



Brotherhood  
of St Laurence

# ANNUAL REPORT 2016





# WORKING FOR AN AUSTRALIA FREE OF POVERTY

WE WORK WITH OTHERS TO  
OF POVERTY FOR THIS AND FOR  
COMPASSIONATE AND JUST SOCIETY WHEN  
CIVIC AND ECONOMIC LIFE, CREATE AND SHARE  
WITH DIGNITY AND RESPECT.



## 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

### **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 mid-life, and retirement and ageing.

### **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.

### **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.

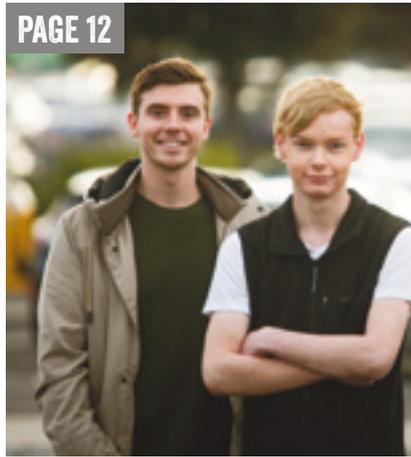
CREATE AN AUSTRALIA FREE  
UTURE GENERATIONS: A FAIR,  
RE ALL CAN FULLY PARTICIPATE IN SOCIAL,  
HARE PROSPERITY AND TREAT EACH OTHER



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### KYLIE'S STORY

Kylie is one of the first participants in our new 2 Generation approach for children and parents, run at the Jindi Family and Community Centre in outer Melbourne.



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### DARCY'S STORY

With help from our Transition to Work program, Darcy is on track for a long-term career in the automotive industry.



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### BRAYDEN'S STORY

With sustained guidance from our Geelong Work and Learning Centre, Brayden's career in construction landscaping is taking shape.



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### JANINE'S STORY

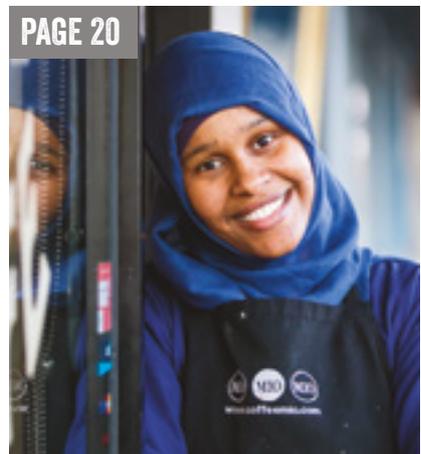
Janine has lived for 10 years at Sambell Lodge, the Brotherhood's aged care home for older people who have been homeless or at risk of homelessness.



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### LOUISE'S STORY

Louise is a member of the Brotherhood's NDIS team, and assists people living with disability to access the National Disability Insurance Scheme.



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### SHARIFA'S STORY

Training and encouragement from our Stepping Stones program has helped Somali-born Sharifa pursue her dream of owning her own cafe.



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### MAKOURA'S STORY

With help from the Brotherhood's Saver Plus program, Makoura has been able to save for her family's future.



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### CATHERINE'S STORY

Teacher Catherine Arnold believes our Urban Camp program's hands-on learning approach is transformational for her students.



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### STEPHANIE'S STORY

Volunteers are integral to our work in preventing and alleviating disadvantage. Stephanie has been volunteering for 15 years.

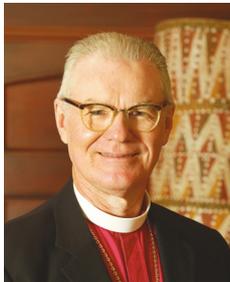
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Former Kangan Youth Foyer resident Christinaray Weetra painted a large mural at the Brotherhood's headquarters in Fitzroy for Reconciliation Week.

# REPORT FROM THE CHAIR AND THE EXECUTIVE DIRECTOR



**Archbishop Philip Freier**

Chair, Board of Directors  
Brotherhood of St Laurence



**Tony Nicholson**

Executive Director  
Brotherhood of St Laurence

**We are pleased to introduce the 45th Annual Report of the Brotherhood of St Laurence. This is the 86th year since our community organisation was established by Fr 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.**

The vocation to which Fr Tucker called remains the modern Brotherhood's vocation: to enable all Australians to experience true freedom by having the capability and opportunity to build a good life, to live a life of common dignity and to contribute to the common good.

Underpinning all our endeavors to ensure our vocation has contemporary relevance is the understanding that having the capability and opportunity to participate in the mainstream economic, social and civic life of the community in which we all live is central to building a good life.

However, to be effective, we need to be attentive to the new challenges to participation that occur as our society and economy evolve. Whilst our modern economy is opening up new opportunities for disadvantaged people, it also confronts them with new risks – particularly in gaining employment. The greater emphasis on knowledge and service based industries sees a premium placed on education, skills, work experience and the personal networks people have to support them in finding and retaining work. Similarly, changes to household formation, gender roles, the distribution of caring responsibilities, life course patterns, and life expectancy itself, present as both opportunities and risks.

The 'participation challenge' is at the forefront of the introduction of the National Disability Insurance Scheme (NDIS), arguably the most significant social and economic reform in the past 40 years. Based on insurance principles, the scheme's long-term success rests upon its ability to promote early intervention, self-direction, independence and participation in the mainstream, rather than simply expanding a disability services sector that is separate from the mainstream. As such it aligns the aspirations of people with disability with the long-term sustainability of the scheme. And it aligns with the Brotherhood's understanding that without the capability, material resources or opportunity for participation in the mainstream, the threat of poverty and exclusion is ever present. The harsh reality of life for Australians with disability is that almost a third live in circumstances of poverty.

And so we are pleased to have the opportunity to partner with the National Disability Insurance Agency in contributing to the delivery of the scheme in five municipalities in Melbourne's north and east. Our role involves assisting people with disability to develop and implement a plan that reflects their life goals and supports their need to achieve them. Importantly, this includes not only the funded supports they may receive through the NDIS, but also the informal family, community and mainstream supports. Consequently, our role extends to working in the local community to open up greater opportunities for people with disability.

Here, our understanding of the importance of 'place' and 'community' comes into play. All too often public policies designed to arrest poverty and exclusion are directed at individual people or households. They ignore the reality that these people live in a place or community in which the underlying economic circumstances and the prevailing ethos create opportunities or throw up barriers to their aspirations and to them being able to set mainstream goals and pursue them.

Consequently, we are becoming increasingly attentive to the need to engage with and fully understand the communities in which we work. This is to ensure local people are heard in deciding what is to be done and how it is to be done, local community networks and voluntary contributions are fostered and ordinary citizens are facilitated to support their vulnerable neighbors. It also ensures that we collaborate with like-minded organisations in these communities. We fear that without this type of re-orientation to better recognise the importance of place and community, government funded care programs of all types will be less effective than they should be. They are in danger of becoming unsustainable if the only answer is seen in their expansion and the further professionalising, regulating and circumscribing of care.

This more localised approach is a feature of a number of service developments noted elsewhere in this report. It can be seen in the leadership role we have taken in the establishment of multi-agency community service



The Community Proposal Pilot has provided a settlement pathway for Gabriel and his family to reunite with his brother James in Australia, and create a new life.

hubs, in establishing a 'community of practice' with other community organisations around Australia who are assisting unemployed young people to get jobs and in our partnership with a myriad of locally based organisations that are delivering the Home Interaction Program for Parents and Youngsters (HIPPY) in every state and territory.

These strategic developments in our work take place against the backdrop of the Australian Government's renewed interest in the greater 'investment' in building the employment capability of certain cohorts of disadvantaged people and in the greater application of competition policy to human services.

If taken up with a keen eye to evaluating the long-term wellbeing and financial outcomes, the former aligns well with the Brotherhood's approach and holds the prospect of producing welcome 'returns on investment' to the individuals involved, as well as to the public purse.

However, we have urged great caution concerning the latter. In part, our concern lies with our previous experiences. The application of competition policy in the employment assistance and vocational education sectors, and in some health services, has inevitably led to the more disadvantaged losing out. And we have seen how competition in government contracting of community welfare services has inadvertently led to a loss in value and efficiency as community organisations have become less inclined to collaborate.

But our concern is also derived from our understanding that many human services cannot be reduced to a 'transaction' able to be neatly measured and costed. Rather, the starting

point for the design of human service delivery should be a recognition that in our humanity we all exist in and for relationship with other humans and, we believe, with more than human transcendence – lest we become a society of strangers. Our long service-delivery experience tells us that where there is complexity and trauma or simply a loss of hope, it is through relationships that capability is most effectively established or re-established, healing takes place, and wellbeing is restored. Inevitably this means that the human services involved need to be flexible and nuanced, and the organisations delivering them geared to provide integrated responses, based on an understanding of the local communities in which the people who are the subjects of their endeavors live. It is our experience that this requires a more grounded, sophisticated and tailored service capability than that created by the establishment of quasi markets.

Employment opportunities for disadvantaged jobseekers continue to be a pressing concern for us, irrespective of whatever stage of the life course they find themselves without a job. Here we have concluded that success lies with two factors. Firstly, it lies in truly valuing the individual jobseeker for who they are, with their human spirit and their innate talents – we call this 'advantage thinking' – and not just a crude calculus of utility. And secondly, it lies in a much greater collaboration with employers that brings them more closely into the process of preparing the disadvantaged jobseeker for the world of work. The approach of establishing a line of sight between the jobseeker and employer, to benefit both, has now been well tested and is central to our employment assistance to all cohorts of jobseekers.

## REPORT FROM THE CHAIR AND THE EXECUTIVE DIRECTOR

In recent years we have collaborated with like-minded organisations around Australia to encourage policy attention to be brought to the persistently high levels of youth unemployment – more than double the overall rate of unemployment. We are pleased our analysis that shows the nature of the labour market in the modern economy is making the transition from school to work much more problematic than in previous decades has largely been accepted. The Australian Government has introduced major new programs that recognise our young people, in particular many of the 60 per cent who don't go to university, need additional practical support if they are to land their first job and begin to build themselves a career path. We are greatly encouraged by the outstanding results being achieved in the Brotherhood's involvement in the delivery of these programs.

Similar results are being achieved in programs we are developing, piloting and evaluating that are assisting refugees and asylum seekers into jobs. We see employment as being critical to these people successfully settling into Australian society. We are also beginning to give greater attention to the plight of mature age Australians who find themselves unable to get work at a time when public policy increasingly expects them to extend their working lives. Rates of unemployment and underemployment amongst these

Dorota and her daughter Veronica are participants in HIPPY, our home-based early learning and parenting program for families with young children.

people are rising, with those with few skills or redundant skills and those who have worked in physically demanding jobs at greatest risk.

We are pleased to be able to report that the organisation's business model is continuing to evolve in a manner that supports our strategy and that maintains a strong balance sheet position. This is in no small part due to the enormous depth of support our work enjoys from individual benefactors, churches, corporate partners, philanthropic trusts, foundations, service clubs and the three levels of government. We thank them all for joining hands with us.

We owe much to our paid staff and our vast army of volunteer staff. Led by a highly effective Executive Team, they bring passion and rigour to our work and, when combined with their characteristic 'can do' attitude, the impact is maximised.

We convey our gratitude to our fellow Directors for the way in which they have carried out their duties with skill and diligence. During the year Revd Dr Richard Treloar retired as Director and we thank him for his valuable contributions. We are delighted that Mike Tucker has joined the Board where he will build upon his already substantial voluntary contributions to our work.

We trust that in this report you will find that we continue to be true to the vocation instilled by our founder – enhancing human dignity and honouring the image of God in our neighbour.



# HIGHLIGHTS

## STRENGTHENING COMMUNITIES IN GROWTH CORRIDORS

We are working with newly emerging communities on the fast-growing urban fringes where people are settling in suburbs that hold great promise, but suffer from a lack of public transport connections and community services and are located a long way from areas where jobs are concentrated.

We have assisted in establishing three community hubs that bring together the programs of the Brotherhood and 25 other agencies in Melbourne's outer north, with the support of Hume City Council and the City of Whittlesea.

Connections@Craigieburn offers integrated community services in two locations that both deliver services and create opportunities to strengthen the growing Craigieburn community. The Jindi Family and Community Centre in Mernda which opened in 2015 in partnership with the City of Whittlesea and Goodstart Early Learning. Its vision is that children and families are empowered to reach their goals in a community that is active and connected. In 2016 the Epping Community Services Hub opened, helped by the Brotherhood's strategic leadership to facilitate collaboration, cooperation and integration within the hub and the community. We continue to engage with Victorian and Australian Government decision-makers about the need for community-driven, place-based initiatives to address disadvantage in particular locations.

These community hubs and our work on identifying and testing different strategies for working in and with local communities help to fulfil our Strategic Plan priority of contributing to policy, service development and delivery that will strengthen communities most at risk of poverty and disadvantage, particularly those on the outskirts of major cities and in country areas.



### RECONCILIATION MURAL

As part of our inaugural Reconciliation Action Plan we commissioned a mural for our Melbourne headquarters on the traditional lands of the Wurundjeri people. The artist is Christinaray Weetra, an Indigenous Australian artist of the Warumungu community in the Northern Territory and graduate of our **Education First Youth Foyers**. The interconnected design, which embodies the knowledge of the Warumungu people, is symbolic of the Brotherhood's belief in working with communities to defeat poverty and create opportunity. It was unveiled in Reconciliation Week in May 2016.



### HIPPY NATIONAL GATHERING

The **Home Interaction Program for Parents and Youngsters (HIPPY)**, our home-based early learning and parenting program, held its National Gathering in Melbourne. HIPPY expanded to 100 sites across the nation, operated by more than 60 community organisations. Fifty of those sites have a focus on Aboriginal and Torres Strait Islander families. Over 200 representatives from the participating communities gathered to share their learnings and innovative practices.



### YOUTH EMPLOYMENT ON NATIONAL AGENDA

We stepped up our efforts to put young people on the path from school to work by building on our Youth Transitions pilot to implement the Australian Government's new **Transition to Work (TTW)** program in Melbourne's north and south-east. We founded the TTW Community of Practice with colleague agencies that offer the program in 10 other locations across Australia to deliver a consistent service model. To keep this generational challenge on the national agenda we continued to campaign with our Youth Unemployment Monitor.



### JOB PROGRAM FOR ASYLUM SEEKERS EXTENDED

Our **Given the Chance for Asylum Seekers** program, which works with businesses to create employment pathways for asylum seekers who have work rights, had its funding renewed by a generous philanthropist. People seeking asylum struggle to find employment and navigate local workplace culture, so we focus on developing skills, renewing confidence and connecting with employers. The program also strives to change the community conversation about what asylum seekers can contribute to Australia if they are given a chance.



### RESEARCH EXPLORES IMPACT OF PRECARIOUS INCOMES

Finding ways to make ends meet from one payday to the next is increasingly difficult for many households. Our new Spinning the Plates project is studying the diverse financial tactics used by people living on low and volatile incomes. The research investigates how casual work and uncertain Centrelink payments affect people's financial coping strategies – especially in those fortnights when they run short of cash. The findings will inform policy recommendations to increase economic security for low-income households.



### SUPPORTING PEOPLE WITH DISABILITY TO ACHIEVE ASPIRATIONS

We partnered with the Australian Government to assist in rolling out the National Disability Insurance Scheme (NDIS) in north-east Melbourne to support people with disability to live a life of common dignity. Our role in implementing the NDIS furthers our commitment to create and expand opportunities for all to live well and achieve their aspirations. Following earlier NDIS trials, north-east Melbourne is the first region in Victoria to fully roll out the scheme.



## THE EARLY YEARS

**While all children benefit from quality early-years programs, children experiencing disadvantage have the most to gain. There is clear evidence that high-quality interventions can have an enduring impact on the life chances of these young children and ultimately help arrest the cycle of disadvantage.**

Our programs aim at early prevention of problems, and support and empower parents to give their children the best start in life. Often this involves promoting the value of early learning in the communities where we work and helping disadvantaged families establish strong connections outside the home that help their children to thrive.

### Programs

The highly successful national **Home Interaction Program for Parents and Youngsters (HIPPY)** – a home-based early learning and parenting program for four and five-year-olds that empowers parents and carers to be their child's first teacher – completed its expansion to 100 disadvantaged urban, regional and remote communities, with Australian Government support. In half of these communities the structured 60-week program has a focus on Aboriginal and Torres Strait Islander families. Around 4500 families now take part in HIPPY each year.

The program also provides employment opportunities for more than 480 home tutors – a quarter of whom are from an Aboriginal or Torres Strait Islander background. Most were unemployed before taking on this role. Through HIPPY, 353 of these tutors are undertaking vocational training at Certificate 3 or 4 level.

Seeking to build on the success of the core HIPPY program and supported by generous philanthropic funding, we are piloting the delivery of HIPPY to three-year-old Aboriginal and Torres Strait Islander children. This is being done in partnership with the Southern Queensland Centre of Excellence in Aboriginal and Torres Strait Islander Primary Health Care and the Inala Indigenous Health Service in Brisbane.

The new **Jindi Family and Community Centre** in the outer north-east of Melbourne brings an integrated approach to its learning and life opportunities for preschool children and their families. Established in 2015 in partnership with Goodstart Early Learning and the City of Whittlesea, the Jindi centre provides care and kindergarten services along with complementary services such as maternal and child health, playgroups, allied health and counselling. Families are given strategies, linked to the kindergarten curriculum, that help their children's learning at home, and are linked to early-intervention services where appropriate. For families facing particular challenges, the **2 Generation** approach we use works with the whole family. It supports the parents to have more control over their circumstances – including their parenting role and involvement in training or employment – while their children receive a good quality preschool education.



Inotoli and Kylie at the Jindi Family and Community Centre in Mernda.

A strong focus on community engagement at the Jindi centre has led to the development of playgroups, computer and English conversation classes and a community newsletter. The popularity of a Fathers' Day event, which attracted more than 300 people, and the volunteers who regularly help out at the centre have demonstrated how keen families are to be involved.

Building parents' strengths to support their children is also the focus of our **Early Years Program** at the Connie Benn Centre. This program includes supported playgroups run by qualified educators, a home visiting program that offers individualised support to parents, a peer group for parents to share family concerns and support each other and a playgroup for fathers and their children. Like the 2 Generation approach, the holistic approach of the Early Years Program assists children's early learning while building parents' capacity to help their child's development.

With the support of corporate partners and community volunteers, our **Breakfast Club** program in Fitzroy continues to ensure that primary school children enjoy a nutritious meal and social interaction before they head off to school.

## Policy

Our early years policy work gives emphasis to strengthening the capacity of universal early years services. This work addresses family and community disadvantage, boosting interventions that help parents assist their children's progress, and increasing the participation of children from low socioeconomic backgrounds in early learning programs.

## KYLIE

An exciting experiment is taking place on the edge of Melbourne – our 2 Generation approach for children and parents.

Run through the City of Whittlesea's Jindi Family and Community Centre in Mernda, this new approach supports both preschool children and their families. The idea is to work with parents and children concurrently, assisting parents to have more control of their circumstances, including having a career, while at the same time providing their children with good quality preschool education.

Kylie is one of the first participants and, according to program worker Inotoli, her resilience and commitment are her 'best resource'. Kylie's son attends the kindergarten program at the Goodstart Early Learning Centre at Jindi, and she has been working with Inotoli to build a career path for herself for when her son begins school next year. Kylie is no stranger to work, having supported herself and relatives through some difficult times, but she's not just after a job. 'I want a career that will give my family some stability', she says.

Kylie benefits from the way staff from the Brotherhood and Goodstart Early Learning Centre work closely together in this program. As well as undertaking volunteer work at Goodstart's kindergarten as part of updating her early childhood qualifications, Kylie has made use of the counselling services at the centre and signed up for the Brotherhood's Saver Plus program to help with school uniform costs next year. Ultimately, she's eager to return to study and begin working full time with children and families.

'The best thing about the program has been having Inotoli's non-judgemental support', says Kylie. 'People who are struggling don't want to be told what to do – but I've really benefited from having someone who doesn't have an agenda help me identify what's best for me, and let me know about things I wouldn't otherwise have known about.'

Inotoli agrees: 'It's all about supporting parents' aspirations for themselves and their children. We are not the experts – it's really a partnership approach. We often underestimate the capacity of people: often all we need is a sounding board'.



# THROUGH SCHOOL TO WORK

Young people who, due to difficult life circumstances, lack the skills and experience the modern economy demands find it hard to seize the opportunities it offers as they navigate the journey from school to a rewarding working and community life.

Our programs equip young people from disadvantaged backgrounds, at school and after, with the knowledge, skills, confidence and networks they need to successfully make the transition from school to the workplace and productive, satisfying adulthoods.

## Programs

In all we do education is recognised as the cornerstone of success in adult life. Our **Homework Clubs** provide students with the assistance of volunteer tutors. The **Re-engaging Early Secondary Education and Training (RESET)** program helps children aged 11 to 14 who had stopped attending school to reintegrate with mainstream education and the Navigator Pilot Program helps those aged 12 to 17 who are not in school to reconnect with learning.

Our **Community Victorian Certificate of Applied Learning** program re-engages young people who have disengaged from school in a flexible learning setting with a practical curriculum that leads to the accredited VCAL Year 12 qualification. With wellbeing and vocational guidance, the students are enabled to realise their potential.

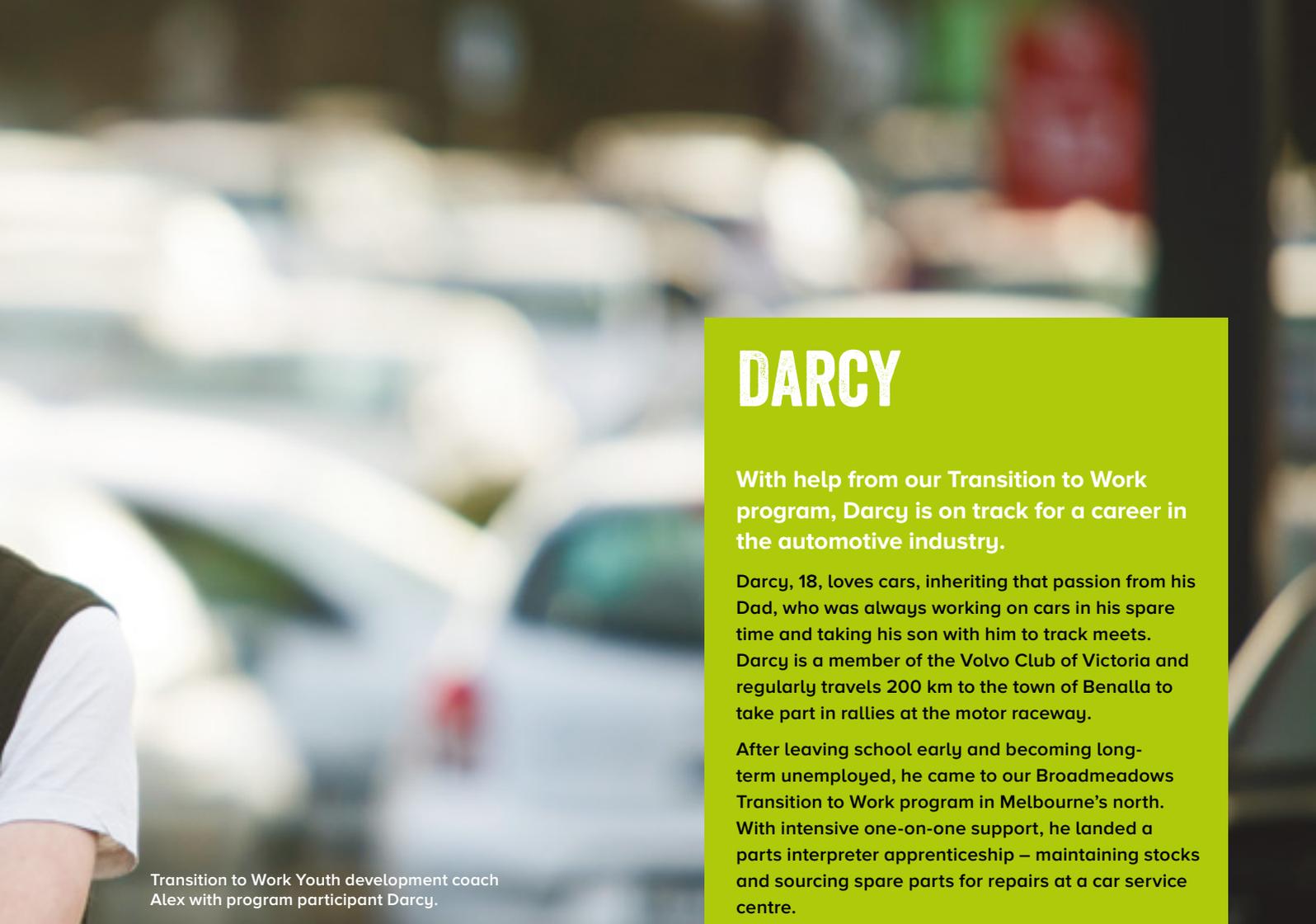
The path from school to work is often more rocky for youth who experience disadvantage and lack the skills and

networks to gain employment. Our programs assist them to overcome setbacks, achieve careers and contribute to their communities.

In 2016 we began offering the Australian Government's **Transition to Work (TTW)** program, which helps 15–21 year olds into training and employment. It builds on the service model of our earlier Youth Transitions pilot, and assists young people to discern their vocational aptitudes, build their generic workplace skills and links to local employers, and ultimately supports them to obtain and retain a job. To foster the refinement of the service model and the exchange of experience and knowledge gained through practice-oriented research, we have founded the TTW Community of Practice with a network of colleague agencies that offer the program in 10 other locations across Australia.

The **Creating Futures for Youth** program supports young people with training and work experience, supported by the Citi Foundation. In Melbourne's north our **Youth Transitions Support Pilot** for young refugees and other vulnerable migrants involves them in education and employment, recognising their challenges in navigating unfamiliar Australian systems.

The **Youth Community Leadership Project** encourages civic participation and local leadership among disadvantaged students as part of their education programs at community



Transition to Work Youth development coach Alex with program participant Darcy.

organisations. Working with two Learn Local organisations, the **Engagement and Pathways Project** helps 15–19 year olds on their path to learning and personal development.

Young people who are homeless, or at imminent risk of becoming so, need assistance with both education and housing to break the cycle they are in. **Education First Youth Foyers** enable such young people to reach their potential by committing to study while living in customised student residences on TAFE campuses. Three foyers of this type now operate in Victoria, each housing 40 students in studio apartments with shared communal areas, supervised by trained staff. The Victorian Education First Youth Foyers are a collaboration between the Brotherhood, Launch Housing, Berry Street and Holmesglen, Kangan and GOTAFE institutes, with Victorian Government support.

## Policy

We contributed advice to the Victorian Government throughout its Education State schools reforms process, and its review of school funding. We highlighted the plight of the 10,000 young Victorians leaving school early each year, and made recommendations to tackle disadvantage and student disengagement and offering flexible learning options to young people for whom traditional schools aren't suitable.

Youth employment remains a key focus, bolstered by regular publication of our Youth Unemployment Monitor. We made intensive efforts to influence the design of the Transition to Work program – a major change in the Australian Government's approach to youth unemployment – and the Victorian Government reforms to support young people's journey from school to work.

# DARCY

With help from our Transition to Work program, Darcy is on track for a career in the automotive industry.

Darcy, 18, loves cars, inheriting that passion from his Dad, who was always working on cars in his spare time and taking his son with him to track meets. Darcy is a member of the Volvo Club of Victoria and regularly travels 200 km to the town of Benalla to take part in rallies at the motor raceway.

After leaving school early and becoming long-term unemployed, he came to our Broadmeadows Transition to Work program in Melbourne's north. With intensive one-on-one support, he landed a parts interpreter apprenticeship – maintaining stocks and sourcing spare parts for repairs at a car service centre.

Youth development coach, Alex, says Darcy was certainly ready for a role in the automotive industry. However, he was not ready for the job-seeking process. He needed the skills to communicate his expertise and enthusiasm to a potential employer.

'We started from scratch with Darcy's resume, and we spent a lot of time developing his interview skills, so he was able to sell himself in a job interview', says Alex.

Together, Darcy and Alex drafted cover letters, and filled out applications online. Alex says it is very impressive that Darcy was successful so quickly.

'Fortunately Darcy had learned a lot about the industry from his father. Many of the young people we help haven't had that type of industry exposure and we have to help them gain it through voluntary work experience. That's why our good relationships with local employers are critical. With Darcy, once we were able to collate all of his skills and talents on paper, the process became incredibly easy', he says.

Darcy really appreciates Alex's support in developing job-seeking skills.

'The main thing for me was the mock interviews with Alex', he says. 'I was a lot more confident to go for an interview.'

Darcy now has a sense of job security and sees a long-term future in the car parts industry. 'I'd be very happy being in this line of work for all of my career', he says.



## IN AND OUT OF WORK

**In our modern economy the world of work is rapidly evolving. Some jobs are disappearing, to be replaced by jobs that were not thought of a decade ago. Other jobs while appearing unchanged in name have changed significantly in content. All of this produces difficult challenges for workers made redundant in declining industries, for jobseekers who have been out of work due to illness or caring responsibilities, for those with few skills and for those who have simply been looking for work for some time. They need help to build a pathway into the industries which are expanding.**

Our approach to creating those pathways is two-pronged. Firstly, we work closely with employers to tailor our training and employment programs to meet their requirements. Secondly, we intensively support highly disadvantaged jobseekers with career advice, targeted training, work experience and field support to help them secure and retain work, participate fully in their community and tap their productive potential for the economy.

### Programs

**Our Work and Learning Centres**, supported by the Victorian Government, assist Victorians experiencing disadvantage, particularly public housing tenants, 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 (GEST), and one in inner Melbourne, with Carlton's Church of All Nations. Collaborating with employers and harnessing local networks, the centres provide career planning, training and support to get into work.

Many employers are eager to employ disadvantaged jobseekers, if given the right support. Our Group Training Organisation supports jobseekers into jobs in areas such as horticulture, logistics, customer service, and children's and aged care services. Our **Building Bridges** training helps workplace supervisors to support their new staff, while our field officers advise and support both the employer and the new employee.

Our **Training Services** offer high-quality training that often includes all-important work placements so that the trainees, on completion of the course, are ready and competent to step into a job. The majority of our learners experience significant disadvantages: in 2015, 26 per cent had a disability, 50 per cent came from a non-English speaking background, 54 per cent had not completed Year 12 and 82 per cent were unemployed. In 2016 we will commence the Victorian Government supported **Reconnect Engagement and Learning Support Program** to support young people to undertake vocational training that suits their aptitudes and equips them for areas of forecast jobs growth.

Our **Given the Chance at ANZ** program works with refugees to place them in jobs at the ANZ bank. In 2016 we placed our



Our Geelong Work and Learning Centre has helped Brayden begin a career in construction landscaping.

120th participant. We are planning for the program to grow with an extension into NSW after successfully establishing it in Victoria, Queensland and Tasmania. **Given the Chance for Asylum Seekers** supported more than 350 asylum seekers this year to improve their skills, find work and make their own contribution to the community.

We started **ParentsNext** in 2016 in partnership with the Australian Government, to help those on the Centrelink Parenting Payment to begin to plan for employment for when their youngest child starts school. Our **Community Safety and Information Service** puts tenants of public housing estates in inner Melbourne on track to employment by offering paid security 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.

## Policy

We have continued efforts to ensure that the vocational education and training (VET) system achieves better and fairer outcomes for disadvantaged people.

We also provided policy options to inform the Victorian Government's Employment Programs Review. This drew from our research and practical experience in delivering business-facing and place-based employment approaches and using social procurement to drive employment outcomes. Through analysis of our **Given the Chance for Asylum Seekers** program, we recommended reforms that improve access to mainstream training and employment services. We have also engaged with the Victorian Premier's Jobs and Investment Panel on the development of an inclusive growth agenda, and advised the government on its revamp of the Back to Work scheme.

# BRAYDEN

With sustained guidance from the Geelong Work and Learning Centre, Brayden's career in construction landscaping is taking shape.

Two years ago, Brayden had his heart set on getting into construction landscaping when he came to our Geelong Work and Learning Centre, run in partnership with local agency Northern Futures. He was disappointed to find out such apprenticeships are rare, and his lack of a drivers licence and a car would hinder his chances. Instead, he was advised, a warehousing qualification would be a stepping stone to his goal, allowing him to build study skills, find work more easily and save for a car.

Nonetheless, Brayden decided to keep applying for apprenticeships. He couldn't find one, and bounced between jobs. In early 2015, he headed back to the centre, and started a 12-week warehousing certificate course. At first it was hard, but with guidance from centre senior adviser, Sarah, he did well.

'Sarah was a great support to me and everyone else. Anyone who had any concerns they just went straight to her and she'd help', says Brayden.

Eventually Brayden's break came. An industry partner with the centre was seeking a construction landscape apprentice, and Sarah put Brayden forward. After a week's trial, he was offered an apprenticeship.

Brayden left school in Year 10, but with the support of the Work and Learning Centre he has developed a positive attitude to learning, which has been of great value in his apprenticeship studies.

The firm he works for installs playground equipment and park furniture; Brayden finds it rewarding to see the results of his labour.

'Absolutely I have come a long way', he says. 'If I look back four years ago I couldn't see myself where I am now.'

He has a drivers licence, a car, and a new sense of direction. His adviser, Sarah, can see a big change.

'Last month Brayden called into to the Work and Learning Centre to say hello, as he was doing some work around the corner. He couldn't wipe the smile off his face', she says.



## RETIREMENT AND AGEING

**Our founder, Father Gerard Tucker, had a pioneering approach to supporting disadvantaged people in their old age. His vision was that ‘they should be able to make full use of their physical, mental and spiritual powers and be useful and happy’. We remain true to that vision, with our aged care programs emphasising that care should not be an end in itself, but a tool for good living. We call it our Enhancing Capabilities philosophy, which has us build on each individual’s strengths so they can live the best possible life.**

Our programs help older people, many of whom have experienced a lifetime of disadvantage, to be involved with their community and enjoy security, comfort and choice.

### Programs

Our aged care residences encourage residents to be socially connected, active and independent. **Sambell Lodge** is poised for redevelopment to the highest standards of 21st century care. Under an agreement with the Victorian Government we plan to co-locate it with an extension of the neighbouring primary school, creating great opportunities for young and old to interact and contribute to each other’s wellbeing.

**Sumner House** also encourages intergenerational connections, including visits by primary school students. The facility is now a training organisation as well as an aged care residence. It provides students from RMIT University and our own Brotherhood Training Services with supervised training and work experience.

The Enhancing Capabilities philosophy puts us at the forefront of initiatives that empower residents to make their own

decisions about their daily lives. Both residences scored well in a pilot Australian Government program testing the use of quality indicators, which measure both the service standards and the residents’ quality of life.

Our **Day and Respite Services** assist older people and people with disability, and their carers, to increase their social and economic participation. The services – **Banksia Services** and **Nexus Disability Services** in Melbourne’s south-east and the **Coolibah Centre** in the inner city and north – consider the people they support as members, and are recognised for their specialised dementia care and disability support. They help members to establish and maintain informal social networks, create new opportunities for lives connected to others and make a point of offering activities both at our centres and in the community.

In keeping with our philosophy of enabling people to live the life they want, we consult with members in the development of our services. For example, Banksia Services assisted its members from the LGBTI community to establish the social group, Out on the Peninsula, which is now able to run itself.

The Day and Respite Services work to create dementia-friendly communities. For example, the intergenerational Bush



Sambell Lodge resident Janine is a dedicated supporter of the Collingwood Football Club – ‘Go ‘Pies!’.

Kinder program brings together our **Younger Onset Dementia Group** with children and staff from the Long Island Early Learning Centre at local nature reserves, helping the latter to understand firsthand how people live with dementia.

In our **Home Care Packages Program**, we have led the thinking and practice on the Australian Government’s consumer-directed care policy. Our aim is to give people a choice about the services they need to stay in their home and enjoy quality of life through friendships and connections in the community.

Digital literacy is essential to modern living: addressing ageing in a complex technological society is a priority for us. We engage volunteers to assist our aged care residents in online activities, including connecting with family and friends via Skype. Digital devices have been particularly beneficial for people with dementia, who use them to communicate with loved ones and play mentally stimulating games. The people in our Home Care Packages Program are linked to group training or one-on-one support in using tablets and smart phones.

## Policy

The circumstances faced by people in older age are often determined by their experience in the workforce in the two decades preceding retirement. Building on our considerable research into workforce vulnerabilities in midlife and beyond, we have highlighted the incidence of long-term unemployment among older jobseekers, the bias against different groups of these jobseekers, and the shortcomings of employment services, and have recommended reforms.

We continue to collaborate with peak bodies to contribute to policy positions aimed at protecting the interests of financially disadvantaged and vulnerable people in residential and home care.

# JANINE

Janine, 64, is a resident of Sambell Lodge, the Brotherhood’s aged care home for older people who have been homeless or at risk of homelessness. She doesn’t intend moving.

Janine was born in Mildura in north-west Victoria and has moved all over the state.

Before moving into Sambell Lodge in Clifton Hill, in inner Melbourne, she lived in various rooming houses and hadn’t had stable housing she could call a home for many years.

‘I kept to myself in those places’, says Janine, a keen Collingwood Aussie Rules football club fan.

But since moving into Sambell Lodge, she says she’s ‘at peace’.

‘I used to go the pub a lot. But now I don’t do any of that, because we have lots of activities that I like doing – mostly the hands-on arts and crafts, and the gardening, and iPads at the local library.’

Thanks to Sambell’s iPad classes, Janine – who was a ward of the state until 18 – has re-connected with one of her eight siblings, a brother who lives in Queensland and whom she hasn’t seen since she was a child.

‘He contacts me by iPhone and I contact him via iPad’, she says with a beaming smile.

‘I like to get involved with a lot of things’, she says.

‘I have my jobs that I do. On Monday morning I have a pin-up job, pin-up the ladder on the notice board during the footy season – and the weather page each day. And I do some sweeping, which I decided to take on myself. I sweep the garden and the car park.’

Janine, who used to work as a factory hand and at a supermarket, has seen a lot and lived in many places. Sambell Lodge holds a special place in her heart though.

‘It’s the best place I’ve ever lived,’ she says.



## PEOPLE WITH DISABILITY

**The National Disability Insurance Scheme (NDIS) is a once-in-a-lifetime opportunity to ensure that people with disability are able to participate fully in the social and economic life of our community. The Brotherhood is delighted to have the opportunity to make a contribution to one of Australia's most significant social policy reforms in the past 40 years.**

We have partnered with the Australian Government's National Disability Insurance Agency to help deliver the scheme in north-east Melbourne from July 2016, supporting people with disability to live a life of common dignity.

The NDIS is based on the principles of insurance. The risk of disability affects all Australians and so, through this scheme, we pay taxes to ensure we share the risks and cost of disability, and we are covered if and when we need it.

The scheme aims to put people with disability on a mainstream life path – growing up with family, attending the local school, spending leisure time with friends, building a career and enjoying relationships.

We are committed to the belief that adequate resources, choice, power over decision making, careful planning, coordinated community effort and mainstream connections are essential for people with disability to live well and achieve their aspirations.

For too long, disability has been a major cause of poverty and exclusion – our role in assisting in implementing the NDIS will further our longstanding commitment to open and expand opportunities for all. Following the earlier trials of the NDIS, north-east Melbourne – which comprises the local

government areas of Whittlesea, Yarra, Darebin, Banyule and Nillumbik – is the first region within Victoria to fully implement the scheme.

North-east Melbourne is home to people from many different backgrounds. We are working closely with the region's large Aboriginal and Torres Strait Islander community on the needs of its members living with disability.

In addition, about one in four local residents were born overseas, so an important aspect of our work is to ensure that people with disability of diverse cultural and linguistic backgrounds receive appropriate support.

We assist people with permanent and significant disability, their families and carers to exercise choice and control over the assistance they receive and to engage productively with the NDIS. In short, our task is to assist them pursue their goals for a good life, on their own terms.

We do this by helping those who are eligible for funding under the NDIS to develop their individual plans for the assistance and services they need. After their plan is submitted to the National Disability Insurance Agency for approval, we assist each participant to put the plan into action, maintaining contact to review progress.



## LOUISE

Louise is a member of the Brotherhood's team assisting people with disability to access the National Disability Insurance Scheme. Her enthusiasm for her new role and for the NDIS is clear.

A social worker, Louise has worked with people with neurological conditions for more than 20 years. Louise had both eyes removed when she was one year old, following a diagnosis of cancer of the retina. Qualified as a grief and bereavement counsellor, she also works with people experiencing the grief associated with living with disability.

Louise says of the NDIS: 'It's not about the deserving and the undeserving. It's not about having to grab what you can now. It's goal-centred and person-centred, and it's about each person having choice and control.'

As an example, she mentions transport. Personally, she prefers Uber over taxis, and as a participant in the NDIS, she'll now be able to choose which to use. The choice offered by the scheme will also make a difference to her relationships: 'I don't have to rely on informal supports ... I want my friends to be my friends, not my carers', she says.

Louise brings an intensely practical approach to her work. 'I like that it's so goal-oriented – "What can we do about that?" I'm a counsellor so I can recognise the importance of feeling the grief, but I'm also interested in finding ways to help.'

As well as helping those people eligible for NDIS funding with their individual plans, the role of local area coordinators like Louise is to assist all people with disability access mainstream networks and resources. They also work with mainstream organisations to improve access.

'It's about setting up systems in the wider community to make things easier for people', says Louise. 'An important part of [the Brotherhood's] role is to increase awareness in the general public. It's not going to be a magic cure, but in the 1950s people had to fight to get guide dogs accepted in places – now it's rarely an issue.'

We also have a role in ensuring support for people with disability who are not eligible to join the scheme, by working with communities and mainstream services to build awareness and encourage a more inclusive approach to the needs and aspirations of people with disability.



Main: Guide dog Arthur accompanies Louise everywhere.  
Above: Louise helps people with disability access the National Disability Insurance Scheme.



## REFUGEES AND INCLUSION

**The Brotherhood of St Laurence has a proud six-decade history of assisting migrants, refugees and asylum seekers to participate fully in the social and economic life of Australia. We continue this focus on empowering communities at various stages of settlement.**

Our Ecumenical Migration Centre was the first generalist settlement agency in Australia, established in inner Melbourne's Fitzroy in 1956. Sixty years later the pattern of settlement by refugees has changed dramatically, with housing costs causing them to locate increasingly in the new suburbs on the urban outskirts. To better reflect these realities we have moved the base for this aspect of our work to Whittlesea in Melbourne's outer north. Located in a new community services hub established by the City of Whittlesea, our people collaborate with other agencies in reaching out to refugee and migrant communities in this region. We retain some services in inner urban areas, in particular for children and families and those seeking training and employment.

### Programs

In partnership with Spectrum Migrant Resource Centre, our **Refugee Action Program (RAP)** has developed the skills of leaders from emerging communities across northern Melbourne. The **Brain Bank** program matches skilled volunteers with refugee and migrant individuals and community groups seeking mentoring on matters such as job hunting or, for groups, project management. It expanded from inner Melbourne to cover the Whittlesea and Hume local government areas. In recent years we helped establish the **African Australian Community Centre** in Footscray in

the city's west, building on the outreach work initiated by the Footscray Anglican Parish. We have now transferred management responsibility for the Centre to the New Hope Foundation which will operate it in partnership with the parish.

In recognition that employment is a critical factor in the successful settlement of refugees we place great emphasis on building pathways to work through three programs tailored to meet their needs: **ReSource**, **Employment Pathways for Young Asylum Seekers** and **Stepping Stones to Small Business** programs. The Brotherhood also supports refugees and asylum seekers to find employment through its **Given the Chance** programs (see page 14).

**ReSource**, for those from refugee and migrant backgrounds, and the **Employment Pathways for Young Asylum Seekers** program both 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 their first-hand knowledge, experience and business networks. Stepping Stones is also tailoring training materials to suit entrepreneurs from culturally diverse communities for the government agency Small Business Victoria.



Sharifa, a graduate of our Stepping Stones program, is now the proud owner of the Somali Street Food Cafe.

We assist families to deal with parenting issues through our **Integrated Family Services**. In addition to one-on-one work with parents, the service runs groups that give mothers and fathers a chance to take time out and learn from other parents. The **Refugee Child Outreach** program works with families to ensure their young 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. This program deploys volunteers to accompany parents to appointments and provide orientation to local services and groups, resulting in a marked increase in engagement in social activities.

We are one of the community agencies administering the Australian Government’s Community Proposal Pilot, to assist families and community organisations to sponsor relatives overseas who are eligible for settlement in Australia on a refugee and humanitarian visa. Ninety-two visas for family or community reunion were granted to 21 families from applications submitted the previous financial year.

Our Social Enterprises team works with AMES Australia and other charitable organisations to support refugees through the **Humanitarian Settlement Services** program funded by the Australian Government by providing household goods.

## Policy

Our policy submissions and engagement with governments and stakeholders have focused on improving access to, and providing more effective, early learning, schooling, training and employment support for refugees, asylum seekers and other newly arrived migrants.

# SHARIFA

**Our Stepping Stones to Small Business program spurred Somali-born cafe owner Sharifa to pursue her career dreams.**

Sharifa is proud owner of the Somali Street Food Cafe, in the northern Melbourne suburb of Glenroy. She grew up working in her family’s businesses in rural Somalia – a wholesale grocery shop and a small ice-making factory. Since migrating to Australia in 2008, Sharifa has worked on and off as a cleaner and in child care, but through the Stepping Stones to Small Business program she realised it was possible to do business here.

‘I thought it was very difficult to start a business in this country because the rules and regulations were totally different. I didn’t know how to register a business name, and that sort of thing’, she says. ‘It’s not like my country where you can start anything.’

In addition to the information, training and support provided during the six-week Stepping Stones program she undertook in mid-2016, Sharifa was motivated by hearing the stories of other migrant, asylum seeker and refugee businesswomen, whose stories were so similar to hers, although they came from different countries.

‘That encouraged me that I could do something as well – that it doesn’t need a lot of money and the rules are not that hard’, she says.

A few weeks into the program she started an online clothing business – designing clothes, getting them made and selling them to a local shop and through community networks. By the end of the year she saw a local cafe business for sale, and decided to take on the new venture.

Sharifa is proud the cafe is already doing well, providing financial security for her and husband Abdul and, most importantly, their three young sons.

‘In this kitchen it’s not easy. I’m the one that cooks and sometimes I work 12 hour days’, she says. ‘It is my kids that give me the boost to say “Okay, I can do this.”’



## FINANCIAL INCLUSION

**The need to develop financial literacy among those Australians struggling on low and often unstable incomes in a complex environment of credit products has never been greater. Their ability to manage their money wisely is critical to building a good life.**

Our financial inclusion programs, research and policy work aim to enable those facing persistent financial hardship to move into more secure and stable financial situations, address barriers to accumulating savings and other assets, expand and strengthen financial safety nets and improve access to fair and adequate mainstream financial services.

### Programs

In partnership with the ANZ bank we founded and operate Australia's largest matched savings program, **Saver Plus**, which continues to assist Australians on low incomes to develop vital skills for saving and money management. Our collaboration with The Benevolent Society, The Smith Family, Berry Street and other agencies enables program workers to be located in 45 communities across the nation.

For the first time in the program's 12-year history, a remote-service delivery model for Saver Plus is being rolled out. This will help ensure the continued success of this flagship program, which is strongly supported by the Australian Government.

Results for the program remain strong, with more than 3700 families participating. Complementing our work with ANZ on Saver Plus is our continued delivery of training in

MoneyMinded, a financial education program developed by ANZ. This is mostly delivered to corporate and community facilitators who in turn run MoneyMinded workshops for people in the community. The Brotherhood is a key partner with the bank in this work.

Many low-income households incur high energy bills simply because the appliances they use are old and inefficient. This is particularly the case with hot water systems. With the support of the Australian Government we have developed and trialled the Home Energy Efficiency Upgrade Program, which has proved successful in shifting the purchasing decisions of low-income households from inefficient hot water systems to highly efficient ones. Using a combination of concessional finance, subsidies and a trusted intermediary, it achieved more than 750 hot water system upgrades in low-income households across Victoria. These households will benefit from lower energy bills and contribute to a reduction in carbon emissions.

**“ MANY LOW-INCOME HOUSEHOLDS INCUR HIGH ENERGY BILLS SIMPLY BECAUSE THE APPLIANCES THEY USE ARE OLD AND INEFFICIENT.**



# MAKOURA

With the help of the Brotherhood's Saver Plus program, Makoura has been able to save for her family's future.

Makoura, 40, came to Australia with her four children in 2006 and settled in Adelaide. Before this, the family was living in a refugee camp in Guinea, West Africa. They had fled their home in Liberia years earlier, when violence engulfed their country. In 2011 the family became Australian citizens.

In late 2015, Makoura went to her local ANZ bank branch to do some banking. After striking up a conversation with a clerk, Makoura learned about the Brotherhood's Saver Plus program.

'Before the program I was not good at saving', says Makoura. 'Now, I'm much better.'

Saver Plus is a 10-month program that encourages and trains people on low incomes how to save. It is coordinated by the Brotherhood and ANZ, and run in partnership with several colleague community organisations. The practical and goals-based program has three key elements.

Firstly, participants receive 10 hours of financial literacy training in a series of workshops run by ANZ. This training, known as MoneyMinded, helped Makoura develop the skills she needed to start saving.

'The workshops really changed the way I look at money. I used to waste a lot of money but now I think a lot more about what I'm buying and if I really need it or if I just want it.'

Secondly, participants commit to making fortnightly deposits for 10 months so that at the end of the program they will have at least \$500 in the bank.

And thirdly, ANZ matches each participant's savings up to \$500.

The matched money from ANZ must be spent on educational costs for participants or their children. Sporting and musical pursuits are also allowed.

Makoura plans to spend the money she has saved on school uniforms and a laptop for her son.

She also continues the conversation about Saver Plus with her friends, telling them, 'If you save \$500 then ANZ will give you \$500'. If they ask her if she's sure about that, she tells them, 'Of course I'm sure'.

## Policy

Reasonably priced insurance provides us all with a potential safety net in the event of unexpected losses. All too often, struggling households find the cost of insuring assets such as a second-hand motor car or household furniture – all critical to their lives – is prohibitive. Because of this, a loss that should be an inconvenience becomes an event that can derail their life. We are prosecuting this issue in Insurance Australia Group's Customer Advisory Board and are investigating how insurance coverage can be expanded. While recognising the commercial imperatives of the insurance companies we believe they have a community obligation to make insurance available to those who in many ways need it most.



Main: Makoura has been able to save for her family's future with help from the Brotherhood's Saver Plus program. Above: Makoura with her daughter, Mabana.



## CHAPLAINCY

**Our Chaplaincy team provides and promotes spirituality and pastoral care throughout the whole Brotherhood community.**

Writing in his memoir of Tucker, *He Got Things Done*, his nephew David Scott noted that his uncle believed firmly in the God of love who welcomes all in need of help and care. He recognised the God of hospitality among all whom he met and worked with, and he showed how commitment and perseverance that stem from belief are necessary qualities to succeed. 'Because God loves me' was Gerard Tucker's motive for all he did in his care and concern for others.

The development of a spiritual focus at the Brotherhood highlights wellbeing, aspiration and human flourishing, while weekly services across the organisation offer opportunities for the community to receive sacramental ministry and ensure the upholding of the organisation through prayer.

We seek to be a prophetic voice challenging the Brotherhood to remain true to its roots and calling; we reflect on the theological principles surrounding our work; we develop strong relationships with partners, including churches, local communities and schools; and we develop opportunities for education through direct experience, teaching a new generation about social justice and disadvantage. Importantly our emphasis on the spiritual embraces all faiths and religious traditions.

### Parish Partnerships

The Chaplaincy team works with the Anglican Diocese of

Melbourne and Anglicare Victoria to develop the **Parish Partnerships program**. This encourages parishes to see the importance of partnering with Anglican care agencies to recognise unmet needs in the community and work to bring about change. We are introducing a Pastoral Listening program that will be offered to laypeople in parishes, in addition to the Let's Fully Welcome Refugees resource pack for welcoming refugees and asylum seekers to the community.

### The Good Neighbour Project

Chaplaincy works to create relationships, and support dialogue between the Brotherhood and parishes and schools. The Good Neighbour Project seeks to identify the needs of the local community in theological and practical contexts, identify the resources available to a parish that could serve those needs, and work together to build capacity and develop a ministry plan of action.

### Schools Engagement Programs

'We think that the time spent with the Brotherhood of St Laurence staff and exposure to the programs and people they support has given our son insights into his responsibility as a part of a broader community.'

# CATHERINE

Secondary teacher Catherine Arnold believes our Urban Camp program is transformational for her students.

Urban Camps are part of the Brotherhood's Schools Engagement Program and offer three to five days of hands-on learning about social justice and positive community change at our headquarters in inner Melbourne.

Among other activities, students assist young people from refugee backgrounds to practise their English and talk with and cook lunch for the 50 members of our Coolibah day centre for older people who have experienced disadvantage.

Catherine and her students from Somerville Secondary College, on the Mornington Peninsula near Melbourne, first attended Urban Camp in 2011. 'I just wanted them to understand that they can make a change in their own community', she says.

Afterwards she observed shifts in the students' awareness of social justice issues and willingness to work for community change so she continued the relationship with the program. 'It's so huge for our kids ... You're the link to allow us to broaden our kids' minds.'

The essence of Urban Camp lies in its community engagement and the space it gives students, whose backgrounds differ markedly from the people they meet at the Brotherhood, to untangle social justice issues including homelessness, unemployment, the plight of refugees and indigenous matters. Many students tell the Brotherhood the camp is a profoundly moving experience, and life changing in how they view their social responsibilities. An important element is the time spent reflecting on that experience which may be challenging. Through discussion, journal writing, and contemplation, students examine issues, sift through common assumptions and develop their own views.

Catherine sees 'big benefits' for Somerville staff and students stemming from the Urban Camp program. Some students have raised funds then hosted a beach excursion for children from the public housing estate opposite the Brotherhood's headquarters, whom they tutored while on camp. Among the students inspired to take further action is one who later became a youth worker.

Parents and teachers at Somerville comment on students' maturity after their Urban Camp. 'They see changes at home', says Catherine. Students think more critically about media reports, 'because they've experienced a little insight themselves'.



Main: Catherine with her students undertaking the Urban Camp experience. Above: Students and another teacher from Somerville Secondary College on an Urban Camp.

The benefits of the Brotherhood's Urban Camp have been greater than previous school camps as the challenges were not self-centred and made him think beyond himself.' – parent of an Urban Camp student.

The **Urban Camp** project offers senior secondary school students the opportunity to learn about social justice and disadvantage through practical experiences that introduce them to many ideas. It challenges social norms and develops individual thinking and leadership that focus on the question 'What can I do to bring about change?' It encourages practical involvement through volunteering, and emphasises that all people may experience disadvantage in their lives at some point, all aspire to participate in mainstream life, all have a story to tell and all should be heard with respect.

In our **Middle School Incursion Program** for Years 5 to 8, we visit schools to help young people look at the world and their own community and see that they too have a role to play in respecting and caring for others, whether in the playground, the sports field, among family members or in their community.

Both programs are supported by volunteers from many walks of life who generously share their stories.



## OUR COMMUNITY

**The Brotherhood has always drawn great strength from the depth and breadth of the community support it enjoys. This support involves contributions in time, money, goods and services, opportunities for those we are assisting and patronage of our social enterprises.**

We have renewed our commitment to a deeper community engagement that goes beyond the communities in which our programs and services operate. We are committed to strengthening our connection with our supporters, to understanding their expectation and aspirations, and where possible to working more closely with them towards our shared goal of all people being able to live good lives.

Everyone can contribute to this goal, regardless of who they are or where they live. Our current strategic plan states we must:

Orient our work so that we engage more with and strengthen the communities where we work so as to reflect local aspirations, and in doing so, help the broader community understand our work and become involved.

And that we must:

Work collaboratively and in partnership with others to influence policy and practice.

This strategic direction creates the challenge and the opportunity for the Brotherhood to help our supporters to become more involved – both in the traditional ways of supporting the Brotherhood’s work of building capacity and creating opportunity, as well as in new ways in their own communities where our supporters live and work.

We are increasingly seeking to arm our supporters with clear and compelling information about the need for social change and what the Brotherhood is doing towards this, and looking to find new ways for our supporters to participate in this shared vision.

We are asking ourselves and our supporters to take greater notice of what is happening in our communities; what are the strengths we can build on, where are the opportunities for contribution and how can we all be more involved where it’s needed.

**“ WE ARE COMMITTED TO STRENGTHENING OUR CONNECTION WITH OUR SUPPORTERS, TO UNDERSTANDING THEIR EXPECTATION AND ASPIRATIONS, AND WHERE POSSIBLE TO WORKING MORE CLOSELY WITH THEM.**

# STEPHANIE

We could not carry out all our work to prevent and alleviate disadvantage without the immense contribution of our volunteers. One very special volunteer is Stephanie.

Stephanie has volunteered with us for 15 years, working in administration two days a week for many programs and services based in inner Melbourne. She started with our migrant and refugee services, and has also volunteered with other areas of the Brotherhood, including our library, children and families services, Saver Plus matched savings program and Schools Engagement Program, which educates students about issues facing disadvantaged Australians.

'It's good to do a mixture of things. That makes it really interesting', Stephanie says.

Stephanie performs a wide range of vital administration tasks, from mail-outs and word processing, to preparing information packs for students and volunteers. These tasks comprise the nuts and bolts of providing services to the community, and allow other staff to concentrate on working directly with people.

She also works in a paid administrative position with Down Syndrome Victoria two days a week. The combination of being in the workforce and volunteering boosts her confidence and provides a sense of satisfaction. 'I like doing charity work. It feels good to help other people. I would actually highly recommend that people become a volunteer,' she says.

While Stephanie has strong family support, she is also very independent. She attended mainstream primary and secondary schools, and later undertook administration courses at a special needs school. When she's not working, music is a big part of her life. ABBA was her favourite group as a child, and she has since developed a taste for country music. On her day off every Friday, she takes singing lessons, and she loves going to see musicals like *Singin' in the Rain*.

Stephanie also enjoys spending time with her family and friends. Over her many years with the Brotherhood she has formed close friendships with two co-workers in particular.

'It's hard to find people who would love you no matter what. I am so lucky to have found such good friends', she says.



Main: Stephanie has enjoyed volunteering with the Brotherhood for 15 years. Above: Stephanie with co-workers Mark and Vicky.

## Reconciliation Action Plan

Our inaugural **Reconciliation Action Plan** (RAP) continues to be a key organisational objective and it enjoys the enthusiastic support of all our people.

A combination of practical and symbolic measures have been implemented, ensuring we make progress towards our goals of greater cultural awareness, engagement with Aboriginal and Torres Strait Islander organisations and involvement of Aboriginal and Torres Strait Islander people in our organisation.

The spirit and practice of our RAP is well encapsulated in the Brotherhood's creative partnership with emerging Indigenous artist Christinaray Weetra, whom we commissioned to paint an outdoor mural for our head office.

The stunning work was unveiled during Reconciliation Week. Christinaray is a graduate of one of our Education First Youth Foyers, which aid young people at risk of homelessness on a career trajectory by providing safe and affordable student campus accommodation while they study. She is now a student of Fine Arts at RMIT University.

# RESEARCH AND POLICY CENTRE

**Our Research and Policy Centre strives to build a body of knowledge that helps us understand the causes and consequences of poverty and exclusion and identify what we need to do to both alleviate it and to prevent it occurring in the first place.**

We are strengthened in this task by our longstanding partnership with the University of Melbourne that harnesses research partners across the university to our endeavour. Our research work is assembled around six themes that are particularly relevant across the life course.

## Poverty and social exclusion

With growing inequality in Australia, it is critical to understand the scale and dimensions of poverty and social exclusion. We developed this strand of our work through projects and publications including:

- the Social Exclusion Monitor, which documents social exclusion in Australia. This ongoing research is a partnership between the Brotherhood and the Melbourne Institute of Applied Economic and Social Research at the University of Melbourne
- a chapter, 'Persistent disadvantage', in the report *Addressing entrenched disadvantage in Australia* published by the Committee for Economic Development of Australia.

We also strengthened our research on the negative consequences of poverty on child development and the intergenerational transmission of poverty. For example we:

- completed our Family Stress project, on the nature and impacts of parental and family stress on child stress, development and learning, funded by the Melbourne Social Equity Institute and the Melbourne Neuroscience Institute at the University of Melbourne
- commenced a project on the impact of childcare use on Indigenous child development, with the Life Course Centre on Children and Families and the Melbourne Institute.



Transition to Work participant Jack and Youth Development Coach Roie.

## Inclusive education

Education is central to addressing inequality in Australia. Access to high quality education and training can not only enhance people's life chances, but it can also equip them with the skills and capabilities needed to participate in all aspects of community life. Unfortunately, some have limited access to high quality, mainstream educational opportunities that are tailored to their learning needs. Our inclusive education team seeks to understand the causal links between disadvantage and education outcomes, as well as the policies, programs and approaches that can achieve positive outcomes for disadvantaged learners.

To ensure that disadvantaged learners receive a high quality education it is important that educators understand social exclusion and have the capabilities to enable these learners to succeed. We are working with the Melbourne Graduate School of Education to enhance professional teaching programs to benefit disadvantaged learners. For example we:

- contributed to the design and implementation of a final-year subject in the Masters of Education program, that assists students to better understand the characteristics and demographic spread of disadvantaged students and potential strategies for enhancing their participation and educational achievement.

Disadvantaged learners also need policies and programs that improve their educational engagement and long-term social and economic outcomes. Our inclusive education team is working on projects designed to develop evidence-informed approaches to working with disadvantaged learners. For example we:

- established our national longitudinal research program on the **Home Interaction Program for Parents and Youngsters (HIPPY)** that examines the impact of this home-based learning program on parenting and school readiness. This research is supported by the Australian Department of Social Services
- continued our five-year longitudinal evaluation, with Launch Housing and the Victorian Government, of the viability and effectiveness of the innovative Education First Youth Foyer model of integrated support for young people experiencing homelessness
- completed a major Australian Research Council (ARC) funded study that examines the flexible learning programs for disadvantaged secondary education-level learners, with partners including James Cook University, Victoria University and Edmund Rice Education Australia
- began our evaluation of the Chisholm and Holmesglen TAFE institutes' Back to Work project funded by the Victoria Government, which is designed to create formal links between training providers and employers that lead to jobs for unemployed young people in south-east Melbourne
- commenced our research across three states, with the University of Melbourne, into factors that affect disadvantaged people's participation in vocational education and training. This project is funded by the National Centre for Vocational Education Research.



Zaid has just completed his training in security operations through our Community Safety and Information Service program.

## Inclusive work and economic security

For many Australians, a job no longer ensures economic security. An increasing number of people are underemployed, wanting or needing to work more hours. Many, without regular or secure employment, don't know whether they will have work from one day to the next. Faced with unpredictable incomes an increasing number of people find it hard to make ends meet.

Without social and economic policies that respond to the impact of labour market and technological change, inequality and economic insecurity are likely to increase.

Our work and economic security team is undertaking research and contributing to policy debate to better understand and respond to these challenges. For example, we:

- hosted a symposium, Many Futures of Work, to examine the impacts of technological change, in collaboration with the Centre for Workplace Leadership at the University of Melbourne and the John Cain Foundation.

While we know it is important to examine the drivers of labour market change, we also recognise the need to understand how people, especially those who are socially excluded, experience these changes. In 2015–16 our research investigated the experiences in the labour market of young people, mature-age people, refugees and people seeking asylum. For example we:

- documented the rates and geographic distribution of youth unemployment across Australia as part of the Brotherhood's efforts to highlight the scale, uneven incidence and corrosive effects of youth unemployment

- examined how advantage and disadvantage affect young people's education and employment opportunities through analysis of our longitudinal study, Life Chances. Since 1990, it has examined the life circumstances of 167 babies born in inner city Melbourne and their families – rich and poor.

Our research to understand the experience of mature age jobseekers, who make up nearly 40 per cent of recipients of the Newstart Allowance, included:

- a major study, Understanding and Preventing Workforce Vulnerabilities in Midlife and Beyond, which reveals the discrimination faced by mature-age jobseekers. Recently completed, it was undertaken with Curtin University, the National Centre for Social and Economic Modelling at the University of Canberra and the University of Melbourne and was supported by Jobs Australia and the Australian Research Council
- a new, multi-faceted study that examines how employers and employees juggle health and workplace discrimination issues faced by older workers at a time when workers are being asked to work longer and harder. This project will also develop policies and programs to address these issues, especially for the most disadvantaged older workers. Led by the Australian National University in collaboration with the Brotherhood and the University of Melbourne, this ARC linkage project is supported by the Australian Department of Employment and Department of Social Services, WorkSafe Australia and the Queensland Treasury.



Sahra paints a picture during a Baby Book Club session at the Connie Benn Centre.

# RESEARCH AND POLICY CENTRE

Our research on the experience of economic insecurity includes:

- a study funded by the Victorian Fire Services Insurance Levy that is investigating how low-income households manage financial risk and how much short-term coping strategies affect longer-term risk management such as taking out insurance.

We recognise that to effect lasting, positive change for disadvantaged jobseekers we must build an evidence base about successful programs and policies to prevent and address unemployment. In 2016 we:

- commenced a study, Enhancing Job Services for Older Australians, designed to develop an evidence-informed training package to assist employment services staff to better support mature-age jobseekers. This study was funded by the Lord Mayor's Charitable Foundation
- documented the most effective ways to support people seeking asylum who are looking for work through our evaluation of the Brotherhood's **Given the Chance for Asylum Seekers** program.

## Inclusive ageing

How can communities enable older disadvantaged adults to live lives they value? How can we build social and community participation? What is the role of not-for-profit organisations in aged care services for disadvantaged older Australians? These are some of the questions that inform our research on inclusive ageing, which focuses on three areas: the impact of the model of consumer directed care on service delivery, the programs and practices that promote the inclusion and capability of older people in the community, and dementia care and regulation. For example we:

- published our report, *Adjusting to consumer directed care*, examining consumers' experience and perceptions of this aspect of aged care reform
- published our report on the social capital of aged care workers that underlined the importance of professional and personal networks for holistic service provision
- published our report, *Generating knowhow for later life*, which found that social interaction is the key to adults acquiring the knowhow needed to navigate their daily lives
- completed a study led by the University of Melbourne, Regulation in Dementia Care, which examines how to balance the need to protect people living with dementia with the benefits of creating innovative care environments. This research is funded by the National Research Council Cognitive Decline Partnership Centre
- completed our study, funded by a bequest from the estate of Hazel Hawke, about models of dementia care and ways to create 'dementia-inclusive' communities.

## Inclusive communities, housing and places

Solutions to disadvantage, social exclusion and inequality not only rest with governments and individuals but also, importantly, must be driven by local communities – by the collaborative efforts of businesses, service, sporting and other recreational clubs, schools and other education institutions



Our Research and Policy Centre produces many reports every year.

and community service organisations. The inclusive communities team is working to deepen our knowledge and build the evidence base around the policies, programs and practices that strengthen community inclusion, especially for marginalised and excluded groups. In 2015-16 we progressed this work through a series of foundation papers on the role and purpose of community sector organisations and approaches that harness community networks.

## Energy, equity and climate change

Low-income households and communities where poverty and disadvantage are concentrated are disproportionately affected by rising energy prices and climate change. Our longstanding 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 we:

- convened the Transitioning to a Zero Carbon Economy forum, which brought together 100 leaders from the community sector, government and business to address a key challenge of our generation – enabling Australia to transition to zero emissions, while ensuring energy affordability and enabling a just outcome for communities in regions dependent economically on coal
- completed an analysis of the Brotherhood's **Home Energy Efficiency Upgrade Program (HEEUP)**, which showed that trusted information combined with a no-interest loan and a subsidy enabled low-income home owners to buy hot water systems that were significantly more efficient with consequent energy cost savings
- completed the report *Fuel poverty, household income and energy spending*, which revealed the nature and extent of fuel poverty in Australia and highlighted the difficulties faced by low-income renters, single parents and people living with disability
- commissioned the report *A critique of Victoria's energy retail market*, which exposed the failings of the state's retail market and resulting high energy prices for low-income and vulnerable households.

# OUR SOCIAL ENTERPRISES

The magic of our social enterprises lies in the way in which they successfully bring together what at first may seem to be competing objectives: the raising of vital funds to support our programs, the efficient recycling of second-hand goods, the provision of work experience and employment for disadvantaged job seekers and the opportunity for social connection and voluntary contribution in support of our work.

Through our community stores, online bookstore and recycling program we ensure that our well-priced quality goods are reused and recycled in the homes of many thousands of happy customers.

## Community stores

Our 20 community stores are well known as a great source of quality second-hand clothing, books, homewares, furniture and whitegoods at affordable prices. The stores have a strong and loyal following with a weekly average of 30,000 visitors looking for a bargain. As a consequence the trend of recent years of increased profitability has continued – up 20 per cent on the previous year – making a major contribution to our funds for programs to help disadvantaged people.

Brotherhood Books, our online second-hand bookstore – a first for an Australian charity – continues to expand, with sales increasing by 12 per cent over the past year. It is a book lover’s dream, for purchasers and for the many volunteers that make the business possible.

## Donating

Our community stores simply couldn’t operate without the generous donations from households in and around Melbourne. Our Social Enterprise division offers both a direct-to-store donation and a free collection service. We now collect donated goods from across greater Melbourne through our 1300 DONATE service. See [1300donate.org](http://1300donate.org)

## Recycling

We have a firm commitment to sustainability, and our enterprises reduce landfill by recycling everything imaginable, from reconditioned fridges and other electrical goods for sale in our community stores to scrap metal.

## Volunteers and work experience

Our social enterprises are driven by the passion and commitment of hundreds of volunteers, many of whom have generously contributed their time and skills for many years. 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 with us while others are happy to continue contributing as volunteers.

We also offer work experience opportunities to refugees and asylum seekers in our Given the Chance employment programs, and to young people in our Transition to Work program. Again, many move on to full employment as a result of this time spent in a real workplace.

“ OUR SOCIAL ENTERPRISES ARE DRIVEN BY THE PASSION AND COMMITMENT OF HUNDREDS OF VOLUNTEERS. ”



Ambia sorts stock for our Brotherhood Books operation.



Paul moves a newly-received fridge at our Deer Park community store.



Simon has been given an employment opportunity at health food company Loving Earth.

# 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 Baeviski  
Ms Diana Batzias  
Ms Cath Bradley  
Mr David Buxbaum (to December 2015)  
Professor Jan Carter (from November 2015)  
Emeritus Professor Judith Chapman AM  
Ms Celia Clarke  
The Revd Barbara Colliver  
The Revd Don Edgar  
Ms Christine Edwards  
The Rt Revd David Farrer  
Mr William Ford (to December 2015)  
The Most Revd Dr Philip Freier (from November 2015)  
Mr Stephen Grant (to November 2015)  
Ms Sarina Greco  
Mr David Green  
The Rt Revd Philip Huggins  
Mr James Jacoby  
Mr Mike James  
Mr Roger Johnson  
The Revd Dr J Hugh Kempster  
The Hon. Rob Knowles AO  
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  
Dr Nouria Salehi OAM  
Ms Fiona Smith  
The Revd Clemence Taplin  
Mr Evan Thornley (to November 2015)  
Ms Catherina Toh  
The Revd Dr Richard Treloar  
Mr David Triplow APM  
Mr Mike Tucker (from February 2016)  
The Revd Janet Turpie-Johnstone  
Dr Jonathon Welch AM  
Mr Trevor Williams  
Mr John Wilson  
Mr Michael Wilson  
Mr Graeme Wise  
Ms Caterina Wooden

## Life Members

Mr Ernest Barr (deceased September 2015)  
The Rt Revd Michael Challen AM  
Mr Sandy Clark  
Dr Stephen Duckett  
Mr Michael Feeney  
Mr Nicolas Frances MBE  
Mr Eric Hart (deceased March 2016)  
The Rt Revd Dr Peter Hollingworth AC OBE  
The Hon. Professor Brian Howe AO  
Ms Elizabeth Loftus  
Ms Alison McClelland AO  
Father James Minchin  
Mr Ian Reid  
The Rt Revd Andrew St John  
Ms Jenny Trethewey  
Mrs Thelma Tuxen

# CORPORATE GOVERNANCE

## 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 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 Freier

(Non-executive Chair from November 2015)

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; he 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 (from November 2015). The Most Revd Dr Philip Freier was appointed to the Brotherhood Board in November 2015.

### The Hon. Rob Knowles AO

(Non-executive Chair to November 2015)

Commissioner with the National Mental Health Commission. Previously Commissioner, National Health and Hospital Reform Commission. Former Victorian Minister for Health, Aged Care and Housing. Chair, Brotherhood Nominations and Remuneration Committees (to November 2015). Former member, Brotherhood Finance Committee. Appointed to the Brotherhood Board in December 2005, took up the position in March 2006, reappointed in December 2010. Appointed Chair in December 2014, term finished 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,

Brain Bank program participant Wajia with volunteer mentor Jenny.



PricewaterhouseCoopers Australia. Chair, Social Traders Limited. Chair of the David Scott School Committee (from June 2016). Member, Brotherhood Audit and Risk Management 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.

**Emeritus Professor Judith Chapman** AM, BA, BEd, EdD, FACE, FACEA, FWAIEA

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. Appointed to the Brotherhood Board in November 2012.

**Mr Stephen Grant** Grad Dip (Marketing), FCA (to November 2015)

Chief Executive Officer, Asia Pacific Business Coalition on AIDS (APBCA). Previously CEO, Victorian Transport Accident Commission (TAC). Previously Chair, Alfred Health; Chair, Victorian Trauma Foundation (VTF); Managing Director, Laura Ashley PLC (UK). Chair, Brotherhood Social Enterprises Committee (to November 2015). Appointed to the Brotherhood Board in April 2009 and reappointed in December 2014. Resigned from the Brotherhood Board November 2015.

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

Vicar, St Peter's Eastern Hill. Area Dean, Diocese of Melbourne. Co-director, Kempster Consultants. Adjunct Faculty Member, Trinity College Theological School, University of Divinity. Previously 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. Authority Member and Chair Risk and Audit for the Victorian Government's Metropolitan Planning Authority. Non-Executive Director and Chair of Finance,

Assurance and Risk Management Committee of 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. Member, David Scott School Committee (from June 2016). Appointed to the Brotherhood Board in May 2014.

**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. Member, Audit Committee of the State Electricity Commission of Victoria. Chair, Social Venture Partners Melbourne and the Social Venture Partners Australia Fund. Director and Chair of Audit Committee, Independence Australia. Chair, Brotherhood Finance Committee. Appointed to the Brotherhood Board in December 2013.

**The Revd Dr Richard Treloar** BTheol (MCD), TheolM (MCD), PhD (Monash) (to April 2016)

Vicar, Christ Church South Yarra. President and Chair of the Board, Christ Church Grammar School. Honorary Research Associate, the University of Divinity. Christ Church South Yarra Lecturer in Old Testament and Ministry Studies, Trinity College Theological School (The University of Melbourne). Appointed to the Brotherhood Board in December 2014. Resigned from the Brotherhood Board in April 2016.

**Mr Mike Tucker** BBm, MAICD, AFAIM (from February 2016)

Co-author of Professional Purchasing and Materials Management in Practice and author of 8 Supply Chain training manuals. Awarded a fellow of Australian Institute of Purchasing and Supply Management and a founding member of The Chartered Institute of Purchasing and Supply Australasia. Previously led Supply Chain Governance and Excellence group for a Chinese State Owned Enterprise. Member (Chair from February 2016) of 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 nine Directors including the Executive Director.

# CORPORATE GOVERNANCE

## 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 (from March 2016) 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 (from October 2015), Freya Marsden and Tony Nicholson. The Committee meets 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 Hon. Rob Knowles (Committee Chair to November 2015), the Most Revd Dr Philip Freier (Member and Committee Chair from November 2015), Sandy Clark, Emeritus Professor Judith Chapman, Jenny Trethewey and Tony Nicholson. The Committee meets at least annually.



Our Given the Chance program helped Lucinda to return to the workforce.

## 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 Hon. Rob Knowles (Committee Chair to November 2015), the Most Revd Dr Philip Freier (Member and Committee Chair from November 2015), Mike James and Tony Nicholson. The Committee meets at least annually.

## Social Enterprise 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 Stephen Grant (Committee Chair to November 2015), Mike Tucker (Committee Chair from February 2016), David Errington, Joe Gehrig and Tony Nicholson. The Committee meets at least three times a 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 Victoria Carmody**, General Manager Children, Youth and Families (to September 2015)

**Ms Katrina Currie**, General Manager Work and Learning

**Ms Mara Erhardt-Rumpe**, General Manager Service Development (from April 2016)

**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 (from December 2015)



Volunteers Rachel, Christina and Elaine from Herbert Smith Freehills help out at the Breakfast Club.

**Mr Rob Hudson**, Group General Manager Programs and Policy

**Mr Jonathan Lee**, Chief Financial Officer

**Professor Shelley Mallett**, General Manager Research and Policy

**Ms Christine Morka**, General Manager Retirement and Ageing and Financial Inclusion

**Ms Niamh O'Malley**, General Manager Social Enterprises (from August 2015)

**Ms Marian Pettit**, National Manager HIPPY Australia

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

**Dr Tricia Szirom**, General Manager Children, Youth and Families (from August 2015)

**Mr Rodney Weston**, General Manager Business Planning and Social Enterprises (to August 2015), General Manager Business Development (from August 2015 to April 2016), General Manager Local Area Coordination Service (from April 2016).

## 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 HWL Ebsworth Lawyers; Pitcher Partners; Deutsche Bank 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 \$0.5 million compared to \$3.4 million in 2014–15. This result is mainly due to a \$2.4 million decrease in bequest income and a \$0.5 million increase in the deficit from operating activities. The operating deficit is \$5.6 million in 2015–16, which is higher than 2014–15 due to an increased investment in youth programs, partly offset by a higher net contribution from Fundraising.

Total donations, excluding bequests, were \$4.9 million in 2015–16 (2014–15: \$5.3 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 in the graphs. Total operating revenue has increased by 10% since 2014–15 which is largely due to an increase in government funding. The 4 percentage points increase in Children, Youth and Families expenditure reflects the increased investment in youth programs and the increase in activity in the HIPPIY Australia program, which is fully funded by the additional government funding received. Although the percentage of operating funds used by Retirement, Ageing and Financial Inclusion has decreased by 5 percentage points, the net amount of funds invested in this area has remained relatively stable.

A member of Banksia Services Frankston with frequent visitor, Chilli the parrot.

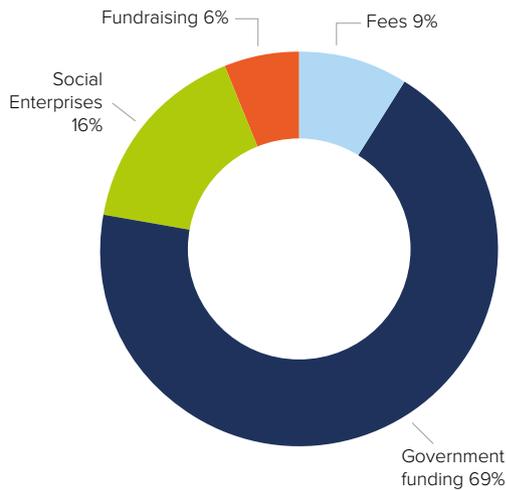
## Review of financial condition

The total equity of the organisation increased by \$4.1 million from 1 July 2015, to \$107.2 million as at 30 June 2016. This increase is due to a land and buildings revaluation increment of \$6.1 million and the \$0.5 million surplus for the year, partly offset by a \$2.5 million decrease in the market value of investments.



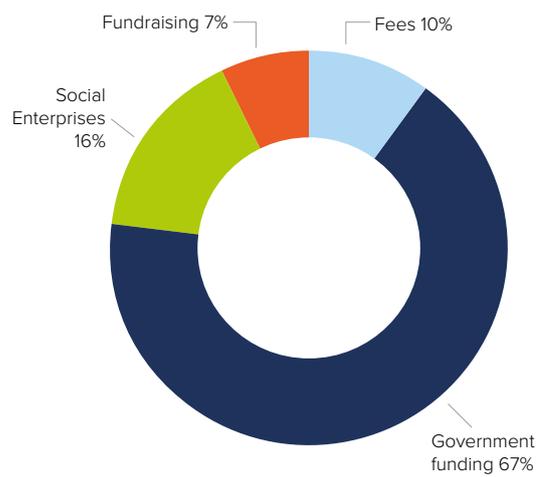
WHERE OUR OPERATING FUNDS  
CAME FROM

2016



WHERE OUR OPERATING FUNDS  
CAME FROM

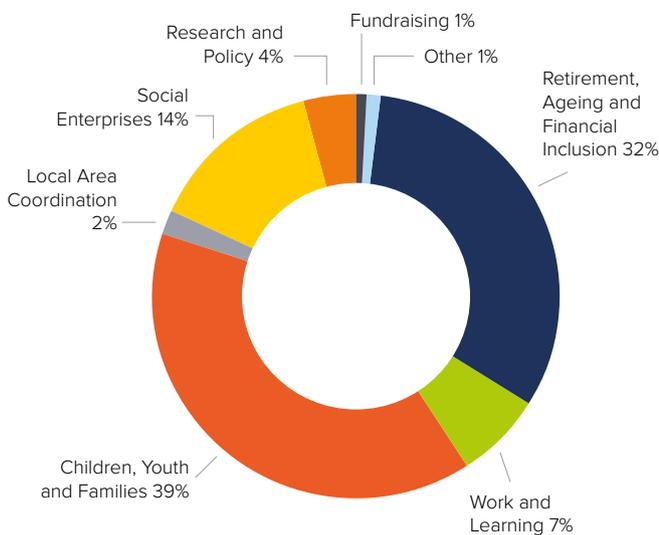
2015



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.

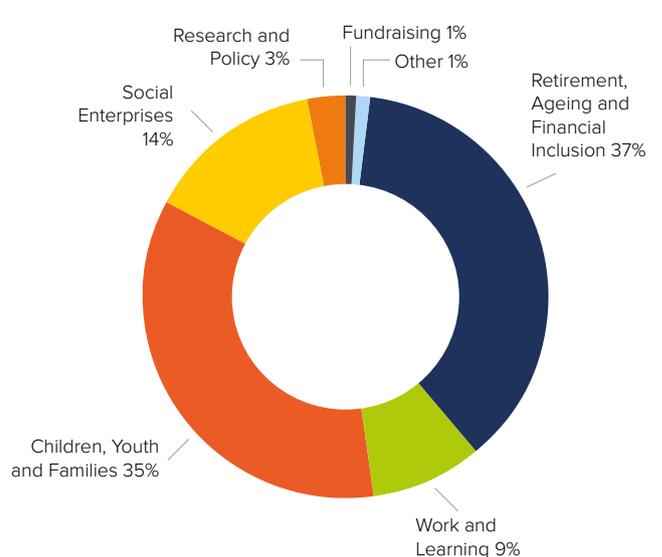
WHERE OUR OPERATING FUNDS  
WERE SPENT

2016



WHERE OUR OPERATING FUNDS  
WERE SPENT

2015





Selwyn from our Coolibah Centre and Urban Camper Zach work in the garden.

# FINANCIAL REPORT SUMMARY

## Statement of financial position

As at 30 June 2016

	2016 \$'000	2015 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	18,201	17,723
Trade and other receivables	4,074	3,484
Inventories	779	656
Investments	55,389	55,711
<b>Total current assets</b>	<b>78,443</b>	<b>77,574</b>
<b>Non-current assets</b>		
Property, plant and equipment	59,596	53,777
Intangible assets	1,720	1,720
Trade and other receivables	3,364	3,354
<b>Total non-current assets</b>	<b>64,680</b>	<b>58,851</b>
<b>TOTAL ASSETS</b>	<b>143,123</b>	<b>136,425</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	5,292	4,684
Auspice and resident funds	2,330	2,759
Employee benefits	6,236	5,496
Deferred income	21,660	20,092
<b>Total current liabilities</b>	<b>35,518</b>	<b>33,031</b>
<b>Non-current liabilities</b>		
Employee benefits	454	350
<b>Total non-current liabilities</b>	<b>454</b>	<b>350</b>
<b>TOTAL LIABILITIES</b>	<b>35,972</b>	<b>33,381</b>
<b>NET ASSETS</b>	<b>107,151</b>	<b>103,044</b>
<b>EQUITY</b>		
Accumulated surplus	71,533	71,071
Reserves	35,618	31,973
<b>TOTAL EQUITY</b>	<b>107,151</b>	<b>103,044</b>

# FINANCIAL REPORT SUMMARY

## Statement of profit or loss and other comprehensive income

For the year ended 30 June 2016	2016 \$'000	2015 \$'000
<b>REVENUE</b>		
<b>Service activities</b>		
Work and Learning	5,128	4,952
Retirement, Ageing and Financial Inclusion	27,796	28,678
Children, Youth and Families	28,623	23,623
Local Area Coordination	1,498	-
Research and Policy	1,338	513
<b>Other activities</b>		
Fundraising	2,688	2,428
Social Enterprises:		
- Sales of goods	7,893	6,854
- Services	3,467	4,006
Other revenue and income	354	399
<b>Revenue and other income from operating activities</b>	<b>78,785</b>	<b>71,453</b>
<b>EXPENSES</b>		
<b>Service activities</b>		
Work and Learning	6,266	6,639
Retirement, Ageing and Financial Inclusion	27,437	28,341
Children, Youth and Families	32,652	26,528
Local Area Coordination	1,498	-
Research and Policy	3,126	2,498
<b>Other activities</b>		
Fundraising	833	1,151
Cost of goods of Social Enterprises sales	1,554	1,236
Social Enterprises expenses	10,216	9,698
Other expenses	801	456
<b>Expenses for operating activities</b>	<b>84,383</b>	<b>76,547</b>
<b>DEFICIT FROM OPERATING ACTIVITIES</b>	<b>(5,598)</b>	<b>(5,094)</b>
Finance income	4,636	4,589
Finance expenses	(255)	(239)
<b>Net finance income</b>	<b>4,381</b>	<b>4,350</b>
Bequests income	1,791	4,195
Bequests costs	(112)	(82)
<b>Net bequests</b>	<b>1,679</b>	<b>4,113</b>
<b>SURPLUS</b>	<b>462</b>	<b>3,369</b>
<b>Other comprehensive income</b>		
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	(2,450)	(400)
<b>Other comprehensive income</b>	<b>3,645</b>	<b>(400)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>4,107</b>	<b>2,969</b>

\* Total fundraising income is \$4.85 million (2015 – \$5.27 million). The above income figure of \$2.69 million (2015 – \$2.43 million) represents unspecified fundraising income and excludes specified fundraising income of \$2.16 million (2015 – \$2.84 million) which is disclosed within Services Activities income.

## 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 2016 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 27th day of September 2016

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 in the Annual Financial Report.

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



Alex and Maryam from the Transition to Work program in discussion.



Transition to Work participant Safaa takes part in a coaching session with the Carlton Football Club.

# THANK YOU

**The Brotherhood's work would not be possible without the generous help of individuals and partner organisations. This comes in a variety of forms, including financial aid, donations of material goods and the contribution of time, skills and experience.**

All of these play an important part, and we are grateful to all who are working 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.

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

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

## Volunteers

We recognise the vital contribution our 1200 volunteers make to our mission and vision and wholeheartedly thank them for their efforts and for the wealth of community goodwill and connections they bring. The Brotherhood is an organisation that is voluntary in nature, created by people who shared a concern, came together and joined hands, set their own directions and encouraged others to contribute. The work and dedication of our volunteers since 1930 is testament to this.

Today, we continue to work for the goal of an Australia free of poverty with our innovative programs, research and campaigns. Our volunteers are involved in every part of our organisation and undertake a diverse range of activities, from young people who have recently started volunteering with us, having their first taste of the work place, to highly qualified and experienced people who have retired from paid employment, and choose to share a lifetime of skills and knowledge to support our communities.

Our volunteers are essential in the delivery of our mission, extending our capacity to meet our strategic aims and pursue the 'common good' in our society.

We understand that volunteers come from diverse backgrounds and are motivated by many factors. We are committed to motivate, develop, encourage and sustain voluntary support in the community. We seek to foster individual strengths and aspirations in each volunteer's engagement with us.

We encourage the involvement of meaningful voluntary service in all our work and also encourage all community members to support our activities and advocacy. We welcome people who seek to participate in helping us to achieve our mission.

Our vision for volunteers is that individuals, groups, businesses and communities will offer their skills, interests and talents to opportunities that support the Brotherhood's vision, mission, values and strategic objectives.

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



Bev and Marilyn construct paper flowers at our Banksia Community Respite Centre.

# HOW YOU CAN HELP

## Financial donations

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

**Phone:** (03) 9483 1301 or 1300 DONATE (1300 366 283)

**Email:** [donate@bsl.org.au](mailto:donate@bsl.org.au)

**Mail:** Community Relations  
67 Brunswick Street  
Fitzroy Victoria 3065

**Website:** [www.give.bsl.org.au](http://www.give.bsl.org.au)

## Clothing and household donations

Proceeds from all sales of donated goods at Brotherhood **Community Stores** supports 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 [www.bsl.org.au](http://www.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 [collections@bsl.org.au](mailto:collections@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 [www.bsl.org.au/volunteer](http://www.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 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**.

## Learn more

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

-  View our website: [www.bsl.org.au](http://www.bsl.org.au)
-  Join us on Facebook: [www.facebook.com/BrotherhoodofStLaurence](http://www.facebook.com/BrotherhoodofStLaurence)
-  Follow us on Twitter: [@Brotherhoodinfo](https://twitter.com/Brotherhoodinfo)
-  Connect with us on LinkedIn: [www.linkedin.com/company/brotherhood-of-st-laurence](http://www.linkedin.com/company/brotherhood-of-st-laurence)
-  Read our blog: [www.bsl.org.au/blog](http://www.bsl.org.au/blog)
-  Watch us on YouTube: [www.youtube.com/BrotherhoodLaurence](http://www.youtube.com/BrotherhoodLaurence)

**Photography:** Craig Sillitoe Photography except for: page 22–23 photos by Lightly Salted for ANZ; page 31 and 42 photos by Brotherhood staff.

**Graphic design:** Featherston Design

**Cover:** Our Banksia Services in Carrum Downs encourage wellbeing and social connections among older people and people with a disability. Morrie is a participant in the men's activity program, a group which regularly visits AMF Bowling Frankston.

**Inside cover:** Participants in our Transition to Work program in Broadmeadows receive regular volunteer coaching on and off the court by staff of the Carlton Football Club.



David gives Hui Wen some pool tips at our Coolibah Centre.



Brotherhood  
of St Laurence

Working for an Australia free of poverty

# ANNUAL REPORT 2016

Brotherhood of St Laurence  
67 Brunswick Street, Fitzroy, Victoria 3065  
Ph: (03) 9483 1183

[www.bsl.org.au](http://www.bsl.org.au)

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