

**MISSION
AUSTRALIA**

Together we stand

Annual Report 2015



We stand
together with
Australians
in need, until
they can
stand for
themselves

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We are Mission Australia

Our goal

To reduce homelessness and strengthen communities across Australia

Our purpose

Mission Australia exists to meet human need and to spread the knowledge of the love of God

Our values

• compassion • integrity • respect • perseverance • celebration

Our value proposition

We are a national non-denominational Christian organisation that delivers evidence-based, client-centred community services

We stand together with
Australians in need as they
journey towards independence

Summary of the year

2014–2015

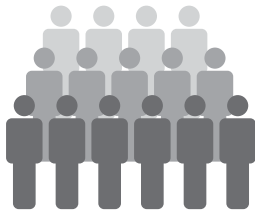
Together, we supported more than a quarter of a million Australians on their journey to independence

307,320
Australians
supported last year



This was achieved through:

2,981
dedicated
staff members



589
programs & services
across Australia



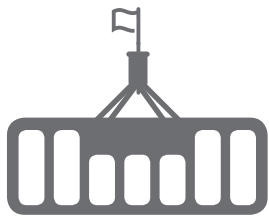
3,450
volunteers



38,830
supporters



41
government
departments



1,535*
partnerships



* excludes employment services

Welcome

2014-15 saw Mission Australia consolidate its strategic focus on reducing homelessness and strengthening communities across Australia. Our Board took the decision to form a joint venture called Mission Providence to tender for and deliver the Australian Government's Employment Services Contract 2015-20.

From 30 June 2015, after 17 years as one of the largest national employment services providers, helping people to secure meaningful work, Mission Australia will no longer deliver the Job Services Australia contract. We will continue to deliver disability employment services across most states.

The decision to exit the provision of employment services for job-seekers was a difficult one but the operating parameters of the tender and capital investment required was beyond Mission Australia's financial risk parameters.

The contract to replace Job Services Australia and other recent tenders have resulted in significant disruption to the not-for-profit sector. The year was a challenging one as we concentrated on ensuring the sustainability of our core services to enable us to respond to complex community need.

We would like to thank our staff and volunteers for continuing to stand together with Australians in need at a time when we have had to do more with reduced financial resources. Together we supported 307,320 people on their journey to independence.

As always, a key focus for the Board is to look forward and to ensure that Mission Australia is well prepared

to respond to emerging need and challenges. We have a clear strategy in place and over the past year, we have worked hard to position our core capabilities in service delivery to make sure they continue to meet our organisational goal.

We are committed to reducing homelessness and strengthening communities across Australia. Our evidence-based, client-centred service delivery, coupled with our focus on early intervention and prevention, meant that Mission Australia was successful in continuing to provide innovative, specialist homeless services across New South Wales under the recent homelessness program reforms.

As a significant specialist homeless service provider and a major provider of affordable housing, we worked closely with the New South Wales Government this year on reform of social housing to address a critical supply shortage.

During the year, we also advocated strongly for an extension of homelessness funding under the National Partnership Agreement on Homelessness and were pleased that the Australian Government announced a 2-year extension until new funding agreements can be reached with the states.

In April, we opened Douglas House, a 22-unit supported accommodation facility in Cairns to help vulnerable people move off the streets and into affordable, long-term housing.

We worked with the Australian Government to secure changes to the 2014 Budget measures that would have adversely affected many disadvantaged young people and we advocated for targeted programs to help young people make successful transitions into training and

employment. We therefore welcomed support programs for vulnerable young people announced in the 2015 Budget while continuing to advocate for disadvantaged young job seekers.

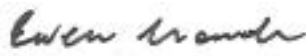
As government shifts to a clearer focus on funding and evaluating programs based on outcomes, we've made sure our research and evaluations present a strong evidence-base for the effectiveness of our work.

This year we conducted a Client Wellbeing Pilot to better understand how our services contribute to our clients' journey towards independence. We will use this pilot to inform our service design, performance and outcomes measures as we work towards our goal.

We take our 155-year legacy of meeting human need seriously and are committed to the long-term financial sustainability of our organisation. Despite the financial challenges we faced, we were able to achieve an underlying surplus for the year of \$3.4 million.

It has been a tough year, but we have also made significant progress. None of our work would be possible without the dedication of our staff, volunteers, supporters, partners, donors, funders and the valuable contribution of our Board. Thank you so much for your support.

Warmly,



Ewen Crouch AM, Chairman



Catherine Yeomans, CEO



Making an impact

Continuing to deliver on our strategic directions has led to another year of great outcomes for Mission Australia:

All services

Families & children*

116,466
people assisted
through 172 services



Youth

16,485
people assisted
through 72 services



Homelessness**

47,483
people assisted
through 128 services



Employment & skills

126,886
people assisted



Specialist services***

Mental health

4,021
people assisted
through 34 services



Alcohol & other drugs

19,288
people assisted



Disability

16,013
people assisted
through 56 services



* includes Early Learning **includes Housing ***across all services

“What we are increasingly seeing in our work is the harsh reality of this: people living on a financial knife-edge where even the smallest change in circumstances – like an unexpected illness, a rent increase or a relationship breakdown – can put them at risk of homelessness.”

Catherine Yeomans, CEO
Mission Australia

1. ABS (2012) Estimating homelessness, 2011; 2. Rosalie McLachlan, Geoff Gilfillan, Jenny Gordon
Deep and Persistent Disadvantage in Australia, Productivity Commission Staff Working Paper 3, ROG5
2015; 4. ACOSS 2014; 5. National Housing Supply Council 2012; 6. ABS 2010; 7. ABS 2008

Why our goal matters



Disadvantage has its roots in a complex interplay of factors. Many of these factors, when combined, can have a compounding effect.

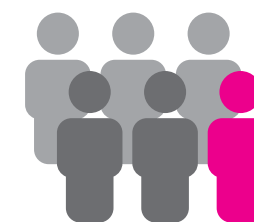
The probability that any one person will experience disadvantage is influenced by: their personal capabilities and family circumstances; the support they receive; the community where they live (and the opportunities it offers); life events; and the broader economic and social environment.²

Disadvantage in numbers:

220,000
people on public and community housing waiting list³



1 in 6
children are living below the poverty line⁴



60% of lower income private renters spend



more than **30%** of their income on rent⁵



around **12%**

of young people are estimated to have a substance use disorder⁶



1 in 5

Australians will experience mental illness each year⁷



Together, we are reducing homelessness and strengthening communities

Mission Australia is a national non-denominational Christian organisation, with more than 155 years' experience in standing together with Australians in need on their journey to independence.

Our evidence-based, client-centred community services are focused on reducing homelessness and strengthening communities across Australia.

Our services are tailored to the needs and preferences of the clients and communities we serve.

Our programs range from early intervention to intensive wrap-around services.

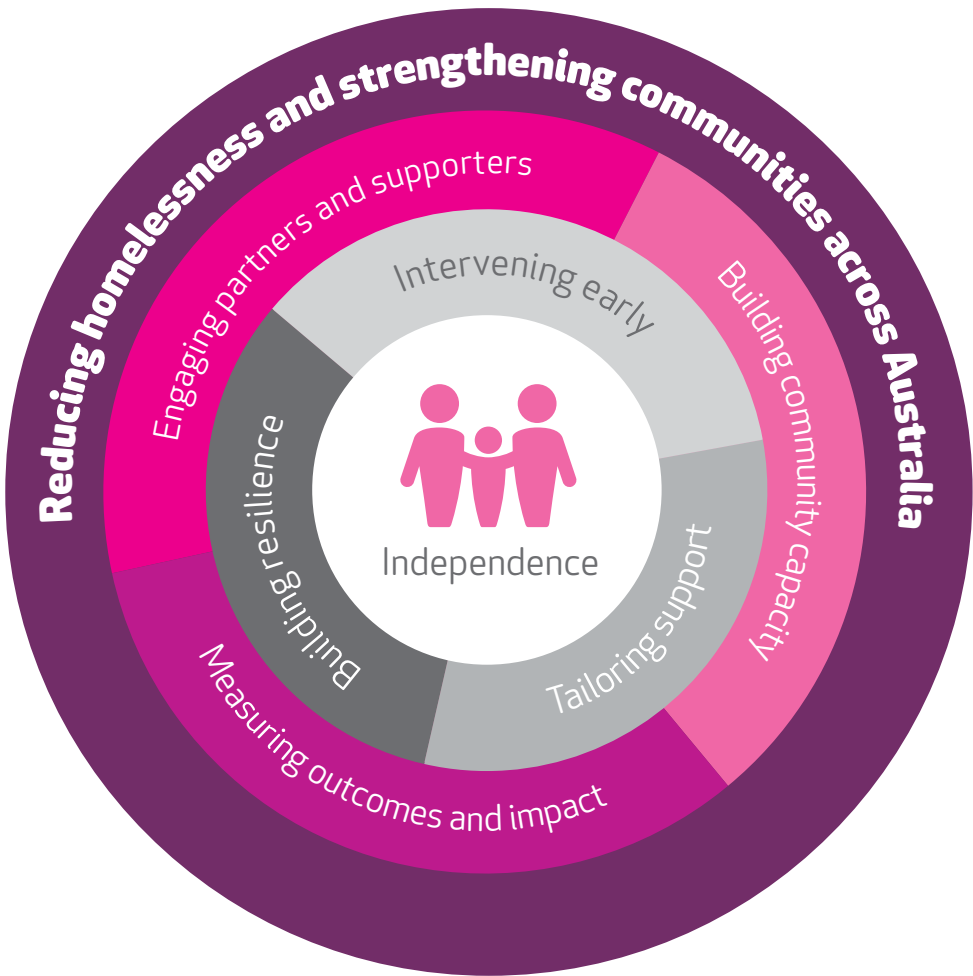
They include services targeting homelessness; providing integrated family support; parenting programs; early childhood education; mental health services; residential drug and alcohol programs; youth programs; access to safe and secure housing; and

programs to build capacity, resilience and opportunity for local communities.

We work in partnership with others to achieve our goal. This includes communities, supporters, government, businesses and other organisations.

We measure our impact, collecting evidence of what works to inform our service design and delivery, and to advocate for change.

We stand together with Australians in need as they journey towards independence.



Strengthening community at the Richmond Housing Estate

“I have problems in my heart, but it feels better when I come to the group.” Samya*, local resident

Richmond Housing Estate is Victoria’s largest, high-rise public housing estate, with five tower blocks and more than 1,400 flats. It is home to more than 2,800 residents from diverse cultural backgrounds, many of whom arrived in Australia as refugees.

Unemployment, language difficulties and a lack of formal and informal support networks make it difficult for residents to feel included and to access the opportunities that many Australians take for granted. Mission Australia works in partnership with the Department of Health & Human Services, the local community and partner community organisations to draw on their strengths,

link people with informal networks of support and create opportunities for everyone to thrive. We believe that the best way to achieve long-term change is to work collectively to meet local needs and build local capacity for change. This takes time, but we are in it for the long haul. Our community development program includes African families’ projects, parenting classes, women’s groups and youth dance classes, as well as an extremely popular, women-only Zumba exercise class.

“The smiles on the women’s faces as they dance, is evidence that the program is having a positive impact on their personal wellbeing.” Naomi Gilbert, Community Development Facilitator

* Name has been changed to protect the privacy of the people we help



"No teenager would ever choose to leave the comfort and safety of home unless under severe stress. In particular the effects of domestic violence on young people are often what drive them to make the decision to leave home. These young people have few options, little resources and assistance to support them as they try to navigate their way through a world that is designed and geared towards adults."

Kym O'Dwyer, Family/Youth Worker
Reconnect Program at Mandurah, WA

Hidden homelessness

The assumption that homelessness refers to homeless adults wandering the streets during the day and sleeping in parks, bus shelters or shop doorways at night is not accurate.

Only 6 per cent of people who experience homelessness in Australia actually sleep rough.* The vast majority are what we term 'hidden homeless'.

Hidden homelessness refers to people – including families with young children – who 'couch surf', sleeping on the floors of friends or relatives. It includes people who sleep in their cars or stay in overcrowded motel rooms, often with no cooking or laundry facilities and no space for children to play or do their homework. It includes people who stay temporarily in caravan parks, backpacker accommodation, hostels or emergency shelters, hoping desperately for a vacancy to come up on the long waiting list for public housing.

These people might have a roof over their heads, but what they all have in common is the daily anxiety of living without a permanent home – not knowing where they will sleep from one night to the next. This includes more than 44,000 young Australians under the age of 25.*

Notice US campaign


We know that it will take a concerted national effort to achieve our goal to reduce homelessness and strengthen communities across Australia. This year we launched an exciting new digital brand campaign called Notice US to raise

awareness about youth homelessness and challenge people's perceptions. We filmed a young female actor sleeping on a couch at a popular homemaker's centre in Sydney, interviewing members of the public about their reactions. We asked them to describe a 'typical' person experiencing homelessness. Invariably, they described an older person who was dirty and was perhaps drinking alcohol. Most were very surprised to learn that rough sleepers are a minority of those that are homeless in Australia and that a growing number of young Australians are homeless. We posted the videos on our website and social media pages and asked our supporters to play their part in raising awareness about this important social issue by sharing Notice US across their Facebook, LinkedIn and Twitter accounts. The results speak for themselves.

"I hope something can be done to help these young people. They really do need help."

Shopper at homemaker's centre



7,678,256 
people reached on facebook

3,216,785 
video views

12,460 
video shares

23,588 
visits to our website

* ABS (2012) Estimating homelessness, 2011

Securing our future



In 2014-15, Mission Australia was able to assist more than 307,320 Australians in need on their journey to independence,

all thanks to the support of our funders, donors, partners and caring Australians.

It is a critical time for community service organisations like Mission Australia. The shift to competitive tendering and contracting for government funding has brought greater compliance burdens.

Partial funding for a range of services has forced Mission Australia to subsidise service costs from other revenue sources.

Income

Underlying income for the year was \$338 million, down by \$3.4 million from the previous year.

Mission Australia continued to receive outstanding financial support from a broad cross-section of Australian society. Total fundraising income for the year was \$27 million.

This year, we completed funding to begin the construction of Benjamin Short Grove, our new aged-care facility for people who are homeless or at risk of homelessness in the Orange/Cabonne area of New South Wales.

Mission Australia Housing also received further properties vested by the New South Wales Government under the National Building Economic Stimulus Plan.

Expenditure

This year's underlying expenditure was \$334 million, of which \$309 million was spent on the delivery of 589 services.

Financial sustainability

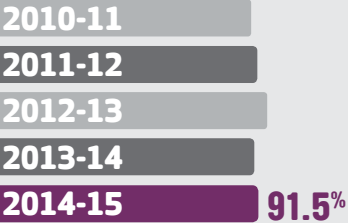
We are committed to long-term financial sustainability and growth. This year we have focused our service delivery to align it with our strategic priorities.

Priorities for the coming financial year are to enhance our approach to capital management and to secure and further diversify our revenue streams to support service delivery.

Iain Keddie,
Chief Financial Officer

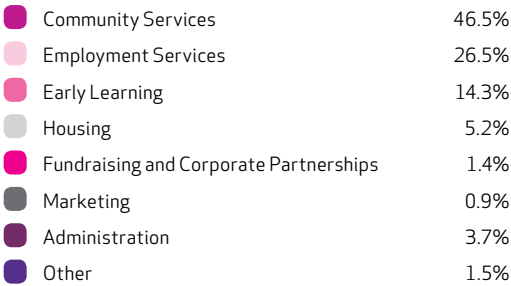
Statistics reveal our progress, but each number represents a person whose story is unique.

% of revenue spent on service delivery



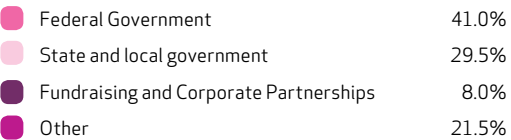
total expenditure

\$334,498,000



total revenue

\$337,913,000



Acting early at Rossmore to change lives

"We help mums and dads to be the best parents they can possibly be because strong family relationships are so important for children's health, wellbeing and their approach to learning."
Sheryl Amann, Regional Leader Early Learning

When 3-year-old Joe* arrived at Rossmore Community Preschool in Sydney's West, his family was at breaking point. Joe didn't play with other children, had poor listening skills, limited vocabulary and was prone to frequent tantrums.

Rossmore provides quality education and care for up to 40 children. Our dedicated educators worked closely with Joe and his parents to equip

them with the help and support they needed. This included speech therapy and specialist emotional support for Joe. We showed his parents how to set boundaries and establish a routine with regular mealtimes, family playtime and bedtime stories.

Joe is now a happy and engaged little boy with lots of friends. He can't wait to start school next year and his parents are really looking forward to being part of the broader school community.

"Mission Australia didn't just help Joe, they showed us how to become better parents too. We've all been given a fresh start." Joe's Mum.

* Name has been changed to protect the privacy of the people we help

“Mission Australia has taken a leading role in impact measurement. Identifying, evaluating and communicating best practice in the delivery of social outcomes is critical if we are to create meaningful and sustained change for Australians in need.”

Catherine Yeomans, CEO Mission Australia



Impact measurement and client wellbeing

How do we know if we are making a difference? Measuring impact helps us and our funders to think about what we are doing well and where we could improve to make an even bigger difference in people's lives. It is a key priority for our Board and Executive Team.

Evidence-based approach

Over the past decade, measuring our impact has informed our practice, demonstrated our value to funders and donors, and helped us to deliver the best possible outcomes for our clients. For example, the Michael and MISHA Projects, our landmark homeless programs, proved that substantial cost savings can be achieved by providing housing support with wrap-around services for chronically homeless men, as well as measurable and improved outcomes for our clients and the community.

Client Wellbeing Pilot

This year, we conducted a Client Wellbeing Pilot at our Personal Helpers and Mentors Service (PHaMs), a recovery-focused support service for people experiencing mental health issues. Funded by the Department of Social Services, Mission Australia delivers PHaMs in 12 locations across New South Wales, Victoria, Tasmania, South Australia and the Northern Territory.

The aim of the pilot was to:

- Understand how our services contributed to our clients' journeys towards independence

- Demonstrate program outcomes to funders and donors
- Inform the effectiveness of our service design and delivery
- Enhance our understanding of the role interventions play in improving wellbeing

Theory of change

Our theory of change articulates the impact we hope our clients achieve through our services. For Mission Australia, a good quality of life is closely associated with independence, which includes the ability to achieve one's potential and participate fully in life. Through the support we provide to individuals, families and communities, Mission Australia aims to increase:

- Self-efficacy and optimism
- Confidence and fulfilment
- Participation and inclusion

To achieve this, we work to deliver: early intervention and prevention; evidence-based practice; individually tailored case management; and place-based community development.

Personal Wellbeing Index*

We tested more than 100 different outcome measures to establish the most effective method of capturing change – one which could be easily implemented and analysed. We decided to conduct a survey based on the Personal Wellbeing Index (PWI), which is nationally recognised as a reliable tool to measure wellbeing. The PWI was considered the most appropriate fit for Mission Australia because it measures how satisfied people are

with their life as a whole across the following domains: standard of living; health; life achievement; personal relationships; personal safety; community-connectedness; and future security. We delivered the pilot across PHaMs, with data being collected by program managers and caseworkers.

Outcomes

After eight months, Mission Australia saw significant improvements in wellbeing for PHaMs clients, including standard of living; future security and health.

It indicated that a strengths-based, holistic service model like PHaMs is effective in supporting clients to achieve independence.

As Mission Australia continues to implement impact measurement to other services, we will be able to see how we best assist clients on their journey to independence and continuously improve our practice. This pilot will inform our service design and performance as we work towards our goal to reduce homelessness and strengthen communities across Australia.

* International Wellbeing Group (2013). Personal Wellbeing Index: 5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University (<http://www.deakin.edu.au/research/acqol/instruments/wellbeing-index/index.php>)

Our work in focus

Mission Australia works across six key focus areas to help Australians in need as they journey towards independence. This includes homelessness and social housing; families and children; youth; mental wellbeing and disability support; alcohol, drugs and other dependencies; and employment, skills and disability.

Here is a snapshot of our work over the past year...



Providing a safe haven

We offer a range of specialist accommodation and support services, as well as a mix of social and affordable housing that directly assist people and families who are homeless or at risk of homelessness.

Missionbeat Outreach Service

Last year, Westpac contributed a significant \$1.305 million over 3 years so that we could establish a street-based outreach service in Sydney. Our mobile office provides the intensive support that people need to secure permanent housing when they are first engaged on the streets. This includes intensive case management so that people are what we term 'housing ready'. We help them to complete all relevant paperwork for their housing application and make sure they are receiving the correct income supports. Once housed, we link people to services such as drug and alcohol counselling; psychological and mental health services; education; employment; and life skills. Thanks to Westpac, this service model has been life-changing. **From November 2014 to June 2015, Missionbeat Outreach assisted 107 clients.**

During the terrible storms that battered Sydney in April, our Missionbeat drivers

were part of a team that staffed a homeless emergency relief centre, working around the clock to transport rough sleepers to an emergency evacuation point. Here people were able to take refuge from the storm, take a shower, dry their clothes and have something to eat or drink. On arrival, people were triaged through Housing NSW and transported by Missionbeat to temporary accommodation, where the Missionbeat Outreach Team worked to make sure they were housing ready. During this time, we assisted 61 people and 45 took up temporary accommodation.

“What is really pleasing is that out of this terrible storm, 25 people are now permanently housed. This is a fantastic outcome and something we work very hard to achieve.”

Shane Sturgiss, Program Manager

Fairfax House

For many families across Australia, a lack of affordable housing, jobs and access to education has led to increased financial hardship and homelessness.

Homelessness can severely impact on a family's physical and mental health, safety, education, employment opportunities and life outcomes. They also experience poor nutrition, isolation and relationship

difficulties. Living in bad housing or temporary accommodation can be detrimental to children's education, self-confidence and ability to deal with life changes and challenges.

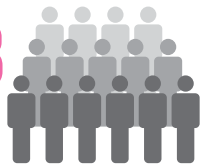
Thanks to a generous donation by the Vincent Fairfax Family Foundation in 2005, Fairfax House in Sydney's western suburbs provides accommodation, support, care and counselling to vulnerable families who would otherwise be homeless, helping them to build better futures.

Fairfax House works closely with each family to secure permanent housing. We encourage love, care and stability within the family unit and provide a safe environment where families can flourish. On average Fairfax House provides shelter, care and support to 40 families at risk of homelessness each year.

Homelessness is one of the most potent examples of disadvantage in the community, and one of the most important markers of social exclusion.¹

Homelessness snapshot:

47,483
people assisted²



128
Homelessness services²



17,845
Children under 12 who are homeless on any given night³



1. ABS, 2012, Transmission of intergenerational disadvantage; 2. includes Housing; 3. ABS Census of Housing and Population, 2011.



Intervening early to prevent homelessness

When we first met Tara* at our Parents Staying Connected Program at Chigwell House located in the Glenorchy City area of north-east Hobart, she was struggling to raise her young family.

Living in dark, overcrowded conditions with no space for her children to play, no parks nearby and few local amenities, had left Tara feeling stressed and lonely. Soon afterwards, the family learned that their tenancy was unexpectedly coming to an end leaving them at high risk of homelessness.

Chigwell House serves as a neighbourhood hub, offering a range of community programs and accommodation to support vulnerable families. A dedicated case worker

helped the family to complete applications for public housing and bond assistance, and worked closely with Tara to improve her parenting skills and help her connect with other mums in the local community. We took a 'whole family' approach to ensure that everyone's needs were being met. The family have maintained their tenancy and have built strong friendships in their community. Tara remains a valued member of our Parents Staying Connected Program and takes an active role in welcoming new families to the group.

“My family would probably be homeless without Mission Australia's support. Now our future is bright.”

* Name has been changed to protect the privacy of the person we helped

“I can see that people are ready for change and that they are ready to stand together as one.”
Local Clarendon Vale & Rokeby resident



Q&A with General Manager, Housing: Chris Bratchford



Q: Why does Mission Australia Housing exist?
The lack of affordable housing in

Australia, particularly for people on a low income, is a key risk factor for homelessness. Mission Australia Housing was set up in 2009 to help fill this shortfall. We currently own or manage more than 2,000 properties and housed 3,283 people this year. We know from experience that the first step in reducing homelessness is to help people secure safe, stable and affordable homes.

Q: What is a safe, stable and affordable home?
A safe, stable and affordable home is more than just a place to live. It offers people a sense of belonging and opportunities to fulfil their potential in life.

Q: What do you mean by opportunity?
Opportunity means access to many of the things that most Australians take for granted: education and training; employment; recreational facilities; infrastructure, community services and links to public transport. It means living in a safe community with communal areas

for people to come together to play, socialise or exercise. It means having positive role models for children and access to the networks that help them build resilience and aspiration. Above all, it means giving people a chance to participate and have a say in their future.

Q: How do we create more affordable housing?
We can create more housing through government incentives to encourage private and institutional investment, carefully managing the location and mix of housing stock, as well as streamlining the planning process with local government.

Strengthening communities: Clarendon Vale & Rokeby

“How do we strengthen a community? We listen and we commit for the long term.” Amy Hayashi, Manager Development and New Business, Mission Australia Housing

Housing took over the management of 500 social homes in the suburbs of Clarendon Vale and Rokeby in Hobart, Tasmania. Through intensive research and community engagement, we learnt what it’s like for residents living here and also, what their hopes and dreams are for the future of their community.

Mission Australia Housing is committed to delivering efficient tenancy and property management for Housing Tasmania, but our long-term goal is to enable community members to work together to transform their community and foster a sense of pride, wellbeing and belonging.

From the outset, it was clear that we would need to work together to address social and economic issues, but what the community wanted above all was to address the negative stigma associated with living here. In collaboration with local residents, we developed The Clarence Plains Master Plan. This long-term plan for change incorporates new homes, improved roads and amenities, but it also focuses on projects to achieve economic, educative, environmental and physical change. These include:

Seed to plate program
We plan to establish community gardens so the community can grow their own fruit, vegetables and herbs. Not only will this bring people together and raise awareness about health and nutrition, it could grow into economic opportunity with the community selling their produce to local businesses.

Improving safety
Our aim is to improve safety both inside and outside the home. We will work in partnership with the community, government and business sectors to provide new lighting and better footpaths, as well as exploring options for a trail bike facility for local youth.

Upgrading local homes
In partnership with Lake Maintenance, we have designed and delivered a new way of managing repair and maintenance of our social homes. Not only are tenants satisfied, but we have successfully upgraded 157 homes on budget, with 104 of these receiving a new heating system, which is vital in chilly Tasmania. As a result, we’ve received funding for a business mentoring consultant for the local Men’s Shed, which we hope will lead to business opportunities.

Housing snapshot:

3,283
people



1,833
properties



Strengthening families & children

Through our services, we help families to raise happy, healthy and resilient children.

The MAC Kingswood

Since it opened in 2012, the Mission Australia Centre (MAC) Kingswood has become a real community hub, offering a wide range of wrap-around services that address local priorities. This includes a family day care, playgroups, family support services, parenting and life skills programs, accommodation for families, a juvenile justice service, literacy programs and support for unemployed people to start their own business.

Some of the most vulnerable families are also the hardest to reach. Staff here adapt to what works best for local families, providing flexible and accessible support through outreach services, meeting people in their homes, schools, at playgroups or local parks.

We offer a wide variety of parenting programs to help parents better understand their child's needs and behaviour and to give them the skills to cope with whatever life throws at them. We know that by supporting parents and pre-schoolers in the early

years, there is more chance to get it right. Some parents are young and vulnerable or isolated and without a support network. Our staff work with them, helping them to nurture strong relationships with their children and to build strong community connections. Our focus is always on acting early before problems become entrenched.

Rooby the Reading Kangaroo

We know that if young children establish a love of books early in their lives, it can improve their school performance, self-esteem and life chances. Delivered through the MAC Kingswood, Paint Penrith REaD encourages local families and caregivers to share words, stories and books with their children every day. Rooby the Reading Kangaroo, the program's much-loved mascot, pops up at local shopping centres, parks, libraries and preschools, and even has her own slot on the local radio station to promote reading. As part of the 2015 National Simultaneous Story Time, Rooby had her own reading tent, where local children were thrilled to come together to read this year's book, *The Brothers Quibble* at the same time as thousands of other children across the country.

“MAC Kingswood is a warm and welcoming place for local families, connecting people with the services they need, and helping them to build strong, local connections.”

Julie Jasprizza-Laus, Area Manager

Families & children snapshot:



* includes Early Learning



Cooking together at Chigwell House

“We love running our weekly cooking classes for local parents and their children. Everyone has so much fun. It’s a great way of bringing families together and giving them the skills to be self-sufficient in the kitchen. We talk about shopping on a budget, food preparation and

of course, making healthy choices. The best thing of all is sitting down together and enjoying the food!”

Jenny Reynolds, Program Manager Parents Staying Connected and Integrated Family Support Service



Christmas Lunch in the Park, Perth

“My experience was an overwhelming feeling of joy, being a part of the large group of volunteers in providing a happy and fun day for our guests.” Volunteer

Our Christmas Lunch in the Park is an annual community event in Perth, catering for more than 2,200 people from different walks of life, particularly those who are isolated, disadvantaged or experiencing homelessness. We bring people, families and children together on Christmas Day, providing great food, music, face painting and animal farms. Santa also comes with a gift for everyone. Since we began in 1975, we’ve fed,

entertained and given gifts to more than 60,000 people. Our guests come from as far away as Port Headland and Kununurra. We couldn’t run this event without the incredible support of our volunteers who have given up more than 80,000 hours of volunteering since the event began. They too travel from far and wide, including other states, to make Christmas Lunch in the Park such a special day for those who need it most.

“Many guests were so grateful for a hug and a conversation - it was beautiful to see them smile with happiness.” Volunteer

“Through targeted early education and care that includes the whole family, we ensure that every child is given the best opportunity to succeed in life.”

Ben Williams, General Manager Early Learning

Early Learning Services

Mission Australia is one of Australia’s leading not-for-profit providers of early learning services, operating 53 Early Learning Centres throughout Australia.

Research shows that a child’s experience in the early years has a major impact on their future life chances.

We believe every child deserves the best possible start in life, regardless of their background or family circumstances. The focus of our quality early learning programs is to support children to reach their full potential and make a successful transition to school.

New Queensland centre

In April, we opened a new daycare centre near the Enoggera Army base in Queensland. It offers education, care and support for up

to 70 children, with priority given to Australian Defence Force families. Military deployment can be difficult for children, who may experience challenges such as frequent moves, separation from a parent, and worries about the safety of family members when they are posted overseas.

Our dedicated and passionate educators at Enoggera Daycare Centre understand the unique demands that many of our Australian Defence Force families face. They work with the children, helping them to build a network of positive relationships with their peers, parents and significant others in their local community. We also recognise the critical role that parents and carers play in the education of their children. We give them the resources and support they need to provide a happy and stimulating home environment for their children.

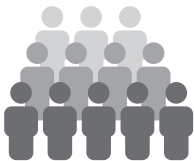
Acting early at Miller

Miller Community Preschool in Sydney offers an inclusive program for up to 40 children each day. This includes places for children with disabilities or developmental delays. Families here have access to a speech pathologist, an occupational therapist and a family support worker.

Twice a week, Miller also offers a preschool group for 10 children diagnosed with Autism Spectrum Disorder. With a high staff to student ratio, the group focuses on developing children’s play, social and communication skills, providing invaluable support to families.

Early Learning snapshot:

7,044
children



53
centres across
Australia



“We seek to help vulnerable young people get the best possible start to their adult lives so they can fulfil their potential and take on opportunities.”

James Toomey, Executive Service Delivery



Supporting young people

We engage, equip and inspire young people so that they have a sense of purpose and belonging, regardless of their background or circumstances.

A flexible new learning hub

Mission Australia currently works with around 400 young people and their families across South Australia. In May, the State Minister of Education and Child Development, Susan Close, opened our new learning centre in St Marys, south of Adelaide.

It offers a safe learning environment for disengaged high school students.

Qualified youth workers are on hand to give these young people the individual support they need to succeed. The learning programs here focus on literacy and numeracy, but are activity-based.

There's a kitchen for aspiring chefs and a training workshop for would-be mechanics. This ensures a smoother transition into further education, training and employment.

By offering flexible, tailored support, we can help vulnerable young people stay connected with their education, all of which builds their skills and confidence leading to stronger opportunity.

YARS wins child safety award

We were delighted that the Youth At Risk Strategy (YARS) won the 2015 WA Child Safety Government Award. Targeting vulnerable young people in high risk precincts in Perth, YARS helps to prevent or minimise harm caused through compromising behaviours and situations, particularly those related to alcohol and drugs.

Led by our Youthbeat program, the YARS team patrols high risk areas, identifying and helping young people aged 16 years and under, who are vulnerable or at risk of homelessness, connecting them to intervention services.

This year, the YARS team has helped many young people to stay safe at night and receive ongoing support from our case management team.

Youth snapshot:

16,485
people assisted



72 services supporting young people



23.2%
proportion of youth who say that drugs & alcohol are an important issue facing Australia today¹



1. Mission Australia Youth Survey 2014

CYI – overcoming isolation through creativity

Braiden* had been experiencing severe mental health issues when his community mental health worker referred him to the Creative Youth Initiative's Sound of the Streets music program based at The MAC in Sydney.

He'd been forced to abandon his dreams of going to university and was socially isolated and lonely. At first, Braiden lacked the confidence to pick up his guitar, but meeting other creative young people who had also experienced trauma or disadvantage, gave him the confidence to open up and share his story. Soon he was writing and recording his own songs. By the end of the program, Braiden's mental health had improved

dramatically – to the point that he enrolled at TAFE to study music and found work at a local café. He now plans to reapply to university and is saving up to go travelling.

“The best thing about this job is seeing the young people's journeys and seeing them grow in confidence. It is inspiring at the end of each semester to see these young people tap into their new found strength and let their true selves shine through.”
Jo Mahoney, Student Support Coordinator

* Name has been changed to protect the privacy of the person we helped

Improving mental health & wellbeing

We provide holistic support to people living with mental illness, helping them and their families on the road to recovery.

Partners in Recovery

Operating in New South Wales, the Northern Territory and Western Australia, the Partners in Recovery program supports people with severe and persistent mental illness and complex needs. The focus is on personal recovery, linking these people with services and programs to improve their quality of life, restore optimism and build independence.

Experiencing mental illness can be challenging for both the individual concerned and the people close to them. We view people with mental illness as experts on their own lives.

We know from experience that with appropriate support services for them and their family and carers, they can lead a positive and fulfilling life.

We work in partnership with other local services to provide clinical support, social connection, employment, financial support and accommodation assistance.

HASI Plus – strengths-based recovery

"I always judge a residential service by asking myself if I'd let my own family stay. The answer here is yes, absolutely!"

James Toomey, Executive Service Delivery

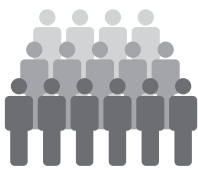
The Housing and Accommodation Support Initiative Plus (HASI Plus) in Sydney's Chatswood is an innovative program that provides round-the-clock residential care and support for people living with severe mental illness.

Run in partnership with New Horizons and Northern Sydney Local Health, HASI Plus is aimed at people who have previously bounced in and out of prison or mental health hospitals because the high level of care they need to live in the community was not available.

It offers people with a serious mental illness the best chance of recovery, by supporting them in a stable, community-based environment close to their family and friends. It helps them to build and maintain social relationships, improve their physical health and change their lives for the better.

Mental health snapshot:

4,021
people assisted
in specific mental
health services



34
specific mental



Nearly half the Australian population aged between 16-85 years will experience a mental disorder at some point in their lifetime – that's 45.5% of all Australians.¹

Roma House – tackling homelessness & mental illness

"Being homeless puts people with mental illness at risk of victimisation and exposure to injury. Safe, long-term, stable housing affords people protection and can provide a platform for addressing mental illness." Travis Radunz, Program Manager, Roma House

Roma House in Brisbane provides residential care and intensive, integrated support for 31 long-term homeless people. Many of these people suffer from mental illness, exacerbated by the trauma of sleeping rough. 36-year old Simon* has been living on the streets of Brisbane for a long time. With a history of treatment-resistant schizophrenia and substance misuse, Simon suffers auditory hallucinations, which he says are the voices

of the paedophiles who molested him when he was young. In the past 12 months alone, Simon has been stabbed twice and had his throat cut. He gets most of his food from food vans or a local fast food restaurant, getting a cup out of the bin and using their unlimited refill option for soft drinks. The week before Simon arrived at Roma House, he'd pulled out 4 of his own teeth. There's no easy fix for people like Simon. This is his fourth stay at Roma House, but we are in it for the long haul. Simon feels safe and supported here. We are working with him to manage his symptoms and help him find stable accommodation away from the streets.

*Name has been changed to protect the privacy of the person we helped

1. ABS National Survey of Mental Health and Wellbeing 2007

Overcoming alcohol, drugs & other dependencies

Addiction affects people from all walks of life. Our services include residential treatment facilities, community-based support programs and counselling.

DAYS – supporting young people

DAYS is a unique, residential, rehabilitation drug and alcohol program based in Perth. It offers intensive, round-the-clock support to young people aged 12 to 21 years. With 1 in 8 Australians aged between 16 and 24 years living with a substance-use problem¹, their services are in high demand.

Addiction ravages physical and mental health, as well as family relationships. Young people often arrive here with a combination of skin sores, poor hygiene, oral decay and weight loss.

DAYS provides intensive counselling to help these young people overcome their addiction and restore their health and wellbeing. This includes tackling underlying mental health issues such as anxiety or stress, and helping to rebuild family relationships.

The program combines education, recreation, exercise and independent living skills. We tailor our support to individual need, referring each person to appropriate support services that can help in their recovery.

“DAYS taught me how much better life can be without the pressure of an addiction to feed. Now I’m in control, not drugs, and it’s thanks to everyone at DAYS who helped me and believed in me.” Daniel, former client

Triple Care Farm: 25 years

One of Australia’s most successful residential treatment programs for young people affected by substance addiction and mental illness, Triple Care Farm celebrated a life-changing 25 years in December.

Triple Care Farm has supported an incredible 1,316 young people from 1999 to 30 June this year.

Partially funded by the Sir David Martin Foundation, Triple Care Farm supported 164 young people, 96 on the residential program and 68 in their local community in 2014. There was a noticeable increase in those seeking treatment for methamphetamine or ice. Almost 1 in 3 young people

presented with recent experiences of psychosis, or other psychotic illness so there was a particular focus on re-establishing and maintaining their mental wellbeing and stability.

Over a third of young people attending Triple Care Farm in 2014, reported a history of homelessness. After graduation, 99% of young people were in stable accommodation, with a significant number gaining training accreditations and employment.

“My drug use has been putting me in dangerous situations. I deserve a better life. I want to respect myself, respect my body, and contribute to society.”
John* 2014 Student

Triple Care Farm – Carly’s last hope

When 20-year old Carly* arrived at Triple Care Farm, she was at rock bottom. With a history of self-harm and suicidal thoughts, Carly was at risk of homelessness.

Her relationship with her family was turbulent and she had turned to alcohol and then ice to numb her pain. At first Carly found the program tough, but as the weeks went on she became committed to her recovery. Discovering she had a green thumb was a real turning point for Carly. She loved the farming and landscaping program so much that her confidence and self-esteem blossomed. Carly is now living in independent accommodation. She has reconnected with her loved ones, including her mother from whom she had been estranged. She’s also turned her love of the outdoors into a career, working full-time driving tractors, tending to fruit trees and assisting with property maintenance. She’s never felt happier.

* Name has been changed to protect the privacy of the people we help

Alcohol, drugs & other dependencies snapshot:





Offering employment, skills & disability services

We deliver a range of government-funded employment programs, with a particular focus on helping vulnerable job seekers find meaningful employment.

Disability services

Mission Australia was successful in the Australian Government's Disability Employment Services-Disability Management Service Tender 2015 - 18. Across New South Wales, the Northern Territory, Queensland, Victoria and Tasmania, our highly-trained staff assist job seekers with a disability, injury or health condition.

This includes support with training and work experience, assistance with resumés, advice on how to prepare and dress for interviews, and access to our computer facilities and interpreters. We also provide employers with information on wage subsidies, government incentives and financial assistance to cover costs, such as modifying the workplace.

Our joint venture

Mission Australia formed a joint venture called Mission Providence to tender for and deliver the Australian Government's Employment Services Contract 2015-20. After 17 years as one of the largest employment service providers in the country, Mission Australia ceased to deliver Job Services Australia as of 30 June.

Mission Providence draws on the respective strengths of the two organisations: Mission Australia's long-term experience in the Australian employment services field, together with the industry-leading processes, systems and performance management of Ingeus Australasia Pty Ltd, which is wholly owned by Providence Service Corporation.

Mission Australia will work with Mission Providence as a partner of choice, matching our clients with the employment services offered by Mission Providence or other suitable employment services organisations where necessary.

Employment snapshot:

126,886
people assisted
by employment
& skills services



217
employment &
skills services



56
specific disability



* includes Disability Employment Services

IYCP – changing young lives in Alice Springs

I found out about the Indigenous Youth Career Pathways (IYCP) program through my career adviser at school. It's a great program because it gives Aboriginal and Torres Strait Islander students a head start in their careers through school-based apprenticeships and traineeships.

At the time, I was finding it difficult to cope in mainstream school. I'd lost interest in learning. I started missing classes and hanging out with my friends. I failed one of my subjects and felt like I was going downhill. IYCP was

a turning point for me. It motivated me to attend school and I really wanted to do well, particularly when I found out I could do paid work and still attend school part-time.

My IYCP mentor helped me to get a traineeship position with Mission Australia and to set some goals. With the support of my mentor, my workmates and my family, I've just finished Year 12 and Mission Australia has offered me a full-time administration position. My future goal is to study law.

Courtney, IYCP program participant



Looking ahead

In 2015-16, our focus will be on accelerating our progress towards our strategic directions. Some of the projects that are taking place this year include:

Homelessness Policy

We will release our Homelessness Policy, outlining our plans to halve homelessness by 2025.

Social return on investment report

We will release a social return on investment report into our Triple Care Farm program to highlight the difference Triple Care Farm makes to young participants and the cost savings it delivers to the Australian Government.

Benjamin Short Grove

We will construct a purpose-built, high quality aged-care facility in the Orange and Cabonne area. Benjamin Short Grove will provide 24-hour residential aged care and support for up to 60 local vulnerable men and women who are homeless, at risk of homelessness or financially or socially disadvantaged. Benjamin Short Grove will create approximately 40 jobs for local people.

Ice detox facility

At a time when the community is grappling with an increase in ice addiction, Mission Australia has plans to build a 10-bed, holistic medical Detox Centre at Triple Care Farm, with funds from the Sir David Martin Foundation. The state-of-the-art facility will cater for up to 100 young people

each year, helping them to recover from the horrors of ice addiction.

Strengthening Communities Pilot

Our Strengthening Communities Pilot in Burnie, Tasmania will continue to build local community capability and capacity by aligning activity and outcomes in four areas: service delivery; community development; partnership between providers; and impact measurement.

The aim is to improve the understanding of how the service system and community can better influence the issues contributing to intergenerational disadvantage, and use existing resources to actively participate in creating stronger families and ultimately, a stronger community.

Strategic directions

Last year, we set ourselves an ambitious goal to reduce homelessness and strengthen communities across Australia.

This year, our six strategic priorities will continue to guide us as we stand together with Australians in need as they journey towards independence.



1

Generating support

An inspiring and well-known organisation that people engage with and support



2

Advocacy

Mission Australia will effect social change by being a courageous voice and advocate for people in need



3

Client focus

Client-informed services that achieve positive outcomes with individuals and communities



4

Church engagement

Provide opportunities for Christian communities to put their faith into action



5

Culture

A values-driven performance culture that enables our people to perform



6

Sustainability

A financially sustainable and efficient organisation



Research, advocacy & media

Research and advocacy is one of the key ways that we are working towards our strategic priority to be a courageous voice and advocate for people in need.

Our research and evidence-based practice enables Mission Australia to be innovative, responsive and relevant, but it also informs our advocacy on behalf of the clients and communities we serve.

Our policy, advocacy, research and evaluation are aligned with our goal to reduce homelessness and strengthen communities across Australia. They are supported by a national and regional media strategy to give a strong voice to Australians in need.

Key highlights in 2014-15:

- Strong advocacy led to Australian Government's 2-year extension to the National Partnership Agreement on Homelessness
- Worked closely with the New South Wales Government on social housing reform to address critical supply shortage
- Worked with Australian Government to secure changes to the 2014 Budget measures, welcomed support programs in the 2015 Budget for vulnerable young people, continued to advocate strongly for disadvantaged young job seekers
- Launched 2014 Mission Australia Youth Survey at Parliament House with Laura John, Youth Ambassador to the United Nations, and Wyatt Roy, Federal Member for Longman and youngest person ever to be elected to an Australian parliament
- Released our Client Impact Study (see page 19 for results)
- Released Cost of Youth Homelessness Report, a joint research project with Swinburne University, University of Western Australia, Charles Sturt University, The Salvation Army and Anglicare
- Submission to National Ice Taskforce
- Submission to Queensland Domestic Violence Taskforce
- Launched Voices of the Vulnerable Report, with insights from young people who use our services
- Presented results of 2013 Mission Australia Youth Survey at Long-term Unemployment Conference
- Provided feedback and recommendations on Productivity Commission's Draft Report on Childcare and Early Childhood Learning
- Submission to the McClure Welfare Review, headed by former Mission Australia CEO, Patrick McClure

Youth Survey insights

 **8 in 10** felt that achieving career success and being financially independent were highly important

of these young people, **only 6 in 10** felt that these aspirations were likely to be achievable

 **7 in 10** felt that owning their own home was highly important

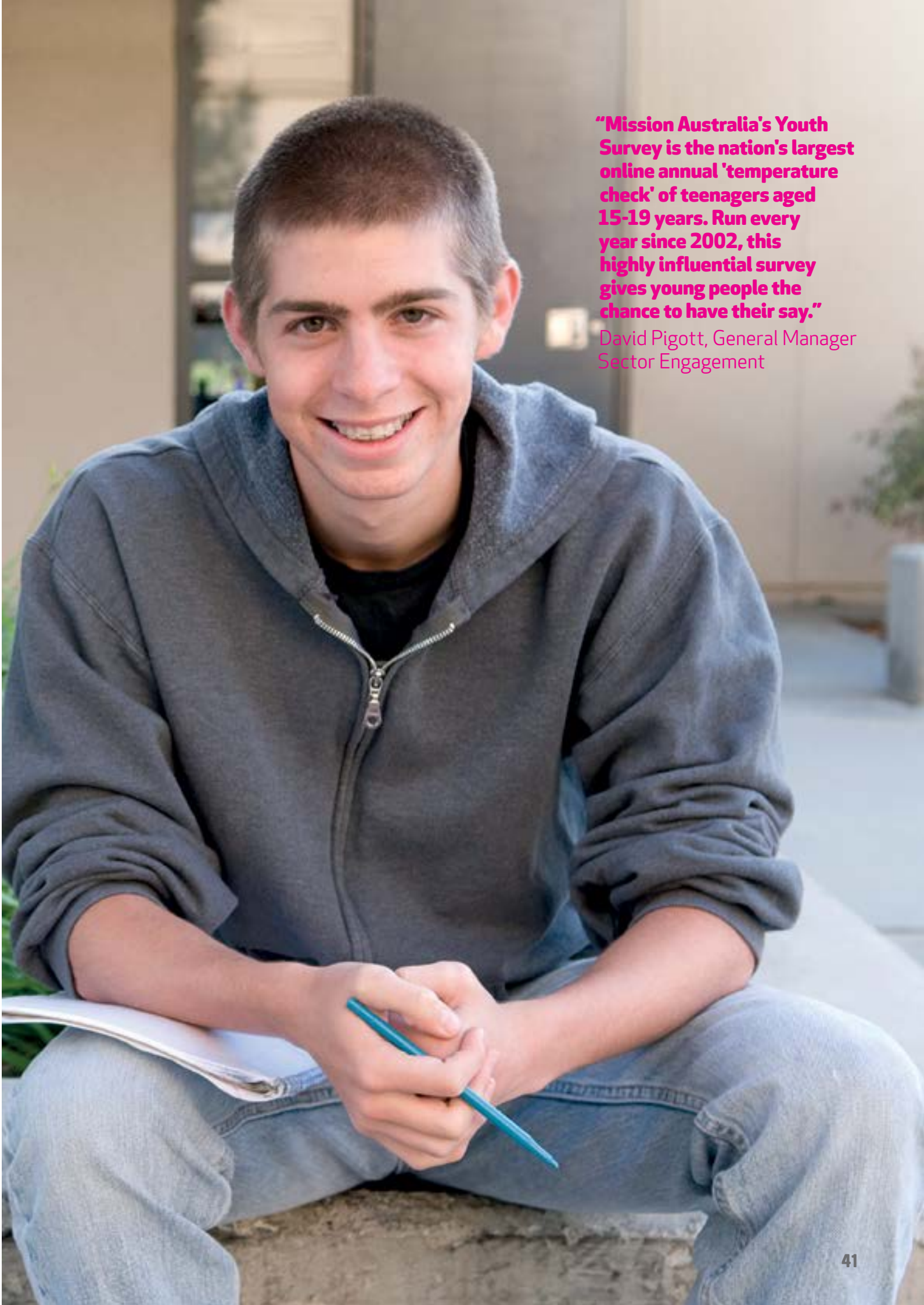
of these young people, **7 in 10** felt that home ownership was achievable

 **Education** was felt to be the number one influence on young people's future career prospects, followed by hard work

only **54.4%** of males plan to go to university compared with 71.9% of females 

"Mission Australia's Youth Survey is the nation's largest online annual 'temperature check' of teenagers aged 15-19 years. Run every year since 2002, this highly influential survey gives young people the chance to have their say."

David Pigott, General Manager
Sector Engagement



Recognising our supporters



It is inspiring to see growth in the financial support Mission Australia has received this year from our passionate supporters, particularly at a time when many not-for-profits are facing strong headwinds.

We are extremely grateful for the solid, cooperative relationships that we enjoy with our supporters who continued to generously support our work throughout the year.

Many of our supporters made a regular monthly gift; supported us through workplace giving; donated to our appeals; or invested in the future of our services through substantial gifts. This included sponsorship, capital donations, major gifts and bequests.

Collaboration

Our work is underpinned by partnership and collaboration, not just in our services delivery, but also in our business modelling,

development and funding. We are always looking for partnerships with corporates, organisations and individuals who share our values and want to support our work.

We would like to thank our partners whose strategic investment of vital funds, resources, skills, knowledge and networks help us create lasting change where it is needed most. I trust that these partners will inspire their employees, stakeholders, relationships, friends and other like-minded individuals and organisations to support us.

A special bequest

We'd like to recognise one very special gift that we received this year. The late Myrtle Cusack left Mission Australia a bequest of \$1.235 million. Ms Cusack's wish was that we use the money to help children who are homeless or at risk of homelessness through services such as Chigwell House, Parents Staying Connected and Fairfax House. By leaving a legacy in her Will to Mission Australia, Ms Cusack has allowed us to invest in long-term programs that will transform lives.

A renewed focus

There is a renewed focus on Mission Australia's core services and programs, as well as a fresh vision and portfolio strategy in the marketing and fundraising team.

We look forward to driving new long-term, mutually beneficial partnerships and growing our supporter base, particularly through our Regular Giving program.

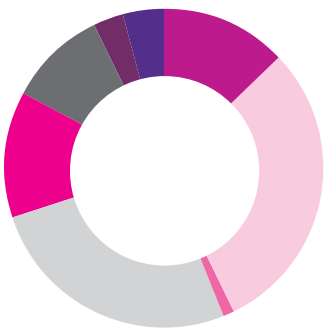
With your support, we are confident that we can meet the growing demand for our programs and services, and assist more Australians in need on their journey to independence.

Thank you for your support. By standing together with Mission Australia and helping to fund our services and programs across Australia, you really are making a difference.

Elvira Lodewick
General Manager
Fundraising and Marketing

total funds raised*

- appeals 13%
- regular giving 30%
- community fundraising 1%
- bequests 26%
- corporate fundraising (inc. corporate trusts and foundations) 13%
- major gifts (inc. private trusts and foundations) 10%
- other 3%
- capital 4%



* Mission Australia Group

Words from our supporters

“Westpac is proud to partner with Mission Australia. Westpac and Mission Australia have upheld one of the longest standing corporate, community partnerships in Australian history stretching over 150 years. This partnership is based on trust and mutual understanding. It is Westpac’s privilege to work alongside Mission Australia, sharing knowledge and expertise, to address some of the most pressing social issues that confront Australians in need today.”

Andrew McDonald, General Manager, Corporate & Institutional Banking, Westpac Institutional Bank

“I was homeless and had been sleeping on the streets for a while before I was referred to the Mission Australia Centre in Sydney. When I took my first shower there, the water felt like needles pricking my skin. It literally took three showers to remove all the dirt. I hadn’t eaten properly for so long that my body rejected the first meal I tried to eat. Mission Australia helped me turn my life around. It’s my turn to give back now.”

John Bushell, former client and Benefactor

“I am a passionate supporter of Mission Australia’s Grandparents Raising Grandchildren Program. Some grandparents say it’s as if their whole world has been turned upside down when they become the primary carer of their grandchildren. Often it isn’t even a choice, but a result of a family crisis. Mission Australia offers incredible care and support to these grandparents and their grandchildren, but this program relies entirely on the generosity of people who donate. I would love to see this program continue and grow so that more vulnerable families can benefit.”

Ruth Armytage AM, Major Donor

Thank you

Our sincere thanks to all our supporters and funders who have made it possible for us to continue to stand together with Australians in need.

Major donors, trusts and foundations and corporate partners

Accenture Australia Foundation
A.H. Beard
Alberts
Australian Youth & Health Foundation
Barrie Barton
Bayer Australia Ltd
Bell Charitable Fund
BJLR Foundation
Church Communities Australia
Coca Cola Amatil Ltd
Collier Charitable Fund
Count Charitable Foundation
David Bennett
David Davies
Elaine McKinnon
Elizabeth Gilbert
Foundation of Graduates in Early Childhood Studies
Friends In Giving Society
Garry Tieck, Gwynvill Group
Gilbert & Patricia Wheaton
Graham & Glyn O'Neill
Graham Painton
Hilary Cameron
Hindmarsh
Hunt & Hunt
Insurance Australia Group
Joan Barnett
Kerry Harmanis
Key Foundation Ltd
King & Wood Mallesons
Lander & Rogers
Liangrove Foundation
Linda English
Link Market Services
Lotterywest
Macquarie Group Foundation
Maple-Brown Family Charitable Foundation Ltd
MinterEllison
McCusker Foundation
Nick & Caroline Minogue
Orix Australia Corporation Limited
Paul Griffin Charitable Trust
Peter Eichhorn
Premier of WA
PricewaterhouseCoopers Foundation Pty Ltd (PwC)
Property Industry Foundation
Rachel Fitzhardinge
Reuben Pelerman Benevolent Foundation
Robert Albert
Robert Gillespie
Rosalie Keirle
Rosemary Rajola
Ross & Carol Culey
Royal Bank of Canada
Ruth Armytage AM
Skipper-Jacobs Charitable Trust
Suncorp
Technology One
The Eric & Elizabeth Gross Foundation
The Estate of Mary Kemp Dalmás
The Fogarty Foundation
The Marian & E H Flack Trust
The National Motor Vehicle Theft Reduction Council

The Stan Perron Charitable Foundation Ltd
The Tenix Foundation
Vernon Foundation
Vesture
Walter Campbell Memorial Trust
Woodend Pty Ltd

Bequests received in 2014/15

Anderson, Anne Therese
Baker, Robert Keith
Bradley, Peter John
Cameron, Thelma May
Cassidy, William Trevor
Chater, Eric Thomas
Cusack, Myrtle Alice
Dowdle, Daphne Margaret
Ducrou, Pearl May
Edwards, Marjory Norman
Field, Jacqueline Heather
Foley, John Patrick
Franklyn, Marie
Gaden, Cynthia & Patricia
Gibbins, Dorothy Elaine
Greening, Dorothy Grace
Greig, Elsie Margaret
Harsanyi, Allyne Yvonne
Hill, Jean Mary
Imhof, Irwin
James, Betty Grace
Johnson, Lily Edna
Jurd, Ruth
Keir, Alice Jean
Kennedy, William Rider
Lambton, Estelle Olive
Lane, Dennis Eric
Langford, Eileen Clare
Lea, Norma Joyce
Lynam, Jocelyn Ann
Macaulay, Wendy
Mcintosh, Dorothy Ivy
Mead, Mercia Lily
Mitchell, Frank Edward
Mitchell, Muriel Ray
Nicholson, Alfred Edward
Ogg, Valerie Amy Emily
Ott, Gersen Line Adriane
Paine, Walter Raymond
Partridge, John Alberta
Reilly, Brian
Richmond, Alison Gwendoline
Samuel, James
Savage, Dorothy Winifred
Savage, Greta Catharine
Sevier, Alan Richard
Skinner, Margaret Hannah
Smart, Rex Foster
Somerville, Lorna Gladys
Sturrock, Robert Bolton
Underwood, Kevin Charles
Walker, Hilda Mary
Whiteside, Moira Kathleen
Williamson, George Edward
Wilmot, Sylvia Regina
Wilson, Jennie Veronica
Zammit, Ian Victor

Government partners

Australian Government
Department of Social Services
Department of Education & Training
Department of Employment
Department of Health
Department of Prime Minister and Cabinet
Department of Defence
Attorney General's Department
National Disability Insurance Agency

New South Wales
Department of Family and Community Services
Ministry of Health
Department of Justice
Office of Liquor, Gaming and Racing
Department of Education
Wingecarribee Shire Council
Shoalhaven City Council
Canterbury City Council

Northern Territory
Department of Health
Department of Correctional Services
Department of Housing

Queensland
Department of Communities, Child Safety and Disability Services
Department of Housing and Public Works
Department of Justice and Attorney General
Department of Edzucation and Training
Queensland Health

South Australia
SA Health
Department for Communities and Social Inclusion
Department of State Development
Department of Education and Child Development

Tasmania
Department of Health and Human Services
Centacare Tasmania

Victoria
Department of Health and Human Services
Department of Education and Early Childhood Development
Centre for Adult Education
Yarra City Council

Western Australia
Mental Health Commission
Department for Child Protection and Family Support
Western Australia Police
Department of Housing
Lotterywest
Drug & Alcohol Office

Our major partners



Dunn Family Trust Fund

Grant Dempsey



Heather and Bill Webster

John Barnes Foundation Limited

Lyn Storey Foundation



The Abbott Foundation

The Profield Foundation



Celebrating our people

“Mission Australia has a rich history, engaged staff, a clear strategy and a strong commitment to our values. This year we focused on ensuring we have the right mix of skills and capabilities across the organisation, building a culture of collaboration and agility so that together we can achieve the best possible outcomes for Australians in need.” Mark Newton, Executive - Shared Services

Mission Australia has a talented and committed team of 2,981 staff and 3,450 volunteers, including our Board. We work together across the country, harnessing our skills, experience and dedication to achieve our goal of reducing homelessness and strengthening communities.

Wherever we are based in Australia and whatever we do, we have one thing in common: a determination to transform the lives of Australians in need.

Key highlights this year include:

- Our Staff Engagement Survey showed very positive results with an overall engagement score of 82%
- Clearly defined organisation roles and accountabilities to ensure our operating model best supports our strategy
- Investment in Leadership Development across the organisation
- Relaunching and training our people in our Code of Conduct to guide them in their day-to-day decision making

- We continue to make significant impact on the safety culture at Mission Australia as we increase personal ownership of safety from the Executive team down

“We are clearly building momentum as we continue to change the culture at Mission Australia and build a great place to work.”

Mark Newton,
Executive – Shared Services

1,450

Attended building a great place to work training



282

attended leadership development programs



Our focus on Domestic and Family Violence

Since January 2015, approximately 2 women have been killed by a current or former partner each week.

Mission Australia is committed to providing a safe work environment by supporting our staff to know how to recognise and respond to domestic violence and how to access specialist support services.

We are equally committed to providing the highest standard of support for people who are affected by domestic violence, which includes homelessness.



I stand for...

This year, we asked our people a simple question: what do you stand for? We used their responses to inform a series of videos that showed just how passionate they are about making a difference.

The videos appeared on our website, intranet and social media channels.

“I stand for the right of the aged to have a voice and a dignified and respectful end of life, no matter what circumstances or background they came from.”

Jill Bicknell, Aged Care Leader, Sydney

“I stand for equality and respect for all.”

Laura Jane Gregory, Integrated Family & Domestic Violence Worker, Pilbara

“I stand for giving people with disability an ‘ordinary’ life.”

Colleen Hooper, National Disability Coordination Officer, Hobart

“I stand for making the most of the opportunities that life presents.”

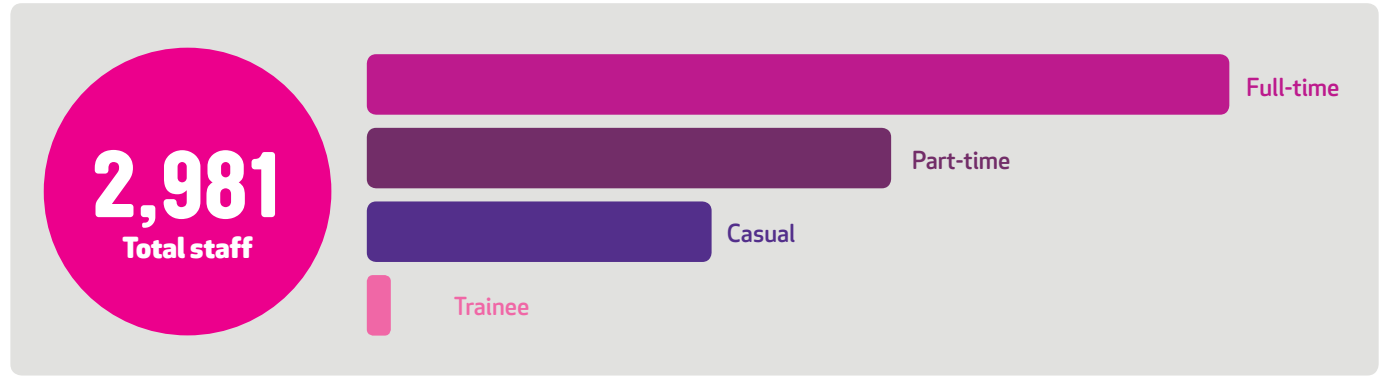
Cameron Burgess, Manager, Strengthening Communities, Melbourne

“I stand for helping people who are struggling with circumstances in their life and have exhausted their capacity to manage.”

Mark Todman, Case Worker, Cairns

“I stand for all Australians having someone to listen to their story and walk alongside them when times are tough.”

Aimee Smith, Program Manager, Loxton



Thanking our volunteers

We are proud of the contributions that our volunteers make to Mission Australia’s work with Australians in need. They generously donate their time, energy and expertise to make a meaningful difference, supporting us to deliver our vital programs and services across Australia.

Investing in our volunteers is important to us. We seek to provide a rewarding volunteer experience by:

- Matching volunteers to roles where their skills and expertise can best be utilised
- Providing them with training and development opportunities
- Connecting volunteers to Mission Australia’s strategic direction
- Celebrating their achievements

Our aim is to engage people, community groups and corporate partners in volunteering opportunities that are mutually beneficial, enhance our work and support our strategic objectives.

Corporate volunteering

We offer our corporate partners a range of team-based volunteering opportunities, including events and activities that have a lasting positive impact for clients and services.

“Volunteering with Mission Australia was fantastic. It made me see the discrimination that some people in our society face every day and question my own attitudes and behaviours.”
Corporate volunteer

Looking to the year ahead, we will be working collaboratively with our corporate partners to develop an innovative skilled volunteering program.

“Volunteers make an incredible difference to our work with Australians in need. Thank you to our volunteers for their commitment, passion and vital contributions to our important work.”

Joe Wright,
National Volunteer Manager

An important part of the team

Alison Foster has been a volunteer counsellor at The MAC in Sydney ever since she did a work placement here as part of her university course.

That was more than 9 years ago. Alison now has a Graduate Diploma in Counselling, an Honours Degree in Psychology and a paid job, yet every Monday morning she still sees up to 3 clients.

“I don’t even think of it as volunteering anymore, but that’s the nice thing about it here. There’s that respect so you just feel like you’re part of the team. It’s a good place. They are very supportive and proactive here. I like the ethos at Mission Australia and how inclusive it is.”

Alison enjoys meeting different people, building a rapport with her clients and watching their progress.

“I think we should all be giving back. There are a lot of people out there with skills. I think a lot more people should be volunteering.”

Volunteering snapshot:

3,450
volunteers



440,000
hours volunteered



150
volunteering
events



Meet our leaders

Led by CEO Catherine Yeomans, our Executive Team has the experience and drive to achieve the most we possibly can for Australians in need on their journey to independence.

Our Executive Team leads the direction of Mission Australia’s work and nurtures the daily commitment and values of our people. Each executive leads a section of the organisation, with responsibility for managers and staff across Australia who support them in their role.

Catherine Yeomans LLB, MAICD
Chief Executive Officer

Catherine has brought strong leadership and strategic oversight to Mission Australia since she was appointed as CEO in March 2014. She is values-driven, has a ‘hands on’ management style and is committed to bringing best practice to the not-for-profit sector. Prior to this role, Catherine was COO with responsibility for driving operational effectiveness, staff engagement and change management. Catherine has worked at an executive level across the corporate sector, including Thomson Reuters, LexisNexis and Butterworths. Catherine is Chair and Director of Mission Providence, Director of Mission Australia Housing, Mission Australia Housing (Victoria), Mission Australia Early Learning, Many Rivers Microfinance Ltd and Working Links Employment Ltd UK. She holds a Degree in Law and is a Member of the Australian Institute of Company Directors.

Sally Ascroft BEC, LLB, GAICD
General Counsel & Company Secretary

Sally is a highly experienced governance and legal professional, with more than 25 years’ experience of working with Boards and Executive Teams to achieve organisational objectives through governance, policy and strategy. Sally and her team oversee all legal and regulatory compliance activities at Mission Australia, guiding staff through the increasingly complex legislative issues affecting the not-for-profit sector. Sally was appointed General Counsel and Company Secretary in May 2012. Prior to joining Mission Australia, she was a Partner of King Wood Mallesons and General Counsel and Company Secretary of The Trust Company. Sally is a Director and Company Secretary of Mission Australia Housing and Company Secretary of Mission Australia Housing (Victoria), Mission Australia Early Learning, Many Rivers Microfinance Ltd and Mission Providence. She holds a Degree in Economics and a Degree in Law and is a graduate Member of the Australian Institute of Company Directors and a Member of the New South Wales Law Society.

Iain Keddie ACA, BSC (Hons)
Chief Financial Officer

With a background spanning the professional services and corporate sectors, Iain is a highly experienced CFO. He is a qualified chartered accountant and worked with Pricewaterhouse Coopers in London and Ernst & Young in Sydney. Iain joined Mission Australia in 2014 and provides oversight and direction to the Board and Executive Team on finance, investment, risk management and assurance. He is passionate about driving sustainable financial growth underpinned by strong governance and strategy. Iain is a Director of Mission Australia Housing, Mission Australia Housing (Victoria) and Mission Providence. He is a Member of the Institute of Chartered Accountants in England and Wales and holds an Honours Degree in Mathematics and Theoretical Physics.

James Toomey MSc, MBA, GAICD, Fellow
– Vincent Fairfax Centre for Ethical Leadership
Executive Service Delivery

As a qualified social worker with an extensive background in community services, James is client-focused and passionate about transforming the lives of Australians in need. He joined Mission Australia in 2010 as National Manager Community Services Operations Support and was appointed to his current role in May 2014. James brings in-depth expertise to Mission Australia’s service delivery and is committed to quality, collaboration and performance measurement and evaluation to achieve the best possible outcomes for the people we work with. Previously, James was the Operations Director for SkillForce, a charity that works in partnership with schools to inspire young people to succeed. He was also Assistant Director of Foster Care Associates, a leading provider of foster care services in the UK. James is a Director of Mission Australia Learning. He holds a Master’s Degree in Social Work and a Master of Business Administration.



Front row: Iain Keddie, James Toomey, Paul Molyneux
Back row: Catherine Yeomans, Mark Newton, Sally Ascroft

Mark Newton BScCoS, ThA, Dip Yth Min, JP
Executive Shared Services

Mark brings a wealth of experience to Mission Australia, having held senior leadership roles across a range of organisations facing rapid change, cultural development and alignment. He joined Mission Australia in 2013 and is responsible for the strategic leadership and direction of HR, IT, Property & Procurement, Project Management Office and Internal Communications. He advises the Board and Executive Team on organisational culture, processes and productivity. Previously, Mark has held senior executive roles at Coffey International, Microsoft and the New South Wales Public Service, and has extensive international experience. Mark is a Director of Mission Australia Early Learning. He holds a Bachelor Degree in Social Science, a Diploma in Youth Ministry and studied at Moore Theological College (ThA).

Paul Molyneux MA
National Chaplain

Paul is an ordained minister and leads Mission Australia’s national team of chaplains who support the spiritual and emotional wellbeing of our Board, Executive Team, staff and clients. Paul and his team offer pastoral care, spiritual support, crisis intervention and an attentive listening presence to those in need. Before joining Mission Australia in 2013, Paul was Pastor of City Life Church Melbourne, Australia’s second largest church. He also served as State Director of Youth Alive Victoria, a Christian organisation that promotes positive life choices to young people. Paul is on the Board of the Billy Graham Evangelistic Association and Samaritan’s Purse Australia. He holds a Masters Degree in Vocational Practice and has studied at Ridley and Tabor Bible Colleges.

Meet our Board

Mission Australia’s corporate governance and performance is the responsibility of our Board of Directors. Led by Chairman Ewen Crouch, our Board delegates the responsibility for the day-to-day administration of the organisation to our CEO who, together with our Executive Team, is accountable to the Board.

We currently have nine directors who all volunteer their skills, experience and time to help improve the lives of Australians in need.

Ewen Crouch AM BEC (Hons), LLB, FAICD

President and Chairman

Ewen has been President and Chairman of Mission Australia since 2009 and was appointed a Director in 1995. He is a Non-Executive Director of Westpac Banking Corporation and BlueScope Steel Limited and a Board Member of Sydney Symphony Orchestra and Jawun. Ewen is a Member of the Commonwealth Remuneration Tribunal, a Member of the AICD’s Law Committee and a Member of the Corporations Committee of the Law Council of Australia. He was a Member of the Takeovers Panel from 2010-2015. Previously, Ewen was Chairman of Partners at Allens and former Executive Partner, International Offices where he was responsible for the firm’s China and South-East Asia practice and management of the firm’s network of offices in Asia. He was a partner of Allens from 1988-2013 specialising in mergers & acquisitions and corporate law. Ewen was awarded a Member of the Order of Australia in the 2013 Australia Day Honours for significant service to the law as a contributor to legal professional organisations, and to the community through non-executive roles with Mission Australia.

Ewen is a Member of the Nomination, Remuneration and Succession Committee and the Service Impact Committee, and attends the Board Audit and Risk Committee by invitation.

Martin Watkins BEC (Hons), CA, MIPC

Vice President

Martin was appointed Vice President of Mission Australia in 2001 and has been a Director since 1996. Martin is a Director of Working Links Employment Ltd UK (an associated company of Mission Australia). Martin is a Director of Richfield Consulting and Carbon Careers executive recruitment companies. He is also Chairman of Christian Community Ministries, which operates a number of schools on the eastern seaboard.

Martin is a Member of the Board Nomination, Remuneration and Succession Committee and the Board Audit and Risk Committee.

Nicholas Barnett BEC, CA, FAICD

Nicholas was appointed as a Director of Mission Australia in 2008. He is Chief Executive Officer of Insync Surveys Pty Ltd, Chairman of Ansvar Insurance Ltd and a former partner of KPMG. Nicholas is a former Chairman of First Samuel and Ambit Group and co-founder of Board Benchmarking and Gender Worx. He is based in Melbourne.

Nicholas is Chairman of the Service Impact Committee.

The Hon. Dean Brown AO Dr.Sc.(honor causa), M.Rur.Sc, Grad Dipl Bus Admin, FAICD

Dean was appointed as a Director of Mission Australia in 2012. He is the former Premier of South Australia, with more than 27 years’ experience in the South Australian Parliament. His ministerial responsibilities included Health, Disability Services, Ageing, Aboriginal Affairs and Multicultural Affairs. Dean is Chairman of Hillgrove Resources Ltd and the Playford Memorial Trust, and a Director of Scantech Ltd and Foodbank South Australia.

Dean is a Member of the Service Impact Committee.

Ken Dean BCom(Hons), FCPA, FAICD

Ken was appointed as a Director of Mission Australia on 1 June 2015. Ken is a Non-Executive Director of Bluescope Steel Limited, Santos Limited and EnergyAustralia Holdings Ltd, and Director of Santos Finance Limited.

Ken has previously held directorships with Alcoa of Australia Limited, Woodside Petroleum Limited and Shell Australia Limited, and Chief Financial Officer of Alumina Limited. Ken is a former Member of the La Trobe University Council and has over 40 years’ experience in the oil and gas industry.

Ken is a member of the Nomination, Remuneration and Succession Committee.



Grant Dempsey BComm

Grant was appointed as a Director of Mission Australia in 2010. He is Managing Director and Head of Investment Banking at JP Morgan and is based in Melbourne.

Grant is Chairman of the Board Nomination, Remuneration and Succession Committee and a Member of the Group Financing Committee.

Evelyn Horton BEC, MSocSci (Econs), GAICD

Evelyn was appointed as a Director of Mission Australia in 2011 and was Chairman of Mission Australia Housing and Mission Australia Housing (Victoria) until September 2015. She is also an independent Director of MLC Nominees Pty Ltd, PFS Nominees Pty Ltd, Nulis Nominees (Australia) Ltd and the Tasmanian Public Finance Corporation. Evelyn previously held senior executive roles in government, investment banking and risk management.

Evelyn is a Member of the Board Audit and Risk Committee, Chairman of the Group Financing Committee.

Jennifer Lambert BBUS, MEc, CA, GAICDD

Jennifer was appointed as a Director of Mission Australia in 2005. She is Group Chief Financial Officer of Valad Property Group, and a Non-Executive Director of Mosman Church of England Preparatory School.

Jennifer is Chairman of the Board Audit and Risk Committee and a Member of the Group Financing Committee.

Dr Karin Sowada PhD, BA (Hons)

Karin was appointed as a Director of Mission Australia in 2008. Karin is a Director of Capital Research Pty Ltd and Chair of the Social Issues Committee of the Anglican Church in the Sydney Diocese. She is the former Chief Executive Officer of Anglican Deaconess Ministries Limited and served as a Senator for NSW on behalf of the Australian Democrats in the Federal Parliament.

Karin is a Member of the Service Impact Committee.

Financial summary

Five years at a glance



* Excludes housing stock transfers, share of profit, capital gain, finance income, finance cost and restructure expenses. All figures are in millions of AUD. All results are for Mission Australia and its controlled entities.



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