




## HOBART CITY MISSION

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## ANNUAL REPORT 2016



The 1890s in Hobart were years of severe unemployment and hardship for many people in the community.

Hobart City Mission's first committee members did their best to help starving and homeless people where they could, even when their own salaries were not paid in full due to a shortage of funds. A deep concern for the day to day needs of people motivated those early committee members. It's a tradition and foundation which continues today.

One of our earliest missionaries, **William Lake** is pictured here, with his bicycle, which was used to deliver food parcels to the local community.



# HOBART CITY MISSION

CARING SINCE 1852

FURNITURE  
WAREHOUSE



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## MESSAGE FROM OUR CHAIR AND CEO

Hobart City Mission (HCM) is a not-for-profit organisation which continues to respond and evolve in response to the needs of our clients and the wider community. This year's direction has been guided largely by the roll-out of phase one of our Strategic Plan for 2015 – 2020.

Earlier this year, HCM was nominated for the Telstra Business Awards, in the newly-established category for charities. We were delighted to receive the state award at a formal ceremony in Hobart and consider it an honour which belongs to all those who are part of the HCM Family, past and present, for the great work we do, every day.

We're focused on developing niche services to meet unmet needs. Over the past year we've taken a bold step by opening a café and continuing the achievements of our flagship program Small Steps.

This year Small Steps reached two years of operation and with the support of the Tasmanian community, the doors have stayed open and young Mums and their children have been able to stay together within the caring environment created by our professional staff and volunteers.

PerMission to Eat café is an initiative we took with the intention being to employ people who were long-term unemployed, and to help them enter

the hospitality industry. The café has now passed its first birthday, with all the challenges faced by a new business, and we continue to work to develop the café enterprise in a manner that will allow us to and we're currently investigating create opportunities to formalise a connection to professional hospitality training.

We've developed the concept of "PerMission to Give", an opportunity for diners to contribute a meal for vulnerable people supported by HCM. As we've embedded processes at the café, this activity has also developed, to provide take-home healthy, frozen, pre-cooked meals for clients accessing our Emergency Assistance program.

Connecting to each other in a meaningful way means many things at HCM. It's in our daily activities as support workers for clients at our Group Homes, to forming valuable relationships with schools through our Chaplaincy service, providing pastoral support to people incarcerated in prison, counselling and psychology services, offering an affordable shopping experience and a solid social contact at our ten retail outlets, and holding major community fundraising events, like our annual "Great Southern Pram Push".

Many people in the south of the state struggle every day to provide a home for their family,

to pay the bills and to remain safe when life is difficult. Our Emergency Assistance program is there to support people who are vulnerable.

We give our clients the sustenance, the funding and the connection to services which will help them. We like to say that we give people a hand up, not a handout. This service is bolstered by the very real contributions of local businesses like Breadd café which supplies bread products weekly. Our local church community regularly provides financial and other donations to support our clients.

There are many moments which make our hearts swell with thankfulness at the kindness of workplaces, schools, sporting clubs and social groups who take the time to gather food items and funds for donation. We thank all of you for your care.

This is also the moment for us to acknowledge with thanks the ongoing commitment and passionate dedication of our Board, our staff and our volunteers, who each give their time and expertise to their roles.

Our staff are the heart of the organisation, and the volunteers are its backbone. Without them, we could not function. As we look forwards to our 165th birthday in November 2017, it's an appropriate moment to reflect on our earliest beginnings. In 1852, a group of kind-hearted people gathered to create a support for those struggling to survive in colonial Hobart. That ethos still underpins everything we do at HCM. As Australia's first saint, Mary McKillop said, we should "Never see a need without doing something about it".

We present the 2015/2016 Annual Report to you for your consideration.



A handwritten signature in blue ink, reading "Barry Neilsen".

Barry Neilsen B. Eng.,  
Fellow of I.E.A.  
President



A handwritten signature in blue ink, reading "John Stubley".

John Stubley C.A., GAICD  
Chief Executive Officer

## ABOUT US

Hobart City Mission (HCM) is the longest-established city mission in Australia, and the third-oldest in the world.

We operate programs designed to support and care for the members of our community who are the most vulnerable, people who are struggling with financial, health, social, welfare or other issues. At HCM, we provide support for our clients as a hand up, not a hand out. Our help is given as emotional, financial and physical

guidance. We aim to empower people and enable them to take part in community life with a sense of dignity, purpose and self-reliance.

Our supporters help keep our doors open to all who need it. Our supporters range from young students, Mum and Dads, community groups and schools to well-established businesses and individual benefactors. This sense of a connection to the HCM "Family", and being part of something which matters in the state, has drawn



HCM's Barrack Streetscape



people to us when seeking help and also when they have something to give in support of our community in southern Tasmania.

We are a small organisation, with less than 90 paid employees. This strong core group is our heart, supported by our committed and passionate Volunteers, who help at our retail stores, our special fundraising events, provide administrative support for emergency assistance and other programs.

HCM provides a wide variety of programs including family support, disability support, school and prison chaplaincy, ten retail shops around the suburbs and regional centres of southern Tasmania and a social enterprise café and catering business.

HCM's services are provided on a case-management model with client-centred processes. In practice, this means our clients can access multiple services within one organisation, reducing the stress of bureaucratic processes.

We're a Quality Accredited organisation, operating on Best Practice principles. We strive for and believe that we are ethical and transparent in our processes, and this helps us build trust with clients, staff and supporters.

Hobart City Mission (HCM) is administered by a Chief Executive Officer, supported by a management team who advise on human resources, community welfare, disability support, retail operations and fundraising.

Our key performance indicators, budgets, quality assurance and business planning are reported to the HCM Board on a regular basis.

HCM's Board oversees the affairs of our organisation in accordance with the rules of our constitution, State and Commonwealth Government laws.

Financial statistics are audited and maintained by auditors Wise, Lord and Ferguson.

## FUTURE VISION

In 2014 a strategic plan for the organisation was created after much consultation with staff, volunteers and other stakeholders. The plan will guide our operations until 2020.

Part of the process was to develop a new vision, mission and values statement.

## OUR VISION AND MISSION

**Our Vision:** Creating compassionate resilient and connected local communities

**Our Mission:** Guided by Christian values, Hobart City Mission brings together people who give and people in need, through the provision of client-focused, holistic and innovative services.

**Our Values:**

- Honesty – we are honest, ethical and transparent, and this will build trust, with clients, staff and supporters.
- Respect – we respect you, please respect yourself

- Teamwork – we work together, as a professional team to accomplish the outcomes we strive to achieve
- Innovative – we seek to find solutions where none seem to exist, to assist those in need.
- Passion – we are inspired to assist those in need, regardless of circumstances and stature



## HIGHLIGHTS OF THE YEAR



In December 2015, the Christmas Assistance program helped southern Tasmanian families plan a happier festive season, by distributing gifts for 463 children and hampers to vulnerable community members.

In March 2016, our social enterprise café PerMission to Eat celebrated one year in business.

Despite many challenges and learning some hard lessons, the café remains open, and has reached the point of supplying meals to clients seeking support through HCM's Emergency Assistance program.



Also in March, we held our second Great Southern Pram Push fundraising event. A big day out for the family, with strong support from community leaders. In addition to being the major fundraiser for our Small Steps program this event is now established as an annual community engagement activity.

In June 2016, our flagship program, Small Steps, reached the milestone two years in operation. We continue to monitor, consider and innovate around this unique service, which keeps young Mums and their babies together, strengthening Tasmanian families and helping the Mums with their future stability and their aspirations.





The Festival of Voices is an annual partnership for HCM. This year we attended the "Big Sing" night event at Salamanca Place and, despite the cold, wet weather, a large crowd enjoyed purchasing our fundraising candles in red waxy paper to light their way through the evening.

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In August 2016, Hobart City Mission was awarded the inaugural Telstra Business Awards Charity Award. A great honour and a significant moment in the history of the organisation.

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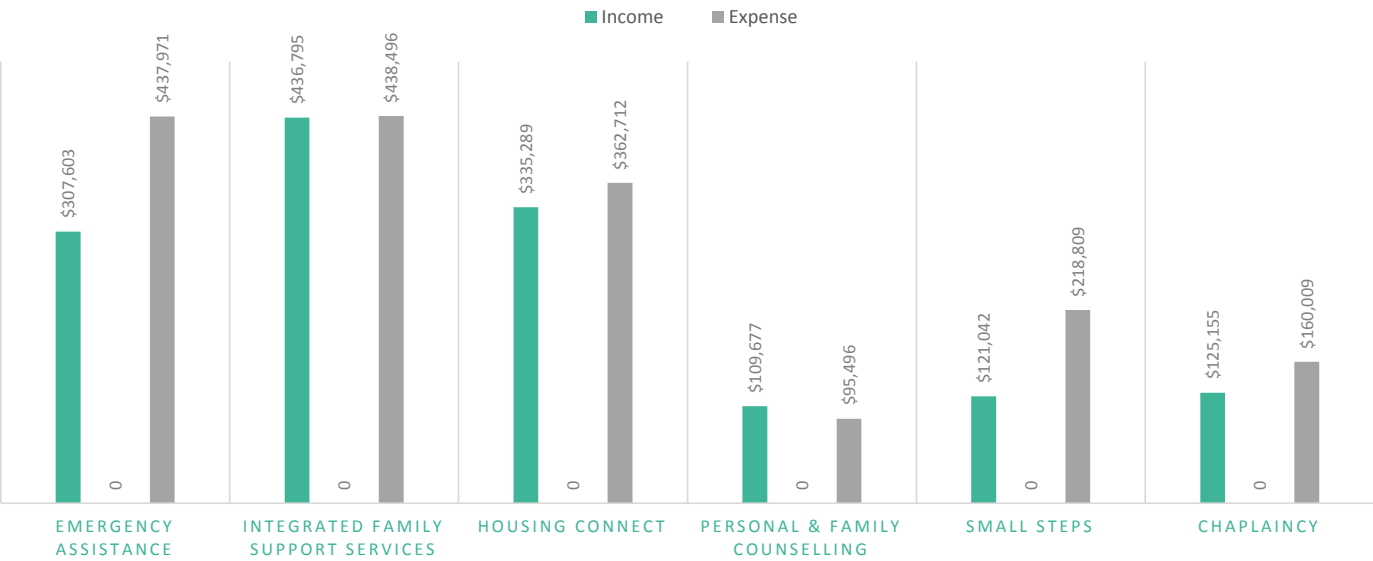
In September 2016, we held our first ever pop-up shop event The Fashion Exchange, in conjunction with the Kingborough Council and the Stop the Traffic organisation. PerMission to Eat café, some of the best curated items from our ten retail stores and a team of fashion-loving Volunteers made the day a great success for the crowd of attendees.

The Annual Art Exhibition was postponed as part of our restructuring of community engagement activities and will now be conducted in May 2017

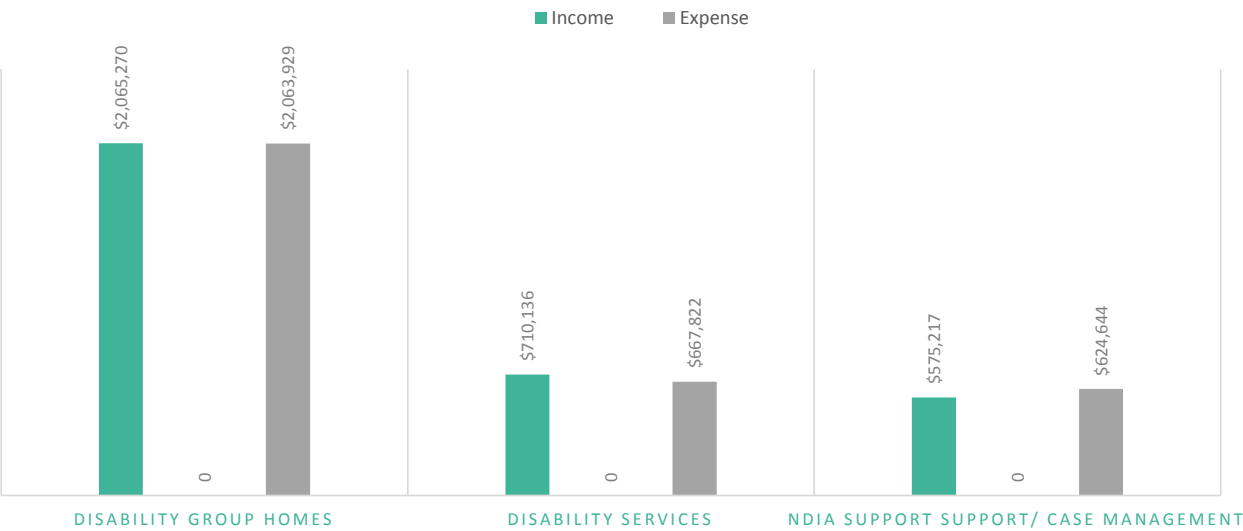


HCM SNAPSHOT

FAMILY & COMMUNITY SUPPORT SERVICES



DISABILITY SERVICES



## QUALITY ACCREDITATION

Hobart City Mission is midway through our three year accreditation cycle, which required us to undergo a mid-cycle assessment and interview in April 2016 to ensure we are on track with our quality improvement initiatives. We received positive feedback about our progress during this assessment and are on track to complete our Work Plan items by the August 2017 when we're due for our next full accreditation review.

In February 2016, HCM met the Quality and Safety Framework requirements for Tasmania's Department of Health and Human Services (DHHS) Funded Community Sector review. This is an important requirement under our various DHHS Funding Agreements and has a strong focus on consumer feedback processes and our safety and quality systems relating to service delivery.



Launch of Orange Sky Laundry  
as a weekly client service

## ROBERT'S STORY

"It was easy to make the decision to stop taking drugs, when I thought about how important my kids are to me"

Robert's life has been filled with challenges, but a mid-life realisation that he didn't want his children to suffer as he had, energised him to make some major decisions.

Taking his children, he moved thousands of kilometres away from the big cities of the mainland and asked for the help of Hobart City Mission.

"I tried and failed so many times to stop taking drugs and make my life happier and more settled.

I was afraid I'd lose my children into State care because I was making such a mess of things in my life" he said.

"That's why I chose to move to Tasmania and how I connected with the amazing people of HCM."

With HCM's help, Robert found a home for his family, looking down over the wide sweep of the bay at Kingston.

"Our house is beautiful. I dreamed that we could live on a hill, overlooking the water, and here we are. My kids are enrolled in the local school and

they come home happily each day to good food, a warm house and comfy beds. Hobart City Mission emergency relief team helped me achieve all that by providing food vouchers and helping me to give the kids a normal, secure life.

Now we are making a new family life together.

My kids go off each morning in their school uniforms which I was able to afford with the help of HCM's support staff's advice on life.

"When we arrived in Hobart, the kids were on holiday, so we were able to set up our house with



the help of Hobart City Mission, ready for the school year to begin.

"We needed beds and a couch. The Mission allowed us to have everything we needed for the kids. We were really grateful for the donations and it allowed me to save up enough to buy a fridge.

"I'm now working on buying curtains for all the rooms to keep them warmer for the Winter. One set at a time. Luckily, there are lots of nice donated ones my kids would like at the Moonah Op shop.

"I'd say that the best thing in the world is the love of my kids - of being able to keep my family

together with the help and support of Hobart City Mission.

"Without the Mission's help, we'd most likely be homeless by now. I think all the time about the things the lady at the Mission told me. She was someone who really understood what I'd been through. Her words go through my head every day.

"Nowadays, I want to be productive every day. To make a contribution to the organisation which helped me get back on my feet and supported my family when we needed help.

"Thanks Hobart City Mission. You've changed my life."



## SMALL STEPS

On June 10 2015 Small Steps turned one. Over the next 12 months we would see 16 young women move in to Small Steps and 15 Small Steps families move in to the community. Turning two in June 2016 was a big milestone and one to be celebrated.

Over the 12 months we began a partnership with two external agencies to provide a broader experience to the residents of Small Steps. In

December 2015 we partnered with Sing and Grow Australia to run two 8 week programs on a Friday morning.

The Sing and Grow program focussed on strengthening relationships

and building the capacity of Small Steps mums to support their children's development in the early years of life using music therapy. Many young mums participated in the sessions and received a certificate of completion at the end.

In January 2016, we partnered with Maggy Agrey from the Salvation Army to develop the Redo program. The Redo program saw three

of our residents engage in a 10 week program with Maggy to develop, design and produce an information brochure aimed at other young mums to assist them through their pregnancy. All of the artwork and text was written and designed by the young mums. The end of the program was celebrated by a lunch and the participants were given a certificate and letter of support for future employers. The 10 week program was

also supported by the Small Steps volunteers who would come in on a Monday and play with the young mums' children while mum was at work in the room next door.



Small Steps

continues to provide a richer experience for residents due to the commitment, support and dedication of the volunteers who join us each week. Four new volunteers have joined the team during 2015-16 and bring with them a broad range of experience and expertise to their roles.



## RACHEL'S STORY

Hiding from the world and struggling to cope with loneliness, illness and fear for the future. That was Rachel's story until a connection to Hobart City Mission's Small Steps program helped transform her life and create a positive new way of living.

"My partner and I were living together, but our relationship changed when I fell pregnant and he became unpredictable and violent. I was scared of him, but didn't know what to do. I decided to leave and find a safe place for my baby and me" Rachel said.

"Everything went smoothly for a while, I found a place to live and I thought we'd be ok, but then I became unwell.

"My mental health problems meant that I was struggling to take care of my five month old baby girl and was feeling very lost and alone."

Rachel's mental health was assessed as too unstable for her to care for her baby properly. Her child was taken into foster care.

During the next few months, Rachel saw her little daughter twice a week as she regained her health and the appointment of a new Case Worker helped her to see the possibility of a new life for herself.

A slow and steady progress was underway, punctuated by bouts of depression, feelings of

*Rachel's story continued...*

worthlessness and a lack of confidence that she could take adequate care of her child, now a fourteen month old toddler.

"One really bad day, I went to a playgroup and left my child with them, saying that I could not cope with taking care of her." Rachel recalled.

"The people at the playgroup were really kind to me and one suggested that the Hobart City Mission Small Steps program would be good for me to visit."

Rachel says the Small Steps program gave her a life back – one filled with positive learning, confidence building, essential life skills but more importantly – her daughter.

"Settling in at Small Steps was feeling like a massive burden was lifting from my shoulders." She said.

"After feeling so isolated with no support, for the first time I had some backup. Four nights after moving in, I just knocked on the door of the overnight carer and cried, please help me!

"I learned how to settle my daughter to sleep, how to cook simple meals and how to play with my daughter while also maintaining some behavioural rules for her.

"I'd lost contact with my daughter as her daily carer and once she returned to me, my own upbringing did not prepare me for taking care

of a child. At Small Steps, I learned how to be a Mum, learning the developmental milestones for children, how to make creative play activities and managing my own reactions to situations. We also learned how to budget, how to change a blown fuse and what to do if our home was on fire.

"These are simple life skills, but when a young person leaves home, they don't know about any of these things".

Small Steps supported Rachel to navigate the university system and successfully enrol.

She's now undertaking her degree in Social Work and enjoying the challenges and mental stimulation it provides.

"The Small Steps program supports you as you learn, by encouraging you to take responsibility for sorting out your own challenges, rather than treating you like a child and doing things for you." Rachel said .

"When I was out on my own with my daughter, I felt like a ticking time bomb. Spending a year with the Small Steps program, in my own little unit, supported by the team 24 hours a day, helped me to see I am not the only person experiencing this – the other young girls are having the same battles as me and now I know that I can maybe help them by sharing my own story."

## SUPPORTING OUR COMMUNITY

### MOUNTAIN VIEW

Mountain View accommodation unit complex was closed and vacated this year, completing fourteen years of successful operation by HCM.

This program provided accommodation for men aged 55 and older who are homeless or vulnerable to becoming homeless. Supported by one of our workers with twice-weekly liaison visits to ensure the residents wellbeing and to connect them to services for help and support.

The Mountain View complex, originally constructed by the State Department of Housing

in the months following the 1967 bushfires, was handed back to Housing Tasmania recently for redevelopment. This activity provided HCM with the momentum to begin what would be a highly successful process of re-housing the Mountain View residents to new housing appropriate to their needs.

It was a poignant moment for staff supporting the long-term residents at Mountain View, but heartening that we were able to provide them support during their transition to their new homes and to know that they are all very happy in their new accommodation.



## EMERGENCY ASSISTANCE

Assistance provided in 2015/2016:



3223 instances of client assistance were provided between our Hobart and Moonah offices



Over 800 people were assisted through Permission to Give either with a meal on site or with prepared meals to take home

Since 1852 Hobart City Mission has helped the people of Southern Tasmania address immediate basic needs in times of crisis through our Emergency Assistance program. The service supports people in need by providing practical financial and or material aid. HCM Emergency Assistance is a core program for families and

single people. Support ranges from food packs, vouchers, clothes and household items, to help with utilities bills.

Our Emergency Assistance program utilises donations from our PerMission to Give Program, which has enabled us to provide well over 800 cooked meals over the past year to people who may otherwise have gone hungry.

HCM's assistance to our community is given with care and personal attention to individual needs. A person coming to us for help will receive our holistic support. This means a person may come to us for food to fill an empty cupboard, but they will leave with extra information on services and other support.

Our clients often tell us the most valuable support they received from HCM was the kind smile and friendly ear they were offered.

## PRISON CHAPLAINCY

HCM provides a weekly chaplaincy service for the Hobart Remand Centre, which includes conducting group programs on life skills and anger management. It's a commitment of care

for the welfare of prisoners which we've made to the community since our earliest days as an organisation in Hobart.

## SCHOOL CHAPLAINCY

HCM's school chaplaincy program moulds to the need of each school it serves. Each chaplaincy service at our five school placements offers unique support of young people.

A major achievement over the past year has been establishment of a breakfast club and lunch program at one of our rural schools. This program is about providing healthy and nutritious meals, supplied by our PerMission to Eat Café for school-aged children, who often experience

long days at school, some with no lunch or breakfast. A closer look at this program reveals there is more than just eating going on in the dining room. Students and program volunteers share a meal and the students enjoy time with people who care about them and their stories. It's the listening and emotional support that really makes a difference in the lives of the young participants.



## INTEGRATED FAMILY SUPPORT

Hobart City Mission (HCM) is an alliance partner with Baptcare and Mission Australia in the Integrated Family Support Service (IFSS) program. IFSS is an outreach family support service for eligible families with children aged from birth to 18 years of age. HCM workers provide a tailored approach to meeting the needs of families and individuals and provide a holistic range of case management services for their clients.

## HOUSING CONNECT

This initiative helps clients with accessing public and community housing, private rental assistance and emergency accommodation. Housing Connect helps people to find and secure long-term housing for themselves and their loved ones.

Made up of five Tasmanian community

organisations – Anglicare Tasmania, Centacare, Colony 47, Salvation Army and Hobart City Mission (HCM).

Clients work with our case managers to develop an individual case plan to address their immediate need and to ensure long-term support.

## JULIE'S STORY

"It's a path I'm glad I went down. I wouldn't trade my life for anything"

That's the view of a young Hobart woman whose life became more complex than the average teenager's when she discovered she was pregnant while still in school.

Julie is a Hobart girl, born and bred. All her family lives here, and at the time she had a good relationship with her partner.

"When I first had my son I was living with my partner at his Dad's house. My partner began to have trouble controlling his temper so I had to leave. I then moved into a place of my own, but my landlord was a sleaze. That made things really uncomfortable for me. My last resort was to stay at my sister's place, but we argued so this didn't last long"

Realising she was in a difficult situation and needing a proper home in which to raise her child, Julie tried to access State Housing and was referred to Hobart City Mission (HCM). That's where Julie's life began to improve.

Amanda is a Team Leader who works in Housing Connect at HCM. When Julie made contact with HCM, Amanda was able to spend time with Julie to identify her needs and provide the support required to ensure her accommodation needs were met as she began her parenting journey.

Amanda said "Julie is such a motivated and organized young woman, my main role was to provide a listening ear and some practical support"

"I don't know where I'd be without Amanda's help and advice" Julie said. "There is no word to

describe how helpful she has been over the past few months.”

Vulnerable community members are able to access a comprehensive and ongoing range of help and support through HCM, depending on their needs. Initially, Amanda organized emergency housing for Julie, for six months, then

helped her find and move into permanent rental accommodation appropriate for her situation.

Julie is now back at school, undertaking Year 12 Studies, while her little son enjoys some social time in daycare. She’s planning to undertake a Certificate II in Hairdressing once her Year 12 studies are completed.



## PERSONAL AND FAMILY COUNSELLING

Personal & Family Counselling is a free, professional counselling service provided by an accredited counsellor for those in need. The program provides effective support to children and adults, including those with disability, mental health or drug and alcohol issues, and those from Indigenous or culturally and linguistically diverse

backgrounds. P&FC provides support to children, adults and families, and focuses on consumers becoming empowered and self-managing in the community in the southern area. Appointments are Tuesday and Wednesday generally at the Moonah Office.

## DISABILITY SERVICES

Disability services has been an area of service growth for HCM, with further growth predicted for this area in future.

HCM is an accredited provider of National Disability Insurance Scheme services, until Tasmania is fully rolled over to NDIA we continue to provide services under The Department of Health and Human Services.

Over the 25 years that we've provided Disability Services support for our clients, we've developed a range of services, including supported accommodation, individual support programs and community access. Our role is to assist our clients navigate their daily life, so they can achieve their goals and dreams with as much independence as possible.

We operate four supported-accommodation homes,

three of which are purpose-built, two of which are owned by HCM, incorporated into this program is our Community Access program. HCM operates four supported accommodation homes, three of which are purpose-built and two of those are owned by HCM.

A fundamental principle of our supported accommodation program is to encourage family involvement in the planning of daily support for their loved one. This also applies to our community access program. Individual support programs may provide support for personal support, life skills, transition, daily Tasks, household tasks and social and community participation

Our dedicated and passionate staff are committed to supporting our clients to live their lives to the limit.

## NDIA CASE MANAGEMENT

HCM is registered for Support Connection and Coordination of Support.

Support Connection is time limited assistance to strengthen the client's ability to connect with informal, mainstream and funded supports, and to increase capacity to maintain support relationships, resolve service delivery issues, and participate independently in NDIA process.

Coordination of Supports is Assistance to strengthen the client's ability to connect to and coordinate informal mainstream and funded supports in complex service delivery environment. This includes resolving points of crisis, developing capacity and resilience in a client's network and coordinating supports from a range of sources.

## RETAIL

This year has been a time for making big changes in our retail area.

In early 2016 we closed Barrack Cottage – our books and collectables store in Barrack Street. This was followed with a complete re-modelling of our Kingston store, which now has a contemporary look and feel.

Our transport fleet took on a new look also, with the arrival of an Isuzu truck and a Ford transit van. The van was purchased with funding provided by a Tasmanian Community Fund grant.

Donations of clothing and household items from the community to our retail stores has remained steady, with a boost in early Winter achieved through an advertising and marketing activity.

Retail turnover has continued its steady growth throughout the year. Our Volunteer team has grown from 70 people working in seven stores in 2010 to 130 dedicated Volunteers working in 10 stores in 2016. That's estimated 900 volunteered hours per week – a saving to HCM of over a million dollars in wages. This is a truly incredible gift in support of our community.

Our Volunteers also raise their hands to support our Saturday Sale events, which brings over \$10,000 extra in funds raised for HCM.

The Retail team is looking forward to continuing our review and restructure of HCM Retail, working toward our goal of becoming the Charity of Choice for shopping and donations in southern Tasmania.



## VOLUNTEERS

HCM's dedicated retail Volunteers work at our 10 clothing, footwear and homewares shops, and in tandem with our paid staff, assist at the Sorting Warehouse and driving the donation collection motor vehicles.

HCM's Small Steps Program is also served by a team of committed volunteers who support young mums and babies in a variety of ways, offering life skills, a kindly listening ear and practical skills like cooking and budgeting. Our emergency assistance and housing clients benefit from the steady support of the volunteers who provide understanding and encouragement to people seeking help.

Our Communications Team receives help weekly from highly-skilled volunteers who've become an integral part of this unit. The Volunteers assist with promotional and fundraising events, work on special projects, gather materials for our archives, provide support for promotional activities and

conduct community surveys.

Not least is HCM's Board, which is also peopled by volunteers who provide their time, business acumen and professional experience in support of our goals and aspirations as an organisation. Their advice and guidance provides an invaluable resource for our CEO

and Managers who administer HCM's daily processes and strategic vision.

In May this year, our Volunteer Coordinator was awarded the inaugural 'Hydro Tasmania's Excellence Award' for volunteer management, at the Tasmanian Volunteering Awards. It's proof of the high

standard of administration of our volunteer program and one reason HCM's volunteer team is so committed to the charity.

In 2015 HCM conducted a survey of the views of our Volunteers. Here's a sample of comments:

"I volunteer with Small Steps and appreciate what



a great program this is for young mums.

I am pleased to be able to help in a small way too."

"Everyone has been so welcoming and friendly,

It's been a positive experience for me – thank you"



"The people I work with are all like family"

"I have volunteered for Hobart City Mission for 20 years and during that time I have met a lot of wonderful people"

A heartfelt thankyou to all our wonderful Volunteers. We couldn't do it without you.



## VALE MANDY

One of HCM's pillars passed away during 2016 and her loss has been felt across the breadth of the organisation and in our wider community. Mandy Menzie's work as the Personal Assistant to our CEO John Stubleby placed her at the core of HCM's daily activities. Her trademark energy, sense of humour and kindness to all

was a force for good in the organisation. This has been a challenging time for many members of our HCM family as we come to terms with the loss of a valued colleague and friend. As a mark of the esteem in which Mandy was held, a remembrance event for HCM staff and volunteers was held following her passing.

*If this item causes you difficulty or you need support, call Lifeline on 131114.*

## OUR MISSION STRUCTURE

### HCM BOARD



Barry Neilsen



Rob Fiddymont



Damian Egan



John Minchin



Bernadette  
Ulbrich - Hooper



Gabby Brown



Rebecca Kardos



Gil Sawford



Robin Errey



Rip Shield

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## FINANCIAL STATEMENT

Detailed information on HCM's financial affairs can be located on our website:

***[HOBARTCITYMISSION.ORG.AU](http://HOBARTCITYMISSION.ORG.AU)***



# HCM SENIOR MANAGEMENT TEAM

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**John Stubley** - HCM Chief Executive Officer



Corporate Services

**Annette Clark**



Disability, Family &  
Community Support  
Services

**Andrew Greenham**



Retail

**Mandy Hogan**



Human Resources

**Michelle Folder**



Community  
Development &  
Partnership Services

## SPECIAL ACKNOWLEDGEMENT OF OUR KEY SUPPORTERS

Allport Estate

Bunnings Warehouse

Commercial Travellers Association

DJ Motors

Firefly Media Productions

Fuji Xerox

Les Lees

St John's Presbyterian Church

7HO Radio

OPSM

Southern Cross Austereo

Tadpac

Tasmanian Community Fund

The Friends' School

The Mercury

Win TV

