



**A FAIRER  
AUSTRALIA  
FOR ALL**

MISSION AUSTRALIA ANNUAL REPORT 2010 >>>

# OUR

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## CHARLIE, CHARCOAL LANE, VIC >>>

*Charcoal Lane*, Mission Australia's social enterprise restaurant in Melbourne, specialises in modern cuisine with an Aboriginal influence. Situated in vibrant Gertrude Street, Fitzroy, it enables Aboriginal and disadvantaged young people to gain experience in a supported work environment as part of an integrated program that includes accredited hospitality training.

Among them is Charlie<sup>1)</sup>, 19 (pictured here with Mission Australia Youth Support Worker Tristan Higginbottom), who joined *Charcoal Lane's* Certificate II program in March 2010. He has since transitioned to our Certificate III program and is now employed at the restaurant as a full-time apprentice chef.

1) Name has been changed.

*Mission Australia is a Christian community service organisation that has been transforming the lives of Australians in need for more than 150 years.*

Inspired by Jesus Christ, Mission Australia exists to meet human need and spread the knowledge of the love of God. Formed over 150 years ago, today we are one of the nation's leading community service organisations. We now operate more than 550 community and employment services from 350 sites in metropolitan, rural and regional Australia.

In 2009–10 our services transformed the lives of more than 300,000 Australians by providing a hand up, a way forward and hope for a better future.

Our 3,200 employees, valued supporters and Board are committed to creating a fairer Australia by standing up for people in need and helping them to get back on their feet.

We strengthen families, empower youth, strive to solve homelessness and provide employment solutions.

By learning from others and sharing what works well for us, we are able to consistently deliver positive outcomes for individuals, families and communities. We work to stop problems before they start, provide support early on to prevent situations from getting worse and form partnerships to find long-term solutions to community issues.

Mission Australia is also dedicated to transforming the lives of Indigenous Australians by increasing their opportunities for a better quality of life.

Working with government, corporate Australia and the wider community, Mission Australia is determined to overcome disadvantage across the nation.

# OUR VISION

*Our vision is to see a fairer Australia by enabling people in need to find pathways to a better life.*

*Walking alongside those in need, we help them discover:*

PATHWAYS TO STRONG FAMILIES AND HEALTHY, HAPPY CHILDREN

PATHWAYS THROUGH A SUCCESSFUL YOUTH

PATHWAYS AWAY FROM HOMELESSNESS

PATHWAYS FOR LIFE AND WORK-READY SKILLS

PATHWAYS TO SUSTAINABLE EMPLOYMENT

*“This is how we know what love is: Jesus Christ laid down His life for us. So, we also ought to lay down our lives for others.”*

(1 JOHN 3:16)

# OUR VALUES

COMPASSION

INTEGRITY

RESPECT

PERSEVERANCE

CELEBRATION

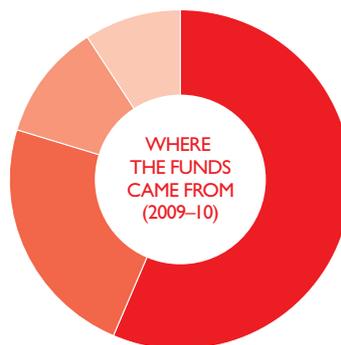
**Compassion:** We are committed to being sensitive, understanding and caring in our service of each other and all people.

**Integrity:** We are committed to being honest, accountable, transparent and just in all our work and relationships.

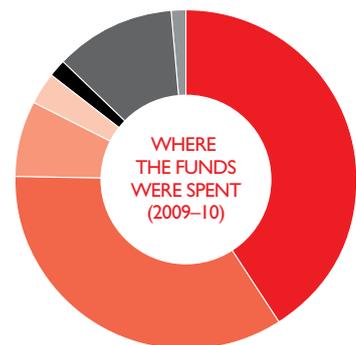
**Respect:** We are committed to treating each person as we expect to be treated, offering love, acceptance and a voice of support in the face of life’s challenges.

**Perseverance:** We are committed to being the very best we can be, finding effective, creative and environmentally responsible ways to fulfil our mission.

**Celebration:** We are committed to recognising and celebrating the efforts and achievements of our staff, supporters and the people we help.



- FEDERAL GOVERNMENT – 56.63%
- STATE AND LOCAL GOVERNMENT – 23.20%
- FUNDRAISING AND CORPORATE PARTNERSHIPS – 11.16%
- OTHER – 9.01%



- EMPLOYMENT SOLUTIONS – 41.07%
- COMMUNITY SERVICES – 34.31%
- EARLY LEARNING – 7.36%
- FUNDRAISING AND CORPORATE PARTNERSHIPS – 3.04%
- MARKETING – 1.54%
- ADMINISTRATION – 11.36%
- OTHER – 1.32%

PricewaterhouseCoopers  
**Transparency awards** | Runner-up 2009

Mission Australia was pleased to be recognised as one of 12 finalists in the 2009 PricewaterhouseCoopers Transparency Awards for the quality and transparency of our reporting.



# CHAIRMAN AND CEO REPORT

TOBY HALL AND EWEN CROUCH >>>

*“With most human institutions there are times for renewal, growth, new directions.”*

Former Governor-General Sir William Deane at the official national launch of Mission Australia in February 2000.

A decade on, Sir William's words about times of growth and renewal are particularly pertinent. 2009–10 was a time that saw Mission Australia change how we work, embrace new opportunities and build foundations for supporting Australians in need well into the future.

It was a year in which we established ourselves as providers of affordable housing and early learning services, and steered our employment services along a more innovative path.

### GIVING CHILDREN A GOOD START

In May Mission Australia and three like-minded not-for-profit organisations formed *GoodStart Childcare Ltd* in response to a pressing community need for consistent, high-quality childcare. We are proud to be one of four significant stakeholders in this consortium, which acquired 678 childcare centres from ABC Learning.

This venture, which has funding from the National Australia Bank and the Australian Government, has been welcomed by policy-makers, academics, and parent and community groups. Driven by purpose, *GoodStart* will set thousands of children on the right track early in life.

During 2009–10 we also made steady progress with the 29 *Mission Australia Early Learning Services* centres we acquired from ABC Learning in 2009. Occupancy rates at these centres rose 20 per cent over the year and we developed a curriculum to meet the complex emotional and educational needs of our youngest Australians. This evolving curriculum will guide our delivery of early learning for generations to come.

### PROVIDING HOMES FOR PEOPLE

Foundations for future growth were also laid by *Mission Australia Housing (MA Housing)*. According to the Australian Government's 2010 *State of Supply Report*, the shortfall between housing supply and demand is expected to climb to 308,000 by 2014. Over the year, Mission Australia made a small dent in this figure through the provision of 184 homes to low-to-moderate income households. It was just a hint of what will follow.

By June 2011, after the transfer of up to 1,055 houses through the NSW Nation Building Economic Stimulus Asset Transfer Program, we expect to be managing more than 1,200 affordable properties.

Our extensive research and experience in this area has taught us that moving people away from homelessness requires more than bricks and mortar. It takes a holistic approach that fully considers the individual's needs – be they attaining skills and sustainable employment or building self-esteem and strong relationships with their families and communities.

### FINDING JOBS FOR AUSTRALIANS

The year was not without its challenges. Employment Solutions continued to deliver support under a renewed three-year Job Services Australia (JSA) contract. Through the considerable efforts of our Employment Solutions, Human Resources, IT and Property teams, on 1 July 2009 we transitioned the new model into 93 sites.

Although our employment service footprint decreased, under the new model Mission Australia provides more targeted and effective employment solutions. Importantly, we assisted 154,676 Australians to train for and find lasting employment, and performed close to budget in 2010.

We also developed sustainable employment initiatives through *Changing Places*. This Australian Government model aims to develop social enterprises that deliver services and jobs to disadvantaged communities. The *Greener Futures* energy efficiency project in Victoria and *Saltwater Kitchen* in Darwin are two of the stepping stones to employment we have provided through *Changing Places*.

While overall jobless figures eased, by mid-2010 youth unemployment hit a nine-year high of 18 per cent. This disheartening statistic followed the launch of Mission Australia's *Youth Employment Strategy: Preventing a lost generation*, which called for better ways to prepare disadvantaged young people for lasting employment. This strategy will guide our youth employment initiatives throughout the next decade.

### UNDERSTANDING OUR COMMUNITY

In order to deliver high-quality services, it is essential that we understand those we serve. The Mission Australia Community Services Information Management System (MACSIMS) is enabling us to build a more comprehensive picture of our clients and therefore better advocate for and meet their needs. Created with ongoing assistance from PricewaterhouseCoopers (PwC), by the end of the financial year 67 of our services were using this innovative record-keeping system – and the rollout continues.

Likewise, we must continue to ensure that our stakeholders have a clear understanding of our work and vision for the future. The support provided by our stakeholders – government, the business community, individual donors, staff and clients – throughout the recent economic downturn demonstrates that there is widespread confidence in our ability to transform lives.

Indeed, the fact that major gifts and regular giving each grew by over 25 per cent over the past year indicates that the Australian belief in 'a fair go' is still alive and well.

That we ended a year requiring significant investment with an underlying surplus of almost \$2 million is also testament to the talent and diligence of the people in our organisation.

Our employees were supported by 14 full-time and three volunteer Chaplains. Over the past year our Chaplaincy widened its scope to be even more attentive to the emotional and spiritual needs of both staff and clients, who are increasingly the focus of their pastoral care.

### WORKING SMARTER

Given the effects of the global financial crisis, prudently managing our resources was top of mind in 2009–10. Administrative costs were about \$2.5 million better than budget, largely thanks to our IT and Finance departments saving a combined \$2 million. We achieved a result within one per cent of our budget, which was significant in the circumstances.

A national contract with AGL saw a 10 per cent reduction in electricity costs, which contributed to our financial and environmental sustainability. We also developed the *Mission Australia Future Foundation* to ensure a reliable and continuing stream of funding for services.

In 2009–10 our total revenue was \$295.2 million, which included a \$14.9 million capital grant from the NSW Land and Housing Corporation under the Social Housing Growth Fund. Total expenses were \$273.6 million.

With a year of enormous change behind us, we are entering "a time to pluck up that which is planted" (Ecclesiastes 3:1-8) with cautious optimism. Our strategy for the next decade allows us to look forward to transforming the lives of millions of people by 2020.

By continuing to work smarter and in partnership with government and our generous supporters, we will create a fairer Australia for all.



**Ewen Crouch**  
Chairman



**Toby Hall**  
CEO of Mission Australia

# OUR MAJOR ACHIEVEMENTS

IN 2009–2010 >>>>

MISSION AUSTRALIA WORKED ACROSS FIVE PATHWAYS TO HELP CREATE A FAIRER AUSTRALIA.

## PATHWAYS TO STRONG FAMILIES AND HEALTHY, HAPPY CHILDREN

In 2009–10 our services for children and families transformed the lives of over 30,000 people and almost 6,500 families. We also:

- Provided affordable childcare to 2,243 children through *Mission Australia Early Learning Services* centres. We developed a curriculum that addresses the individual needs of children and families, and ended 2009–10 with 53 per cent occupancy at our 29 centres;
- Launched *GoodStart Childcare Ltd* in a joint venture with The Benevolent Society, Social Ventures Australia and the Brotherhood of St Lawrence. Occupancy at the 650 *GoodStart* centres reached 74 per cent in June.

## PATHWAYS THROUGH A SUCCESSFUL YOUTH

In 2009–10 we transformed the lives of over 18,000 young people and helped more than 550 families through our youth services. We also:

- Published our ninth *National Survey of Young Australians*, which tested the views of close to 48,000 young people – the biggest group since the survey began. Drugs, suicide and body image were identified as the biggest worries for young people;
- Released our *Youth Employment Strategy*, which looked at practical ways to tackle Australia's stubbornly high youth unemployment rate.

## PATHWAYS AWAY FROM HOMELESSNESS

In 2009–10 our homelessness services transformed the lives of over 29,000 individuals and more than 1,600 families. We also:

- Provided significant input to the National Council on Homelessness during the Australian Government's implementation of the White Paper on Homelessness, *The Road Home*;
- Secured \$16 million to develop an aged homeless service centre in Redfern in Sydney's inner city. This new facility will provide permanent accommodation for elderly people and connect residents with a range of support services;
- Continued growth to provide affordable, long-term housing to families and individuals through *MA Housing*.

## PATHWAYS FOR LIFE AND WORK-READY SKILLS

In 2009–10 our training and skill-building services transformed the lives of over 3,800 people. We also:

- Started a two-year *National Green Jobs Corps* contract, helping 168 Victorians to gain skills and experience in emerging 'green' industries;
- Developed our social enterprises model, using best-practice business management.

## PATHWAYS TO SUSTAINABLE EMPLOYMENT

In 2009–10 we helped almost 155,000 people to train for and gain employment. Mission Australia also placed over 52,000 people in jobs, which was nearly 55 per cent above our target. We also:

- Started a new Job Services Australia (JSA) contract on 1 July, rolling out to 93 sites;
- Ended the financial year with 90 per cent of Employment Solutions sites achieving a JSA rating of three stars or higher. Ten sites received five stars – the highest rating awarded by the Department of Education, Employment and Workplace Relations (DEEWR).

## COMMUNITY SERVICES – MEASURING SUCCESS

In 2009–10 Mission Australia Community Services helped 91,329 families and individuals nationwide. There were also 136,298 incidences of service – which is a service provided by one of our street support teams, community events or transport services that typically work with a high volume of clients, often on a one-off basis.

As part of our commitment to transparency and service excellence, we are changing the way our Community Services employees report their activities. Central to this is Mission Australia's Community Services Information Management System (MACSIMS) – a case-management solution that will enable staff to more effectively assist clients and accurately capture service provision data.

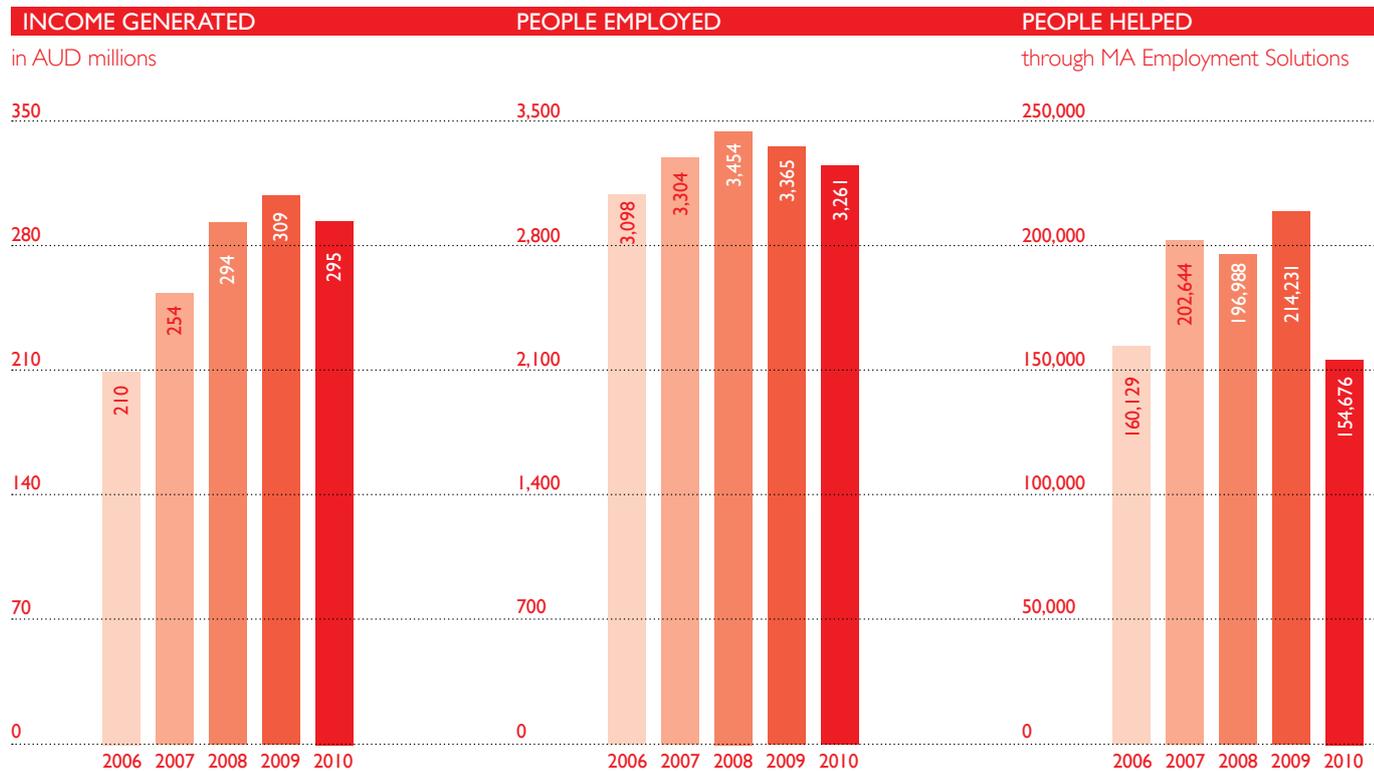
Mission Australia runs over 350 Community Services, most of which are supported by hundreds of government funding arrangements and run like individual businesses. Our frontline employees' priority is to support clients and meet their reporting requirements.

As a centralised system that captures standardised core demographic information, MACSIMS enables staff across the nation to still meet local requirements while painting a picture of our clients, their needs and goals. Being workflow-based, it helps our people to work more efficiently and frees up their time for clients. The system supports quality service delivery and provides the data to inform best-practice service delivery, identify issues across the service delivery system and advocate for policy change if required.

Developed after extensive consultation with staff and assistance from PricewaterhouseCoopers (PwC), MACSIMS is being rolled out in stages as it is being tailored for each service. In 2009–10 we added 67 internal services to this system and a further 60 will come on board this year.

Over the next decade this system will improve Mission Australia's ability to deliver quality services, advocate for disadvantaged Australians and provide a leading edge for our employees.

# OUR FIVE-YEAR PERFORMANCE



Note: New Job Services Australia contract commenced 1 July 2009.

FIVE-YEAR FINANCIAL RESULTS AT A GLANCE (in AUD)	2005-06	2006-07	2007-08	2008-09	2009-10
<b>Income</b>					
Employment Services	138,333,424	156,352,816	179,709,330	184,797,804	137,804,730
Community Services	31,947,106	50,871,363	69,423,178	79,572,816	87,896,543
Training Services	—	6,047,856	9,903,888	11,562,922	79,901
Early Learning	—	—	—	990,284	14,543,002
Housing	—	—	—	221,898	1,540,330
Fundraising and Corporate Partnerships	21,885,369	22,412,486	24,161,943	27,163,694	25,202,256
Gain on disposal of fixed assets	1,881,610	5,218,388	5,823,449	—	252,272
Other	11,513,731	12,933,539	5,177,067	4,260,918	12,972,418
Housing grant	—	—	—	—	14,920,876
<b>Total revenue</b>	<b>210,414,108</b>	<b>253,836,448</b>	<b>294,198,855</b>	<b>308,570,336</b>	<b>295,212,328</b>
<b>Use of funds</b>					
Employment Services	127,819,647	147,941,536	147,438,678	154,618,808	112,342,432
Community Services	52,141,202	72,523,034	80,296,741	88,960,630	93,873,067
Training Services	—	15,006,566	16,025,382	16,261,240	193,185
Early Learning	—	—	—	1,715,118	20,139,685
Housing	—	—	—	905,261	2,228,597
Fundraising and Corporate Partnerships	7,577,750	7,761,288	6,904,089	6,549,857	8,313,351
Marketing	3,244,954	3,337,769	3,438,648	3,355,573	4,219,249
Administration	11,292,451	9,085,545	37,237,160	32,035,624	31,075,112
Other	4,110,001	6,062,176	6,776,168	479,832	1,178,256
<b>Total expenditure</b>	<b>212,801,281</b>	<b>261,717,914</b>	<b>298,116,866</b>	<b>304,881,943</b>	<b>273,562,934</b>
<b>Surplus / (deficit)</b>	<b>(2,387,173)</b>	<b>(7,881,466)</b>	<b>(3,918,011)</b>	<b>3,688,393</b>	<b>21,649,394</b>
<b>Mission Australia percentage of revenue spent on delivery of service</b>	<b>88.67%</b>	<b>92.76%</b>	<b>82.86%</b>	<b>85.06%</b>	<b>84.60%</b>



# TOWARDS

# 2020

SHANN CRAIN, MISSION AUSTRALIA EARLY LEARNING SERVICES, NSW >>>

*“We have a reputation as a quality childcare provider within the local community and we’ve seen our occupancy grow quite rapidly in 2010 to 56 per cent.”*

Shann Crain is Centre Director of Mission Australia Early Learning Services Tumby Umbi, on the Central Coast of New South Wales. The centre opened in May 2009.

Photo: Troy Snook/Cumberland Courier Newspapers.

*By 2020, Mission Australia aims to assist 500,000 Australians every year to transform their lives. We will have a unique portfolio of programs, enjoy a high profile within the Christian community, be an employer of choice and influential advocate for social justice.*

Mission Australia has a long history of helping people to transform their lives. Our origins date back to 1859, when the Brisbane Mission was established to help the poor and needy in the new city. Other City Missions soon began springing up across Australia, all sharing the same vision.

In 1989, Mission South Australia started working with Sydney City Mission to tackle disadvantage. Within the next decade they were joined by Missions in Wollongong, Perth, Brisbane and the Hunter, as well as the Mission Australia Group Training and Mission Employment. Together they formed a unified organisation with an integrated approach to meeting Australia's changing social needs.

In 2000, Mission Australia was launched as a national organisation. Over the following 10 years we developed evidence-based programs that increasingly empowered Australians in need to create better lives for themselves.

Today Mission Australia is a leading agent of change for disadvantaged Australians. As we embark on the next decade of service, the breadth and complexity of our work will increase. To help meet anticipated challenges we have developed *Our Strategy Towards 2020*, which includes the following goals.

#### **BE LEAD EXPERTS IN OUR FIELDS**

As leaders in our chosen fields we will be better placed to create a fairer Australia. We will advocate for disadvantaged Australians and influence government, develop outstanding managers and engage with the Christian community.

##### **In 2010–11 we aim to:**

- Continue to work closely with government at all levels;
- Develop a positive work culture.

#### **DELIVER SERVICE EXCELLENCE**

By striving for best practice and involving our clients in service development we will deliver better outcomes for disadvantaged Australians.

##### **In 2010–11 we aim to:**

- Assist 136,000 individuals and 17,500 families through our Community Services;
- Help 155,000 Australians to find and maintain work through Employment Solutions.

#### **SUSTAINABLY GROW**

By focusing on new business that is financially, socially and environmentally sustainable, and sharpening our business focus, we will strengthen our capacity to help Australians in need.

##### **In 2010–11 we aim to:**

- Achieve a \$2-3 million operating surplus;
- Develop the Mission Australia *Future Foundation*, a long-term fundraising structure that enables donations to be invested in perpetuity.

#### **WORK SMARTER**

By working smarter we will be more effective, better serve disadvantaged Australians and deliver value for money for all our stakeholders.

##### **In 2010–11 we aim to:**

- Conduct research that will enable us to more effectively help job seekers, particularly those from disadvantaged communities, to gain work;
- Continue to roll out the Mission Australia Community Services Information Management System (MACSIMS), which collects information about our clients and their outcomes.

#### **MANAGING RISK**

If Mission Australia is to continue to responsibly serve our community and effectively manage our resources, it is vital that we manage risk. For this reason, in 2009–10 our Board Audit and Risk Committee developed an annual workplan to ensure our critical responsibilities are addressed. It includes key performance indicators that are tracked quarterly.

Strategic risks for *MA Housing* and *Mission Australia Early Learning Services* were assessed in 2009–10, with risk mitigation action plans implemented. A risk analysis was also conducted for *GoodStart*.

In 2009–10 Mission Australia's risk management framework was amended to meet the new International Standard ISO 31000:2009. In addition, an online system is being developed to capture occupational health and safety and operational risks, which will improve our reporting of hazards and incidences. An external audit of occupational health and safety also identified areas for improvement that are being addressed to achieve accreditation under AS/NZS 4801.



MA

ANDREW McANULTY, CEO MA HOUSING >>>

# HOUSING

*“MA Housing has achieved positive outcomes by leveraging the strength of Mission Australia.”*



Not enough houses are being built in Australia to cater for the growing population. In April 2010 the National Housing Supply Council reported that there was a 178,000-home gap between housing demand and supply.<sup>1</sup> Combined with rising rental prices in major urban areas, disadvantaged Australians have become even more vulnerable to homelessness.

In April 2009 *MA Housing* was established to help those Australians who are affected by the shortfall in accommodation. It is designed to assist low-and-moderate income households into long-term housing and provide people in need of an extra hand up with access to wider support services. It currently operates in New South Wales, Victoria and Tasmania.

*MA Housing's* first year in operation was exceptionally successful, with 1,055 dwellings secured under the Nation Building Economic Stimulus Asset Transfer Program (or \$317 million of new-build asset transfer).

It was also selected as tenancy and asset manager for the landmark 104-home development in Sydney's Camperdown, which is based on the Common Ground model. Originating in New York, this permanent supportive housing model combines long-term independent housing with appropriate support services to sustain residents.

Throughout the year *MA Housing* also worked towards purchasing 101 homes with funding from the Social Housing Growth Fund and secured 439 National Rental Affordability Scheme (NRAS) allocations.

### A FAIRER FUTURE

In the next year *MA Housing* will own or operate at least 1,200 social and affordable homes. Its balance sheet will be transformed through the Nation Building Economic Stimulus Package, as well as the NSW Government's Social Housing Growth Fund.

*MA Housing* is aiming to play a significant part in the Mission Australia strategy to help disadvantaged people into permanent housing. This massive undertaking will continue to require long-term investment.

In partnership with Mission Australia State Directors, *MA Housing* achieved the following outcomes in 2009–10.

#### New South Wales:

- Managed 17 homes in the state at the commencement of the financial year;
- Developed strong relationships with Housing NSW and achieved draft determination from the NSW Registrar for Class 1 Registration as a Community Housing Provider. It also secured a \$16.925 million Social Housing Growth Fund grant from Housing NSW and progressed the purchase of 101 new homes;
- Secured the landmark 104-home Camperdown project, to be delivered in partnership with Housing NSW. It will provide a range of housing for people who were formerly homeless as well as key workers providing essential services;
- Progressed partnership opportunities with Mission Australia at Kingswood, Concord, Miller and Bankstown in Sydney;
- Brought into management six well-designed homes in Peard Street, Wauchope, in June 2010. They are the first of the 1,055 homes *MA Housing* secured as part of the Nation Building Economic Stimulus Package in New South Wales.

#### Victoria:

- *MA Housing (Vic) Ltd* managed 66 affordable homes in Seddon, western Melbourne, at the beginning of the financial year. It also established a tenants' group and improved links with the wider community;
- Developed strong relationships with the Office of Housing and obtained registration as a Housing Provider within Victoria in November 2009;
- Was involved in the Casey Gardens Project in Narre Warren, south-east of Melbourne. The scheme obtained planning approval and through productive negotiations with our partner Providence Housing and the Office of Housing, increased the likelihood of securing an additional 116 National Rental Affordability Scheme (NRAS) incentives – bringing the total to 401;
- Partnered with Providence Housing in a Round 3 NRAS submission in June.

#### Tasmania:

- Developed strong relationships with Housing Tasmania, with a view to partnering with it to deliver affordable housing and regenerate older suburbs;
- Increased homes in management from 14 to 33 for Tasmanians on low-to-moderate incomes at Chigwell House and Warwick Street in Hobart;
- Progressed our partnership with Melbourne-based developer 94 Feet to deliver NRAS tenancy and asset management for 28 affordable homes in Bellerive, Hobart;
- Tendered for Nation Building stock-management opportunities.

### A NATIONAL VIEW

While *MA Housing's* activities were confined to New South Wales, Victoria and Tasmania in 2009–10, throughout the year it also identified opportunities and built relationships with housing departments and providers in other states and territories.

It identified a stock transfer opportunity for 10 homes from Mission Australia in South Australia and also progressed discussions about long-term opportunities with the government and other potential partners in the Northern Territory.

Meanwhile in Queensland, in partnership with Providence Housing, *MA Housing* made a submission for NRAS tenancy and asset management services. In June 2010, Class 3 Housing Provider status was obtained in Western Australia.

#### IN 2010–11 WE AIM TO:

- Expand *MA Housing* from 184 homes in management at 30 June 2010 to provide 1,200 social and affordable homes by 30 June 2011, and establish ourselves as a quality landlord;
- Achieve Class 1 provider status with the Registrar of Community Housing (NSW); progress applications for Class 1 Registration status in Western Australia;
- Continue to develop strategic organisational infrastructure, including new offices, tenancy and asset management systems, as well as recruit and retain high-quality housing professionals;
- Secure the required \$14 million debt for the Social Housing Growth Fund project, restructure debt finance for the Seddon homes in Victoria and complete a review of long-term funding options;
- Work with state Housing Departments and Mission Australia State Directors to identify government and private sector partners.

To learn more, read the *MA Housing Annual Report* at [www.mahousing.com.au](http://www.mahousing.com.au).

1) National Housing Supply Council, April 2010. *2nd State of Supply Report 2010*.

# RESEARCH AND ADVOCACY

IN 2009–10 >>>

MISSION AUSTRALIA'S RESEARCH AND SOCIAL POLICY UNIT UNDERTOOK 10 LARGE RESEARCH INITIATIVES.

Our Research and Social Policy Unit conducts research independently and with academic and other organisations to inform our advocacy work and service development.

The unit has been supported by the Macquarie Group Foundation since 2004. In 2010 the Foundation provided a further \$1 million to fund research initiatives for two more years.

In 2009–10 Mission Australia's Research and Social Policy Unit undertook 10 large research programs. These spanned areas such as social enterprise, children's transition to school, youth and homelessness, and our *Catalyst Clemente* university program for marginalised people.

The unit released eight major publications and presented papers at key conferences, including the Australian Social Policy Conference. It also made submissions to public inquiries such as Aboriginal and Torres Strait Islander Juveniles and Young Adults in the Criminal Justice System.

## YOUTH MATTERS

Over the past year the Research and Social Policy Unit worked with Mission Australia's Community Services and Employment Solutions to produce the *Youth Employment Strategy: Preventing a lost generation*. It concluded that existing initiatives were insufficient to address Australia's high rate of youth unemployment and made recommendations to overcome it.

Our eighth annual *National Survey of Young Australians* tested the views of almost 48,000 people aged 11 to 24, identifying what they valued and their concerns. Drugs, suicide and body image were the top three issues for respondents, with over a quarter identifying each as a major concern.

Close to 400 young homeless people or those in insecure housing participated in the survey, as did 225 who were in out-of-home or foster care, and 460 in juvenile justice centres or prisons. Their responses were released in a report – *The experiences of young people: How do their living arrangements impact?* – and indicated that homeless youth are much more concerned about body image, alcohol and bullying than those in stable accommodation.

The unit also made submissions to the Federal Parliament Inquiry into Youth Violence, the National Drugs Strategy, the Review of NSW Juvenile Justice, the Tasmanian Government's 2010–11 State Budget and the Western Australian Parliamentary Inquiry into Alcohol and Other Drugs.

## STRONGER FAMILIES AND CHILDREN

Over the past year we published *Families on the fringe* in collaboration with the University of Queensland, University of Sydney and The Benevolent Society. It examined the experience of young families moving to non-metropolitan areas. We also made submissions to the Department of Families, Housing, Community Services and Indigenous Affairs on the Family Support Program, and to the Department of Employment, Education and Workplace Relations on Early Childhood Education and Care Quality Reform.

In partnership with a number of universities and non-government organisations we were awarded Australian Research Council Linkage grants to study childcare and low-income families.

## UNDERSTANDING HOMELESSNESS

Understanding the complex causes of homelessness remained a key focus. *An icon for exit: The Mission Australia Centre 2005–2008* and *The changing taste of welfare services: The evolution of Café One* studied two services that go beyond meeting homeless people's immediate need for accommodation and food.

*An icon for exit* found that clients at Sydney's Mission Australia Centre achieved 80 per cent of their goals compared to 42 per cent at the crisis shelter it replaced. *The changing taste of welfare services* explored the capacity to engage homeless people in Brisbane through food and connect them with other support services.

*The Michael Project* painted a detailed portrait of Australia's homeless men that will inform the delivery of support services for years to come. The three-year initiative, named in honour of the project benefactor's partner, is testing the theory that access to health, education and social supports can enhance homeless men's social and economic wellbeing and participation in the community, as well as their long-term housing needs.

Research with 250 homeless men – 40 per cent living in emergency accommodation or sleeping rough, the rest in short-to-medium-term accommodation – showed they exhibited post-traumatic stress disorder at levels 20 times that of the general male population.

The same benefactor is now funding *Michael's Intensive Supported Housing Accord* (known as MISHA), which will trial an integrated 'housing first' approach for homeless men.

## THE YEAR AHEAD

The unit has identified a suite of client outcomes and ways of measuring them through its Measures Indicators and Tools Project. To be piloted in Community Services in 2010–11, this project will enhance the impact of our work with clients. The unit will also conduct research into social enterprise to improve our knowledge, practice and policy base, and work with Employment Solutions to inform the policy and practice of a national employment service model.

## In 2010–11 we aim to:

- Publish the final report on *The Michael Project* and commence MISHA – our innovative housing initiative for homeless men in Sydney;
- Undertake research into developing social enterprises for communities in Queensland, the Northern Territory and Victoria;
- Publish a minimum of eight reports on topics such as youth (at least three); children's transition to school, homeless children, and *The Michael Project* (at least two).

# Mission Australia's reports and submissions offer government, corporations, the media and general public an insight into the challenges faced by disadvantaged Australians – and solutions.



Macquarie Group  
Foundation

## ENGAGING WITH GOVERNMENT

In 2009–10 Mission Australia engaged policy-makers on homelessness, unemployment and increased support for youth, families and children. We also advocated for Indigenous Australians and people affected by mental illness, as well as a new approach to juvenile justice and problem gambling.

As a leading national service provider, our views on responding to the social and economic challenges of recent years were sought by government. We helped frame the National Compact between government and the not-for-profit sector and pursued sector reform as a Community Council for Australia foundation member.

Mission Australia was represented on Australian Government advisory groups, including The Community Response Taskforce, The Australian Taxation Office Charities Consultative Committee and The Social Enterprise Roundtable. We also took part in *Getting Australia Working* forums across the country and were invited to present social enterprise models.

Mission Australia remained active as an Australian Council of Social Service member and our Tasmanian State Director, Noel Mundy, chaired the Tasmanian Council of Social Service.

### In 2010–11 we aim to:

- Refine our policy and advocacy strategy to more effectively impact policy-makers and respond to changes in the political landscape.

## FOUR MEMBERS OF OUR 16-STRONG RESEARCH AND SOCIAL POLICY UNIT >>>



From left, Aimee Tyson, Personal Assistant to the National Manager; Gillian Considine, Senior Research and Projects Officer; Hannah Buckley, Research and Projects Officer; and Catherine Sword, Employment Research and Projects Officer.



# PATHWAYS TO STRONG FAMILIES AND HEALTHY, HAPPY CHILDREN

OVER 34,000 CHILDREN IN AUSTRALIA ARE LIVING IN OUT-OF-HOME CARE.<sup>1</sup>

THE MAIN CAUSE OF CHILDHOOD POVERTY IN AUSTRALIA IS JOBLESSNESS

AND 70 PER CENT OF POOR CHILDREN IN AUSTRALIA LIVE IN JOBLESS FAMILIES.<sup>2</sup>

JANE, THE PARKS, SA >>>



### A FAMILY'S FRESH START

Not everyone wins during a booming property market, as Adelaide mum Jane<sup>3</sup> discovered last year.

Winter 2009 was a time of precarious living for Jane and her three children, with the cold nights spent sleeping in motels and even the family car. It began when Jane was asked to leave the house she was renting so renovations could be carried out: "Then the rent shot up and I couldn't afford it. I put in over 100 applications but couldn't find a place," she said. "I'm a full-time carer and if you're not working it's harder to get a lease. When you rent, all it takes is for something to go wrong – even something to happen to the owner – and you could be homeless."

After months of uncertainty, Jane was referred to The Parks, Mission Australia's *Family Accommodation and Support Service* in Adelaide's western suburbs. Family Support Worker Helen Delaney helped Jane to prioritise her bill payments, organised for her to receive financial counselling and assisted the family into secure housing: "Helen worked solidly to move me into Mission Australia accommodation," Jane said. "She also rang around about bills, which kept the pressure off. If you've got an advocate from Mission Australia, things go much smoother!"

Within two weeks Mission Australia moved Jane and her family into a private rental in a family-friendly suburb: "My life is getting way better," she said. "I have a roof over my head, it's long-term and I've paid all my bills. I'm so glad we're stable and my older daughters can concentrate on school. And for my little one, just having a comfort zone is important. She's now much more fun to be around."

Jane particularly appreciated Mission Australia staff staying in contact to ensure her life was well and truly back on track: "They don't just get you on your feet and leave you – they make sure you're properly established."

1) Australian Institute of Health and Welfare (AIHW) 2010. *Child protection Australia 2008–09*.

2) Whiteford, P 2009. *Family joblessness in Australia*.

3) Name has been changed.

# PATHWAYS TO STRONG FAMILIES AND HEALTHY, HAPPY CHILDREN

## 2009-10 HIGHLIGHTS >>>

MISSION AUSTRALIA'S 107 SERVICES FOR CHILDREN AND FAMILIES TRANSFORMED THE LIVES OF 30,989 PEOPLE AND 6,460 FAMILIES. WE ALSO PROVIDED 20,000 ONE-OFF INCIDENTS OF SUPPORT FOR CHILDREN AND FAMILIES.

### WA HIGHLIGHTS

Opened three *Mission Australia Early Learning Services* centres in metropolitan Perth. We also piloted a project at our *Parmelia* and *Hilton* centres that investigated effective ways for our childcare staff to connect local children and families with relevant *Community Services* programs;

Helped WA families by providing vocational and employment solutions to more than 8,000 people.

### NT HIGHLIGHTS

Opened *Mission Australia Early Learning Services* centres in Darwin at *Stuart Park* and *Gray*;

Mission Australia's Northern Territory Director, Phillip Leslie, was appointed to the NT Families and Children Advisory Council. He provides independent advice and perspectives to the Minister, Government and the Department of Health and Families on key issues impacting children and families.

### QLD HIGHLIGHTS

Over 100 Mission Australia employees attended a *Working with Children and Child Protection Issues* workshop to ensure our practices are of the highest standard and comply with legislation;

Transformed lives through our *Communities for Children* initiatives in Cairns South and the Inala to Goodna area. This early intervention program aims to improve the development, health and wellbeing of children and their families by facilitating community participation. We also established *Communities for Children Plus* at Ipswich.

### NSW HIGHLIGHTS

Redesigned *Rossmore Preschool* in far western Sydney to enable us to work with more children who have disabilities. We renovated our *Macarthur Early Childhood Intervention Service* in south-western Sydney thanks to *Macquarie Group Foundation* funding;

Found a permanent home for the *Cootamundra Out of School Hours* program.

### TAS HIGHLIGHTS

Ran *Parents Staying Connected* for Hobart families. It encouraged community involvement and connected families to local education courses and other services.

### VIC HIGHLIGHTS

Ran 18 *George Weston Foods Family Nutrition* programs for 288 families in Dandenong. Delivered by Olympian Lauren Hewitt, these programs taught recently arrived families about nutrition and healthy meal preparation;

Partnered with the Department of Education and Early Childhood Development and six schools to design and implement a program for eight to 13 year-olds in south-east Melbourne who have left school. The *Child School Leavers* program will engage these children, provide alternative education and enable them to transition back into education.

### SA HIGHLIGHTS

Ran the *Family Accommodation Service* in The Parks, offering families with young children a real alternative to homelessness. From this Adelaide site our *Early Intervention Program* helped families to address issues contributing to their housing situation, form links with their communities and access referrals to appropriate support services;

Helped households in western Adelaide to reduce energy bills through our *Energy Matters* program.





Left: Our *Mission Australia Early Learning Services* centre in Eumemmerring, south-east Melbourne.  
Photo: Newspix.

Mission Australia believes all Australian children should experience a safe, healthy and happy childhood. If we are to make a lasting impact on the lives of our children, we must invest in their emotional, mental and physical development at an early age.

The collapse of ABC Learning in late 2008 presented Mission Australia with a once-in-a-generation opportunity to place thousands of young Australians on track early in life. We now own 29 former ABC Learning centres, run as *Mission Australia Early Learning Services*, and operate 650 *GoodStart* centres as part of a consortium with The Benevolent Society, Social Ventures Australia and the Brotherhood of St Lawrence.

At the end of the first year of operation our *Mission Australia Early Learning Services* centres reported a 53 per cent occupancy rate, which was a good indication that they could be run at a satisfactory return.

After working closely with our consortium partners to secure tax concessions, we are similarly confident that the \$2.5 million Mission Australia invested in *GoodStart* in May 2010 will enable us to transform young lives for many years to come.

#### LEARNING FOR LIFE

Learning begins long before school starts. This is why Mission Australia is passionate about delivering affordable and quality early education.

Because every child develops at a different rate, we have replaced one-size-fits-all activities with individual planned learning experiences in our centres. Furthermore, artificial surrounds have given away to more naturalistic environments. The practice principles of the National Early Years Learning Framework are also being embraced and implemented by our educators.

Two key pieces of thinking inform our work in this field. The first is that the years from birth to seven – and particularly up until three – are absolutely crucial in terms of mental, emotional and educational development. The more effective we are in those first years, the less likelihood there is of people needing our support later in life.

There is also evidence emerging that the impact of trauma on young people can be such as to lead to addiction and homelessness in adulthood. This is why early intervention is critical.

In 2009–10 our *Mission Australia Early Learning Services* centres provided affordable childcare to 2,243 children – a high percentage of whom were considered to be “developmentally vulnerable” according to the Australian Early Development Index. For this reason, it is envisaged that our centres will not only benefit children, but will also enable their families to connect with other support services. We have already made a start in this direction by hosting groups for young mums, mothers of premature babies and parents from specific cultures at some of our centres.

#### A COMMUNITY FOCUS

In February we opened our new Financial Education, Counselling and Community Hub in Campbelltown, Sydney. This centre is designed to support local families in multiple ways. The local *Mission Australia Big Heart* retail store sells affordable clothing and furniture, while the hub also hosts financial, educational, training and general counselling services. Seed funding for the project was provided by Citi Australia, with *Big Heart* sales funding programs such as household budgeting.

Our vision for healthy, well-functioning and integrated communities is also a step closer to being realised thanks to the growing capability of *MA Housing* to provide affordable and stable accommodation, and link families with a range of support services.

#### IN 2010–11 WE AIM TO:

- Raise occupancy of our *Mission Australia Early Learning Services* centres to over 70 per cent and generate a small surplus. We also aim to achieve an 80 per cent retention rate – that is, new clients retained for six months or more;
- Continue to develop our early learning curriculum;
- Continue to work with our *GoodStart* partners to provide high-quality childcare across the nation and support services to families in areas where we have a *Mission Australia Community Services* and *Employment Solutions* presence;
- Build the *Mission Australia Centre, Western Sydney* (Kingswood). It will help local families at risk of homelessness to create stable environments for their children. This capital project will require \$5.75 million.

Visit [www.missionaustralia.com.au](http://www.missionaustralia.com.au)

# EARLY LEARNING SERVICES

# PATHWAYS THROUGH A SUCCESSFUL YOUTH

DAVID, U-TURN, TASMANIA >>>

## DAVID'S LIFE TAKES A U-TURN

David<sup>1</sup> was a good student when he started high school. Then he started taking drugs to escape conflict at home, and gradually lost interest in his studies. His life changed for the better when he was referred to *U-Turn*, a Mission Australia automotive course for young people who have been involved in, or who are at risk of being involved in, car theft.

Based in Moonah, Tasmania, the 10-week program teaches practical skills such as vehicle maintenance, spray painting and detailing. It also offers training in road safety, drug and alcohol awareness, and literacy and numeracy skills: "I got sick of being in trouble," said David, who is one of *U-Turn's* shining lights.

Having graduated from the *U-Turn* course, he is determined to complete Year 10. David now splits his time between a practical skills-based school and *U-Turn*, and continues to work on his numeracy and literacy skills. He is also rebuilding the relationship with his parents: "I've not only learned about distributors, spark plugs, motors and how to service cars, but also how to work in groups," he said. "I know that without a decent education I won't get a job."

David is keen to land a mechanic apprenticeship and one day start his own business: "*U-Turn* gave me a lot of confidence," he added. "It taught me perseverance and that Rome wasn't built in a day."

Program Manager Kathryn Cranny has seen the transformation in David: "He's a very kind, mature and confident young man. We expect great things from him."

1) Name has been changed.



IN MISSION AUSTRALIA'S 2009 NATIONAL SURVEY OF YOUNG AUSTRALIANS, DRUGS, SUICIDE AND BODY IMAGE WERE IDENTIFIED AS THE BIGGEST WORRIES FOR PEOPLE AGED 11 TO 24, WITH ONE IN FOUR REGARDING EACH AS MAJOR CONCERNS.

# PATHWAYS THROUGH A SUCCESSFUL YOUTH

## 2009-10 HIGHLIGHTS >>>

MISSION AUSTRALIA'S 111 YOUTH SERVICES TRANSFORMED THE LIVES OF 18,736 YOUNG PEOPLE AND HELPED 551 FAMILIES. WE PROVIDED 2,000 ONE-OFF INCIDENCES OF YOUTH SUPPORT.

### WA HIGHLIGHTS

Welcomed a State Government grant that enables us to increase the number of young people we help through the *On-TRACK* and *Making Tracks* programs in Northbridge, Perth. *On-TRACK* cares for teens in breach of a local curfew while arrangements are made for them to return home. *Making Tracks* is a longer-term program where at-risk young people work with case managers to resolve family issues.

### NT HIGHLIGHTS

Commenced *Youth Connections* in Darwin's north, Palmerston, Katherine and Arnhem regions. This service aims to reconnect young people to training and education.

### QLD HIGHLIGHTS

Through *Nightspot*, ran workshops in Logan aimed at strengthening the community's capacity to identify young people at risk and improve service responses to prevent youth becoming homeless;

Four *Project Circuit Breaker* clients created a mural (pictured opposite) at our state office to mark 150 years of service. *Project Circuit Breaker* supports families of children aged 10 to 16 on Brisbane's Northside who are experiencing conflict.

### NSW HIGHLIGHTS

Won new business in youth homeless services at Miller, Canterbury-Bankstown and Fairfield, increasing our work with western Sydney youth;

Conducted *Creative Youth Initiatives* outreach music workshops at Wilcannia, in western NSW, working with local Aboriginal children and schools;

Completed a new administration and training building at *Triple Care Farm*, Robertson. It was funded by the Sir David Martin Foundation and the Property Industry Foundation.

### SA HIGHLIGHTS

Ran *Hindmarsh Drug and Alcohol Services*, the state's only youth-specific sobering-up program, working with youth who are intoxicated, homeless or at risk of homelessness. We also worked with Drug and Alcohol Services SA to regenerate youth sobering-up services and improve our ability to reach at-risk youth;

Ran the *Flexible Learning Options* alternative education program, helping over 180 youths in Adelaide. We worked with the Department of Education to accredit our flexible learning programs, which means participants gain points for their final school result;

Received the SA Children's Week Award in recognition of our youth programs;

Worked with over 100 disadvantaged young people in northern Adelaide through our Elizabeth Youth Job Services Australia site.

### TAS HIGHLIGHTS

Commenced the *Youth Connections* program, working with young people who are, or are at risk of, disengaging from education, family and the community;

Won the tender for *Targeted Youth Support Services*, which supports southern Tasmanian youths at high risk of child protection or youth justice intervention;

Delivered the *Stay On Track* program to Year 9 students across the state's south.

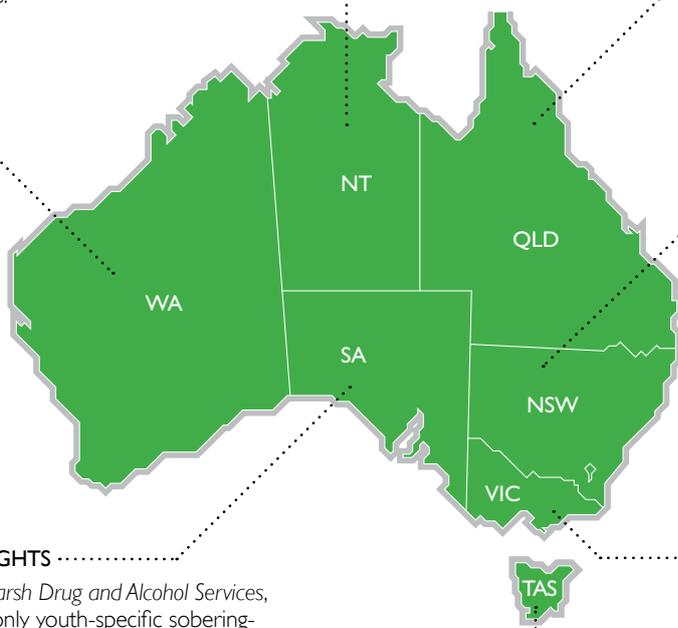
### VIC HIGHLIGHTS

Started two-year *Youth Connections* contract to support teenagers in Melbourne and the Goulburn Murray region who are disengaged from education and training;

Piloted *Ignition*, a pre-learner driver education program for youth with low literacy and numeracy skill levels or from culturally and linguistically diverse backgrounds, and ran *L2P (Learner to Probationary)* and the *Aboriginal Driver Education Program* in East Gippsland;

Ran the *Urban Renewal Employment Enterprise Program*, helping Melbourne youths gain gardening and construction experience and a qualification. This social enterprise partnered with VicUrban and the Department of Planning and Community Development to build and manage a Dandenong sports precinct;

Commenced delivery of *National Green Job Corps* projects, helping young people aged 17 to 24 gain work experience and qualifications in environment-related and green industries.



*In May 2010, when it was reported that 39 per cent (236,100) of unemployed Australians were aged between 15 and 24 years,<sup>1</sup> our CEO Toby Hall expressed the concern that young people were more at risk of becoming a “lost generation”.*

These are the very same concerns that drove Mission Australia to develop its *Youth Employment Strategy*. A collaboration between Mission Australia's Employment Solutions and Community Services, the strategy brought together a diverse group of stakeholders with a wealth of experience in helping young people to attain work.

A key recommendation of our *Youth Employment Strategy*, launched in April, was to place Youth Employment Coordinators in schools to fully align education and employment. It proposed that these coordinators work alongside School Business Community Partnership Brokers to fill the gap in the education, training and employment system for young people at risk of dropping out of school or disengaging from the workforce.

The next phase involves developing a funding proposal that will enable Mission Australia to pilot the service model. We will also continue to push for changes to the Australian Government's national Job Services Australia (JSA) model in order to place more young people into sustainable employment.

#### PROGRAMS THAT MAKE A DIFFERENCE

In 2009–10 Mission Australia's youth services ranged from education programs to vocationally oriented training. These services supported young people with drug and alcohol problems or who had experienced family breakdown, homelessness and mental illness.

Mental illness is, unfortunately, still widespread in our society. A 2008 national survey revealed that an estimated 40 per cent of young people aged 16 to 24 had experienced a mental disorder at some point in their lives.<sup>2</sup>

Among our many practical solutions is *Youth Beat*, a mobile outreach service that supports young people who are living on the streets of Darwin and Katherine at night. It engages with disadvantaged youths with the purpose of building relationships, providing information and referrals, and responding to crises. *Youth Beat* now operates in Glenorchy, Tasmania, where we also run *Youth Connections* – a service that helps young people return to education and training.

On any given night more than 45,150 Australians aged under 25 have nowhere to call home. The need for accommodation is particularly acute in Logan, in Queensland's south-east. In June 2010 our *Nightspot* program successfully completed a year-long pilot in this region. *Nightspot* is a free early intervention service that provides emergency, community-based accommodation for young people aged 16 to 21 who are homeless or at risk of becoming homeless. It relies on volunteer drivers and families trained to host young people for up to seven nights.

Although a steady flow of clients was only realised in the second half of the pilot year, *Nightspot* provided 34 emergency bed nights to seven young people. It helped another 10 to remain in their current situation (usually staying with friends) while stable accommodation was attained, and assisted 22 young people not deemed suitable for the program to access support and information.

As well as ensuring young people are given a safe environment to work through their issues, *Nightspot* seeks to create greater community ownership and understanding of the broader issues that surround homeless youth. This year it aims to work with 96 young people.

#### IN 2010–11 WE AIM TO >>>

- Develop a funding proposal to pilot the *Youth Employment Strategy* service model and advocate for improved policies that will place more young Australians into jobs;
- Implement a new model of service for our drug and alcohol services in Hindmarsh, South Australia.

Visit [www.missionaustralia.com.au](http://www.missionaustralia.com.au)

1) Australian Bureau of Statistics 2010. *Labour force, Australia May 2010*.

2) Australian Bureau of Statistics 2008. *2007 National Survey of Mental Health and Wellbeing: Summary of results*.



# PATHWAYS

# AWAY

# FROM

DIANE, CATALYST CLEMENTE, NSW >>>

# HOMELESSNESS

## BACK FROM THE BRINK

When Diane's partner died two years ago, her life began to unravel. She started drinking and became increasingly depressed and isolated. Then she asked her children to leave the family home. In 2009 Diane<sup>1</sup> left Queensland for a new start in Sydney. Without a job or friends to stay with, she found herself living out of her car. Her lowest point came after someone broke into her car and stole her belongings: "I was wet and cold and hungry," she recalled.

On reporting the theft, Diane was referred to a Mission Australia crisis accommodation service: "That's where I started to pick up the pieces," she said. "I saw a *Catalyst Clemente* poster and decided it would give me more knowledge and make me more employable."

The philosophy of this program – a partnership between Mission Australia and the Australian Catholic University – is that tertiary education can act as the catalyst for positive change and greater social inclusion. With support from volunteer learning partners and professional lecturers, people like Diane can gain communication, writing, research and computer skills. Students also receive university credit and after completing four units can obtain a non-award certificate in Liberal Arts.

Now studying Sociology, Nutrition and Lifestyle Issues and Ethics at the *Mission Australia Centre* in Surry Hills, Diane hopes to complete a Bachelor of Sociology and become a youth worker: "My self-esteem is amazing," she said. "Being with people in a similar situation has certainly helped. Also, knowing my books are open on my desk in my room makes me proud."

*Catalyst Clemente* is offered in Sydney, Brisbane, Melbourne, Perth, Adelaide, Ballarat, Newcastle and Campbelltown. It is run in partnership with various community agencies and educational institutions. In 2010 the average *Catalyst Clemente* student was 42 years old and 80 per cent had experienced one or more forms of homelessness. Of these, 35 per cent had slept rough and 58 per cent had spent time in crisis or emergency accommodation.

1) Name has been changed.

2) Chamberlain and MacKenzie 2008. *Counting the Homeless 2006*.

3) Australian Institute of Health and Welfare (AIHW), 2009. *Demand for SAAP accommodation by homeless people 2007–08*.



ON ANY GIVEN NIGHT IN AUSTRALIA ALMOST 105,000 MEN, WOMEN AND CHILDREN ARE HOMELESS AND OF THESE 43 PER CENT ARE AGED UNDER 25.<sup>2</sup>

80 PER CENT OF FAMILIES NEEDING SHELTER FOR THE NIGHT ARE TURNED AWAY FROM A GOVERNMENT-FUNDED SERVICE.<sup>3</sup>

# PATHWAYS AWAY FROM HOMELESSNESS

## 2009–10 HIGHLIGHTS >>>

MISSION AUSTRALIA'S 102 HOMELESSNESS SERVICES TRANSFORMED THE LIVES OF 29,067 INDIVIDUALS AND 1,624 FAMILIES.

WE PROVIDED 25,200 ONE-OFF INCIDENCES OF SERVICE TO HELP PEOPLE WHO WERE HOMELESS OR AT RISK OF HOMELESSNESS.

### NT HIGHLIGHTS

Commenced a post-release program in Alice Springs and Darwin to help recently released prisoners integrate into the community. The program includes specific support in obtaining housing and gaining life skills;

Engaged more homeless people through services at the Caryota centre in Coconut Grove, Darwin. These included *The Sobering-Up Shelter*, which helped 7,666 people in 2009–10, and *Grass Roots Outreach*, supporting homeless people. Our medical transport service, run out of Caryota, drove 39,278 people to appointments – many for renal care;

Worked with the Territory Housing Appeals Boards on behalf of clients.

### QLD HIGHLIGHTS

Ran the *Accommodation Support Program* in Townsville – a 24-hour service helping participants in the *Drug Court Program* to re-establish themselves in the community;

Launched *Wild Earth Adventures* at Roma House, which offers accommodation to homeless people in Brisbane. Activities such as canoeing and camping aim to physically, emotionally and mentally challenge residents;

Worked to reduce homelessness in Brisbane through the *Under 1 Roof (U1R)* consortium. Providing wrap-around services such as assertive outreach and tenancy establishment, *U1R* aims to develop leadership and advocacy skills in the workforce and engage the community;

Placed 1,068 Queensland job seekers with severe barriers to employment into jobs. Many of these people were homeless or at risk of homelessness.

### NSW HIGHLIGHTS

Secured a \$16 million Department of Health and Ageing capital grant to build a 72-bed residential service for aged homeless in Redfern, Sydney;

Our Job Services Australia sites placed over 1,200 highly disadvantaged Stream 4 job seekers into work. These people faced severe barriers to employment, including homelessness.

### TAS HIGHLIGHTS

Ran the *Personal Helpers and Mentors Program* in Launceston. Part of the Council of Australian Governments Mental Health Strategy, it aims to help people with mental illness to manage daily activities and access services.

Helped clients to address issues and secure housing through our health, legal, computer and cooking programs at the *Mission Australia Centre – Chigwell House*, Hobart.

### VIC HIGHLIGHTS

Celebrated as five *Catalyst Clemente* students gained Certificates in Liberal Studies from the Australian Catholic University. Three are now studying bachelor degrees. In 2009–10, 17 Victorian students participated in *Catalyst Clemente*.

### SA HIGHLIGHTS

Commenced the *Catalyst Clemente* program with Flinders University. Eight students completed semester one.

### WA HIGHLIGHTS

Awarded federal and state funding to supply support workers for a number of new homelessness initiatives in metropolitan Perth and the Mid West Gascoyne region;

Four *Catalyst Clemente* students graduated, receiving university certificates in Humanities and Arts from Edith Cowen University;

Our State Director, Ross Kyrwood, was appointed to the WA Council on Homelessness, which provides advice and support regarding outputs within the National Partnership Agreement on Homelessness;

Worked with 860 disadvantaged job seekers in the Mid West Gascoyne region.



*People become homeless due to a range of issues, including unemployment, mental illness, drug and alcohol abuse, and family breakdown. Mission Australia's primary focus is to keep people in their homes by providing financial counselling, mental health support, and employment and training assistance.*

*The Michael Project*, our three-year initiative working with homeless men in the Sydney region, has given us a good insight into people's pathways into homelessness. It continues to help us identify programs, services and policies to best overcome these challenges.

This project provides a comprehensive network of support to homeless men across Sydney, with clients accessing it through a small number of homelessness service sites run by Mission Australia and our Parramatta Coalition partners.

The project's baseline survey of 253 homeless men – three-quarters of whom were aged between 25 and 54 – revealed that more than a quarter had an overnight stay in a justice facility in the previous 12 months and around half had been diagnosed with a mental health disorder.

A quarter of participants were sleeping rough prior to entering *The Michael Project*. The figure rose to 40 per cent of those accessing the mobile outreach and emergency accommodation support options. Many others were living in temporary accommodation, including in a boarding house, hospital or jail.

Of those surveyed, nearly 70 per cent had witnessed someone being badly injured or killed. Twenty per cent screened positive for post-traumatic stress disorder.

#### LASTING OUTCOMES

Mission Australia believes that a focus on preventing homelessness will have longer-term, more sustainable outcomes. If we can help individuals and families to address barriers such as mental health issues, financial challenges or family breakdown, then we can help them avoid homelessness in the first place.

Rather than just providing crisis-driven, short-term accommodation, planning needs to focus on providing sustainable long-term housing.

Mission Australia is continuing to work with governments to develop evidence-informed policies that transform the lives of people at risk of homelessness. We are advocating for these through the media, with politicians and through the Prime Minister's Council on Homelessness.

Our overriding goal is to create more opportunities for disadvantaged people and, ultimately, a fairer Australia.

#### A COMMUNITY APPROACH

In November 2009 we released the findings of *An icon for exit: The Mission Australia Centre 2005–2008* – a report analysing the outcomes of our groundbreaking MAC facility in Sydney's Surry Hills.

Launched by the Hon. Tanya Plibersek, who at the time was the Federal Minister for Housing, the report documents the new response to homelessness pioneered at the MAC and the improved outcomes that are being achieved there.

The first service of its kind in Australia, the MAC offers specialised care and accommodation, encourages independent living, and provides dental, medical, education, counselling and employment services. Through this holistic approach, the MAC has developed into a hub not only for residents, but also the wider community.

Compared to the crisis shelter it replaced, the centre has delivered improved accommodation, employment and living skills outcomes, and a reduction in the need for income support. *An icon for exit* found that of clients leaving the MAC, there was a 10 per cent decline in people returning to the streets and a six per cent rise in those living in a house or flat.

Following their time at the MAC, there was also a decline in the proportion of clients reliant on the Newstart Allowance – from 58 down to 48 per cent – and an increase in the proportion whose income came from wages, from seven to 14 per cent.

These positive outcomes are being achieved at a cost of \$154 per person a day, which is significantly less than providing a bed in a hospital or jail.

#### IN 2010–11 WE AIM TO:

- Continue to review our homelessness services and reform service delivery in line with international and national best practice;
- Partner with community and housing providers to develop *Michael's Intensive Supported Housing Accord (MISHA)* – a housing-first, multi-disciplinary service for over 70 homeless men in Sydney's Parramatta. This initiative will provide the men with stable accommodation and enhance community inclusion;
- Work with our research partners to contribute to available evidence on how to best support people who are homeless or at risk of being homeless.

Visit [www.missionaustralia.com.au](http://www.missionaustralia.com.au)



DANIEL PETSALIS, MISSIONBEAT, NSW >>>

*“Missionbeat is sometimes the only friendly face rough sleepers see. You cannot put a value on the joy and friendship our drivers and riders share with the people they help.”*

*On an average day, 735 people are turned away from a government-funded homeless accommodation service. The majority of these people require accommodation within 24 hours.<sup>1</sup>*

### MISSIONBEAT TURNS 30

In late 2009 Mission Australia's Sydney-based homeless outreach service, *Missionbeat*, celebrated three decades of serving Sydney's homeless.

Every day of the year, from 7am to 11pm, *Missionbeat* staff patrol inner-Sydney streets seeking out those in distress and offering them support. The iconic vans transport homeless men, women, children and families, and intoxicated or drug-affected people to support services that meet their immediate needs for safe accommodation, medical care, food and clothing.

Each year the three *Missionbeat* vans cover around 30,000 kilometres. They are joined by outreach workers on *Missionbeat* bicycles who criss-cross the city, talking to people sleeping rough in the alleyways and alcoves that our vans are unable to access.

In October 2009, supporters, corporate partners, community service organisations and Mission Australia staff celebrated the service's 30-year milestone at an event in Belmore Park.

*Missionbeat's* Manager, Daniel Petsalis, said while he was proud of his team's achievements, he celebrated the event with mixed feelings, knowing Sydney still wrestled with a significant homeless problem.

"We've seen a lot of change," he said. "Sydney's rough sleepers are younger than 30 years ago. In the late 1970s, most homeless people struggled with alcoholism. It's still a factor but they also face a complex range of other issues including mental illness and substance abuse.

"*Missionbeat* has changed as well. Because we're the first point of contact we play an important role in making sure people receive the best and most appropriate care for their situation."

### A PERMANENT HOME FOR THE AGED

Elderly homeless people have significantly different needs from people who access mainstream aged care or homeless services. With this in mind, Mission Australia's Community Services in New South Wales started undertaking research in 2007 into the best-practice model to suit the needs of these members of our community.

Research conducted by our New South Wales Community Services staff confirmed that the Redfern Local Government Area has one of the city's fastest-growing elderly populations and a low level of home ownership, thus confirming the need for concessional residential aged care in this region.

As a result, Mission Australia has conducted further research into the best-practice models, utilising an existing successful aged care service – *Charles Chambers Court* in Surry Hills. This service has been recognised with many awards, including the Positive Living in Aged Care, Category 3. We also spoke with existing residents and sought feedback from staff and other aged care providers.



Artist's impression of the new Mission Australia aged care facility, due for completion in late 2011.

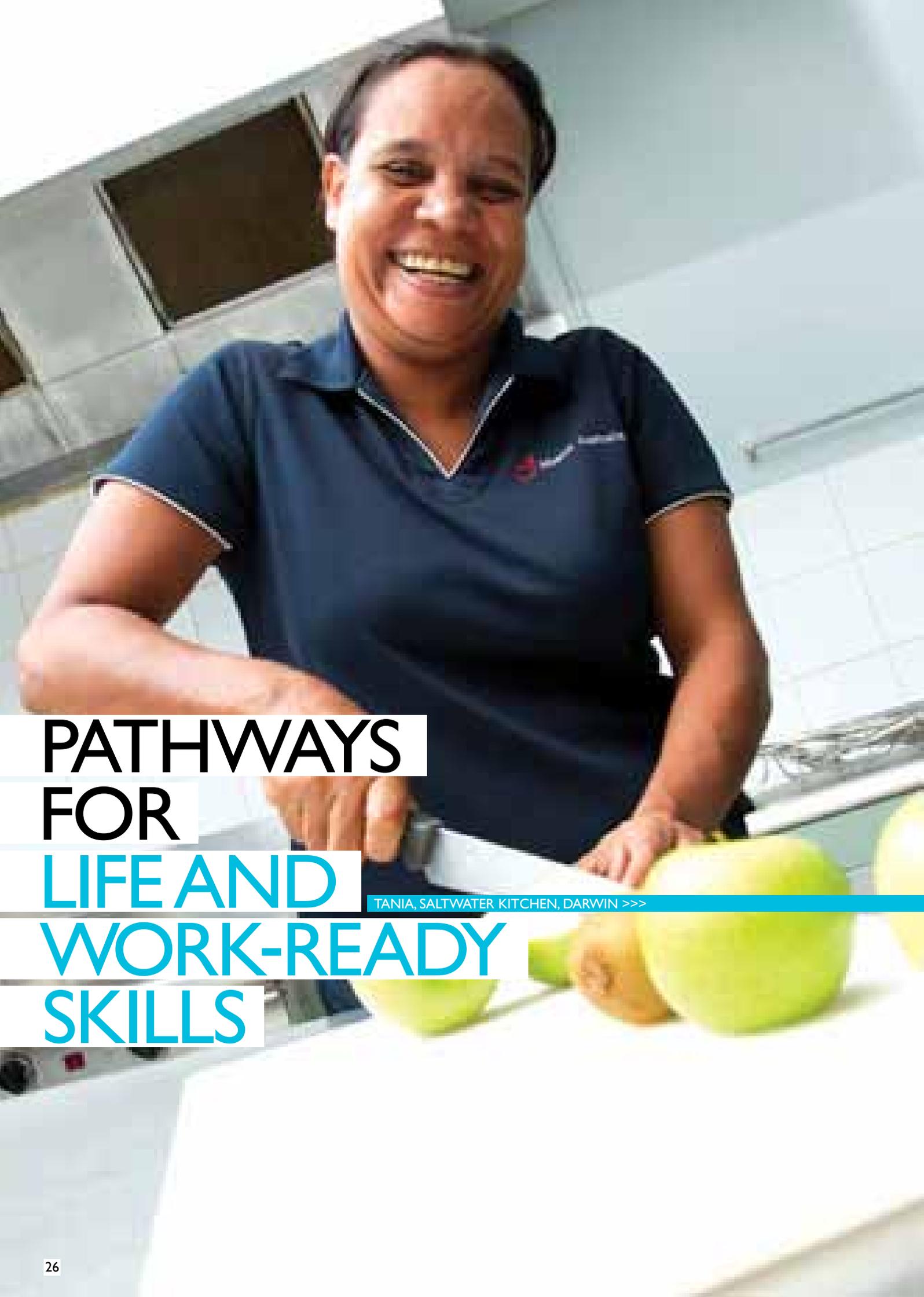
Mission Australia then engaged the Boffa Robertson Group to design a residential aged care facility that best suited the needs of clients and staff. The new building will provide permanent accommodation for 72 people. All residents will have a single, ensuite room and will live in a wing with 12 other people. Each wing will have its own dining area, quiet lounge and television area.

This design enables people to foster friendships and encourages small communities within the service. It also promotes the wellbeing of clients who may have experienced social isolation. Located at Redfern Street, Redfern, the centre will also include a roof-top garden that overlooks Redfern Oval.

As the result of an extensive research process and architect's plans, Mission Australia secured a capital funding grant of \$16 million from the Department of Health and Ageing to realise our vision.

To be completed in late 2011, the facility will benefit men and women. Mission Australia is the only fully concessional aged care provider in the heart of Sydney that has aged care places for elderly homeless women.

1) Australian Institute of Health and Welfare (AIHW) 2009. *Demand for SAAP accommodation by homeless people 2007–08*.



**PATHWAYS  
FOR  
LIFE AND  
WORK-READY  
SKILLS**

TANIA, SALTWATER KITCHEN, DARWIN >>>

## *In 2009–10, Mission Australia's 16 training and skill-building services delivered by Community Services transformed the lives of 3,884 people.*

In recent years, Mission Australia has realised the value of working in partnership with other organisations and agencies to provide Australians with skills for life and lasting employment.

Over the past year Mission Australia consolidated its move away from fee-for-service training to vocationally oriented activities linked to direct employment outcomes, including guaranteed employment through operations such as social enterprises.

Although our strategy for delivering skills and qualifications has changed, providing training programs remains a key part of our organisational strategy. In the past year we have channelled our energies into delivering free courses for disadvantaged Australians – including the Australian Government's *Language, Literacy and Numeracy Program*.

Now delivered by Mission Australia's Community Services, the program is designed to provide 800 hours each of free training in reading, writing and numeracy skills to job seekers aged 15 to 64. It is particularly successful in assisting refugees, immigrants and Indigenous Australians.

In 2009–10 we won 40 *Language, Literacy and Numeracy Program* contracts – double the previous amount delivered by Mission Australia. The Department of Education, Employment and Workplace Relations contracted us to deliver this program over three years starting on 1 July 2010.

Mission Australia has been providing the *Language, Literacy and Numeracy Program* since its inception in 2002. In the next 12 months, we hope to offer 2,000 places in this program.

Mission Australia now operates the program in every state and territory except Victoria and Queensland. Significantly, we are now reaching more people living in regional and rural areas, particularly in South and Western Australia.

### GREEN JOBS

Mission Australia also commenced the two-year *National Green Jobs Corps* contract in Victoria. This work experience program is designed to give young unemployed Australians the opportunity to develop skills in emerging climate-change industries.

We won 25 per cent of the Victorian business and were contracted to work with 500 job seekers over two years, with potential revenue of \$4 million. The contract started on 1 January and by May all 125 places had been filled. We were awarded 55 extra places and ended the financial year achieving 138 per cent of the initial target.

In the six months to 30 June, the 26-week environmental training program provided 168 people aged 17 to 24 with work experience and accredited training to ready them for jobs in environmentally friendly industries. We ran 18 *National Green Jobs Corps* projects, partnering with Royal Botanic Gardens, Parks Victoria, Casey City Council, Sovereign Hill Trust, Maroondah Shire City Council, City of Geelong and Barwon Coastal Community. Conservation Volunteers Australia, Victoria University and Mission Australia Community Services hosted the projects.

Mission Australia also ran *Greener Futures* in the Dandenong and Casey Council areas of Victoria. Through this program registered tradespeople aim to retro-fit 5,000 homes with energy-efficient products over two years.

There is no silver bullet when it comes to helping people to gain skills and sustainable employment. Some of our clients benefit from counselling; sometimes they simply need help with a resume and access to a computer or photocopier. The key to success is what will improve the job prospects for each individual job seeker.

### IN 2010–11 WE AIM TO:

- Focus on helping Stream 4 job seekers – those classified as being the most disadvantaged – to access vocational training options.

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### SALTWATER SUCCESS

After four years out of the workforce, 36-year-old Tania was keen to find work in Darwin. However with five school-aged children to care for, she thought her options were limited: "I wanted to work during school hours so I could be there for my kids when they got home," she said.

In early 2010 Tania was placed in a six-month paid traineeship at *Saltwater Kitchen* – a commercially viable social enterprise that Mission Australia operates out of the canteen of Sanderson Middle School in Darwin. *Saltwater Kitchen* provides healthy food for students and also caters for local businesses and government departments.

The business started in January 2010 and throughout the year employed nine trainees. Four to five trainees, who are all classed as disadvantaged job seekers, work in the kitchen for six months. Like Tania, six of the 2010 *Saltwater Kitchen* hospitality trainees are Aboriginal and four are mothers.

Tania had developed strong people skills during her time working in disability care, and she quickly took on a mentoring role in the canteen. Her managerial qualities also shone through and on completing her traineeship she was made part-time Canteen Manager: "The environment here is comfortable," she said. "It's a good way for mothers to get back into the workforce. I enjoy motivating some of the younger trainees and helping them get used to the experience and overcome their shyness. I also like the catering side of things. It's all good experience."

# PATHWAYS TO

LEE, NEW ENTERPRISE INITIATIVE SCHEME, SA >>>

# SUSTAINABLE EMPLOYMENT

## A HEALTHY BUSINESS

Two years ago, just walking to the letterbox was a huge challenge for Lee. She had spent five years suffering from brain lesions that caused MS-like symptoms such as blurred vision and fatigue: “Some days I couldn’t walk, other days I couldn’t talk,” she said. “But I didn’t give up.”

When her illness went into remission in April 2009 it heralded a fresh start for the single mother of three: “I turned 40 and decided to take a risk and do something with my life,” she said.

In August 2009 Lee started an eight-week *New Enterprise Initiative Scheme* program through Mission Australia Employment Solutions. This program helps participants gain TAFE-level small business qualifications free of charge while receiving a government allowance. After conducting market research, Lee identified a need for a local eatery in Adelaide’s Modbury Heights that provided affordable, healthy food. With the help of one of our business mentors, Megan, she created a business plan and by December had opened the doors of Spud-a-licious.

Lee’s business is going well, and she now employs her eldest daughter: “The Mission Australia program gave me an overview of what I had to do,” Lee said. “It’s given me a new lease on life.”

In 2009–10, 945 people took part in our *New Enterprise Initiative Scheme* programs. Of these, 700 started their own business.

1) Australian Bureau of Statistics, 2010. *Australian Labour Market Statistics, July 2010*.



ACCORDING TO AUSTRALIAN BUREAU OF STATISTICS FIGURES RELEASED IN JULY 2010,  
110,000 AUSTRALIANS HAD BEEN OUT OF WORK FOR LONGER THAN A YEAR.<sup>1</sup>  
THIS WAS THE HIGHEST LEVEL RECORDED IN OVER FIVE YEARS.

# PATHWAYS TO SUSTAINABLE EMPLOYMENT

## 2009–10 HIGHLIGHTS >>>

MISSION AUSTRALIA EMPLOYMENT SOLUTIONS ASSISTED 154,676 PEOPLE.

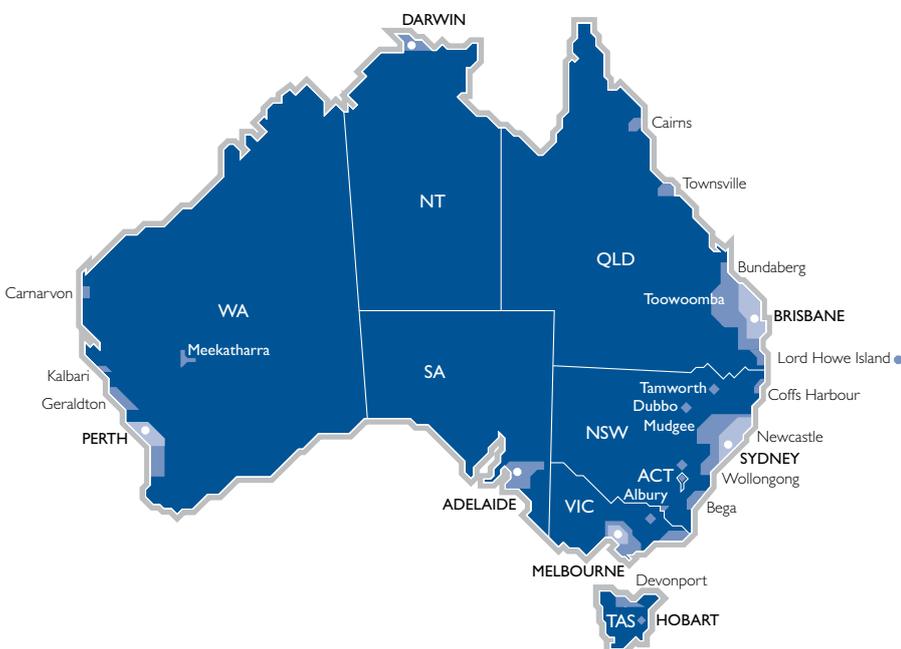
OUR 197 SEPARATE SERVICE TEAMS PLACED 52,782 JOB SEEKERS INTO EMPLOYMENT, EXCEEDING OUR TARGET BY ALMOST 55 PER CENT.

2009–10	Target	Actual	% +/-
People assisted	207,000	154,676	-25.28%
Job seekers placed into jobs	34,100	52,782 <sup>1</sup>	+54.785%

Year-on-year results	2009–10	2008–09	% +/-
Job Services Australia (JSA)	106,233	137,859	-22.94%
Access	7,213	3,429	+190.62%
Apprenticeships	29,209	25,872	+12.90%
New Enterprise Incentive Scheme (NEIS)	945	—	—
National Green Jobs Corps	168	—	—
Disability Employment Services (DES)	363	—	—
Job Capacity Assessments/Allied Health Solutions	27,308	22,024	+24%

In 2009–10 Mission Australia Employment Solutions operated eight Department of Employment, Education and Workplace Relations programs from 146 different locations. These included:

Program	Sites
Job Services Australia sites (including outreach services <sup>2</sup> )	94
Apprenticeship Solutions	30
Disability Employment Services (NSW only)	6
Job Capacity Assessments/Job Capacity Account	58
New Enterprise Initiative Scheme	8



Our successful retender for the Job Services Australia (JSA) contract saw the creation of Mission Australia Employment Solutions. Under this new title we introduced a fresh service delivery model in July 2009 that has underpinned a record performance. We did all this while adapting to new systems, processes and contracts.

Formerly known as the Job Network, Job Services Australia is an Australian Government-funded network of organisations contracted through the Department of Education, Employment and Workplace Relations (DEEWR) to help job seekers find sustainable employment.

Under the Government's new model, job seekers no longer move in and out of programs or from one provider to another. Each is linked to a job provider of their choice that develops an individually tailored plan to help them find employment. The Job Services Australia model brings together the various types of assistance – vocational and non-vocational – needed to address barriers to employment.

1) = 21,083 (JSA) + 700 (NEIS) + 29,209 (Apprenticeships) + 1,765 (Access) + 25 (DES).

2) Outreach services extend our reach across the Employment Services Area.

## *Mission Australia has been assisting unemployed people for more than 30 years. In 2009–10 we adopted a new business model that is enabling us to tailor support to the individual job seeker's needs.*

Today Mission Australia operates Job Services Australia programs from 94 sites in 31 Employment Service Areas, which are boundaries the Australian Government applied to employment services in July 2009.

We are also one of the biggest providers of the Government's Australian Apprenticeship Program. Our Apprenticeship Solutions teams at 30 sites work with employers and Australian Apprentices representing over 500 trades. Despite a 30 per cent drop in the take-up of apprentices across the nation last year, Mission Australia assisted 29,209 people through our Apprenticeship Solutions – 12.9 per cent above our target.

In addition, Mission Australia's *Access Program* provided 7,213 job seekers with the pre-vocational training and assistance required to take on an Australian Apprenticeship.

Our challenge is to prevent more young people from getting caught up in a cycle of unemployment. We continue to work with 26,000 employers to deliver the best possible outcomes for these people.

### TARGETED SUPPORT

In March 2010, we launched *Disability Employment Services – Disability Management Services* across six Sydney sites. This service is a logical fit with our broader suite of employment services, helping people living with a disability to enter or rejoin the workforce.

Under the *Disability Employment Services – National Panel of Assessors* contract we won a place on the Supported Wage System, Ongoing Support Assessments and Workplace Modifications Panels in 34 regions nationally.

In the four months to 30 June 2010 we positioned ourselves to achieve our contracted market share, and have already seen numerous job seekers move into sustainable employment. Over time, we expect to expand these services across the nation.

Employment Solutions registered \$1.4 million in new business against a target of \$3 million. Although we won \$3 million in total, some contracts such as *Disability Employment Services* commenced later than expected, which affected cash flow.

In addition, our interest in *Working Links*, in which we became shareholders in back in 2006, gave rise to a credit of \$2.8 million. Managed by the British Government and with private sector involvement, *Working Links* addresses the challenges faced by long-term unemployed people in the UK.

### RATING OUR PERFORMANCE

The Job Services Australia star ratings are designed to improve performance and allocate business share to providers of employment services. They measure efficiency and effectiveness – that is, the average time taken to place people in employment and outcomes achieved.

Under the old contract, our employment sites were assessed every six months and given a Department of Education, Employment and Workplace Relations (DEEWR) rating of one to five stars. These ratings are now published quarterly.

Last year 90 per cent of our Employment Solutions sites received three stars or better and 40 per cent achieved the highest rating (five stars) for their work with Stream 4 clients – job seekers with severe barriers to employment.

To continue to achieve strong results across all our sites, we will rely on the same recipe that has delivered success in an increasingly competitive market: expert staff, strong leadership, good systems and a keen understanding of what works for our clients.

### IN 2010–11 WE AIM TO:

- Grow our Employment Solutions by \$3 million to include new, complementary programs;
- Achieve three-star DEEWR star ratings (or higher) at all our Employment Solutions sites;
- Maintain our commitment to developing our people and their skills;
- Assist 155,000 Australians to find and maintain work through Employment Solutions.

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**BEN, EMPLOYMENT SOLUTIONS, NSW**

In 2010 representatives from Ben & Jerry's, a division of Unilever, worked with Mission Australia's Employment Solutions in Sydney's Chatswood to recruit an employee for the Manly Sydney Scoop store. Although Ben (pictured) had no work experience and a limited education, his thorough interview preparation and enthusiasm won him the job. He is now excited at the prospect of moving into different branches of Unilever.

"Not only is this placement a big credit to Ben," said Mission Australia Account Manager Kimberley Pangilinan, "it's also a shining example of the skill and dedication of the Employment Solutions team who helped recruit and work with Ben to foster his knowledge."



# WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER AUSTRALIANS

IAN REDPATH, DUBBO LEADERSHIP PROGRAM, NSW >>>

Ian Redpath joined Mission Australia in 2010. In his role as Team Leader for the *Dubbo Leadership and Cultural Development Program* he helps local Aboriginal youth aged 10 to 18 to gain relevant life skills through practical activities such as fishing, cricket, soccer, netball, football, tennis, repairing bikes and cooking. He also leads a *Post-Release Support Program* for young people.

“We look to provide opportunities for youth to expand on their leadership and cultural development,” he said. “We focus on things like respecting and appreciating their culture, valuing themselves and developing their identity.”

“What we are trying to do is to assist these kids to make better decisions when options come along in life – there’s a lot of hope in that.”

*Around 22 per cent of young Indigenous adults aged 18 to 24 years had left school at Year 9 or below compared with four per cent of their non-Indigenous contemporaries. The unemployment rate for Indigenous Australians is around three times higher than that of non-Indigenous people.<sup>1</sup>*

Mission Australia is committed to closing the gap in living standards between Indigenous and non-Indigenous Australians. In the past year, much of our focus has been on helping young Indigenous people to secure lasting employment. Throughout 2009–10 we assisted 8,563 Indigenous job seekers and placed 1,496 Aboriginal and Torres Strait Islander people into work.

Throughout the year we began working with the Aboriginal Employment Strategy Group, which identified the same trends among young Indigenous people that Mission Australia revealed in its *Youth Employment Strategy*. These included the fact that 45 per cent of Aboriginal and Torres Strait Islander teenagers were not in full-time education or employment and that Indigenous high school retention rates were half that of non-Indigenous youth.

In 2010 we celebrated the first anniversary of *Charcoal Lane*, our social enterprise restaurant in Melbourne that combines a leading restaurant with transitions to chef and front-of-house careers for young Aboriginal people. The trainees receive personal and group support, accredited training and paid work. The Fitzroy restaurant is run in partnership with the Victorian Aboriginal Health Service and the William Angliss Institute of TAFE. 2009–10 saw the restaurant business develop, with positive reviews from publications such as *The Age*.

In conjunction with Aboriginal advocacy group GenerationOne, Mission Australia is also working with several major employers across Australia. We are using the knowledge gained from social enterprises like *Charcoal Lane* to help them shape Indigenous employment programs.

#### LEADING BY EXAMPLE

Developing the confidence and skills required to carve out a career begins long before a young person leaves school. For this reason Mission Australia runs *Leadership and Cultural Development Programs* that are designed to help young Aboriginal people to complete Year 12 and make the transition into tertiary education.

Our *Leadership and Cultural Development Program* in Kempsey, New South Wales, has been particularly successful in engaging local Aboriginal youth. The AMP-sponsored program rewards Aboriginal students with good attendance at Kempsey and Melville High Schools with activities such as rock-climbing, cultural camps and support in accessing traineeships. Some of the students are now learning first aid, four-wheel driving and other practical skills as Rural Fire Brigade cadets, with the aim of eventually working in the local community fire unit as custodians of their land.

#### RECONCILIATION

Four years ago we established the Indigenous Working Group to develop a Statement of Principles, which set out the values we will apply when working with Aboriginal and Torres Strait Islander people. The group was pivotal in the development of the Reconciliation Action Plan – a first for an Australian welfare organisation. The plan provides clear objectives on Indigenous employment, partnerships with Aboriginal networks and community education.

In 2009–10 the Indigenous Working Group evolved to become the Reconciliation Action Plan Steering Committee, which supports the rollout of initiatives at a local level. One significant goal is to help our non-Indigenous staff gain a better understanding of the issues Aboriginal and Torres Strait Islander people face. Our Aboriginal staff members are encouraged to develop their leadership skills at week-long Aboriginal Indigenous Leadership Centre programs.

Once again, Mission Australia employees participated in Reconciliation Week events in 2010. These included holding a memorial service at Brisbane's *Café One on Wickham* to honour community elder Auntie Ruby; running an educational workshop at Employment Solutions – Goulburn, New South Wales, and telling Dreamtime stories at our *Mission Australia Early Learning Services* centre in Tanilba Bay, in the same state.

Mission Australia partnered with Aboriginal Affairs Victoria and the Department of Planning and Community Development to develop and run the inaugural Taste of Reconciliation dinner on the eve of Reconciliation Week. Held in the Grand Ballroom of the Sofitel in Melbourne, the event connected 200 business and Aboriginal leaders over a three-course meal designed by *Charcoal Lane*.

Steve Cochrane, Mission Australia's National Aboriginal Advisor, marked Reconciliation Week with an online article about the importance of "building the mutually respectful relationships needed to allow us to work together to solve problems, raise awareness and knowledge of Aboriginal history and culture, and most importantly to change the attitudes that are often based on myths and misunderstandings".

#### IN 2010–11 WE AIM TO:

- Build better relationships with local Indigenous groups;
- Enrich our staff through a process of learning from Aboriginal communities in order to better serve their needs;
- Continue to actively recruit Indigenous staff with a view to ensuring the number of Aboriginal and Torres Strait Islander employees corresponds with the population composition in each area. This proportion may exceed 50 per cent in parts of the Northern Territory.

1) Australian Institute of Health and Welfare (AIHW) 2008. *The Health and Welfare of Australia's Aboriginal and Torres Strait Islander Peoples*.



**OUR**

DENNIS PARKES, BIG HEART, NSW >>>

**SUSTAINABILITY**

**REVIEW**

*As part of our effort to be responsible custodians of the environment, in 2009 Mission Australia developed a Sustainability Action Plan.*

Our Sustainability Action Plan committed Mission Australia to measuring and understanding our environmental footprint generated from energy consumption, fleet operations, air travel and paper usage.

In 2009–10 our sustainability steering and working groups made solid progress by:

- Identifying systems and process improvements necessary to accurately capture and analyse consumption data;
- Signing a national electricity supply agreement with corporate partner AGL. This agreement has enabled us to better manage our electricity consumption and costs;
- Using the intranet and our *RoapMap* staff publication to communicate our sustainability priorities to employees and improve environmental workplace practices.

Having identified our potential reporting obligations under the *National Greenhouse and Energy Reporting Act*, we are now working closely with our energy, fleet and travel providers to capture accurate emissions data from all of our services.

Our new National Sustainability Manager is developing, coordinating and promoting environmental initiatives across the organisation. As our housing footprint grows and energy tariffs increase, it is imperative that Mission Australia finds ways to make our services more energy-efficient and reduce our carbon emissions.

Mission Australia's Sustainability Action Plan also commits us to working closely with our corporate partners and government on environmental initiatives.

Over the past year we partnered with government to deliver programs with both sustainable employment and environmental outcomes. These included *National Green Jobs Corps* projects run in Victoria and *Soft Landing*, a mattress recycling and refurbishment program established in Wollongong in New South Wales with support from the Australian Government's Jobs Fund tender.

#### MR 'FIXER' WITH A BIG HEART

Dennis Parkes is the resident 'fixer' at the new Mission Australia *Big Heart* warehouse in Bellambi, New South Wales. Over the past six years, he has repaired countless pieces of jewellery and watches for resale at our Illawarra *Big Heart* store where the motto is 'Reduce, Reuse and Recycle'.

"I enjoy volunteering here," said Dennis, one of 180 *Big Heart* volunteers. "There is always a laugh to be had and I've formed some great friendships. As a local resident I can see first-hand the great job Mission Australia *Big Heart* is doing within the community."

The *Big Heart* enterprise was established in the Illawarra region 20 years ago to raise funds for a local youth accommodation service. Every year the staff and volunteers breathe new life into 2,000 tonnes of second-hand office furniture and 800 tonnes of clothing, which are sold as garments or made into cleaning cloths, dog pillows and door snakes. Profits are used to employ more people, further supporting the local community.

There are now seven *Big Heart* outlets, including a store that opened at Mission Australia's new Financial Education, Counselling and Community Hub in Sydney's Campbelltown in late 2009.

The Bellambi site, which opened in 2010, houses a warehouse, opportunity shop and the *Soft Landing* mattress recycling program. *Soft Landing* provides an environmentally friendly alternative to mattress dumping. Over three years, the program will divert 78,260 mattresses – or 2,739 semi-trailer loads – from landfill.

The bed springs go to scrap-metal recyclers, the foam is used as carpet underlay, the pulp fibre is used by a sporting goods manufacturer for punching bags, and the timber frames are used for mulch or donated to a men's shed program where they are turned into toys.

*Soft Landing* also creates employment. Since beginning operation in 2009, it has provided 15 jobs in the Illawarra, including 14 Indigenous traineeships. The enterprise has also provided work experience for 20 long-term unemployed people.

# OUR PEOPLE



IN 2009–10 >>>

OUR HR TEAM SUPPORTED STAFF DURING THE IMPLEMENTATION OF THE NEW JOB SERVICES AUSTRALIA CONTRACT.

The new Job Services Australia (JSA) contract had a significant impact on the geographic footprint and shape of our Employment Solutions team.

A major initiative during this period was completion of our first Employment Solutions Enterprise Agreement. Endorsed by our employees, this Agreement delivers improved wages and flexible working conditions.

The findings of our third annual *Organisational Alignment Survey* were positive. From a score of 100 (representing our ranking against a group of similar organisations), we improved on all three key survey indicators: 'clarity', 'consistency' and 'commitment'. In terms of 'clarity' around our mission, values and purpose, our employee rating was up from 82 in 2008–09 to 86. There was also a significant rise in 'consistency' ratings, moving from 61 to 67, while 'commitment' increased from 50 to 56.

A critical result in the survey relates to employee learning. In the past two years it has tracked from 34 to 54, confirming that our efforts to better align Human Resources (HR) with the business and more effectively resource it are paying off. A greater focus on improved working conditions through enterprise agreements, streamlined payroll processes and localised HR support in each state will continue to create a stable and supportive workplace.

Through our national recognition program – *Celebrate* – we rewarded 163 employees and 17 volunteers who best demonstrated our core organisational values. We also launched *RoadMap*, a staff newsletter that is sent out across the nation twice a year.

## OCCUPATIONAL HEALTH AND SAFETY

In 2009–10 Mission Australia increased its commitment to best-practice standards for occupational health and safety (OH&S), starting with safety leadership by senior managers. Most managers have completed our OH&S training program with the key focus on identifying and mitigating any safety risks to staff.

The Board regularly reviews not only safety statistics and our overall performance in the area but the reasons behind incidents. To further support management and minimise risk, a new safety reporting IT system will be implemented in late 2010. It has been designed to provide greater transparency to line managers, which will enable them to tailor safety strategies and intervene as issues emerge.

There were 385 safety-related incidents in 2009–10, down from 504 the previous year. Of these, 247 (64 per cent) resulted in injury, compared to 236 (47 per cent) in 2008–09. Injury management advisors handled 250 injury claims, including notification of injuries – 73 more than the previous year. Some 86 Workers' Compensation claims were lodged during the reporting period, with physical claims representing the highest proportion.

We have partnered with the Mental Health Network NSW to promote programs to raise awareness of mental health issues in the workplace. Use of the *Employee Assistance Program*, which provides confidential counselling, was 10.24 per cent (based on 3,164 employees). This represented a reduction of 13.37 per cent from the previous year.

In 2009–10 we completed 981 quarterly OH&S site audits and achieved the following ratings:

Rating	Definition	Score
Green Level (excellent progress)	At least 85% of all criteria has been met	59.2%
Yellow Level (steady performance)	75–84% of all criteria has been met	21.6%
Orange Level (improvements required)	65–74% of all criteria has been met	8.6%
Red Level (poor performance)	Less than 65% of all criteria has been met	10.6%

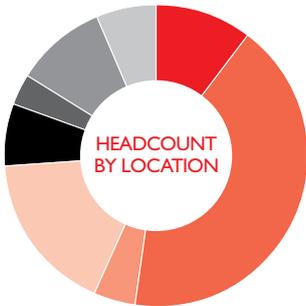
## RECRUITMENT AND TRAINING

Over the past year Mission Australia moved to a centralised recruitment model and began to improve our induction process using online tools. Over the next year we will increasingly focus on the experience our people have in their first six months of employment.

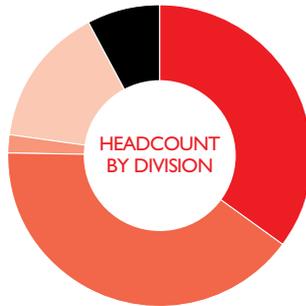
The not-for-profit sector has a high staff attrition rate. At Mission Australia, the average employment tenure is 3.7 years. Although many of our programs are finite government contracts, our aim is to extend average staff tenure to 4.5 or five years. This will be driven by matching employee expectations through opportunities, succession planning and providing greater flexibility to move between services.

The rollout of our *Leadership Pathways Program* is helping our managers to develop their leadership skills. Where appropriate we connect managers to external professional development practitioners, some of whom provide their services on a pro bono basis.

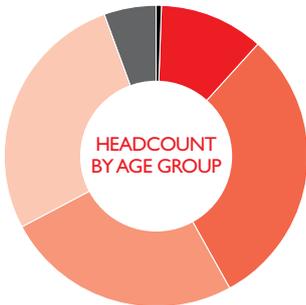
# As of 30 June 2010 Mission Australia had 3,261 employees.



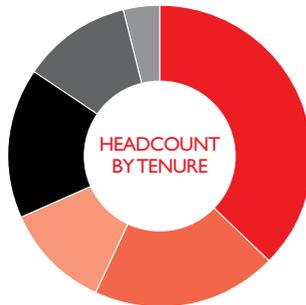
- NATIONAL OFFICE – 10.3% (337)
- NSW – 42.1% (1,372)
- NT – 4.3% (140)
- QLD – 17.3% (564)
- SA – 6.7% (219)
- TAS – 3.4% (111)
- VIC – 9.6% (312)
- WA – 6.3% (206)



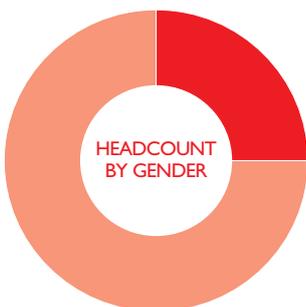
- EMPLOYMENT SERVICES – 35.3% (1,150)
- COMMUNITY SERVICES (INCLUDES HOUSING) – 40.2% (1,310)
- TRAINING SERVICES – 1.8% (58)
- EARLY LEARNING SERVICES – 15.0% (492)
- SUPPORT SERVICES/OTHER – 7.7% (251)



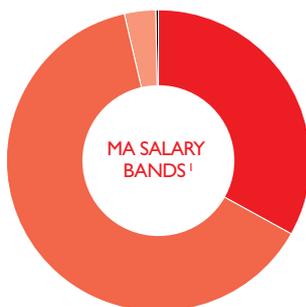
- <18 – 0.2% (6)
- 18 TO 24 – 11.0% (357)
- 25 TO 34 – 30.9% (1,008)
- 35 TO 44 – 25.3% (825)
- 45 TO 59 – 27.3% (891)
- 60-PLUS – 5.3% (174)



- 0 TO 1 YEARS – 37.5% (1,223)
- > 1 YEAR TO 2 YEARS – 19.7% (641)
- > 2 YEARS TO 3 YEARS – 11.4% (372)
- > 3 YEARS TO 5 YEARS – 15.9% (518)
- > 5 YEARS TO 10 YEARS – 11.7% (382)
- > 10 YEARS-PLUS – 3.8% (125)



- MALE – 25.1% (819)
- FEMALE – 74.9% (2,442)



- \$0 TO \$45,000 – 33.3% (1,087)
- \$45,000 TO \$100,000 – 63.5% (2,072)
- \$100,000 TO \$200,000 – 2.3% (74)
- \$200,000 AND GREATER – 0.2% (8)

## IN 2010-11 WE AIM TO:

- Increase average staff tenure from 3.7 to a minimum of 4.5 years;
- Implement a Good Working Relationships training session for all staff to raise awareness of the behaviours that contribute to perceived discrimination, harassment and bullying in the workplace, and develop a Stress Minimisation Resilience-Building course;
- Improve our occupational health and safety performance and ensure our managers and employees fully understand and are accountable for their responsibilities;
- Convene quarterly Health and Safety representatives meetings and conduct bi-annual audits to review workplace inspection findings and advise on gaps and improvements.

Our employees	Number	%
Permanent full-time	1,972	60.5
Permanent part-time	555	17.0
Fixed-term full-time	177	5.4
Fixed-term part-time	113	3.5
Trainee full-time	1	0.0
Casual	443	13.6
<b>Total</b>	<b>3,261</b>	<b>100.0</b>

1) As of 30 June 2010.



# CHAPLAINCY

CALLY FAITHFUL, CHAPLAIN, NT >>>

## *Mission Australia was founded with the purpose of meeting human need and to spread the knowledge and love of God.*

Our Chaplains support their Mission Australia colleagues who devote themselves to transforming the lives of disadvantaged Australians. They embody the values of our organisation, providing a Christian presence in the workplace.

Mission Australia's 14 full-time Chaplains work across the nation – five in New South Wales, three in Queensland, two in Western Australia and one each in the Northern Territory, South Australia, Victoria and Tasmania. They are joined by three volunteer Chaplains.

The team is led by Bruce Eagles, who was appointed Mission Australia's National Chaplain in 2009 after serving as our Perth-based State Chaplain. Prior to this he was a clergyman for 35 years and also has experience in employment service delivery and family counselling.

Chaplains bring compassionate understanding, promote a healthy work-life balance, run workshops addressing topical workplace issues, conduct induction days in cooperation with Human Resources and offer encouragement and emotional support to those who spend their time attending to the needs of others.

Employees call on our Chaplains to 'share the load' at times of stress and pressure. On any given day, Mission Australia Chaplains support staff members through life's difficult times, such as the ill health or the death of a loved one. They listen as staff work through issues and options, and help people to explore the spiritual dimensions of life.

Importantly, our Chaplains are sensitive to the wide variety of faiths and cultures that exist within our organisation and seek to foster inclusiveness and respect within the workplace.

In 2009–10, Mission Australia Chaplains conducted:

- 4,134 pastoral support sessions for staff;
- 2,001 site visits (104 more than the previous year);
- 438 reflections;
- 69 inductions and 136 talks.

Chaplains also support people who access Mission Australia services such as *Triple Care Farm* – our residential treatment and vocational training program in the Southern Highlands of New South Wales for young people with complex backgrounds. Each week a Chaplain visits the farm to listen to program participants' concerns and offer advice and inspiration.

In the past financial year, our Chaplains provided 331 incidences of pastoral support to Mission Australia clients. In the future our Chaplaincy will expand its reach in a variety of ways, not the least being more client-focused by directly supporting the many people who use our services to transform their lives.

### **IN 2010–11 WE AIM TO:**

- Participate in 50 advocacy and leadership activities in the not-for-profit sector.

## **THE SPIRIT OF ADVENTURE**

Cally Faithful describes herself as fun-loving and adventurous. Not just for parachuting solo, but also for moving to Darwin in 2009 to become Mission Australia's Northern Territory Chaplain.

Cally is passionate about serving God. This passion has seen her pursue chaplaincy work in Melbourne hospitals before feeling the call to move north. When Cally saw the advertisement for the position of NT Chaplain her "heart did a flip" and she felt called to go.

The focus of Cally's role as a Chaplain is to build positive relationships with Mission Australia staff and encourage the expression of our values. This means regular one-on-one conversations with our employees; visiting services across Darwin, Katherine and Alice Springs; leading reflections at staff meetings and writing regular inspirational pieces for our Territory team.

Developing relationships with such a great team with flexibility and autonomy is a highlight of the job. Such flexibility allows Cally to be available to those who need her at the drop of a hat, enabling genuine relationships to be built.

During her year in the Northern Territory Cally has seen the need for reconciliation with Aboriginal people as well as changes in attitudes. Through our Reconciliation Action Plan, she believes Mission Australia can be an advocate for change in the community and engage with the government, police and justice bodies.

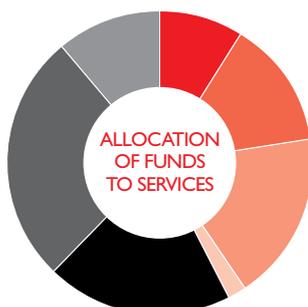
Cally continues to be inspired by what the NT team is doing in the community and feels blessed to be able to support and encourage them in the work that they do.

# MARKETING AND FUNDRAISING

IN 2009–10 >>>

MISSION AUSTRALIA STAND UP FOR YOUTH REGULAR GIVING PROGRAM INCREASED 27 PER CENT YEAR-ON-YEAR.

MAJOR GIFTS ROSE BY 26 PER CENT AND APPEALS AND CORPORATE DONATIONS WERE FAIRLY STEADY.



- RESEARCH – 8.6%
- YOUTH – 13.6%
- SOCIAL ENTERPRISES – 17.6%
- MACSIMS 1 – 2.4%
- FAMILIES – 20.4%
- HOMELESSNESS – 26.9%
- CAPITAL APPEAL – 10.6%

In the past year 47,537 supporters donated to Mission Australia – which represents a four per cent rise from 2008–09. On average, our donors also increased their giving by four per cent.

Throughout the year we ran six mass market appeals. Our 2009 Spring Appeal was particularly successful, generating \$283,280 – a 26 per cent increase on 2008. We raised a further \$121,939 from our Spring *Transformations* newsletter, which was up 40 per cent on the previous year.

More and more supporters are choosing to engage and give through online channels. Over the past year more than 10 per cent of our donations were received online and income from our e-gifts also grew substantially.

## BRAND AND MEDIA

Our innovative 'Transform' advertising campaign, developed by Leo Burnett Sydney, continued in the print media, predominantly featuring in leading women's magazines. We also received strong in-kind advertising and media support that enabled us to demonstrate how we are transforming the lives of individuals and communities.

In the 10 years since the Mission Australia brand was established, our awareness has grown steadily to 82 per cent. In 2009–10 this awareness remained steady when overall awareness of the charity sector declined. According to our annual brand survey, 691,000 Australians were aware of Mission Australia in June 2010 (based on unaided recall). Pleasingly, awareness of our work in homelessness and with youth was high, at 81 per cent and 78 per cent respectively.

We are actively involved with social media such as Twitter, Facebook, and YouTube, which provide a good base from which to build conversations about our services. In 2009–10 our Twitter audience grew by almost 300 per cent and our Facebook audience rose by 102 per cent year-on-year. Over the past year our website recorded one million visitors.

Media coverage of Mission Australia's activities continued to grow, particularly on television, in print and online. Our move into early learning through *GoodStart* and *Mission Australia Early Learning Services*, in particular, resulted in considerable positive coverage and cemented our strategy to ensure that every Australian child has the very best start in life.

Fundraising (in AUD)	2008–09	2009–10	Growth
Appeals	3,817,547	3,805,908	(0.3%)
Regular giving	5,951,411	7,559,641	27.0%
Community Fundraising	322,938	220,974	(31.6%)
Bequests	7,524,447	4,450,653	(40.9%)
Corporate Partnerships (includes Corporate Trusts and Foundations)	4,797,830	4,512,857	(5.9%)
Major gifts (includes private Trusts and Foundations)	2,848,096	3,606,191	26.6%
Other	22,235	282,405	1,170.1%
<b>Total</b>	<b>25,284,504</b>	<b>24,438,629</b>	<b>(3.3%)</b>
Capital	1,879,191	1,280,000	(31.9%)
Total including capital	27,163,695	25,718,629	(5.3%)

1) Mission Australia Community Services Information Management System.

*It was a challenging year for fundraising as we worked in a difficult economic environment. However, Australians continued to generously support us through regular giving and major gifts, and we deepened existing corporate relationships.*

#### OUR VOLUNTEERS

In any given week last year, some 700 to 1,200 people from the wider community, corporate world and Christian sector volunteered an average of three hours of their time to help us transform lives. This equated to about \$3.5 million worth of time and skills throughout the year.

Among them were 350 *Home Tutor Service* volunteers who taught English to newly arrived immigrants.

During 2009–10 Mission Australia focused on increasing our engagement with Christian volunteers through participation in the Presence and Awakening conferences in Sydney.

#### IN 2010–11 WE AIM TO:

- Grow fundraising by 12 per cent;
- Provide stronger, clearer information so all our supporters understand the impact they are having on the lives of disadvantaged Australians;
- Refresh our website to encourage online conversation and targeted social networking;
- Regularly provide supporters with information about our work to encourage volunteering;
- Grow our media presence with a particular focus on opinion pieces;
- Continue to build our brand through the use of television and more regional activities;
- Further engage the Christian community to help us to transform lives.



In recent years, Mission Australia's capacity to transform lives has been promoted through print ads depicting people discovering their potential through our Pathways. Each ad has featured people creating butterflies – a symbol of their transformation. This symbol has continued into 2010, with production of a national television commercial in which a young man (pictured) is shown overcoming challenges to craft a glorious butterfly.



# PARTNERSHIPS AND RELATIONSHIPS

## PATHWAYS TO PREVENTION, INALA, QLD >>>

*Pathways to Prevention* is an early intervention program that aims to promote positive parenting and improve opportunities for children in the Inala and Carole Park areas of south-west Brisbane.

This partnership between Mission Australia, Griffith University and Education Queensland provides a suite of linked individual and family support programs (including a group for local Samoan parents), early childhood initiatives, parenting education programs and programs for primary school children.

In June 2010, Mission Australia held a function at Mission Australia's *David Northcott Place* for the most significant private supporters of the *Pathways to Prevention* program. Attending were ANZ Trustees (which represents the Sylvia and Charles Viertel Charitable Foundation and the ANZ QCFAN Carmichael Memorial Fund), along with The John Barnes Foundation, The Bryan Family Foundation and Xstrata Coal.

The day provided an opportunity for the supporters to meet each other and staff, and see the program in action: "Since 2001 the *Pathways team* has continued to develop close relationships with the local community and schools. As a purpose-built, permanent, new home, *David Northcott Place* will greatly assist the team to deliver their innovative services aimed at providing better opportunities for young children into the future," said philanthropist John Barnes.

Xstrata Coal is supporting the program with a commitment of \$750,000 over three years. Bryan Tiedt, Xstrata Coal Queensland's Manager Environment and Community, said "The success of *Pathways to Prevention Inala* is a combination of its solid research base, strong preventative philosophy and the skills and passion of the Mission Australia team.

Thanks to such generosity, our *Pathways to Prevention Inala* service helped 387 local families and 760 individuals in 2009–10.

## Over the past year Mission Australia formed and strengthened relationships with more than 160 corporate partners.

Our corporate supporters help us to operate 90 programs across Australia. They support our efforts to ensure best practice, guide our advocacy work and equip disadvantaged Australians with job-ready skills through a range of social enterprises such as *Charcoal Lane* and the *Urban Renewal Employment Enterprise Program*.

While many corporates were reluctant to take on new charity partners in 2009–10, we moved to strengthen and renew existing relationships with our major partners. PricewaterhouseCoopers (PwC), Mallesons and Telstra were among the key organisations that provided pro bono services and capacity-building skills and technologies that are vital to our delivery of programs and operations.

In the past year we have seen strong growth in corporate volunteering, with an average of two events a week organised by corporate volunteers. Each event raises an average of \$1,000, while others create value-adding facilities for our clients. Over the past year major events and campaigns included the Taste of Reconciliation Dinner in Melbourne and Perth's Christmas Lunch in the Park.

We also appreciate the corporate partners that donate their legal and accounting expertise.

The role of Mission Australia's Relationships team is to develop partnerships with visionary philanthropists and individuals who want to make a difference in our community.

Through their giving, specifically in the area of major gifts and bequests, these relationships provide significant financial support for our services and programs. With their help, we are able to expand our current services and develop innovative long-term initiatives.

Mission Australia appreciates each and every one of our supporters. This page profiles just a handful of those supporters who are helping us to create a fairer Australia for all.

### THE WILLIAM BUCKLAND FOUNDATION

Mission Australia is delighted to acknowledge the support of The William Buckland Foundation in providing seed funding for the establishment of the *Child School Leaver's* pilot program in Victoria. This service is a practical response to community concerns about the increasing number of vulnerable young people who are disengaging from education.

Aimed at children aged between eight and 13 years, the much-needed program fills in a service gap. The program, which is conducted in partnership with the community and government, is designed to develop capacity-building within schools to ensure their sustainability.

### FREEHILLS

One of Mission Australia's significant corporate partnerships is with Freehills in *The Shopfront Youth Legal Centre* in Sydney's Kings Cross, established in 1993. This service provides free legal advice and representation to thousands of homeless and disadvantaged young people.

*The Shopfront* is operated by Freehills and Mission Australia in conjunction with The Salvation Army and is staffed by six permanent Freehills employees, including solicitors and legal support staff. Over the past 17 years, the partnership has expanded to other states and services, making Freehills one of Mission Australia's most significant and valuable corporate partners.

### VINCENT FAIRFAX FAMILY FOUNDATION

Established in June 1962, the Vincent Fairfax Family Foundation has been providing support to Mission Australia services over many years – particularly *Triple Care Farm*, our world-leading residential youth rehabilitation program near Wollongong, New South Wales.

The Vincent Fairfax Family Foundation also generously supports our work at *Fairfax House* in Sydney's Oxley Park. This service provides medium-term supported accommodation for homeless families.

The long-standing and intensive nature of the partnership between the Foundation and Mission Australia is reflected in the scale of support given over the years.

Mission Australia greatly appreciates the close relationship with the Vincent Fairfax Family Foundation and the significant support provided over many years to enable us to meet our mission and change the lives of disadvantaged families and young people in our community.

### VODAFONE FOUNDATION AUSTRALIA

Vodafone Foundation's *Young People Connected* program aims to connect young people aged 12 to 25 to friends, family, agencies and services in order to reduce harm in their lives, improve personal outcomes and help them feel part of society. This program is run in conjunction with Mission Australia, Barnardos and Father Chris Riley's Youth Off The Streets.

These young people are at risk of homelessness, have a drug or alcohol dependency, mental health issues, disabilities, educational barriers, legal problems or are victims of abuse.

Launched in 2004, the program provides at-risk youth with a phone, activated SIM card and credit. A free-call function allows them to access vital support services regardless of credit. Participating staff can access a web-based text messaging service that enables them to schedule texts to be sent to clients at any time of day or night.

With funding from the Vodafone Foundation, Mission Australia has integrated this project into 13 services in New South Wales and Victoria. In 2010–11 we aim to expand *Young People Connected* into two more Mission Australia youth services.

Accompanying this financial support is a passionate volunteering ethic that has led hundreds of Vodafone Hutchison Australia staff to participate in a range of activities with Mission Australia, including large-scale maintenance for youth programs such as *Triple Care Farm* through to a challenge event that involved climbing the Sydney Harbour Bridge with our clients.

Mission Australia looks forward to many more years of working with the Vodafone Foundation to transform the lives of disadvantaged young people.



*“The idea is to give teenagers time out, to surround them with everything they need to keep going while we surround them with services. We are planting a seed that we hope will blossom.”*

Nightspot has been a labour of love for Bridget Coyne, who has devoted five years to the youth accommodation program that started out under the auspices of The Spot Community Services Ltd, in Logan, Queensland.

“I loved the fact that Mission Australia saw the original project for what it was and knew it could work on a much larger scale,” Bridget said.

Nightspot relies on volunteer families (“our diamonds”) who host young people for up to seven nights. Most young clients are referred to the service by youth support workers, employment services and schools.

BRIDGET COYNE, NIGHTSPOT, QLD >>>