

# Brotherhood of St Laurence



*helping people build better lives*

Annual Report

## Strategic Plan

The Mission Statement defines the work of the Brotherhood of St Laurence and its values. The Brotherhood's Strategic Plan comprises six goals for the three-year period that commenced in June 1996. These goals identify what needs to be achieved to carry out the objectives of the Mission Statement in those years.

### Goal 1: Responding to poverty

To minimise the destructive impact of poverty on people's lives.

### Goal 2: Ensuring financial viability

To balance the operating budget and build up the organisation's level of reserves.

### Goal 3: Improving management

To strengthen Brotherhood management and clarify our tasks.

### Goal 4: Strengthening strategic influence

To reinforce our influence for broader change by drawing on our service experience.

### Goal 5: Committing to quality

To identify and attain quality standards for all our work.

### Goal 6: Enhancing relationships

To work positively with other organisations and to increase substantially the Brotherhood's profile within the community.

# Working together

**The year has seen further steps to improve the quality and effectiveness of the Brotherhood's services and its advocacy through the different directorates working together.**

Social Action and Research staff and Community Services staff combine their specialist skills and knowledge to provide a well-informed basis for advocacy on changes to aged care, employment, early childhood and other community services and policies to make a difference to the lives of Australians.

**Social Action and Research** staff assist Community Services through:

- developing a shared understanding of the context in which services are now being delivered;
- helping develop the collection of information and effective approaches in consultation with clients;
- participation in service practice groups;
- the evaluation of particular services; and
- assisting with promotions and publicity.

**Community Services** staff assist Social Action and Research through:

- facilitating the liaison between researchers and service users;
- identifying emerging needs and issues apparent from service users;
- helping develop submissions or public comment;
- participating in project advisory committees; and
- having a collective understanding of the context of service delivery.

**Finance and Operations** provide both vital support and funds to the work of Community Services and Social Action and Research. The *support activities* of administration, information technology, human resources, payroll, staff development and planning provide appropriate responsive and effective infrastructure, advice and training.

*Finance* has the responsibility to:

- secure the financial stability of the Brotherhood through maintaining adequate solvency, budgetary control and reserve targets, and proactively identifying and facilitating financial improvements and opportunities; and
- provide a proper and effective internal control system and operating procedure, as well as relevant, accurate and timely information, training and advice to prevent and detect irregularities, enable effective decision-making in the allocation and level of resources, safeguard assets and fulfil legal obligations.

Much of the Brotherhood's activities rely on the funds raised by *Development* principally through appeals, legacies and other donations and the Brotherhood's *Recycling Enterprises* whereby many goods kindly donated to us are sold through our network of 27 shops.

# Executive Director's Report



The work of the Brotherhood of St Laurence is all about *helping people build better lives*. And our distinctiveness lies in how we do this.

We have continued — as our founder Father Gerard Tucker did — to synergise our work in community services and advocacy and research to minimise the destructive impact of poverty on people's lives. The impact of this synergy provides us with a strategic and preventative approach.

In response to radical change in the provision of services by government, the Brotherhood has characteristically been proactive. We were one of the initiators of *Job Futures*, a national consortium of non-profit organisations, in response to the restructure of government employment services. The Brotherhood also successfully tendered to operate the Rental Housing Support Program for Melbourne's southern metropolitan region.

These initiatives strengthen our capacity to speak from real-life experience and research which, in turn, leads to more effective policy and advocacy.

The Brotherhood's participation in proposals for tax reform through its key involvement with the Australian Council of Social Service has also demonstrated our commitment to promoting principles of fairness and equity to strengthen the bonds of community.

The cooperation and liaison between research and services has also been demonstrated by new programs designed to prevent poverty.

Our research shows us that early school leavers are most likely to be marginalised in the employment stakes over the long term. Partnerships with two schools to assist students before leaving school early is an important initiative in the context of unacceptably high youth unemployment rates.

Partnership with schools also featured in the Brotherhood's Prevention of Youth Homelessness Project completed this year. Publications on school projects aiming to assist young people deal with the threat of family breakdown were sent to every secondary school in Australia as well as Victorian primary schools.

The value of education is also carried through in the Brotherhood's trial of an internationally successful Home Instruction Program for Preschool Youngsters for children from disadvantaged families. This program is an Australia-first and has created a great deal of interest in its formative stage.

Creativity also featured by utilising theatre to get our message across. The Brotherhood's furniture warehouse in Fitzroy was the setting for three seasons of *La Mama* plays by Daniel Keene, directed by Ariette Taylor. These plays powerfully demonstrated how the loss of community support services and employment can lead to marginalisation and alienation.

Future challenges for the Brotherhood include the harnessing of funds to upgrade accommodation facilities for elderly people on low incomes.

To this end, a public appeal is to be launched in 1999, the United Nations Year of Older Persons, to raise the \$5 million needed for this and other work.

The Brotherhood's work is dependent upon the goodwill of people who wish to contribute to a better society. Without our donors and volunteers and the contributions of many parishes, service clubs, businesses and philanthropic trusts, our work could not continue.

My sincere thanks to you all and to our Brotherhood staff. It is through your generosity, goodwill, hard work, commitment, insight and vision that we can continue to make a meaningful contribution to ending poverty in Australia by helping people build better lives.

A handwritten signature in red ink that reads "Michael Challen". The signature is written in a cursive, flowing style.

The Rt Revd Michael Challen



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*Diverse components of the Brotherhood work together to sustain effective services and quality research.*

*Fundraiser Bruce King and Librarian Patricia Newell are pictured using the extensive resources of the Brotherhood's Library and Information Service.*

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*Brotherhood services provide children and parents with new possibilities and opportunities in life.*



# **1** Improving children's lives

## *meeting children's needs with innovative programs...*



*Brotherhood programs include child care, parenting workshops and development programs.*

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### **Action for positive change** **Support for child care**

A growing number of lower-income families have found formal child care to be unaffordable. A Social Action and Research project undertaken with Community Child Care examined the reasons for this and how the Government should respond. Interviews and analysis were provided to a Senate Inquiry into the funding of child care.

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### **Helping earlier**

**Early Intervention:** A new program initiated in the Greater Dandenong area in May 1998 which provided support to children with disabilities and developmental delays. The program helps 15 children with behaviour management, support and education.

Staff have promoted the service with visits to children's services and organisations in the area. Indications are that a large unmet need exists for this type of support.

### **Parent as teacher**

#### **The Home Instruction Program for Preschool Youngsters**

**(HIPPY):** A 'first' for Australia, but an internationally-recognised scheme developed by the Hebrew University of Jerusalem. HIPPY prepares children for school success by improving their learning skills and encouraging a love of learning.

The program is aimed at low-income families where parents have an educational level of Year 12 or less. Home tutors supported and trained parents in 21 families, encouraging them to become effective agents in their child's education and well being. HIPPY aims to break the cycle of generational disadvantage and strengthen the family unit.

**Action for positive change**  
**Teachers making a difference**

During the year the Education Coordinator worked with teachers and students on responding to poverty and disadvantage both within schools and beyond them. Keynote addresses were presented to various teacher groups and associations in Victoria, South Australia and Queensland.

**Supporting families**

**The Cottage Centre for Families and Children:** Supports families and helps them develop better relationships. Services include occasional child care, parenting and counselling workshops, development programs, a playgroup and a music group. Intensive support was provided to 46 families within the City of Yarra in addition to child care for some 45 children.

**Borrowing fun**

**Fitzroy Toy Library:** Based at **The Cottage**, it gives low-income families and others in the City of Yarra the opportunity to borrow high-quality toys and play equipment. Some 70 families participated this year.

**Action for positive change**  
**Starting school on an even footing**

The **Life Chances** project, a longitudinal study of children born in the inner city in 1990, examined the situation of these children as they began school. The study found significant differences between the educational achievements of children from different income groups, and also revealed disturbing concentrations of disadvantage over the six years since the parents were first interviewed.



*Brotherhood activities assist young people from early childhood through to secondary school.*

**Caring for kids**

**Family Day Care:** Part of the **Craigieburn and Roxburgh Park Family and Community Centre's** services provided 400 families with home-based child care from 58 registered care givers.

## Enhancing opportunities

**Preschool Support Program:** Enables children with severe disabilities living in the region from Port Melbourne to Portsea to attend a local preschool by placing trained assistants to help them. Some 30 special assistants helped more than 60 children during the year.

## Developing services

*For the past 25 years the Brotherhood has provided early childhood services including child care, family day care and specialist parenting support. In recent years greater attention has been paid to the importance of early learning in relation to children's long-term education achievement, and the links between education and poverty — hence the piloting of the HIPPY program.*

*The Brotherhood is concerned about a gap in preventative services for children between the ages of one and three. Future programs are to be initiated which combine an awareness of cultural and social differences, a modelling/role playing approach and individualised support.*



## Director's review

### Meeting needs

*It has been a year of considerable change for Community Services, with the piloting of new services, and renewed focus on enhancing service*

*quality. The examples below indicate the degree and rate of change.*

*Knowing the debilitating impact of educational disadvantage, the Brotherhood piloted two programs to improve the life chances of children and adolescents. The Home Instruction Program for Preschool Youngsters (HIPPY) aims to improve the educational success of young children growing up in disadvantaged circumstances. The scheme, which currently operates in 17 countries, was introduced to Australia by the Brotherhood. Early indications suggest our program will be very successful.*

*The second initiative extended our school to work transition project for early school leavers to another secondary college. Our experiences in this project are leading to further developments to support young people into training and employment.*

*The Brotherhood successfully tendered for the Rental Housing Support Program, which is providing increased access, advisory and*

*support services and activities for public tenants and providing valuable on the ground experience for our policy and advocacy work.*

*The introduction of the government's new employment program, Job Network, saw the Brotherhood participating under 'Job Futures', a national community sector consortium. While the new system does not provide the funds to sufficiently support long-term job seekers, our employment services have managed to retain their emphasis on helping the most disadvantaged.*

*Government changes in the areas of residential aged care requires service providers to meet designated building standards, introduce a resident clarification system and move towards service accreditation. All are being successfully introduced.*

*Service quality in the Directorate has been enhanced through a number of services embarking on an accreditation process and all services involved in the development of performance indicators and a greater focus on user consultation.*

*The year ahead promises to be equally challenging with a continuing interest in educational disadvantage; a commitment to strengthen the communities in which we work and to increase the quality and effectiveness of all our services.*

**Lesley Dredge**  
Director Community Services





*Brotherhood programs encourage parents to become effective agents in their child's education and well being.*

# 2 Supporting struggling families



## Director's review

### *Working for positive change*

*The Social Action and Research (SAR) Directorate works to reduce poverty and inequality in Australia by understanding its nature and sources,*

*by developing proposals for community action to reduce it, and by letting people know what can be done.*

*The former tasks are the responsibility of research and policy staff; the latter of community education, library, information and public affairs teams.*

*In 1997–98 major projects included:*

- further longitudinal research into the life chances of children as they started school;*
- issues-based research into the changing pressures on the lives of people living on low incomes in areas such as dental health and energy costs;*
- research on service use by low-income older people;*
- a continuing focus on unemployment, underemployment and low-waged work; and*
- advancing a broad welfare sector position on ways to improve the tax system with the Australian Council of Social Service.*

*A project for the coming year will focus on community conceptions of poverty.*

*The Brotherhood provided its views on government policies and the experiences of people using its services on a wide range of issues over the year, particularly around:*

- the restructuring of Victorian human services;*
- changes to social security and other budget measures;*
- the new employment services system;*
- dental health; and*
- child care affordability.*

*During the year 63 major speeches and talks were given to conferences, community briefings or public meetings. Eleven submissions were made to government or public inquiries and 28 significant reports, bulletins and papers completed. Three issues of Brotherhood Comment were published. The Brotherhood's website was expanded and offers an additional way of effectively disseminating information, particularly media releases and other comments on topical issues. The Library continues to be a major source of information for the whole non-government sector and also much in demand by students.*

*All areas of SAR's work have developed performance indicators to allow us to better assess our effectiveness.*

**Alison McClelland**

**Director Social Action and Research**

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### **Action for positive change**

#### **Restoring dental health**

As part of a continuing broader campaign to restore Commonwealth funding for dental health, Social Action and Research staff interviewed low-income people on their dental health needs and experiences. This information was submitted to a Senate Committee and publicised through a *Changing Pressures* bulletin.

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### **Supporting communities**

#### **Craigieburn and Roxburgh Park Family and Community Centre:**

Offered a range of meeting places, facilities, family services and activities to many hundreds of residents. Nearly 100 clients were assisted by the Centre's counselling service.

An information evening was held on marital separation issues and a solo parents group established. Activity sessions for preschoolers with special needs commenced. An information sheet for people experiencing family violence was produced, and local workers benefitted from a forum on youth suicide and depression.

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### **Action for positive change**

#### **Public housing decline**

Insecure or poor quality housing increases the stress on low-income families. The Brotherhood presented submissions to a Senate Inquiry into housing cuts and staff contributed to public events arguing for greater community investment in housing.

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# helping families help themselves...

## At the front line

**Just Essentials:** Since 1986 the Brotherhood's Material Aid service on the Mornington Peninsula has helped many thousands of families on low incomes. In May 1998 the service took on a new name and moved to bright new premises. Now known as **Just Essentials**, it allows people on low incomes to choose their own clothing, blankets, linen, kitchenware and furniture goods within an attractive and dignified shop-like setting.

During the year 11,400 requests for help were met with goods and other support. More than 1,250 families approached the service for the first time during the same period. As in previous years, 2,000 stationery packs were distributed at the start of the school year to help families struggling to meet the increasing costs of education. In addition a 'wear for work library' was established at to assist job seekers with clothes for job interviews.

Staff also conducted a survey on education costs involving more than 700 people.

## Action for positive change Pressures on families

Speaking out on the pressures facing families became more urgent this year, with many households reporting tighter budgets and limited opportunities. A *Changing Pressures* bulletin on the difficulties vulnerable families had in paying for water, gas and electricity was released at the launch of **Just Essentials**, the Brotherhood's material aid service at Frankston. Users of this service were surveyed in the research. Brotherhood staff spoke at public meetings on topics as diverse as parenting, the impacts of budget changes and gaps in family support.

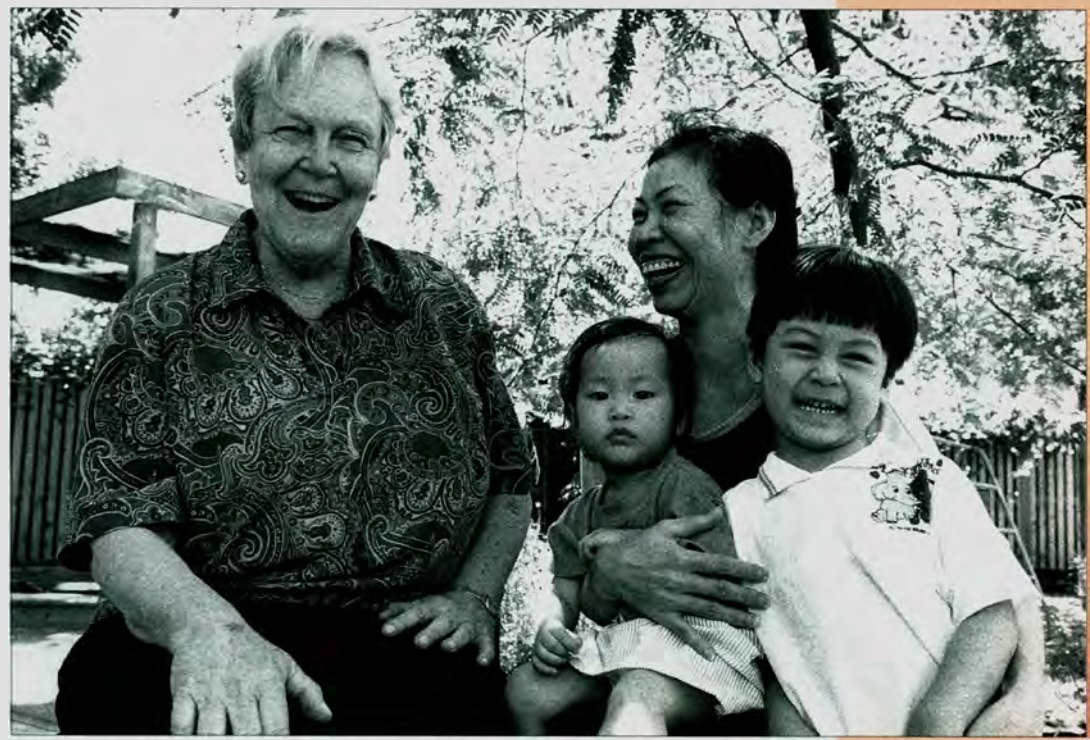
## Furnishing the home

**Fitzroy Furniture Service:** Distributed essential furniture to over 1,000 low-income families within the City of Yarra. **Frankston Furniture Works**, the Brotherhood's employment and training program, supplemented the second-hand furniture with beds, wardrobes and tables made at its Frankston factory.

## Spreading the joy

**Christmas Toy Program:** Christmas is a less than joyous time for many low-income families. Children either miss out on gifts or parents go into debt. More than 3,000 donated new toys were provided at Frankston's **Just Essentials** and nearly 1,400 through the **Fitzroy Furniture Service**. Toys are displayed in a shop-like setting enabling parents to make their own choice of gifts.

*The HIPPY program tackles educational disadvantage in the homes of children in Melbourne's inner-city. The program was visited this year by its founder, Professor Avima Lombard, from the Hebrew University, pictured below with a HIPPY family.*





*Brotherhood research department staff collaborate with Community Services staff in joint projects. Researcher Tim Gilley, above, met a busy mother at a launch of a Changing Pressures bulletin at Frankston.*

## *helping to build communities...*

### Helping public tenants

**Rental Housing Support Program:** In 1997 Regional Housing Councils, public tenant housing groups and several State-wide organisations were defunded by the State government and the monies re-allocated to the Rental Housing Support Program by the Department of Human Services.

As a consequence of its historical involvement in housing issues and the safeguarding of the rights of low-income families, the Brotherhood tendered, successfully, for the operation of the **Rental Housing Support Program** for Melbourne's southern region.

The program was established in late 1997 with six base offices and ten outreach tenant workers to provide independent advice, referral and support to public tenants and prospective tenants. Between December 1997 and June 1998, more than 4,750 contacts were made.

Service staff are also responsible for the management of 32 community facilities used for a variety of activities including language classes, exercise classes and community meetings.

### Extending the trust

**No Interest Loan Scheme:** Families struggling to make ends meet often find it difficult to secure personal loans to buy essential whitegoods such as refrigerators and stoves. The no interest loan scheme operating at Frankston's **Just Essentials** and the

**Craigieburn and Roxburgh Park Family and Community Centre** helps families to purchase whitegoods of their choice.

During the year Craigieburn staff assisted 36 clients while 25 new loans were organised at Frankston. Regional meetings were initiated at Craigieburn to discuss advocacy issues around credit provision. Statistics illustrated that low income does not equate to high risk in credit provision. Staff are also exploring the role of the scheme as a preventative form of assistance for families who would otherwise be seeking emergency relief.

### Developing services

*While the term 'community' can be used in many ways, it is essential to our social well being. The concept includes how we identify ourselves and the shared understanding this assumes; networks whereby we can access information and increase possibilities, and contact and opportunities to pursue specific interests such as social, sporting, artistic or religious.*

*The Brotherhood is concerned that opportunities for people to participate in their community are becoming limited, especially for those on low incomes and is exploring ways to strengthen informal networks.*

*In addition to its residential and outreach support the Brotherhood offers social activities in a caring environment.*



**3**

**Caring for older people**



*Clients from the Coolibah Day Centre made a presentation to elders of the local Koori community as a gesture of reconciliation and friendship.*

### **Action for positive change** **Access to services**

A concern that government actions to tighten and more closely target funding could adversely affect older people led to a study on low-income people in the City of Yarra. The study, funded by VicHealth, suggested that some older people are not using such services because they fear it would compromise their independence. A follow-up project to test new ways to reach out to these people has since been funded.

## Providing support

**Coolibah Day Centre:** A recent review of Coolibah services led to focussing its work to help financially disadvantaged people older than 60 living in rental accommodation in the City of Yarra. Centre services have aimed to maintain and enhance the social and living skills of clients through social activities, a medical clinic and outreach work. Approximately 250 clients used the service this year.

## Caring for the frail

**Banksia Centre:** Operating within a friendly home-like setting, the Banksia Centre in Frankston is open seven days a week offering day, overnight and weekend care for frail older people, those with dementia and carers. Over 90 people used the service each week with 535 overnight stays during the year.

The Centre extended its overnight care to three nights per week for carers needing more regular respite and reported an increase in the number of people with high needs.

## Supporting people in their homes

**Linkages and Community Aged Care Packages:** Provide extensive in-home support to older people so that they can stay at home. The service is collaborative, connecting the individual strengths of key agencies in the region such as municipal councils, community health services and the Royal District Nursing Service.

During the year an additional 35 Community Aged Care packages and an extra ten Linkages packages were funded — 450 people were assisted by both programs.

The number of referrals from people with complex and emergency needs increased.

## *a new means for better care...*

### Software for community care

**The Care Manager:** A computer software package designed by the Brotherhood in cooperation with Soft Words Pty Ltd to manage its community care programs. It is now used at more than 130 community sector sites throughout Australia.

Future developments will see subscribers reaping the benefits of an enhanced Internet version that will allow the software to be used across multiple sites. This will be particularly invaluable to rural users.

### Empowering people with disabilities

**Community Access Project:** This Mornington Peninsula-based program provides social activities and outings for people with intellectual disabilities. Forty-six people participated throughout the year in a wide range of activities aimed at expanding their options.

To help other organisations adopt or adapt the service, Social Action and Research staff documented the workings and philosophy of the project.

### A caring community

**G K Tucker Settlement:** Provides low cost independent housing with 133 units within its landscaped 18-hectare site at Carrum Downs. The Settlement features a leisure centre, general store and gymnasium plus access to hairdressing, physiotherapy, podiatry and other services.

**Cox/Collins Court:** Situated within the grounds of the G K Tucker Settlement, this facility provides 50-bed accommodation and support for older or confused people.

### Aged Services Accreditation

During the year Aged Care Residential Services staff commenced a process that will establish a quality management system throughout aged accommodation services.

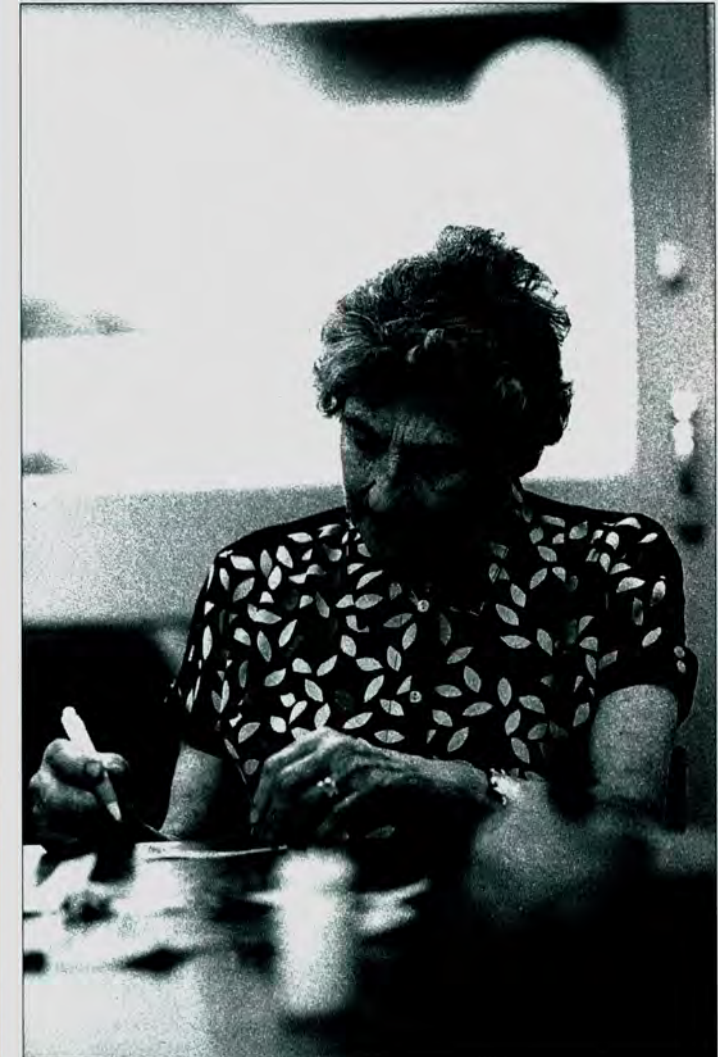
Managers have established a Continuous Quality Improvement Committee to implement the program at Sambell Lodge, Sumner House, Broughton and Carrum Downs' Cox/Collins Court facility which will lead to accreditation by the end of 1999.

### Updating the facilities

A review of aged care residential facilities led to plans to initially refurbish **Millott** and **Sumner House**. Both facilities are located in Fitzroy and provide accommodation and support to disadvantaged older people who have often been homeless, suffer from alcohol-related brain injury and are alone in the world.

Currently in the design development phase, a forthcoming public appeal will make this vital project a reality.

*Brotherhood services aim to maintain and enhance the social and living skills of clients through a wide range of activities.*





*Brotherhood staff address the individual needs of older people through a range of supports and services.*

## Living in the city

Older people on low incomes are not all the same. They are to be valued as individuals with their own special needs. Facilities in Fitzroy and adjacent suburbs meet a range of accommodation and social needs:

**Sumner House:** Provides 40-bed accommodation and support for older people on low incomes. The number of residents with psychiatric and other challenging behaviours increased this year.

**Millott House:** A 23-bed rooming house in Fitzroy for pensioners over the age of 60 years.

**Sambell Lodge:** A 43-bed accommodation facility in Clifton Hill caters for people on low incomes. The Lodge welcomed a number of new residents for respite care for the first time. A total of 72 clients were assisted during the year.

**Independent Living Units:** Forty-six single and double flats in Brunswick and Fitzroy provide low-cost permanent accommodation for older people on low incomes.

## Living in Frankston

**Broughton Aged Care Facility:** This 30-bed aged care facility in Frankston provides nursing care for frail elderly and some younger people. Quality individual care is provided in a home-like setting.

## Director's review

### Ensuring financial viability

For the Finance and Operations Directorate, the second goal of the Brotherhood, **ensuring financial viability**, has never been more important with increasingly competitive fundraising and recycling trading environments, as well as the trend to outcome-based government funding which transfers financial risk to the organisation.

This year we realised this goal with a \$1.3 million turnaround in the operating result and the consequent strengthening of the financial state of the Brotherhood.

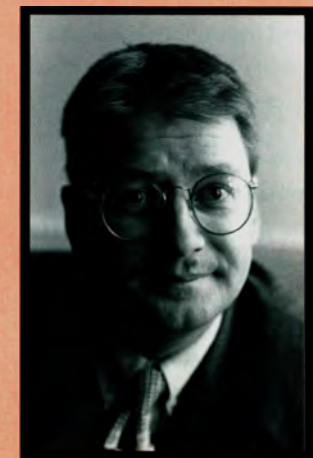
The attainment of the objective to improve our level of reserves means that the Brotherhood is not only well-placed to face the financial risks ahead with confidence, but also to capitalise on the opportunities they present. The operating surplus made for the year has been achieved through the:

- generosity of our donors — in particular our record-breaking May Appeal;
- support of our shop customers — increasing sales despite difficult retail trading conditions nationally;
- financial management and budgeting skill and commitment of staff across the organisation, especially in response to the considerable changes to Community Services this year;
- reduction in administrative costs of eight per cent; and
- higher investment income arising from the improved cash reserves.

The next year will see continued and exciting challenges to raise crucial funds, improve retail sales and profitability and further reduce the cost of administration while raising its effectiveness and value to the organisation. We look forward to the continuing support of our staff, donors, customers and professional associates to make this possible.

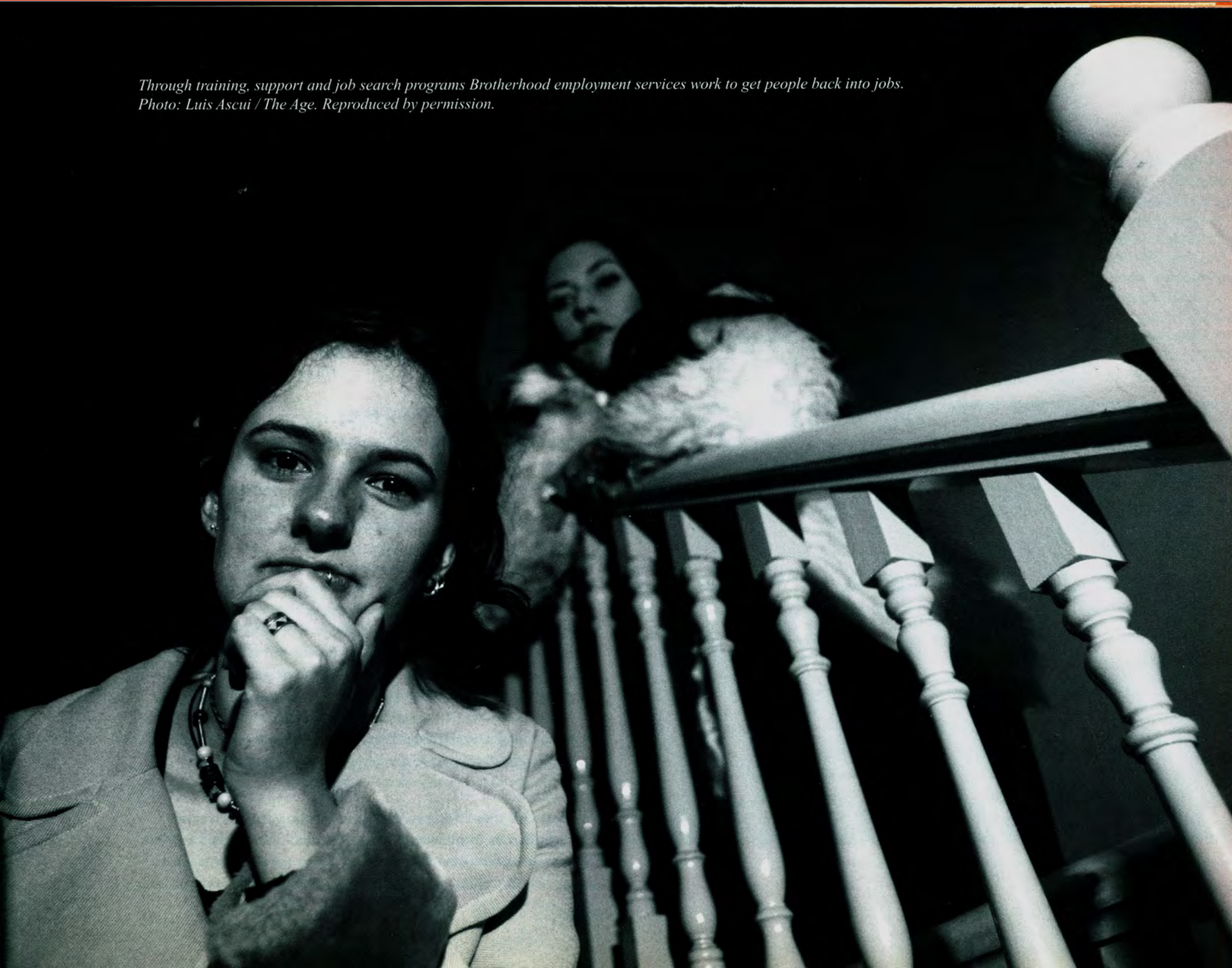
**Paul Bird**

Director Finance and Operations





*Through training, support and job search programs Brotherhood employment services work to get people back into jobs.  
Photo: Luis Ascui / The Age. Reproduced by permission.*



# 4

## Getting people back to work

## taking action on unemployment...

### Building a future

**Frankston Furniture Works:** Provided work experience and training for 22 previously long-term unemployed young people in manufacturing and refurbishing furniture and other timber products. These are sold in shops and distributed to Brotherhood material aid outlets.

During the year the program took on eight trainees and one apprentice. It also ran a 20-week Special Employer Support Program-funded course for ten participants and a six-week course for three young people.

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#### **Action for positive change**

##### **Case management for early school leavers**

The Brotherhood's pilot programs for early school leavers gave insights into the likely impacts of the replacement of Austudy and the unemployment allowance for young people by the Youth Allowance.

Discussions and submissions to Government focused on ways to ensure that early school leavers who were suited to neither school nor formal training did not become marginalised. Our input helped modify Government procedures to provide case management for these young people.

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### Helping students achieve

**Homework Centre:** An innovative response to the study needs of secondary school students from low-income families, providing 50 secondary school students a quiet space to study, individual tuition, computers and other resources. All Year 12 students involved in the program were successful in their studies and progressed to tertiary study.

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#### **Action for positive change**

##### **The changing face of employment services**

Brotherhood employment services and research staff worked together to understand the implications of the new 'employment services market' created to replace the Commonwealth Employment Service and labour market programs. Brotherhood submissions to Government and Parliamentary Inquiries focused on the effects of these changes, particularly for young people who were least 'job-ready'.

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### Helping early school leavers

**The Bridge transition project:** An innovative program to improve the path to employment or training for young people who choose to leave school before completing Year 12. Based at the Karingal Park Secondary College in Frankston, the project works with students and operates on a case management model through a school-based project worker.

Since its launch in March 1998, The Bridge has established working relationships with school staff and students, developed links with other service providers and explored ways to increase school retention rates. A VCE study club was established to help students successfully complete their secondary education and a certificate of Planning for Employment and Training was introduced one day a week for at-risk Year 10 students. There were a large number of referrals to the program from Year 9 and 10 students who would be especially disadvantaged in the labour market. Sixty students were helped in the first four months of its operations.

**Work it Out transition project:** Based at Brunswick Secondary College from the beginning of the 1997 school year, this project has become an integral component in the support network for students facing hardship either in study, or during the transition from school

to the labour market. Students unable to access intensive assistance in the new Job Network system were assisted into further training and employment. Thirty-five students received encouragement and support during the year.

Locating Brotherhood staff at the school is key innovation. Relationships with young people can be developed before they leave school, enabling ongoing support.

These pilot programs are being formally evaluated to make recommendations to Government about more effective liaison between education and training.

## Helping people into jobs

**Peninsula Employment Services:** Assists long-term unemployed people by finding new job opportunities, providing training and support and undertaking community action.

During the year 85 people were assisted under the Special Employer Support Program, ten clients were supported in return to work programs and a number of information sessions were conducted.

Information from this service showed the complexity of employment barriers for long-term disadvantaged people. Issues included homelessness, illiteracy, chronic illness, transport problems, addictions and low-level life skills.

## Action on employment

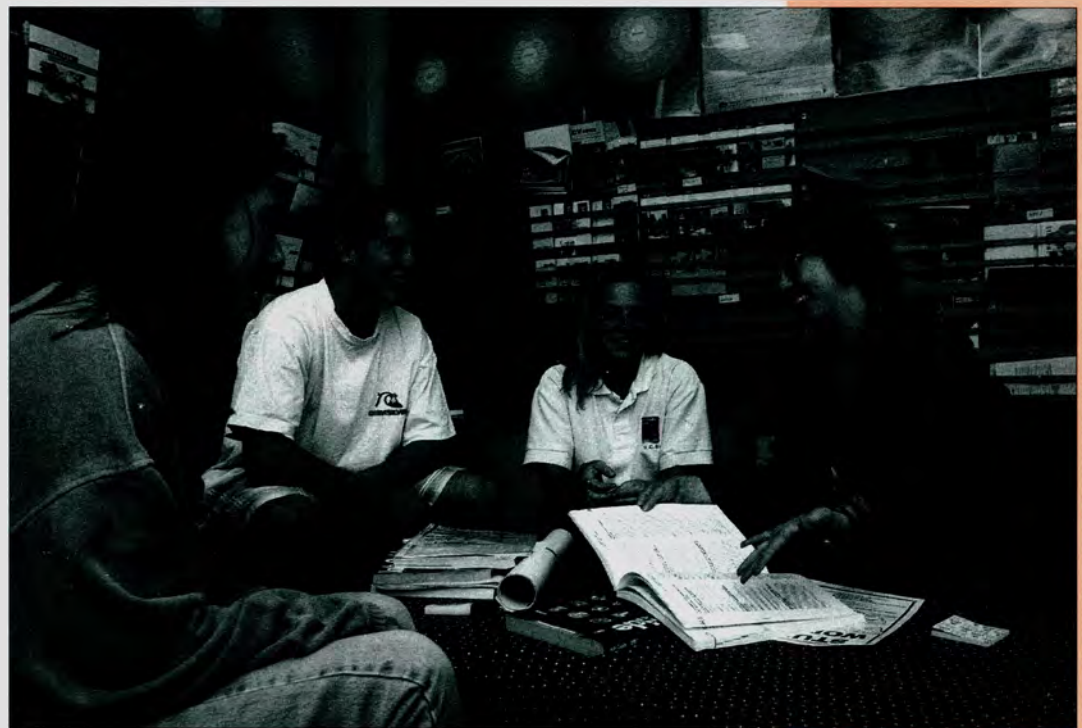
**Brotherhood Job Futures:** Located in Fitzroy and formerly known as the Employment Action Centre, this service provides support and assistance for people needing jobs.

During the year more than 1,100 people were assisted through the following programs and activities:

**Job Placement Employment and Training:** Provided intensive support, training and job search assistance to 60 people, including refugees, homeless young unemployed people, and those at risk of becoming homeless.

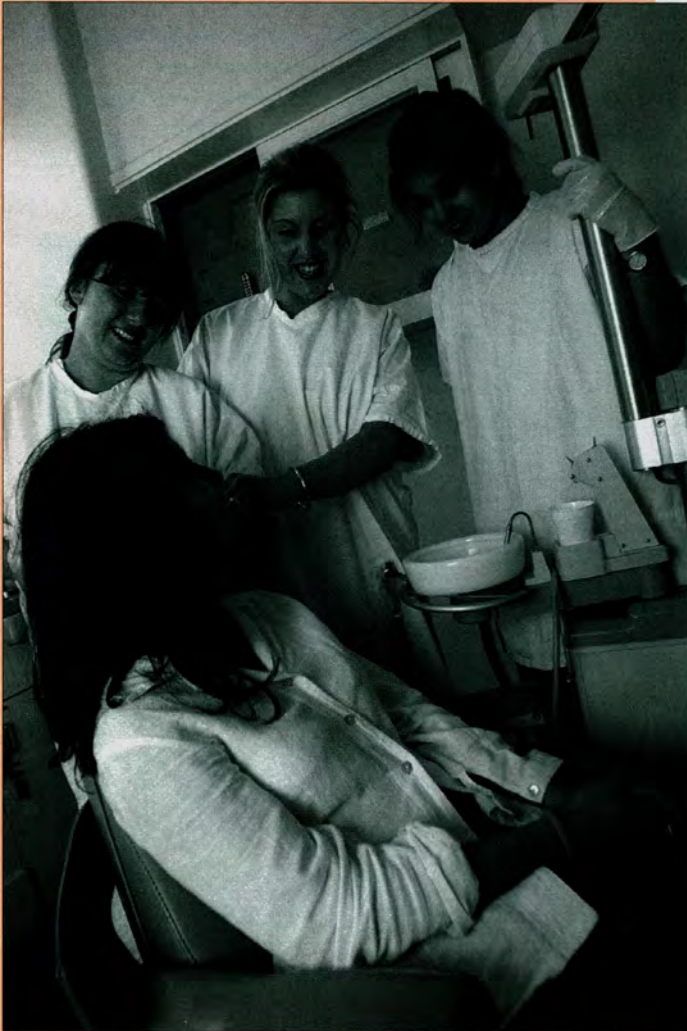
**Open Employment Unit:** Gave case managed assistance into employment to 127 people with disabilities. A job retention rate of 86 per cent for this program is one of the highest rates in Australia.

*Our innovative transition projects offer guidance, information and support to young people leaving school. Project officer Michelle Wakeford (right) with students from Karingal Park Secondary College. Photo: Leader Newspapers. Reproduced by permission.*



*supporting students through innovative projects...*

*An innovative partnership with the dental industry saw previously unemployed young people given the opportunity to train as dental assistants. Photo: Michael Silver.*



#### **Scheme for Training and Educating People**

**(STEP):** Created job opportunities across a range of employment fields. The program doubled its host employer participation rate and increased traineeship numbers from 130 to 200 this year.

A partnership with the dental industry targeted unemployed young people from non-English-speaking backgrounds. Participants successfully completing a pre-vocational course secured 12-month paid traineeships as dental assistants.

**Housing Unit:** Assisted 50 people whose accommodation problems created a barrier to employment.

**Active Placement Unit:** Delivered Skillshare services to 78 young unemployed people before being discontinued in April 1998 following the termination of the Federal Government's Skillshare program.

**Disability Access Support Unit:** Provided valued advice, advocacy and assistance to 30 other Skillshare agencies on disability issues before being discontinued due to the wind-up of the Skillshare program.

**Contracted Case Management:** Almost 300 people were helped and given long-term support into employment before it was discontinued in April 1998 and replaced by the Job Network.

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#### **Action for positive change**

##### **A focus on employment opportunities**

The Brotherhood continued to speak out about the impacts of high unemployment and changes to the nature and distribution of work in forums organised by local churches, business organisations, universities and welfare bodies. As well as continuing research on low wages, underemployment and income support, particular research for the Dusseldorp Skills Forum documented the growing number of young people who were neither studying, in training nor in full-time work.

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#### **Nurturing employment**

##### **Provincial Communities Enterprise Project:**

Established in 1993 to help people set up and operate small businesses in the Central Highlands region.

Completed in March 1998, the project helped hundreds of people through workshops, business planning and participation in local enterprises. Key legacies are the Ballarat Enterprise and Employment Fund Inc. which secures a loan of start-up capital to people with a sound idea for a small business, and a certificate in Business (New Enterprise Formation).

*creating opportunities...*

Melbourne Lord Mayor Ivan Deveson and comedian Andrew Denton participated in a series of television commercials promoting the Home Collection Service.

## Providing information

The **Library and Information Service** is a leading specialist on poverty in Australia, serving the information needs of Brotherhood staff, students, teachers, academics, researchers, politicians and community groups.

The Library collection includes 10,500 volumes, 5,973 indexed articles and 230 journal titles covering poverty, unemployment, health, housing, social security and social policy. A monthly listing is published of new titles and information sheets. During the year the library responded to 845 public enquiries and more than 650 requests from staff. Achievements included the Brotherhood Internet site securing its own domain name ([www.bsl.org.au](http://www.bsl.org.au)) and development of software to enable management of catalogues on-line.

## Focusing on education

More than 15,500 people heard the Brotherhood's **Education Coordinator** or other Social Action and Research staff explaining the Brotherhood's message over the year. A wide range of community, church, union and educational groups were among the audiences. Schools—both teachers and students—continue to be keen to discover ways to address poverty and disadvantage.

## Communicating to the public

The **Public Affairs Department** is responsible for media and public relations activities which include internal and external communications;

## Browsing the Brotherhood

Much of the material from this Annual Report, and other Brotherhood publications, media releases, submissions and library resources, is available on-line from the Brotherhood Internet site at:

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



design and production services; the marketing and sale of publications; and launches and promotions of new Brotherhood publications, services and commercial activities.

Through its liaison with the media over 600 Brotherhood-related news items were reported in newspapers, television and radio during the year.

The Department also coordinated the writing and dissemination of a publication for schools on work arising from the Prevention of Youth Homelessness project, and facilitated a partnership with La Mama to produce a series of acclaimed short plays by Daniel Keene on poverty and alienation. In conjunction with the Library, it also helped develop the Brotherhood's Internet site.

Implementation of the new Brotherhood logo has also progressed as has development of a Brotherhood communications strategy for future promotional work.

## Publishing on poverty

Research and policy recommendations by the Brotherhood give the organisation a national role. Publications help inform policy-makers and the community on issues of poverty and disadvantage.

Design and production projects included regular issues of *Brotherhood Comment* and *Brotherhood Action*; the *Annual Report*; and a variety of research and policy books, submissions and reports. These included three Future of Work publications and a report on the affordability of child care.

# Raising the funds **6**



*Shoppers continue to enjoy friendly service and a great range of goods at Brotherhood shops. Their support makes an important contribution to the work of the Brotherhood.*

*'Thanking your wonderful organisation for this opportunity of trying to assist the less fortunate in our society.'*

### Fundraising and Development: raising funds to help build better lives

'Thank you', two of the most important words in developing relationships, as the quotes from Brotherhood supporters on this page affirm.

Thank you — to the trusts and foundations that contributed over \$200,000 this year. Without this helping hand the Brotherhood could not have initiated its innovative programs.

Thank you — to our loyal donors who have made the decision to pledge their support monthly. This is a most cost effective way to support our activities as one tax deductible receipt is sent for your gift.

*'Thank you for allowing us to become partners in your early intervention work with young children.'*

Thank you — welcome to our family. Finding new donors can be expensive. However, the year's householder mail appeal has been cost effective with the acquisition of over 1,000 new donors. Our policy is to ask new supporters what sort of relationship they would like to have with us and we match the appeals accordingly.

Thank you — to the 13,365 loyal supporters who have made a donation this year. Confidential information about donations is handled with respect and in accordance with the donor's wishes. Administration costs are kept to a minimum to ensure donations go to the areas of most need.

*'We contribute because of the Brotherhood's reputable research and contributions to policy making.'*

Thank you — to the Brotherhood's very special friends who have told us they are planning a gift in our favour. We personally thank those who have made provision in their wills for the Brotherhood so that their hopes and dreams live on after them.

Thank you — to the many supporters who attended the donor gatherings and lunches held during the year. It is important that donors are given the opportunity to see us in action. We are accountable and have an open door policy so that any donor can inspect our financial records.

Thank you — to all who have supported the Brotherhood during the year, for helping make life for the disadvantaged in our society a little more just and equitable.

*'The variety of your support services is so heartening. I'm very pleased to assist such a worthwhile organisation. Thank you.'*



*'Thank you for giving me the opportunity to tour the Brotherhood. It really opened my eyes.'*

*Joint Directors of The Body Shop, Graeme Wise (left) and Barrie Thomas, were so impressed by the new HIPPY program that they offered to sponsor its operations for the next three years. They are pictured with HIPPY participants and coordinator, Annette Mutimer.*

## *recycling and retailing for equity...*

### Recycling Enterprises

Through the support of shop customers and the commitment and hard work of Brotherhood volunteers and staff, the income generated by Recycling Enterprises from recycled clothing and retail activities increased from last year.

The Brotherhood continues to be at the leading edge of recycled clothing retailing in Australia with continuing improvements in presentation at our 27 retail shops. The year saw the opening of two new shops in Springvale and Footscray and the launching of

two 'retro' clothing shops under the *Hunter Gatherer* brand, in Smith Street, Collingwood and Acland Street, St Kilda. Much thanks for the success in these ventures goes to assistance given by prominent commercial retailers, especially *The Body Shop*.

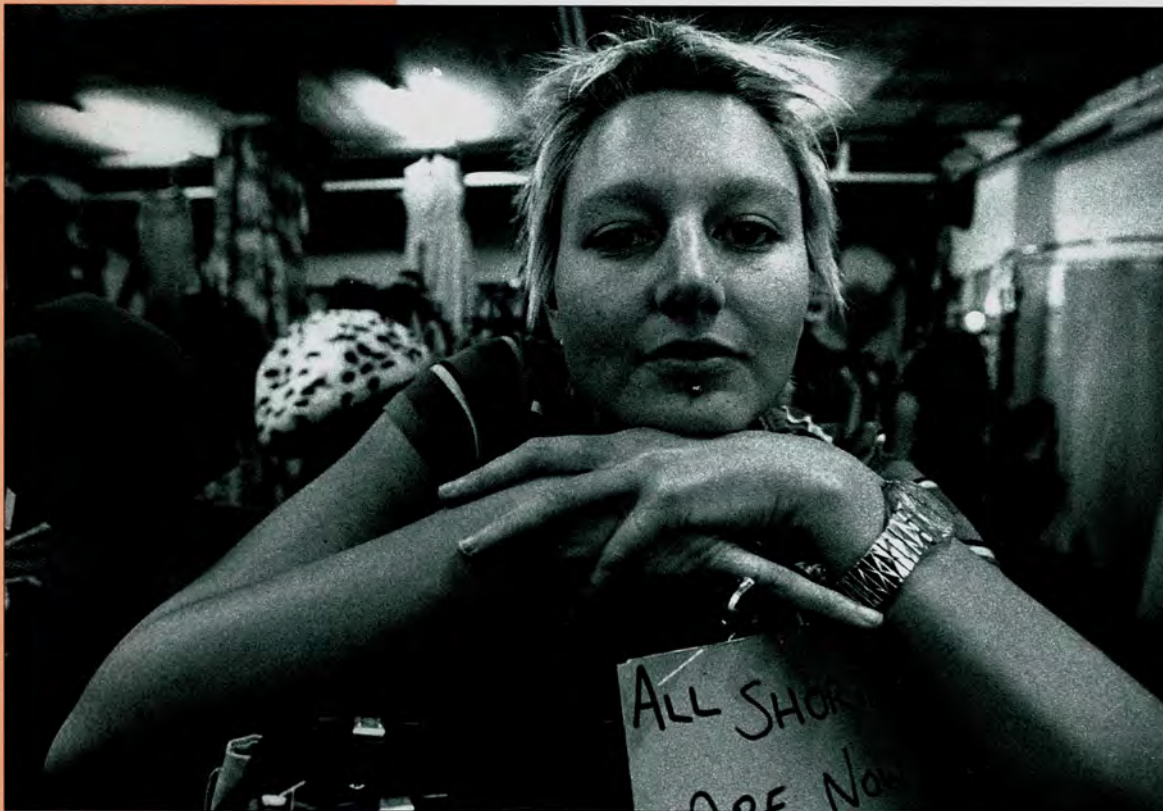
The Brotherhood is fulfilling a duty to its donors to maximise the benefit which flows to the work of the Brotherhood from used clothing kindly donated to us through clothing collection bins, and from home and special collections.

During the year the Brotherhood was at the forefront of attempts to fight the eviction of charity collection bins by local councils from council-owned land. Charities are being penalised due to rubbish left around collection bins, often as a result of increased council tip fees or a reduced frequency of hard rubbish collections.

The Brotherhood pursued the issue as a member (and in the following year as Chair) of the National Association of Charitable Recycling Organisations (NACRO) Victoria, and also as a member of the Municipal Association of Victoria's working group.

Donations of good quality used clothing continue to be a vital part of the Brotherhood's fundraising ability. The launch of the Home Collection Service (telephone 9303 4141) provides an easy and convenient way to give these donations.

*Brotherhood shops are keeping up with the nineties by going back to the sixties. Its retro Hunter Gatherer shops are proving very popular with the fashion-conscious.*







*Without dedicated volunteers such as Margaret Uther the Brotherhood would be unable to help people build better lives. Margaret, a Brotherhood volunteer for 40 years, is pictured with Brotherhood Executive Director, Bishop Michael Challen.*

# 7 Supporting the work

## Where our volunteers work

Administration	1
Advisory Committees	60
Auxiliaries and Committees	49
Banksia Day Centre	42
Brotherhood shops	623
Broughton Aged Care Facility	13
Chaplaincy	1
Christmas Toy Program	38
Community Access Project	5
Coolibah Day Centre	19
Cox/Collins Court	37
Finance and Accounts	4
Fitzroy Furniture Service	2
Fitzroy Toy Library	1
Frankston Furniture Works	17
Fundraising/Development	5
G K Tucker Settlement	98
HIPPY	1
Homework Centre	13
Human Resources	1
Information Technology	1
Just Essentials	14
Library and Information Service	6
Miscellaneous	15
Peninsula Employment Services	1
Public Affairs	3
Recycling Enterprises	9
Sambell Lodge	10
Sharehouse Community Program	18
Social Action and Research	3
Sumner House	19
The Cottage	2
Vehicle drivers (various services)	23
<b>Total</b>	<b>1,154</b>

## Volunteers — essential contributors to the Brotherhood's work

The Brotherhood continued its tradition of encouraging and nurturing volunteer involvement in its myriad range of services and activities: from driving a bus to serving in a shop; from helping a student with homework to undertaking research or cataloguing books. The organisation's strength and vigour owes much to the collective contribution of the more than 1,000 volunteers who give their time, talents and energies to the Brotherhood's work.

The year saw a number of gratifying accomplishments including the involvement of volunteers in the Christmas toy program at Fitzroy, a presentation on volunteer life at a senior citizens expo, and the Ecumenical Service to acknowledge our volunteers during National Volunteer Week. Through meetings, visits and improved communications the working relationship between volunteers and the Commercial Enterprises Division has been strengthened to emphasise the value we place on their work in our shops.

In August 1997 over 500 volunteers came from all over Melbourne to attend an afternoon tea at the Regent Theatre's Ballroom where they received a further acknowledgment of the crucial role they play.

## Where our paid staff work

	Full-time	Part-time	Casual
Executive office	2	1	—
Community Services Directorate	133	151	95
Finance and Operations Directorate	137	17	19
Social Action and Research Directorate	9	11	4
<b>Total</b>	<b>281</b>	<b>180</b>	<b>118</b>

## Finance Report for 1997-98

Ensuring financial stability is enshrined as a key goal of the Brotherhood. This year we realised this objective by substantially strengthening the financial position of the organisation.

The attainment of this strategy to improve our level of reserves means that the Brotherhood is well-placed to face both increasing financial risk arising from government-funded services and also competition in the fundraising and recycling arenas. An example of the former is the outcome-based funding of the Job Network employment services which the Brotherhood won this year. The operating surplus made for the year included:

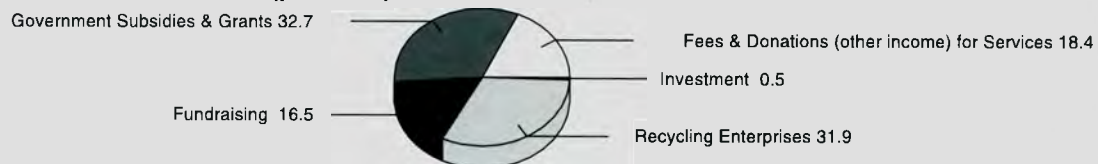
- a 45 per cent increase in the net surplus generated by Fundraising including record-breaking donations to our May Appeal;
- an 18 per cent rise in shop turnover with successful new shops opened in Springvale and Footscray and development of a vintage 'retro' clothing brand;
- an 8 per cent fall in organisational expenses through realising efficiencies; and
- maintaining income levels for services despite substantial changes to funding for aged care and employment services.

The \$1.3m turnaround in the operating result for the year facilitated a 33 per cent and \$1.5m improvement in our current assets and our net current liability position, respectively.

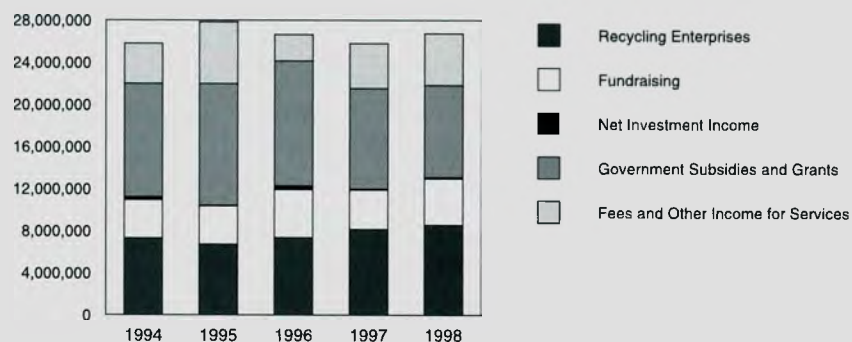
The independent revaluation of owned land and buildings this year also strengthened the Brotherhood's financial presentation to produce a net assets position in excess of \$20m.

### Income:

#### Gross income 1998 (per cent)

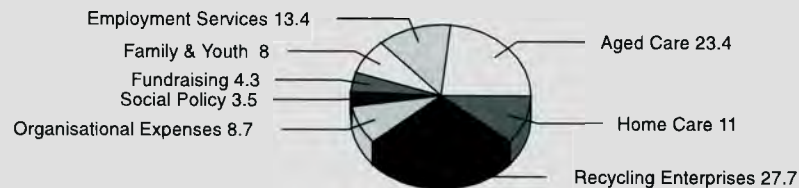


#### Five year income comparison

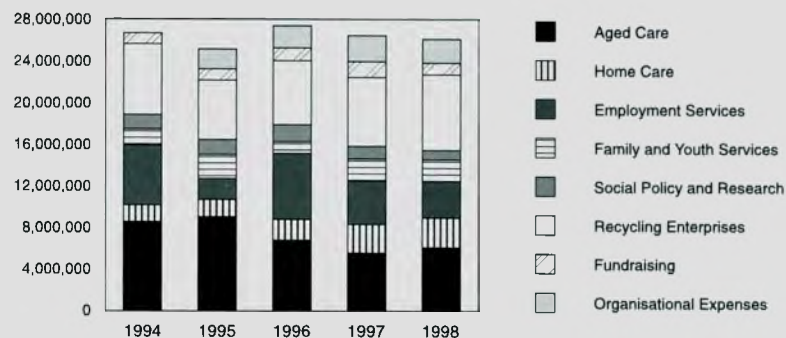


### Expenditure:

#### Gross expenditure 1998 (per cent)



#### Five year expenditure comparison



### Balance sheet as at 30 June 1998

	1998	1997
	\$	\$
<b>CURRENT ASSETS</b>		
Cash on Hand and on Deposit	1,652,804	875,535
Marketable Securities	1,267,190	1,031,821
Receivables	1,560,132	1,429,548
Inventories	1,000,470	778,439
<b>TOTAL CURRENT ASSETS</b>	<b>5,480,596</b>	<b>4,115,343</b>
<b>NON-CURRENT ASSETS</b>		
Fixed Assets	21,481,318	8,841,026
<b>TOTAL NON-CURRENT ASSETS</b>	<b>21,481,318</b>	<b>8,841,026</b>
<b>TOTAL ASSETS</b>	<b>26,961,914</b>	<b>12,956,369</b>
<b>CURRENT LIABILITIES</b>		
Creditors and Borrowings	2,909,561	2,962,134
Trust Funds	872,954	880,886
Accrued Employee Entitlements	1,532,515	1,516,902
Specified Donations	872,753	956,832
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,187,783</b>	<b>6,316,754</b>
<b>NON-CURRENT LIABILITIES</b>		
Accrued Employee Entitlements	315,006	273,207
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>315,006</b>	<b>273,207</b>
<b>TOTAL LIABILITIES</b>	<b>6,502,789</b>	<b>6,589,961</b>
<b>NET ASSETS</b>	<b>20,459,125</b>	<b>6,366,408</b>
<b>FUNDS AND RESERVES</b>		
Accumulation Account	6,484,404	(3,132,578)
Capital Fund	—	9,000,000
Insurance Fund	150,000	150,000
Property & Maintenance Fund	—	121,624
Capital Improvements Reserve	631,611	227,362
Asset Revaluation Reserve	13,193,110	—
<b>TOTAL FUNDS AND RESERVES</b>	<b>20,459,125</b>	<b>6,366,408</b>

These abridged financial statements have been taken from the audited financial statements of the Brotherhood of St Laurence. Copies of the audited statements are available from the Director of Finance at the Brotherhood's Head Office, 67 Brunswick Street, Fitzroy.

### Income and Expenditure Account for the year ended 30 June 1998

	1998	1997
	\$	\$
<b>INCOME</b>		
<i>Services Income:</i>		
Fees & Other Income for Services	4,926,621	4,289,876
Government Statutory Subsidies	2,935,431	2,676,929
Government Discretionary Grants	5,803,469	6,857,025
<i>Other Income:</i>		
Fundraising	4,402,087	3,751,493
Recycling Enterprises	8,536,987	8,114,369
Net Investment Income	132,596	101,451
<b>Total Operating Income</b>	<b>26,737,191</b>	<b>25,791,143</b>
<b>EXPENDITURE</b>		
Aged Services	6,102,921	5,570,973
Employment Services	3,503,157	4,184,563
Family and Youth Services	2,081,154	2,098,781
Home Care Services	2,870,059	2,766,949
Recycling Enterprises	7,249,421	6,628,706
Fundraising	1,129,173	1,498,972
Social Policy and Research	901,759	1,205,464
Organisational Expenses	2,282,565	2,493,537
<b>Total Operating Expenditure</b>	<b>26,120,209</b>	<b>26,447,945</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>616,982</b>	<b>(656,802)</b>
<b>NON-OPERATING AND ABNORMAL ITEMS</b>		
Capital Income	308,140	227,362
Transfer to Funds and Reserves	(308,140)	—
<i>Extraordinary Items</i>		
Establishment of St Laurence Community Services (Barwon) Inc.	—	140,000
<b>SURPLUS (DEFICIT) BEFORE APPROPRIATION</b>	<b>616,982</b>	<b>(289,440)</b>
Accumulated Deficit Brought Forward	(3,132,578)	(2,736,139)
Transfer from Funds & Reserves	9,000,000	(106,999)
<b>ACCUMULATED SURPLUS (DEFICIT) CARRIED FORWARD</b>	<b>6,484,404</b>	<b>(3,132,578)</b>

## Statement of Corporate Governance Practices

The following practices, together with the committees outlined, establish the framework for the governance of the Brotherhood of St Laurence. The Brotherhood is incorporated under the *Brotherhood of St Laurence (Incorporation) Act 1971*, number 8188 of the Victorian Parliament.

### Role of the Board

The Board is responsible for determining the strategic direction, resolution of policy issues, monitoring of performance, assessment of risk and overseeing the financial state of the Brotherhood on behalf of the Charter and Life Members.

### Composition of the Board

The Brotherhood's constitution limits Board members to 14, including the Executive Director and at least two people who are clerks 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. The Board members at June 1998 comprised:

Sandy Clark (Chair)

Dr Concetta Benn

The Rt Revd Michael Challen

Michael Feeney

The Revd Jim Minchin

Ian Reid

The Revd Ron Browning

Prof Stephen Duckett

Elizabeth Loftus

Merle Mitchell

Graeme Wise

The Secretary of the Brotherhood is the current Director of Finance, Paul Bird.

### Charter Members

Up to 40 Charter members are permitted under the Brotherhood's constitution, at least eight of whom must be clerks in Holy Orders of the Anglican Church in Australia and include the Executive Director. The Charter members at June 1998 were:

Dr Concetta Benn

Neville Brooke

Ruby Canham

Sandy Clark

The Rt Revd Andrew Curnow

Tony Darvall

Prof Stephen Duckett

Michael Feeney

Elizabeth Britten

The Revd Ron Browning

The Rt Revd Michael Challen

The Revd Ray Cleary

Terry Cutler

Cr Ivan Deveson

The Rt Revd David Farrer

Andrew Ferry

William Ford

The Rt Revd Oliver Heyward

Brian Howe

Sue Kirkegard

The Ven Marjorie McGregor

Dr Ian Manning

The Revd Dr Peter Marshall

Merle Mitchell

Prue Myer

Ian Reid

The Rt Revd Andrew St John

Angela Were

Susan Gribben

Cathy Hogan

James Jacoby

Elizabeth Loftus

John McInnes

Patrice Marriott

The Revd Jim Minchin

Baillieu Myer

Sue Norman

Merron Rusden

The Revd Clemence Taplin

Graeme Wise

### Life Members

Life membership of the Brotherhood has been conferred on the following members who have given significant service to the Brotherhood:

John Chester

Eric Hart

Jean McCaughey

Catherine Smith

Kurt Eisner

The Most Revd Peter Hollingworth

David Scott

Thelma Tuxen

### Role of the Life and Charter Members

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

### Executive Council

The day-to-day management of the activities of the Brotherhood is delegated to the following Directors who meet on a regular basis in an Executive Council to develop policies and monitor strategies, issues and performance:

The Rt Revd Michael Challen Executive Director

Paul Bird

Lesley Dredge

Alison McClelland

Director Finance and Operations

Director Community Services

Director Social Action and Research

## Strategic objectives

The Brotherhood's Mission Statement comprises five goals as detailed on the inside front cover of this report. The resulting objectives are regularly reviewed by the Board to ensure that the activities and practices of the Brotherhood meet these goals and deliver the highest standards.

## Planning and control

The Brotherhood produces a rolling three-year strategic plan by activity which is translated into annual plans and detailed budgets, all of which are approved and regularly monitored by the Board.

## Risk assessment

The Board, its sub-committees and the Directors are responsible for identifying, measuring and assessing business, legal, financial, environmental and other risks in the activities of the Brotherhood. All significant risks, their implications and strategies, are considered by the Board.

## Independent professional advice

The Board, Directors and senior staff have access to appropriate external professional advice. Legal, investment, tax and accounting advice is coordinated by the Secretary through: Freehill, Hollingdale and Page; HSBC; and Arthur Andersen, respectively. Legal advice is provided on a pro bono basis.

## Audit and Accounts

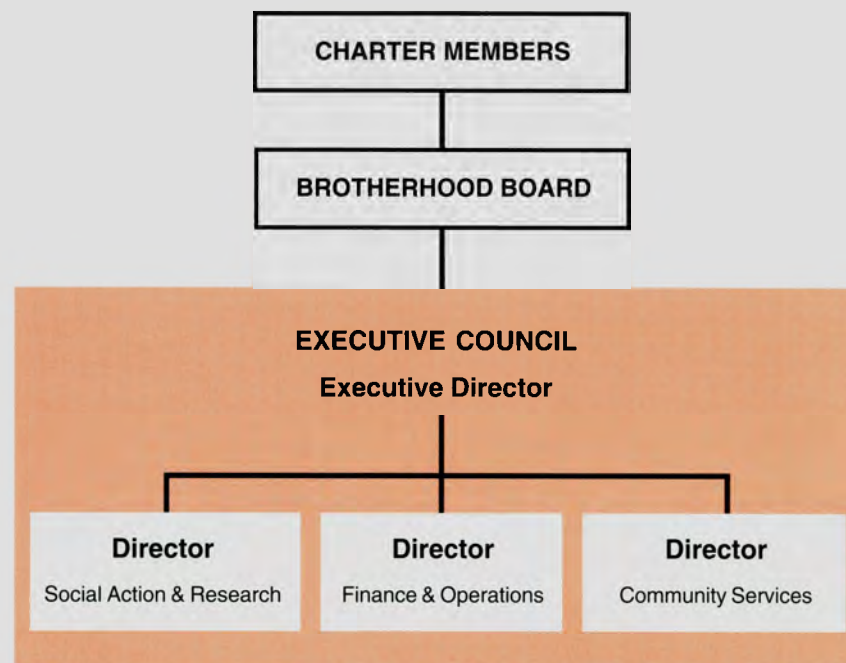
The Brotherhood's constitution requires that proper books of account be kept, true and complete accounts be maintained and audited annually by a registered company auditor, as well as, that financial statements and the auditors' report are laid before the Annual General Meeting. In order that the monthly management and annual accounts represent best practice and are of the highest standard, the Brotherhood complies with all applicable Australian accounting standards and guidelines, as well as relevant Corporations Law provisions. The Brotherhood's auditors are Arthur Andersen. Additionally, internal audit work is carried out on a pro bono basis by KPMG.

## Finance Committee

The Committee's role is to oversee in an advisory capacity the financial affairs of the Brotherhood of St Laurence which arise either from itself or impact on it. The Committee members are:

Michael Feeny (Chair)	Paul Bird	The Rt Revd Michael Challen
Kurt Eisner	Kathryn Healy	Roger Johnson
Elizabeth Loftus	Eric Simondson	

## Organisational structure





*The Executive Council of the Brotherhood of St Laurence: from left, Paul Bird, Director Finance and Operations; Alison McClelland, Director Social Action and Research; Bishop Michael Challen, Executive Director; Lesley Dredge, Director Community Services.*

## Executive Council

### Executive Director

*The Rt Revd Michael Challen* A.M. BSc. ThL.(Hons).

Appointed in February 1991. Member, Institute Applied Economic and Social Research Advisory Board. Advisory Board Member, Centre for Philosophy and Public Issues. Member of the Diocesan Council. Member, Social Responsibilities Committee, Diocese of Melbourne. Trustee, Ronald Henderson Research Foundation.

### Director Social Action and Research

*Alison McClelland* MA, BA, DipSocStud.

Appointed Director of Social Action and Research in March 1992.

Deputy President and Principal Policy Coordinator on economic and tax issues, Australian Council of Social Service; Member, Evatt Commission on Tax Reform; Trustee, Ronald Henderson Foundation; Member, Steering Committee on Tax Reform Project with Melbourne Institute, CEDA and BSL; Member, Steering Committee VUT/ANU Labour Market Inequality Project; Member, Advisory Committee of Centre for Strategic Economic Studies, Victoria University of Technology.

### Director Community Services

*Lesley Dredge* MA, BA.

Appointed Director of Community Services in September 1996.

Member, National Executive of Anglicare Australia. Member, VCOSS Board. Member, Community Consultative Committee of Victoria Legal Aid. Director, Yarra Community Housing Group Ltd. Chairperson, STEP Inc.

### Director Finance and Operations

*Paul Bird* BSc(Econ), CA (Australia), CA (England & Wales).

Appointed Group Finance Manager in September 1996 and Director of Finance in September 1997. Secretary, Chair of Finance Committee and Director, Hanover Welfare Services Ltd; Chair of Audit Committee and Member of Finance Committee, Community Aid Abroad. Secretary, STEP Inc.

*The Brotherhood Board, from left: Michael Feeney, Dr Concetta Benn, Prof Stephen Duckett, Merle Mitchell, Sandy Clark, Bishop Michael Challen, Elizabeth Loftus and The Revd Jim Minchin. Not pictured: Ian Reid, The Revd Ron Browning and Graeme Wise.*

## The Board

**Patron:** His Excellency the Honourable Sir James Gobbo, A.C., Governor of Victoria.

**President:** The Anglican Archbishop of Melbourne, **The Most Revd Dr Keith Rayner**, BA, ThL, PhD, ThD.

**Sandy Clark** BComm, DipAgEcon. *Chairman.* Finance and Investment Consultant and Company Director. Director, Southern Cross Broadcasting (Australia) Ltd; Director, NZI Insurance Australia Limited; Director, Select Harvests Limited; Director, Legal Practice Board; Chairman, Mitchelton Wines Pty Ltd; and a director of a number of other private companies. Appointed to the Board in July 1993 and elected Chairman in July 1997.

**The Rt Revd Oliver Heyward** BA (Hons) MA. Retired Bishop. Former Bishop of Bendigo. Chair, Australian College of Theology 1988; Chair, Anglican Social Responsibilities Commission 1977-92; Member, Victorian Post Secondary Education Commission 1981-92. Appointed to the Board November 1990; Chairperson from November 1993 to July 1997. Resigned from the Board in July 1997.

**The Rt Revd Michael Challen** AM, BSc, ThL (Hons). Executive Director. Member, Institute Applied Economic and Social Research Advisory Board; Advisory Board Member, Centre for Philosophy and Public Issues; Member of the Diocesan Council. Member, Social Responsibilities Committee, Diocese of Melbourne. Trustee, Ronald Henderson Research Foundation. Former Assistant Bishop, Diocese of Perth. Commissioned and appointed to the Board in February 1991.

**Dr Concetta Benn** MA, DipSocStud (Univ. of Melbourne), Doctorate of Laws (Honoris Causa) (Univ of Melbourne), Doctorate of Social Science (Honoris Causa) (RMIT), AM. Consultant. Former Professor of Social Work, University of Melbourne; President, Broadmeadows Craigieburn Community Health Services; Board Member, Victorian Court Network; Senior Associate, School of Social Work, University of Melbourne; Foundation Chairperson, Adult Community and Further Education Board 1992-95. Appointed to the Board in November 1991.

**The Venerable Ralph David Farrer** CHLJ CMLJ ThL, ThSchol (Hons). Canon of St Paul's Cathedral. Vicar, St Peter's, Eastern Hill. Director Institute for Spiritual Studies; Chaplain to the Parliament of Victoria; Director, Green Cross Inc. Resigned from the Board in November 1997.

**Elizabeth Loftus** BA, LLB (Hons) BComm, BBus. Solicitor. Executive Director, Leo Cussen Institute. Board Member, St Laurence Community Services (Barwon) Inc. Member, Finance Committee. Appointed to the Board in November 1993.



**The Revd Jim Minchin** BA(Hons), MA, ThL(Hons). Vicar of Christ Church, St Kilda. Member, Diocesan-in-Council, Standing Committees of the Victorian Anglican Provincial Council and the national Church's General Synod; Director, Anglican Superannuation Australia. Appointed to the Board in June 1998.

**Merle Mitchell** AM JP. Consultant. Past President and current Board Member, ACOSS. Trustee, Ronald Henderson Foundation; Member, Child Support Registrars Advisory Panel; Former Director Springvale Community Aid and Advice Bureau. Appointed to the Board in November 1995.

**Ian Reid** BE (Chem), ASA. Director, Trace Scientific Ltd, Advanced Riverina Holdings Ltd; Member, Anglican Foundation. Appointed to the Board in November 1993.

**The Revd Ron Browning** BA BD STM. Vicar of Holy Trinity Church, Williamstown. Appointed to the Board in November 1996.

**Prof Stephen Duckett** BEc MHA PhD. Professor of Health Policy and Dean, Faculty of Health Sciences, La Trobe University. Former Secretary, Commonwealth Department of Human Services and Health. Appointed to the Board in November 1996.

**Michael Feeney** BComm. Management Consultant and Company Director. Partner, Amrop International; Director, Simsmetal Limited and Ausdoc Group Limited. Appointed Chairman, Finance Committee in November 1996. Appointed to the Board in November 1996.

**Graeme Wise** BEc. Manufacturer and Retailer. Director, The Body Shop; Board Member, Prahran Mission; Council Member, Philanthropy Australia Inc.; Director, The Big Issue; Member, St Laurence Industries Committee. Appointed to the Board in November 1996.



*The following individuals, companies, trusts, foundations, groups and estates have provided assistance to the value of \$1,000 or more through direct donations, grants or the provision of goods and services. We express our deep appreciation for this generosity and also acknowledge the wonderful support we received from many thousands of other loyal donors.*

Ms Adams  
S Adams  
S Aird  
E Alder  
Alderdice Brassfounders  
Alexander Corporation  
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*Photo: Brotherhood Library and Information Service.*

The Brotherhood of St Laurence, named after the patron saint of the poor, was founded by Anglican priest, Father Gerard Tucker in 1930. At that time about one-third of the Australian workforce were without jobs. The Brotherhood focused on help and advocacy for people in poverty. Campaigning for justice and social reform became the Brotherhood's hallmark.

Today the Brotherhood continues to care by providing essential welfare services for people who need them most while working towards positive social change through community education, research, social action and advocacy. It is a small organisation with a big reputation, recognised and respected as one of the foremost social policy bodies in Australia.

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## Volunteering

There is a wide range of opportunities for volunteering at the Brotherhood. For further information contact the Coordinator of Volunteers at Fitzroy on tel. (03) 9483 1183 or the Volunteer Coordinator for the Mornington Peninsula on tel. (03) 9782 1203.

## Donations

Financial donations can be made any time by calling the Brotherhood's Development Department direct on tel. (03) 9483 1301 or fax (03) 9417 2691 quoting your credit card number. Cheque and money order donations can be mailed to 67 Brunswick Street, Fitzroy 3065.

## Bequests

The Brotherhood has been able to broaden its service delivery and add to its advocacy thanks to those who have remembered the organisation's work in their will. For further information please contact the Planned Giving Officer, on tel. (03) 9483 1183.

## Clothing and furniture donations

Clothing and furniture is always needed for distribution to families in need and for Brotherhood shops. To arrange collection of good wearable clothing or good quality furniture please telephone (03) 9303 4141 and your donation will be picked up from your home or workplace.

## Publications

The Brotherhood operates a mail-order service for its range of books and reports published by Social Action and Research. Other Brotherhood publications include *Brotherhood Action*, a free newsletter reflecting Brotherhood activities and concerns and *Brotherhood Comment*, a subscription newsletter discussing the organisation's research and advocacy work. A catalogue of Brotherhood publications is available by contacting the Publications Officer on tel. (03) 9483 1383. The catalogue may also be accessed on-line at the Brotherhood internet site at: [www.bsl.org.au/catalog/](http://www.bsl.org.au/catalog/)

## Services for clients

The Brotherhood provides a wide range of services and activities to people in need. Information about specific assistance or a particular program should be initially directed to the closest office listed on the back page of this report.



*People helping people: these dolls, hand knitted by Peggy Liebe, were among the toys donated to the Christmas Toy Program. Community Services staff member Anne Cham, pictured left, was delighted to accept the dolls from Peggy. Photo: Michael Silver.*

**How to help and get involved**



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Mornington Peninsula office - G K Tucker Settlement, 1195 Frankston-Dandenong Road, Carrum Downs 3201 Telephone: (03) 9782 1203 Facsimile: (03) 9782 1656

Recycling Enterprises - 1799 Hume Highway, Campbellfield 3061 Telephone: (03) 9303 4111 Facsimile: (03) 9303 4100  
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[info@bsl.org.au](mailto:info@bsl.org.au)

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