. They travelled by road to neighbouring Guinea, then to Gambia where they sought refuge, before coming to Melbourne.

Virginia said she encountered the Brotherhood through the various services we offer to support newly arrived refugees, including the Given the Chance program.

Although she had a lot of administration experience in Sierra Leone, Virginia faced a barrier in finding work in her new homeland.

'If you don't have experience in this country, it is difficult to find a job in your field. When I applied for work, they did not accept me because I did not have experience here', she says.

She began her Masters of Business Administration at La Trobe University, and not long afterwards, her career took a big leap. ANZ had recently joined as a Given the Chance program partner, and offered Virginia a work placement with its card activation team. She accepted, and continued her MBA studies, completing the degree in 2010. She continues to work at ANZ, and is now a small business lending specialist.

As her children have seen her applying herself in her career, they too have excelled in their studies and burgeoning careers. 'By the grace of God my son has his Masters in Criminology and works with ANZ in Sydney, and my daughter has graduated university and is working in biotechnology', Virginia says.

'I am so grateful for the Given the Chance program to help me with my career and such a good quality of life. I don't even know how to express how grateful I am. If we refugees get opportunities we can contribute to society. Given the Chance is a way to tap into our talents and unearth latent gifts.'

Financial inclusion

Building personal resilience through developing stronger financial capabilities is a key objective for the Brotherhood of St Laurence. At the same time providing access to fair and affordable financial services and products helps Australians on low incomes to realise their aspirations.

In pursuing these objectives we continue to advocate for reform and innovation within Australia's financial services sector and encourage collaboration to foster fresh approaches to overcoming financial exclusion.

Programs

Saver Plus, the long-running matched-savings program, can be a circuit-breaker for families struggling on very low incomes. It provides valuable education to adults to help them develop a saving habit, build assets and improve their financial expertise while saving for their children's education. We developed Saver Plus with ANZ, and coordinate its implementation in 60 locations across the country, in partnership with The Smith Family, Benevolent Society, Berry Street and other colleague organisations. The program is funded by the Australian Government Department of Social Services and ANZ. This year more than 3400 participants' savings were matched up to \$500 by the bank for an educational purpose. Our research partner, RMIT, has again identified the substantial ongoing benefits of taking part in Saver Plus, both for those who enrol and for their children who have benefited from the matched savings for their education and the example of parental saving.

MoneyMinded, ANZ's adult financial education program, is another example of our partnership with the bank. We train community sector workers, who in turn run MoneyMinded courses for others. Of particular note this year was our training of staff at Forensicare, which provides forensic mental health services in Victoria, to deliver financial education to their clients in the criminal justice system.

Insurance is an increasingly important focus for the Brotherhood. Our *Uninsured Australia* discussion paper, with financial support from the Victorian Fire Service Levy Monitor, explored the limitations on for-profit insurers in tackling the low rate of insurance among Australians on low incomes. To advance this work we have been working with the Victorian Council of Social Service (VCOSS) and the Victorian Government. The paper has also stimulated discussion with general insurers on how new initiatives could help overcome the problem. Another forum for representing the interests of disadvantaged people in this industry is the Insurance Australia Group's Consumer Advisory Board, of which the Brotherhood is a member.

For young people in outer Melbourne and regional Victoria, where public transport is limited or non-existent, access to a reliable car is often critical for employment. We have developed a pilot proposal for an affordable vehicle access scheme to help young Victorians secure and maintain employment. The Victorian Parliament inquiry into lowering the driving age adopted our proposal in its recommendations.

Policy

To further the financial inclusion of disadvantaged people we are working towards reduced financial stress, improved financial literacy, better access to financial services and improved regulation.

We continued to participate in the Victorian Essential Services Commission's inquiry into energy hardship, which included contributing to a new industry hardship code.

Our presence on the Commonwealth Bank's Customer Advocate Community Council and its Financial Wellbeing Roundtable enables us to highlight barriers faced by customers who are on low incomes.

In a submission to the Australian Department of Social Security's review of financial wellbeing and capability we highlighted the importance of preventative and early responses to financial stress, building on the learnings of Saver Plus.

Our membership of the Australian Competition and Consumer Commission's Consumer Consultative Committee provides an avenue of influence in the regulation of unfair and exploitative business practices.

The MoneyMinded course is helping Aziza to develop financial literacy skills.





Shani

‘We want to give Harriet opportunities in life – to learn, grow and adapt.’

Several years ago, Shani made a promise to her daughter. If Harriet, now 15, achieved good grades in her beloved French class, Shani agreed to put money aside for a school trip to France.

Shani is optimistic she will keep that promise next year thanks to the saving habit she and her family have formed through Saver Plus.

Since she and husband David completed Saver Plus in 2016, Shani says ‘The taste of saving has snowballed in our lives’.

An initiative of the Brotherhood and ANZ and run in partnership with The Smith Family in Shani’s home state of Tasmania, it offers financial training for those eligible – people with a Centrelink Health Care or Pensioner Concession Card, who have regular work, which can be casual or part-time, and have a child at school or attend vocational education themselves. ANZ matches participants’ savings up to \$500, for educational costs.

At age 30, Shani was a chef and keen gardener when she was diagnosed with multiple sclerosis, a neurological condition that affects the central nervous system and short-term memory. She was running a catering business and working 60-hour weeks. Fifteen years later, MS still influences much of her life but it hasn’t dampened her optimism.

‘As great as my relationship with money was, I needed to refresh, update and revisit some obvious weaknesses brought on by MS’, says Shani. ‘I am lucky. I can demonstrate that, yes, bad things can happen to good people, but you can raise yourself above it. The Saver Plus program is another step on that path.’

As David completed the program alongside her, he has the skills to

manage the family’s finances when Shani’s MS-affected short-term memory loss occasionally kicks in.

And since Harriet has achieved straight As in French for four years, the \$500 matched amount will contribute to the savings put aside for the promised educational trip next year. Shani has already saved enough to buy Harriet a new school dress and shoes, her first new uniform in four years.

Shani says, ‘We want to give Harriet opportunities in life – opportunities to learn, grow and adapt – and we know the key to her learning those tools in life is by example.’

Chaplaincy

Building relationships, integrity, respect, collegiality and strong resilient and supportive teams through spiritual nurture and pastoral care is at the heart of the Chaplaincy program. Across the organisation, the Chaplaincy team seeks to be a prophetic voice, challenging, reflecting and providing encouragement and support to staff and volunteers in their daily work and journey.

Pastoral care and worship

Pastoral care across the organisation continues to be a source of support for staff, volunteers and clients. This can include individual and team support, conflict resolution, counselling, and visits to staff who are ill, as well as working with clients and their families, including those in palliative care. Chaplaincy also offers weekly liturgical and sacramental services across the Brotherhood's workplaces.

Spirituality through the practice of mindfulness

Supporting the wellbeing of staff and volunteers has been a significant focus for Chaplaincy this year, including exploring collaborative relationships with other teams that share responsibility for wellbeing at the Brotherhood. By working together we can strengthen the culture and communities of the organisation such that we attend to our physical, mental and spiritual health, our relationships, our environment and our service: being the best that we can be, in order to do our best for the people we aim to serve.

We conduct mindfulness workshops for staff and volunteers across the organisation, as part of our spirituality program. As a practice, mindfulness is that quality of being 'fully present', with a simple focus on 'what is', without judgement or premature

analysis. It is not only an excellent skill for managing stress and juggling a complex workload; it is also a quality that can transform our communication and relationships. Our celebration of Mindfulness Week allowed us not only to offer this training to the organisation, but also to identify many of our people who already practise mindfulness as a discipline to enrich their life and work and can share the benefits with colleagues.

The Good Neighbour Project

This project is an exciting and evolving development of the Brotherhood partnering with parish churches in the Anglican Diocese of Melbourne, to realise the common aspiration to serve and love our neighbour. Convening workshops, working to discover how to make a difference in local neighbourhoods, and the development of a community plan are all significant parts of the project.

The Good Neighbour Project has three main focuses: to meet the Brotherhood's central goal for the care and support of those in need, especially in Melbourne's growth corridors; to strengthen the relationship between the Brotherhood and parishes; and to build each parish's responsiveness to the needs of its local community.

Schools Engagement Program

Helping young people to develop their understanding of social justice and disadvantage, and challenging them to make a difference in the world in which they live, are key components of the Schools Engagement – Urban Camp program. During the year, more than 800 young people from Years 9 to 12 took part in one of our Urban Camps. Held over three to five days, the camps challenge the students to explore issues of disadvantage and social justice and become practically involved in working with us to solve the root causes of poverty in Australia.

The camps challenge the students to explore issues of disadvantage and social justice.



Urban Camp participant Matthew helps sort donations at Brotherhood Books.

‘They now appreciate that everyone has a different story ... we all need respect.’



Susan

For a group of students from Donald High School, taking part in a Brotherhood Urban Camp has had a lasting impact, and spurred action to counter poverty and disadvantage in their own community.

Their teacher Susan says the Urban Camp gave the nine students who took part the chance to experience what it's like to be in someone else's shoes. 'They now appreciate that everyone has a different story ... we're all different in some way, but we all need respect, we all need love', Susan says.

Urban Camp is an inner-city experience over several days in Melbourne, which encourages participants to understand issues facing disadvantaged people from all walks of life, examining the factors contributing to poverty and disadvantage, and considering how they might be part of a solution.

The group made the journey from Donald, 280 kilometres north-west of Melbourne, in May 2017. They worked with people from asylum seeker and refugee backgrounds, children who live in public housing, older people experiencing isolation and individuals who are homeless and on our streets.

One student, Olivia, told Susan, 'I realised how lucky I am to be at home and even be at school ... it changed my perspective.'

Meeting those experiencing homelessness had a particular impact. 'It led to quite a belief shift, that it's not just their fault and they should fix their own problems', Susan says. 'I don't think there's a cold night where the kids don't think "What

are those people doing out on the street tonight?"'

The local *Buloke Times* ran a story about the Urban Camp and the big impact it has had. The experience has even led to a social justice initiative at Donald High School called WOW, which stands for 'Wishes of Warmth' and 'War on Waste'. It has two aims: to create and collect woollen and polar fleece items for people experiencing homelessness, and to encourage awareness and action around sustainability in the community.

The inspiration came from the Urban Camp students, who looked at the sharing of resources within a community: who has a lot, who hasn't, and what we can do to even it out.

Reconciliation Action Plan

The Brotherhood of St Laurence's Reconciliation Action Plan (RAP) is one of the five organisational objectives within our organisation's strategy. In elevating the RAP to form a key plank in our strategy, we were well aware that reconciliation is not just about promulgating a plan.

As an anti-poverty organisation, we are sensitive to the historical injustice and the stark inequality gaps that remain between Aboriginal and Torres Strait Islander Australians and other Australians. Our first RAP laid out the foundations for what must be a long-term commitment.

Progress has been made. It has been based on listening to, learning from and consulting with Aboriginal and Torres Strait Islander people. Mutually respectful relationships are being fostered with their organisations, families and communities, which in turn are guiding us to productive action.

Targets we set for the number of staff trained in Indigenous cultural awareness have been exceeded. We see this training as a critical prerequisite for building our RAP endeavours. The training is reinforced by the participation of many of our staff in events such as our Sorry Day commemorations, which each year acknowledge Aboriginal and Torres Strait Islander people affected by the policy of forcible removal of children from their families. This year's commemoration featured a thought-provoking talk by Professor Marcia Langton AM, the Foundation Chair of Indigenous Studies at the University of Melbourne.

The number of Aboriginal and Torres Strait Islander people participating in our programs, and in those where we partner with colleague organisations to deliver, has increased significantly, as has the number in our workforce delivering those services.

The success of our RAP so far could be characterised as a good but modest start. In its second iteration, now being drafted, we seek to be more ambitious, reflecting our deep commitment to this issue.

We continue to work with a range of community-based organisations to make our contribution to reconciliation.

This year, we worked closely with CareerTrackers, a non-profit organisation supporting the long-term career aspirations of Aboriginal and Torres Strait Islander university students, to provide two paid work placements to university students who aspire to work in the social welfare sector. The aim of this program is to prepare the students for success at university, in their chosen profession and in their communities.

The interns we engaged completed stints at our Education First Youth Foyers, which break the cycle of homelessness by providing young people with safe and affordable student campus accommodation while they study and work. The two students subsequently received academic excellence awards from CareerTrackers; these are granted to those who achieve an average grade of Distinction or High Distinction for their studies.

Through our partnership with the University of Melbourne, we are also privileged to contribute to the newly launched Atlantic Fellows for Social Equity Program. In Australia, this 20-year initiative for mid-career professionals will help develop social change leaders, especially those from Aboriginal and Torres Strait Islander backgrounds.

Our RAP committee, co-chaired by Katrina Currie and Farah Farouque, who are both members of the Executive team, continues to meet regularly and build relationships with Indigenous groups, including the Wurundjeri Tribe Land and Compensation and Cultural Heritage Council and the Boon Wurrung Foundation.

In National Reconciliation Week, a group of Brotherhood staff also participated in a unique session to hear and learn some of the sounds of Indigenous languages at a workshop convened for us by the Victorian Aboriginal Languages Corporation.

Our first RAP laid out the foundations for what must be a long-term commitment.



Emily undertook an internship with our Education First Youth Foyers through our partnership with CareerTrackers.



Research and Policy Centre

The Research and Policy Centre's work is driven by our commitment to the Brotherhood's vision, vocation and values. We strive to build understanding and evidence that can enable all Australians to experience freedom. This sense of freedom is founded on the capability and opportunity to live a good life, a life of common dignity that shares in and contributes to the common good.

Our work is strengthened through our longstanding partnership with the University of Melbourne and our collaborations with other research, government service and community partners. The Research and Policy Centre works across six main themes that examine issues relevant to all stages of the life course.

Poverty, disadvantage and inequality

Understanding and reporting on the causes, consequences and measurement of socioeconomic disadvantage, poverty and inequality is core to the work of the Research and Policy Centre. For example in 2017 we:

- worked with the Melbourne Institute to refine how we measure poverty in the Henderson poverty line
- published our social exclusion monitor update using the latest data from the longitudinal Household, Income and Labour Dynamics in Australia (HILDA) survey (2001–2015)
- began a collaborative project with the Melbourne Social Equity Institute and the Melbourne Institute to develop a new data platform to monitor poverty and inequality in Australia using Census, HILDA and Australian Bureau of Statistics data
- published a paper examining patterns of childcare use and its influence on the cognitive development of Indigenous children in Australia with researchers from the Life Course Centre.

Inclusive communities

Solutions for disadvantage, social exclusion and inequality rest not only with governments and individuals but must also be driven by local communities – by the collaborative efforts of businesses, service, sporting and other recreational clubs, schools and other education institutions and community service organisations. With increasing marketisation of social services, the inclusive communities team is focused on research and policy initiatives to shape models of service delivery that harness the efforts of local communities, local people and local businesses to create solutions for vulnerable and disadvantaged people. For example in 2016–17 we:

- commenced a major evaluation of the implementation of Local Area Coordination (LAC) service in north-east Melbourne operated by the Brotherhood under the National Disability Insurance Scheme (NDIS)
- began a project on the role and sustainability of small organisations in delivering human services and in community building
- contributed to major inquiries for the Senate on the National Disability Strategy and the Productivity Commission on the implementation of the National Disability Insurance Scheme
- published interim process and outcomes evaluation reports from our longitudinal research about Education First Youth Foyers – an innovative model of integrated support for young people experiencing homelessness.



Solaf from the Brotherhood's ReSource youth program learns how to make the perfect cup of coffee from Jean Paul as part of a barista training session.



Kishothkanna is undertaking a Brotherhood training course that will help him enter the workforce.

Work and economic security

Consensus grows that inequality has increased in Australia over the last 30 years. It is also increasing between the generations, with many young people struggling to get a foothold in the labour market. Stagnating wage growth and underemployment mean that a job does not guarantee economic security for increasing numbers of Australians. Without predictable incomes many people find it hard to make ends meet.

Our work and economic security team focuses on the social and economic policy challenges posed by labour market changes, including the impact of technological disruption and the erosion of manufacturing and entry-level jobs. For example in 2016–17 we:

- co-hosted a one-day workshop on the gig economy and the changing nature of work with the University of Melbourne and Monash University
- co-hosted another one-day workshop, From Surviving to Thriving, with the Melbourne Social Equity Institute – sponsored by the Australian Sociological Association and La Trobe University – to examine the challenges asylum seekers face in the labour market. This workshop led to a collaborative study with La Trobe University researchers, Humanitarian Migrants, Work and Economic Security in the Urban Fringe, which will investigate what helps or hinders local responses to humanitarian settlement and economic participation.

We continued our collaborative research on labour market equity and inclusive employment, focusing on mature-age and migrant workforce participation, youth unemployment

and the transition from school to satisfactory and regular work. For example, we progressed our understanding of the particular challenges faced by older job seekers and the policies and programs required to address these through two ongoing research projects:

- Enhancing Job Services for Older Australians, a study funded by the Lord Mayor's Charitable Foundation, which is developing web-based educational materials to inform employment services staff about the support needs of mature-age job seekers
- a multi-faceted study examining how employers and older workers in blue, white and pink-collar industries navigate health and age-based discrimination as people are compelled to work longer. Led by the Australian National University in collaboration with the Brotherhood and the University of Melbourne, this Australian Research Council (ARC) linkage project is supported by the Australian Department of Employment and Department of Social Services, Worksafe Australia and the Queensland Treasury.

During 2016–17 we continued our research, policy and program development work on youth labour market participation through projects including:

- a developmental evaluation for Transition to Work Community of Practice. Transition to Work is a national youth employment program funded by the Department of Social Services
- three research bulletins on youth unemployment trends with new evidence on the geographic concentration of youth unemployment, the transport barriers faced by young job seekers, and the levels of underemployment experienced by young workers in the labour market.

The program of research on youth unemployment and mature-age and migrant job seekers has informed Brotherhood policy submissions, government round tables and program reviews, as well as peer-reviewed papers.

In 2017 our work on economic security also continued with the publication of:

- a working paper on 'basic income' approaches to social security
- a working paper and co-hosted workshop on financial wellbeing, in collaboration with researchers at RMIT.

The Spinning the Plates study shone a light on the difficult choices that low-income households make as they struggle to make ends meet.

In addition, our research into the push and pull of advantage and disadvantage across the life course continued with the longitudinal study, Life Chances, which is now in its twenty-seventh year.

Energy, equity and climate change

Rising energy prices are regularly reported to be Australian householders' greatest cost-of-living concern. Like heatwaves, natural disasters and other climate change-related impacts, energy price rises disproportionately affect low-income households.

Our energy, equity and climate change team undertakes research and policy work to address the challenge of energy affordability while ensuring effective and equitable responses to climate change.

For example, in 2016–17 we initiated a major project, with the Australian Council of Social Service and The Climate Institute, which produced the report *Empowering disadvantaged households to access affordable, clean energy*. Through consultation with more than 120 community groups we identified key issues for low-income households and proposed solutions to ensure they have access to affordable, clean energy as Australia makes the essential transition towards zero carbon emissions.

We also tested practical initiatives. Using the Victorian Government's new Residential Energy Efficiency Scorecard we commenced a pilot of home energy efficiency assessments for vulnerable households. The tool should assist households to improve the energy efficiency of their homes and lower their bills.

Through our policy and research work we also identified the need for major reforms to retail energy markets, which currently drive up energy prices at householders' expense. Our proposed solution is a mandatory no-frills, low-cost energy tariff for low-income households and the introduction of unit pricing for energy, similar to supermarket unit pricing.



Inclusive education

Socioeconomic disadvantage has a greater impact on children's school experiences, educational opportunity and outcomes than any other factor. The effects of disadvantage persist well beyond school, affecting participation in post-school education and employment.

The inclusive education team collaborates with other academics and research institutes such as the Australian Council for Educational Research (ACER), the Life Course Centre, the University of Melbourne's Centre for Vocational and Educational Policy and the Melbourne Neuroscience Institute to deepen understanding of the ways disadvantage affects learning, from the early years of childhood, right through to post-secondary education and training. In turn, these findings are tested across a range of educational interventions, and support the provision of policy advice within and beyond the Brotherhood.

A focus of our recent work has been on the relationship between disadvantage and stress and executive functions such as working memory and cognitive flexibility in facilitating the learning of literacy and numeracy, problem solving skills and emotion regulation. A literature review about the role of executive functions in learning among disadvantaged students, conducted with ACER, will be published in early 2018.

We have also been testing the effectiveness of educational pilot programs for children who have experienced various types of hardship and who do not fit neatly into mainstream schooling. For example we are:

- evaluating school re-engagement programs such as the Banksia Gardens REAL project for 9 to 11-year-old children, and the Monterey Secondary College RESET project for disengaged 11 to 14-year-old students
- evaluating the Brotherhood's David Scott School in Frankston
- working with Chisholm Institute and Holmesglen Institute to develop and test new courses for unemployed young people in south-east Melbourne
- developing a framework to engage disadvantaged young people in vocational education and training, funded through the National Centre for Vocational Educational Research (NCVER).

We also published our ground-breaking study of the factors that help or hinder young people to engage in vocational training, funded by NCVER.

Inclusive ageing

Ensuring that all older Australians are able to age well is an important goal for individuals, communities and governments. With stretched health and welfare budgets, older people facing disadvantage, poverty and health conditions such as dementia are particularly vulnerable. Our research examines how governments can protect and empower older people in aged and community care, especially those experiencing poverty and disadvantage. We are also interested in documenting how disadvantage accumulates over the life course so that we can inform policy and programs to reduce poverty and social exclusion of older people. For example, in 2016–17 we:

- commenced research on the impact of recent government reforms to aged care on the choices and services available to older people from disadvantaged groups. We are particularly interested in how relations between providers, care workers, carers and older adults are affected
- continued our program of social research on dementia through two projects funded by a consortium of care providers and the National Health and Medical Research Council. One study addresses the role of regulation as a way of reducing risk and increasing organisational responsiveness to people's needs. A second study will examine public attitudes to dementia, how to change them and how to reduce stigma
- worked with the Australian Human Rights Commission and the Australian Institute of Family Studies to examine elder abuse and protection.



The Brotherhood's Job Hunter #NotDoleBludger advertising campaign on public transport shelters ran in Melbourne and Canberra.

Our social enterprises

Our thriving social enterprises kick multiple goals for the Brotherhood and the community. They are a boon for the environment by efficiently recycling second-hand goods. They provide opportunities for social connection, workplace experience and voluntary contribution in support of our work. And they help the Brotherhood achieve its strategic priority of generating income from diverse sources to ensure our organisation stays strong, so that we have vital funds to support our programs.

Through our community stores, online bookstore and recycling program we ensure that our inexpensive, high-quality goods are reused in the homes of many thousands of satisfied customers – both those on a tight household budget and the ‘treasure hunters’ looking for that perfect find.

Community stores

We operate 20 community stores in Victoria across Melbourne and Geelong. At each one we are committed to offering a stock of well-priced wares, ranging from clothing of different eras and homewares with character to a variety of furniture and fridges, which are constantly replenished. Our aim is to become the second-hand department store of choice for the 30,000 visitors to our stores each week, and we are working hard on expanding our retail network. Sales increased by seven per cent in the last year, showing that the products the community donate to us are sought after by our customers. All the store profits provide much-valued funds for our programs that serve disadvantaged individuals, families and communities. Find out more at brotherhoodstores.com.au.

Our online second-hand bookstore, Brotherhood Books, was the first such charity enterprise in Australia. Sales continue to grow, and as with the community stores, all profits are directed to our services. The social enterprise’s huge range of books and economical delivery charges attract bibliophiles from across the country. Brotherhood Books is the passionate reader’s dream, both for customers and for our dedicated book-loving volunteers, who make the business possible. Find out more at brotherhoodbooks.org.au.

Donating

Our community stores couldn’t operate without the many generous donations from households in and around Melbourne – more than 700 tonnes each year. Donors can visit our stores to donate goods. Alternatively, our Social Enterprises team collects furniture and other large donations for free from across greater Melbourne through our 1300 DONATE service.

See brotherhoodstores.com.au for information on how to donate household goods.

Recycling

Our enterprises reduce landfill by recycling everything imaginable, from reconditioned fridges and other electrical goods for sale in our community stores to scrap metal. This shows how the Brotherhood’s strong commitment to sustainability is put into practice.

Our volunteers’ contribution

All our social enterprises are underpinned by the dedication and passion of hundreds of volunteers, many of whom have unstintingly contributed their time and skills to the Brotherhood over a lengthy period. Their roles range from customer service to warehouse operations to electrical testing and tagging to repairs. Some go on to paid employment as a result of their time spent with us gaining experience and skills in a well-run workplace, while others are happy to continue contributing as volunteers knowing they are doing their bit to help those who are struggling in their local community.

All our social enterprises are underpinned by the dedication and passion of hundreds of volunteers.



Margaret sorts through clothes for sale at one of our stores.

more the merrier



Laleh enjoys volunteering at the Brunswick community store.



Lara completed a cleaning traineeship through the Given the Chance program.

Corporate governance

The following principles, practices and structures establish the framework for the governance of the Brotherhood.

Lady Southey AC is Patron of the Brotherhood.

The President of the Brotherhood is the Anglican Archbishop of Melbourne.

Organisational information

The Brotherhood is incorporated under the *Brotherhood of St Laurence (Incorporation) Act 1971*, number 8188 of the Victorian Parliament, and is domiciled in Australia. The registered office of the Brotherhood is at 67 Brunswick Street, Fitzroy Victoria 3065.

The Brotherhood is an income tax exempt charity, has deductible gift recipient status and is registered with the Australian Charities and Not-for-profits Commission.

The structures, principles and practices that provide the framework for the governance of the Brotherhood are described on the following pages.

Charter Members

Ms Joanna Baevski
 Ms Diana Batzias
 The Hon. Bruce Billson (from July 2017)
 Ms Cath Bradley
 Professor Jan Carter
 Emeritus Professor Judith Chapman AM
 The Revd Barbara Colliver
 The Revd Don Edgar
 Ms Christine Edwards
 The Rt Revd David Farrer
 The Most Revd Dr Philip Freier
 Ms Celia Gerreyn
 Ms Sarina Greco
 Mr David Green
 Ms Dana Hlavacek (from March 2017)
 Mr James Jacoby
 Mr Mike James
 Mr Roger Johnson
 The Revd Dr J. Hugh Kempster
 Mr John McInnes OAM
 Dr Fiona Macdonald
 Dr Ian Manning
 Ms Freya Marsden
 Mr Tony Nicholson

Dr Apollo Nsubuga-Kyobe
 The Revd Jeff O'Hare
 Mr Ian Paroissien (from March 2017)
 Dr Nouria Salehi OAM
 Ms Fiona Smith AM
 The Revd Clemence Taplin
 Ms Catherina Toh
 The Revd Dr Richard Treloar
 Mr David Triplow APM
 Mr Mike Tucker
 The Revd Janet Turpie-Johnstone
 Dr Jonathon Welch AM
 Mr Trevor Williams
 Mr John Wilson
 Mr Michael Wilson
 Mr Graeme Wise
 Ms Caterina Wooden (to December 2016)

Life Members

The Rt Revd Michael Challen AM
 Mr Sandy Clark
 Dr Stephen Duckett
 Mr Michael Feeney
 Mr Nicolas Frances MBE
 The Rt Revd Dr Peter Hollingworth AC OBE
 The Hon. Professor Brian Howe AO
 The Rt Revd Philip Huggins (from December 2016)
 The Hon. Rob Knowles AO (from December 2016)
 Ms Elizabeth Loftus
 Ms Alison McClelland AM
 Father James Minchin
 Mr Ian Reid
 The Rt Revd Andrew St John
 Ms Jenny Trethewey
 Mrs Thelma Tuxen

About Charter and Life Members

Up to 40 Charter Members, including the Executive Director, are permitted under the Brotherhood's Constitution. At least eight of them must be clerics in Holy Orders of the Anglican Church in Australia.

Charter and Life Members receive and adopt the reports of the Board and of the auditors, receive and adopt the annual financial statements, elect Board Directors and fix the remuneration of the auditors, as well as transacting any other business at general meetings.

Life membership has been conferred on a number of members who have given significant service to the Brotherhood. Life Members act as 'friends of the Brotherhood', often providing advice and ongoing support to the organisation.

The Board

The Most Revd Dr Philip L Freier (Non-executive Chair)

In 2006 Philip Leslie Freier became the 13th Anglican Archbishop of Melbourne and in 2014 the Anglican Primate of Australia. He has a PhD from James Cook University, a Master of Educational Studies from the University of Newcastle, a Bachelor of Divinity from the Melbourne College of Divinity, a Diploma of Education from the University of Queensland and a Bachelor of Applied Science from the Queensland Institute of Technology. He is a Fellow of the Australian Institute of Company Directors.

From 1999 to 2006 The Most Revd Dr Philip Freier was Bishop of the Northern Territory, and has a particular concern for Indigenous people and as Archbishop, has worked to bring about reconciliation. He has advocated

for a new social contract for Australia, upholding a vision of the common good in which there is a sense of mutual obligation to one another and responsibility for one another. Chair, Brotherhood Nominations and Remuneration Committees. The Most Revd Dr Philip Freier was appointed to the Brotherhood Board in November 2015.

Mr Mike James BCom (Deputy Chair)

Fellow, Institute of Chartered Accountants. Member, Certified Practising Accountants of Australia. Graduate member of Australian Institute of Company Directors. Retired Partner, PricewaterhouseCoopers Australia. Chair, Social Traders Limited. Chair of the David Scott School Council. Member, Brotherhood Audit and Risk Management Committee, Nominations Committee and Remuneration Committee. Former Chair, Brotherhood Finance Committee. Appointed to the Brotherhood Board in March 2007 and reappointed in December 2013.

Mr Tony Nicholson BA, BSW (Executive Director)

Executive Director, Brotherhood of St Laurence since October 2004. Member, Brotherhood Finance, Audit and Risk Management, Remuneration, Nominations and Social Enterprises Committees. Appointed to the Brotherhood Board in October 2004.

The Hon. Bruce Billson BBus, Grad Dip (Mgt), MBusLeadership, GAICD (from July 2017)

Consultancy business owner and advisory special counsel in strategic communications, stakeholder mapping and engagement, SME relations, public policy analysis and regulatory evaluation. Executive Chair, Franchise Council of Australia. Executive Chair, NED Judo Capital. Chair, Deakin SME Research Centre Advisory Council. Director of Small Business and Enterprise,

Don (right) shares his interest in science with Nick, a volunteer at the Banksia Centre.



Faculty of Law and Business, Deakin University. Former Australian Government Cabinet Minister for Small Business (Treasury portfolio), Minister for Veterans Affairs and Minister Assisting the Minister for Defence, Parliamentary Secretary for Foreign Affairs, Trade, Immigration, Indigenous and Multicultural Affairs. Seven term Federal Member for Dunkley. Previously Chair, Joint Parliamentary oversight committee for the National Disability Insurance Scheme (NDIS); retail/gallery small business owner; senior adviser to Victorian Government Minister for Natural Resources; Policy Adviser, Federal Shadow Environment and Heritage Minister; local government Chief Executive; Director NFP Bush Nursing hospital and aged care facility; Director, Monterey Secondary College (Frankston North); Council President and trustee of SkillsPlus Youth Foundation. Appointed to the Brotherhood Board in July 2017.

Emeritus Professor Judith Chapman AM, BA, BEd, EdD, FACE, FACEA, FWAIEA (to November 2016)

Member of the Parish Council of St Peters Anglican Church, Melbourne. Member of the Academic Reference Group of the Bishop Perry Institute for parish renewal in the Anglican Church. Previously, Dean of Faculty of Education at Australian Catholic University (ACU); Professor of Education and Associate Dean (Teaching and Learning) of the combined faculties of Economics, Commerce, Education and Law at The University of Western Australia; Director of the Centre of School Decision Making and Management, Monash University. Member, Brotherhood Nominations Committee (to November 2016). Appointed to the Brotherhood Board in November 2012. Resigned from the Brotherhood Board in November 2016.

Ms Dana Hlavacek BCom (Hons), MAcc, FCA, GAICD (from March 2017)

An experienced corporate executive and independent director with expertise in international treasury and finance, audit, risk and compliance. Her executive career includes roles in the mining sector and audit and assurance. Ms Hlavacek holds a number of directorships including Melbourne Water Corporation where she is the Chair of the Audit, Risk and Finance Committee and VicWater. She is a Member of the Greater Metropolitan Cemeteries Trust and a member of the Salvation Army Corporate and Philanthropy Committee. Previously director of RSPCA Victoria; Trustee of the Victorian Arts Centre Trust. Member of the Brotherhood Audit and Risk Management Committee since June 2011 and Chair since March 2014. Appointed to the Brotherhood Board in March 2017.

Revd Dr J. Hugh Kempster BEng, BTheol, MTheol, PhD, Grad Dip (Education)

Vicar, St Peter's Eastern Hill. Co-director, Kempster Consultants. Adjunct Faculty Member, Trinity College Theological School, University of Divinity. Previously, Area Dean, Diocese of Melbourne 2012–2016; Senior Chaplain, Geelong Grammar School; Vicar, Parish of St Columba, Auckland, New Zealand. Appointed to the Brotherhood Board in November 2012.

Dr Fiona Macdonald BBSoc, GradDipCounselPsych, MArts(SocPol), PhD, GAICD

Vice-Chancellor's Senior Research Fellow, Centre for Sustainable Organisations and Work, RMIT University. Previously, Executive Director, Equity Research Centre; Director, Victorian Welfare Rights Unit; Director, Wesley Mission Victoria; Director, AFL SportsReady Group Training Company. Appointed to the Brotherhood Board in November 2012.

Ms Freya Marsden BAgResEco (Hons), MCom (Specialising in Economics), GAICD

A policy economist with a strong interest in participation and social inclusion. Consultant, covering governance, strategy, policy and economic issues. Member, Australian Institute of Company Directors. Chair of the Victorian Government Sustainability Fund, Authority Member and Chair Risk and Audit for the Victorian Government's Victorian Planning Authority. Non-Executive Director and Chair of Finance, Assurance and Risk Management South East Water. Previously, Non-Executive Director, Deputy Chair and then Chair of Victorian Abalone Central Zone the Victorian Government's Interim Board; CEO of Abalone Victoria (Central Zone); Non-Executive Director, Ruyton Girls School; Non-Executive Director and Deputy Chair Waverley Industries (an Adult Disability Enterprise); Director Policy, Business Council of Australia; DLO Taxation Adviser Federal Treasurer's Office; Federal Treasury Economist; Policy Adviser in State Government central and line agency roles and a consultant. Member, Brotherhood Finance Committee. Deputy Chair, David Scott School Council (from October 2016). Appointed to the Brotherhood Board in May 2014.

Mr Ian Paroissien BCom, CA ANZ (from March 2017)

Member of the Institute of Chartered Accountants Australia and New Zealand. Retired partner PricewaterhouseCoopers (PwC). Currently consultant to PwC. Previously, Chair Brighton Grammar School, 2004–2016. Member, David Scott School Council (from May 2017). Appointed to the Brotherhood Board in March 2017.

Ms Catherina Toh BA(Hons), LLB(Hons), GAICD Practising Member LIV

A lawyer with her own practice specialising in legal and regulatory compliance in the financial services sector. Director, Independence Australia, a disability services social enterprise, and Chair of its Audit Committee. Director, AMES Australia, a Victorian government statutory body providing education, employment, settlement and support services to migrants and refugees since 1951. Chair, Brotherhood Finance Committee. Appointed to the Brotherhood Board in December 2013.

Mr Mike Tucker BBm, MAICD, AFAIM

A career in ensuring the efficacy of global supply chains, evaluating the cost to society of capital projects and the development of governance and excellence processes for both capital and operational procurement processes.

Previously owner and Managing Director of an Australian mentoring, training and supply chain assessment business working in Singapore, Malaysia India, China, and USA. Author of several books and training manuals in supply chain management. Chair, Brotherhood Social Enterprises Committee. Appointed to the Brotherhood Board in February 2016.

Role of the Board

The Board is responsible for setting the strategic direction and establishing the policies of the Brotherhood. It is responsible for monitoring the performance of the activities of the Brotherhood and overseeing its financial state on behalf of the Charter and Life Members. It is also responsible for ensuring that risks are adequately managed. The Board meets monthly.

Composition of the Board

The Brotherhood's Constitution limits the number of Board Members to 14, including the Executive Director and at least two people who are clerics in Holy Orders of the Anglican Church of Australia. Further, the Chair is required to be a communicant member of the Anglican Church of Australia. Currently there are 11 Directors including the Executive Director.

Remuneration

The Brotherhood Directors volunteer their time and skills to the organisation and as such no remuneration was paid or is payable to the Directors in their capacity as Board Members.

Board sub-committees

Audit and Risk Management Committee

The Audit and Risk Management Committee's role is to ensure that all significant financial and non-financial risks are identified and properly addressed by management on a timely basis. The Committee is made up of Board Members and external members who bring independence and external expertise to the committee. Members during or since the end of the financial year are Dana Hlavacek (Committee Chair), Guy Mendelson, Mike James, Malcolm Haynes, Maree McCabe (to August 2017) and Tony Nicholson. The Committee meets quarterly.

Finance Committee

The Finance Committee assists the Board in overseeing the proper financial management of the organisation. The Committee members during or since the end of the financial year are Catherina Toh (Committee Chair), Catherine McKean (leave of absence), Tony Hallam, Zac Hatzantonis, Freya Marsden (leave of absence), Richard Wilson (from April 2017) and Tony Nicholson. The Committee is scheduled to meet monthly. The Finance Committee meets

as a Finance and Investment Committee at least twice yearly, with Mark Dutton as an additional member.

Nominations Committee

The Nominations Committee reviews and recommends nominations for Board and sub-committees' membership. The members during or since the end of the financial year are The Most Revd Dr Philip Freier, Sandy Clark (to February 2017), Emeritus Professor Judith Chapman (to November 2016), Jenny Trethewey, Mike James and Tony Nicholson. The Committee meets at least annually.

Remuneration Committee

The Remuneration Committee is responsible for the remuneration policy for senior management of the organisation, and reviewing and approving remuneration packages of senior management. The members during or since the end of the financial year are The Most Revd Dr Philip Freier, Mike James and Tony Nicholson. The Committee meets at least annually.

Social Enterprises Committee

The Social Enterprises Committee is responsible for providing strategic advice in relation to social enterprises. The members during or since the end of the financial year are Mike Tucker (Committee Chair), David Errington, Joe Gehrig (leave of absence from September 2016 to August 2017; resigned August 2017), Mandy Glasson (from October 2016), Helen Wong (from October 2016) and Tony Nicholson. The Committee meets at least three times a year.

David Scott School Council

The David Scott School commenced from the start of the 2017 school year, following registration being granted in December 2016 by the Victorian Registration and Qualifications Authority (VRQA). The school is governed by the David Scott School Council. The School Council is comprised of two members of the Brotherhood Board, a Brotherhood senior manager and other external members from the education and community sectors. The Council (from October 2016) members during or since the end of the financial year are Mike James (Chair), Freya Marsden (Deputy Chair), Ian Pariossien (from May 2017), Rose-Mary Dowling (to February 2017), Noeline Horton, Stuart Jones and Dr Tricia Szirom. The Committee is scheduled to meet at least 8 times every calendar year.

Other committees

A number of other committees or workgroups are established by the Board from time to time to oversee a particular task or project. These committees operate only for the period of time required to complete the task or project, and are not ongoing Board sub-committees.

Company secretary

Ms Jennifer Grayling LLB

Jenny Grayling has held a range of senior management roles in publicly listed companies in Australia and Asia. Previously Non-executive Director of Hanover Welfare Services for five years; Non-executive Director of East Ivanhoe Community Bank for three years; Non-executive Director of Foodbank Victoria for seven years. Appointed Company Secretary in October 2005.

Executive team

The Executive Director is responsible for the day-to-day management of the activities of the Brotherhood as delegated by the Board. The following management team is responsible for the implementation of organisational strategies, development of policies and management of issues and of the performance of the organisation:

Mr Tony Nicholson, Executive Director

Ms Katrina Currie, General Manager Work and Learning

Ms Mara Erhardt-Rumpe, General Manager Service Development

Ms Farah Farouque, Principal Advisor, Public Affairs and Policy

Ms Jenny Grayling, Group General Manager Organisational Services; Company Secretary

Ms Alison Hill, General Manager Community Relations (to April 2017)

Mr Rob Hudson, Group General Manager Programs and Policy

Mr Jonathan Lee, Chief Financial Officer

Mr Daniel Leighton, General Manager Local Area Coordination (from June 2017)

Professor Shelley Mallett, General Manager Research and Policy

Ms Christine Morka, General Manager Retirement and Ageing and Financial Inclusion (to February 2017)

Mr Tim Nayton, General Manager Retirement and Ageing (from May 2017)

Ms Niamh O'Malley, General Manager Social Enterprises

Ms Marian Pettit, National Manager HIPPY Australia (to February 2017), General Manager HIPPY and Financial Inclusion (from March 2017)

Ms Debra Saffrey-Collins, General Manager Chaplaincy and Diocesan Partnerships

Dr Tricia Szirom, General Manager Children, Youth and Families

Mr Rodney Weston, General Manager Local Area Coordination (to June 2017), General Manager Business Development (from July 2017).

Other governance processes

Planning and control

The Brotherhood produces a five-year strategic plan, annual plans and detailed budgets, which are approved and regularly monitored by the Board and its sub-committees.

Risk assessment

The Board, its sub-committees and the Executive Team are responsible for identifying, measuring and assessing business, legal, financial, environmental and other risks in the activities of the Brotherhood. In particular, the Audit and Risk Management Committee and the Board consider all significant risks, their implications and strategies, and the Finance Committee oversees the financial affairs of the organisation.

Independent professional advice

The Board, its sub-committees, General Managers and senior staff have access to appropriate external professional advice. Legal, risk, investment, and tax and accounting advice is coordinated by the Chief Financial Officer and the Company Secretary through Freehills, Rigby Cooke and Maddocks; PitcherPartners; Deutsche Bank, Koda Capital, and JBWere; and KPMG, respectively. Some legal advice is provided by Freehills on a pro bono basis.

Audit and accounts

The Brotherhood's Constitution requires that proper books of accounts are kept, true and complete accounts are maintained and audited annually by a registered company auditor, and the financial statements and the auditors' report are laid before the Annual General Meeting. In order that monthly management and annual accounts represent best practice and are of the highest standard, the Brotherhood complies with all applicable accounting standards and guidelines. The Brotherhood's external auditors are KPMG. In addition, the Brotherhood engaged Pitcher Partners for internal audit services, during the period.

Performance indicators

Management and the Board monitor the organisation's performance, from implementation of the mission statement and strategic plan through to the performance of the organisation against operating plans and financial budgets. Performance indicators are reported to the Board on a monthly basis using a Balanced Scorecard approach. This enables Directors to monitor the Brotherhood's performance in four main areas: strategic priorities, governance, organisational capacity and health, and the impact of our work.

Financial Report summary

Results for the year

The surplus for the year is \$1.7 million compared to \$0.5 million in 2015–16. This result is mainly due to an increase in funding for Youth programs and an increase in return from Social Enterprises, partly offset by a decrease in Fundraising and investment income.

Total donations, excluding bequests, were \$5.6 million in 2016–17 (2015–16: \$4.9 million), including specified funds for designated programs and unspecified discretionary funds.

Sources and uses of operating funds for the current and previous financial years are shown graphically on page 41. Total operating revenue has increased by 35% since 2015–16 which is mainly due to an increase in government funding and revenue generated by Social Enterprises. The increase in funding from government is in a range

of areas, including HIPPY, Brotherhood Community Care, National Disability Insurance Scheme (NDIS) and Youth. The 8% increase in the NDIS expenditure, as a percentage of total expenditure, is a reflection of the Local Area Coordination contract being fully operational from 1 July 2016. Although the percentage of operating funds used by Retirement, Ageing and Financial Inclusion has decreased by 4%, the net amount of funds invested in this area has remained relatively stable.

Review of financial condition

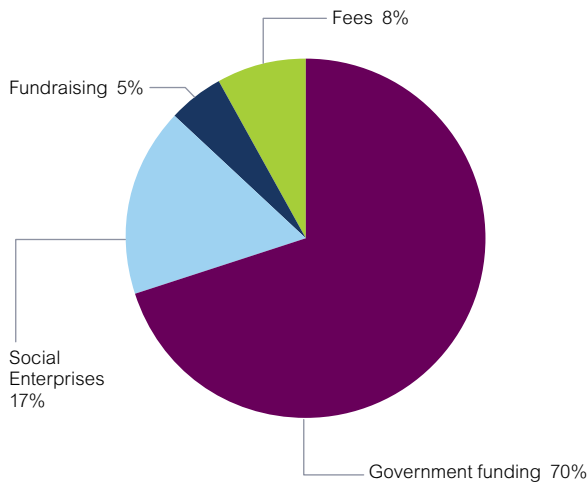
The total equity of the organisation increased by \$4.2 million from 1 July 2016, to \$111.4 million as at 30 June 2017. This increase is due to an increase in net current assets, which includes the \$1.7 million surplus for the year and a \$2.5 million increase in the market value of investments.

The Stepping Stones program provides small-business training for entrepreneurial refugee and migrant women.

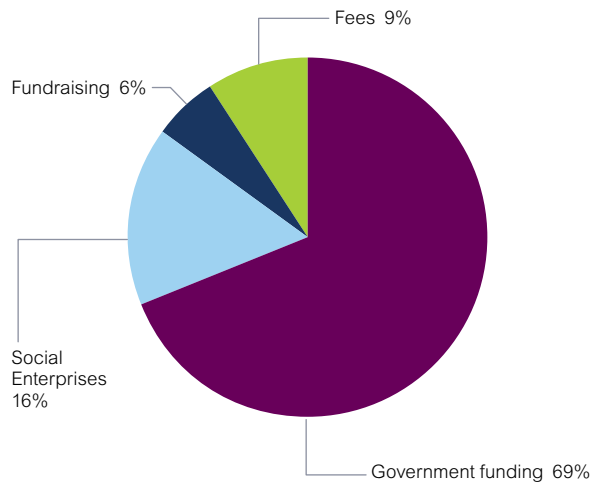


WHERE OUR OPERATING FUNDS CAME FROM

2017



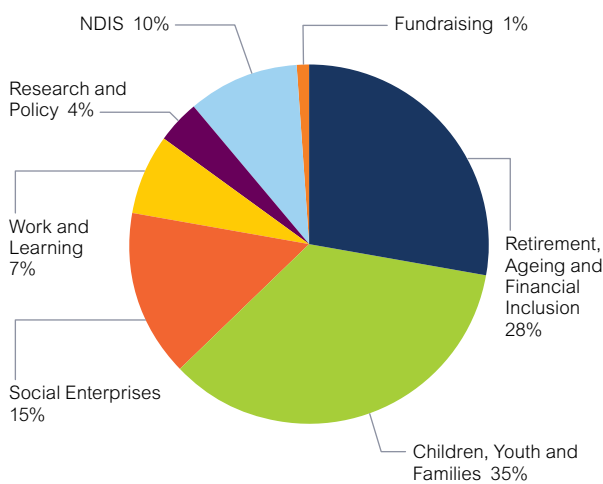
2016



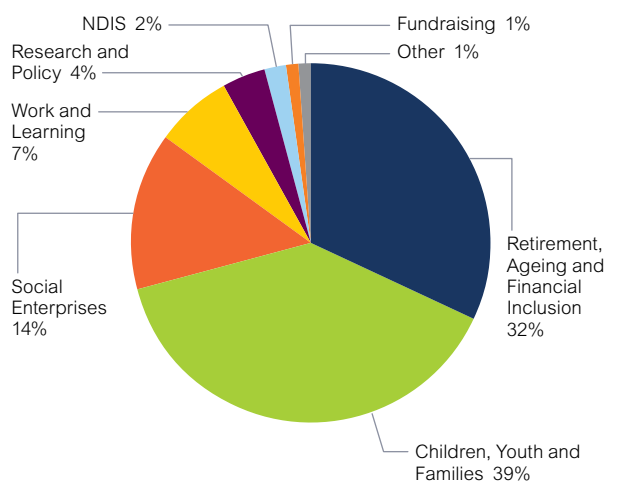
The above charts classify operating funds received on the basis of the specific type of external funding source, rather than by the Brotherhood's internal service activity, the latter being the basis of revenue classification adopted in the Statement of Profit or Loss and Other Comprehensive Income.

WHERE OUR OPERATING FUNDS WERE SPENT

2017



2016





Alison and her son Nathaniel enjoy the playgroup activities at the Jindi Family and Community Centre in Mernda.

Statement of financial position

As at 30 June 2017

	2017 \$'000	2016 \$'000
Assets		
Current Assets		
Cash and cash equivalents	19,220	18,201
Trade and other receivables	6,482	4,074
Inventories	714	779
Investments	56,963	55,389
Total Current Assets	83,379	78,443
Non-Current Assets		
Property, plant and equipment	59,512	59,596
Intangible assets	1,720	1,720
Trade and other receivables	3,364	3,364
Total Non-Current Assets	64,596	64,680
TOTAL ASSETS	147,975	143,123
Liabilities		
Current Liabilities		
Trade and other payables	4,931	5,292
Auspice and resident funds	2,332	2,330
Employee benefits	7,487	6,236
Deferred income	21,391	21,660
Total Current Liabilities	36,141	35,518
Non-Current Liabilities		
Employee benefits	447	454
Total Non-Current Liabilities	447	454
TOTAL LIABILITIES	36,588	35,972
NET ASSETS	111,387	107,151
Equity		
Accumulated funds	73,238	71,533
Reserves	38,149	35,618
TOTAL EQUITY	111,387	107,151

Statement of profit and loss and other comprehensive income

As at 30 June 2017

	2017 \$'000	2016 \$'000
Revenue		
Service activities		
Work and Learning	6,604	5,128
Retirement, Ageing and Financial Inclusion	31,794	27,796
Children, Youth and Families	36,015	28,623
National Disability Insurance Scheme	10,308	1,498
Research and Policy	1,944	1,338
Other activities		
Fundraising*	2,335	2,688
Social Enterprises:		
- Sales of goods	8,451	7,893
- Services	8,820	3,467
Other revenue and income	304	354
Revenue and other income from operating activities	106,575	78,785
Expenses		
Service activities		
Work and Learning	7,425	6,266
Retirement, Ageing and Financial Inclusion	31,455	27,437
Children, Youth and Families	38,993	32,652
National Disability Insurance Scheme	10,591	1,498
Research and Policy	4,127	3,126
Other activities		
Fundraising	1,030	833
Cost of goods of Social Enterprises sales	2,035	1,554
Social Enterprises expenses	14,728	10,216
Other expenses	259	801
Expenses for operating activities	110,643	84,383
DEFICIT FROM OPERATING ACTIVITIES	(4,068)	(5,598)
Finance income	4,626	4,636
Finance expenses	(261)	(255)
Net finance income	4,365	4,381
Bequests income	1,515	1,791
Bequests costs	(107)	(112)
Net bequests	1,408	1,679
SURPLUS	1,705	462
Other comprehensive income		
Items that will never be reclassified to profit or loss:		
Net change in fair value of property	-	6,095
Items that may be reclassified to profit or loss:		
Net change in fair value of available-for-sale assets	2,531	(2,450)
Other comprehensive income	2,531	3,645
TOTAL COMPREHENSIVE INCOME	4,236	4,107

* Total fundraising income is \$5.57 million (2016 – \$4.85 million). The above income figure of \$2.33 million (2016 – \$2.69 million) represents unspecified fundraising income and excludes specified fundraising income of \$3.24 million (2016 – \$2.16 million) which is disclosed within Services Activities income.



Ian is encouraged at the Banksia Carrum Downs day centre to pursue his interest in painting.

Directors' declaration

In the opinion of the Directors of the Brotherhood of St Laurence:

- (a) the Brotherhood is not publicly accountable;
- (b) the financial statements and notes are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*; including:
 - (i) giving a true and fair view of the Brotherhood's financial position as at 30 June 2017 and of its performance, for the financial year ended on that date;
 - (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Regulation 2013; and
 - (iii) complying with the *Brotherhood of St Laurence (Incorporation) Act 1971 (Vic)* and the Brotherhood of St Laurence's Constitution; and
- (c) there are reasonable grounds to believe that the Brotherhood of St Laurence will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors:

The Most Revd Dr Philip Freier

Chair, Board of Directors

Tony Nicholson

Executive Director

Dated at Melbourne on this 26th day of September 2017

The Annual Financial Report has been audited by KPMG. They have expressed an unqualified audit opinion. For a better understanding of the scope of their audit, please refer to their audit report on the Annual Financial Report.

For a complete set of financial statements visit www.bsl.org.au or contact the Finance Department by phone **(03) 9483 1183**.

Thank you

The Brotherhood was formed and is nurtured by the efforts of our community. Many individuals and partner organisations help us – and thus the people and communities we serve – in all manner of ways, including financial aid, donations of material goods and the contribution of time, skills, experience and enthusiasm.

All of these play an important part, and we are grateful to all who work with us to make Australia a more fair, compassionate and just society for this and future generations.

Donors

The Brotherhood is able to assist so many disadvantaged people thanks to outstanding support from those who share our values and our concerns. Without the generosity of our supporters we could not work towards our vision for a society in which everyone can participate fully in social, civic and economic life and treat each other with dignity and respect.

Our donors' unstinting financial support helps us help others – disadvantaged individuals, families and communities – through extending our services and planning innovative new ones. It also allows us to undertake research and policy development, to meet the great social and economic challenges that persistent poverty presents to our otherwise prosperous nation.

We continue to recognise the kindness of people who consider us in their wills and those who regularly support our work. We are grateful to the wider community who choose to receive our communications and kindly contribute to our appeals.

We thank everyone for their commitment to our vision and our work to achieve it.

Volunteers

We wholeheartedly thank the more than 1000 volunteers who contribute to our work for all their efforts and for the wealth of community goodwill and connection they bring.

The Brotherhood's origins in community volunteerism began with Father Gerard Tucker and the dedicated people who supported his work. Those community members shared the same concerns, came together, set their direction and encouraged others to contribute.

Close to 90 years later, our volunteers share the same spirit and motivation. They work in every part of our organisation contributing their time and skills.

Volunteers further the work of the Brotherhood through many activities. They staff our community stores, tutor and mentor students and those newly arrived in the country to assist them to enter the workforce,

advise women from refugee backgrounds on starting their first business, provide care and companionship to members of our retirement residences and day centres, offer early childhood development support to parents and provide professional advice through participation in our governance structures, research and organisational services.

As a result of the valuable contributions that our volunteers make to our organisation, the Brotherhood can provide more support, in more places, to more people. Through our volunteers the Brotherhood continues to build community capability and resilience and give to those who need it most.

Thank you to all our volunteers who worked with us in 2016–17 and we look forward to welcoming those who join us in the coming year.

Partner organisations

Organisations like ours work best when they collaborate with each other, in turn drawing support from schools, universities, businesses, other community organisations, philanthropic bodies and government. Our work is simply not possible without collaboration with our partners.

We join forces with schools to encourage the next generation to think about, and act on, creating positive social change. Our work with universities harnesses the efforts of research partners to investigate the causes of disadvantage, and inform policies and programs that both alleviate and prevent poverty and social exclusion.

Through joint projects and programs with other community organisations we are able to achieve far more together than apart, while the communities where the programs operate benefit from local partner organisations' knowledge and networks. The donation of funds, time and specialist expertise by business strengthens our programs and our central operations.

Philanthropic support enables us to think outside the square in order to develop innovative approaches to mitigating and preventing disadvantage and poverty. We partner with all levels of government in developing and delivering services across the nation.

This collaboration with our partners greatly amplifies our community impact. We thank them all for their continued support as we work together to tackle and reduce poverty and social disadvantage.





‘Volunteering is a valuable thing to do personally and for the community.’

Sally

Whatever your vocation, Sally believes in the joy of giving. Three years ago, having moved to a new neighbourhood, the publisher and former journalist wanted to get involved in her local community.

What better way, she thought, than to volunteer with the Brotherhood’s Breakfast Club. At 7.20 am on Thursdays during school terms, Sally arrives at the club, situated next door to a large public housing estate, to set up the space with her fellow volunteers before the kids bustle through the door.

‘A nutritious breakfast is a good start to everyone’s day, so all the children and any parent who wants breakfast has that opportunity’, she says.

Sally is part of a team of volunteers and staff coordinators who ensure local students get a well-rounded meal every weekday before school. But the healthy breakfast, including

vegetarian and halal options, is only one benefit of the club.

‘Everyone sits and eats together, so volunteers socialise with kids of different ages and friendship groups’, says Sally.

As the executive publisher at Melbourne University Press, Sally also dishes up her love for words. She occasionally reads with the younger children, and enjoys asking the older children about what they are reading at school. ‘All the kids and other volunteers often talk about the books we are reading’, Sally says.

The club mostly hosts local primary school students. It builds a sense of community, drawing together a mix of

people who might not otherwise get the chance to mingle. High school students often eat breakfast and play with the kids, as do police from the nearby station.

‘One of the policemen is a bit of a whiz with paper planes’, says Sally. ‘He demonstrated his winning design to the kids one morning and there were some serious long-distance flights.’

‘Volunteering is a valuable thing to do personally and for the community’, she says. ‘We set up, cook, play games and talk with the kids and parents, clean up and head off to work knowing lots about the lives of the kids in the community.’

How you can help

Financial donations

The Brotherhood is generously supported by many individuals, organisations and businesses.



(03) 9483 1301
or 1300 DONATE (1300 366 283)



donate@bsl.org.au



Community Relations
67 Brunswick Street
Fitzroy Victoria 3065



give.bsl.org.au

Clothing and household donations

Proceeds from all sales of donated goods at Brotherhood **Community Stores** support the work we do. We are happy to accept good-quality clothing and saleable household items, including books for our online second-hand bookstore, **Brotherhood Books**. To find the location of your nearest store, call **1300 DONATE** or **1300 366 283**, or visit our website at **bsl.org.au**.

Furniture donations

We raise funds to support our work by selling furniture in our Community Stores. If you have good quality furniture and small electrical appliances in working order that you no longer need, you can arrange for them to be picked up anywhere in Melbourne by calling **1300 DONATE** or **1300 366 283**, or by emailing us at **1300donate@bsl.org.au**.

Volunteering

The Brotherhood believes that the best way to create a fairer, better society is to engage everyone in looking after each other. This means volunteers are central to what we do. If you would like to be part of our efforts to reduce disadvantage by offering your time and expertise to our services or events, please contact our Senior Manager, Volunteer Services on **(03) 9483 1390** or visit **bsl.org.au/volunteer**.

Bequests

If you admire the values and work of the Brotherhood, please consider including a gift to the Brotherhood in your will. To discuss how to leave a lasting legacy, please contact our team on **(03) 9483 1301**.

Corporate support

The Brotherhood of St Laurence relies on the business community to support our work through financial and non-financial support. We have a dedicated team committed to managing each of our corporate relationships.

If you have an enquiry about partnering with the Brotherhood, please contact our Partnership team on **(03) 9483 1113** or email **partnerships@bsl.org.au**.

Learn more

To understand more about the Brotherhood's work and about important social issues:



View our website:
bsl.org.au



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facebook.com/BrotherhoodofStLaurence



Follow us on Twitter:
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Connect with us on LinkedIn:
linkedin.com/company/brotherhood-of-st-laurence



Watch us on YouTube:
youtube.com/BrotherhoodLaurence



Read our blog:
bsl.org.au/blog

Photography: Craig Sillitoe Photography except for: page 10 Damjan Janevski, Star Weekly; page 11 Naomi Proberts; page 15 Liz Arcus; page 23 Karen Brown; page 25 Phillip Hobbs; page 26 Marley Holloway-Clarke; page 29 and 34 Mathew Lynn; inside back cover Kit Haselden.

Graphic design: Ben Galpin Graphic Design.

Back cover: Qing enjoys the exercise classes offered at the Coolibah Centre.

Artwork page 27: Detail of the mural painted by Christinaray Weetra at the Brotherhood's headquarters in Melbourne.



Client Advisor Alice (right) supports Maria to get the services she needs so she can live at home.

Annual Report 2017



Brotherhood
of St Laurence

Working for an Australia free of poverty

Brotherhood of St Laurence
67 Brunswick Street, Fitzroy, Victoria 3065
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