

MISSION AUSTRALIA

Annual Report 2016



Together we stand

We stand together with Australians in need, as they move towards independence

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We are Mission Australia

As a leading national community services organisation, we support vulnerable people and communities to be more self-sufficient. Together we improve lives and build better futures.

Our goal

To reduce homelessness and strengthen communities across Australia

Our purpose

To meet human need and to spread the knowledge of the love of God

Our values



Compassion

We are sensitive, understanding and caring in our service of all people



Perseverance

We are dedicated to serving people and helping them overcome challenges



Integrity

We are honest, accountable and transparent in our work and relationships



Celebration

We recognise and celebrate the efforts and achievement of our people and the people we help



Respect

We treat people as we ourselves expect to be treated, offering love and support

"Let us not love with words or speech but with actions and truth." (1 John 3:18)

Summary of the year 2015-2016

Together, we supported more than one hundred thousand Australians on their journey to independence.

131,015

Australians supported last year




This was achieved through:

2,838 
dedicated
staff members

452 
programs & services
across Australia

3,790 
volunteers

45,787 
supporters

44 
government departments

464 
partnerships¹

1. Excludes employment services

Welcome

For more than 155 years Mission Australia has been a catalyst for change, improving lives through the provision of evidence-based services that move Australians in need towards independence. Throughout 2015-16 we continued to focus our activities on our goal of reducing homelessness and strengthening communities across Australia.

Homelessness has never been a simple issue and it's becoming increasingly complex in terms of both the profile and needs of our clients; the network of support services required to get people back on their feet and keep them there; and a critical shortage of affordable housing.

In response to this, we continued to work hard this year to deliver better outcomes for our clients, as well as create efficiencies through innovation. We campaigned strongly to be a courageous voice for Australians in need and influence the policies and approaches necessary for them to lead independent and fulfilling lives.

Highlights for the year include:

- At the start of the year, we released our 10-point Homelessness Action Plan, which sets out ambitious targets to halve youth homelessness by 2020, halve homelessness by 2025 and halve the number of low income earners living in rental stress and at risk of homelessness.

We know what works and the plan focuses on evidence-based solutions to prevent and reduce homelessness. This includes tackling the growing scourge of family and domestic violence and the provision of more affordable housing.

- With the current National Partnership Agreement on Homelessness due to finish in June 2017 and no certainty over future Commonwealth/State funding arrangements, **Mission Australia joined with peak housing bodies, leading homelessness service providers and welfare organisations to highlight the critical funding and policy needs.** Our Vote Home campaign called for a national strategy to address housing affordability and asked all political parties to commit to end the housing crisis by 2025.
- In April, construction began on Benjamin Short Grove, our new aged care facility in Orange. Modelled on Mission Australia's Annie Green Court, this 60-bed facility will provide high quality care to people who are homeless, at risk of homelessness, or socially and financially disadvantaged.
- Last year we took on the management of Douglas House in central Cairns for individuals and couples who have experienced chronic homelessness. In May, we opened Woree Supported Accommodation, also in Cairns to help people transition to independent living.
- Our strong track record in delivering supported accommodation and our well-established partnerships in the housing and health sectors meant that Mission Australia was awarded the contract to run Stuart Lodge in the Northern Territory. It provides short-term accommodation and services to

vulnerable people who are homeless or at risk of homelessness.

- We continued to focus on early intervention to help people before they reach crisis point. This included the Young Parents Network, helping bring young parents together and supporting them with parenting skills and practical strategies to increase their children's life chances.
- This year we extended impact measurement to more services using a personal wellbeing index score approach. The Social Ventures Australia report we commissioned, highlighted the long-term positive impacts of our Triple Care Farm program. **It showed that every dollar invested in Triple Care Farm produces a three-fold return on social investment.**
- Work continued on our Strengthening Communities Pilot in Burnie, which engaged with our clients, services and the broader community in an attempt to address intergenerational disadvantage over a 12-month period.
- We continue to prepare for the introduction of the National Disability Insurance Scheme (NDIS), which will have a major impact on our disability services, and the way we work with, and for, our clients. A core and critical role within the NDIS structure is the Local Area Coordinator (LAC), which is the initial liaison between participants and their funding and individualised care plan. In Tasmania we were awarded LAC contracts in the North West and South East and we are now actively facilitating the pre-phasing and planning for clients as they transition into the NDIS.



- At Christmas, we were delighted to receive more than 57,600 gifts through the Kmart Wishing Tree Appeal, which was launched by the Prime Minister in Canberra. Gifts were distributed to vulnerable families in our programs and services across the country.
- Thanks to the generous support of our corporate partners, volunteers and church communities, we held our 40th Christmas Lunch in the Park in Perth for more than 2,200 people experiencing hardship or loneliness.
- We continued our advocacy efforts, providing submissions to State and Commonwealth parliamentary inquiries and reviews on the cost of youth homelessness, youth mental health, early childhood education and care, and family and domestic violence.
- Attracting, developing and retaining the right people continued to be a focus for Mission Australia this year. **Our Staff Engagement Survey painted a positive picture of a well engaged workforce with a strong commitment to the organisation, to the people who use our services and a sense of pride in our work.**

- Our operating performance this year saw us finish with a surplus due largely to non-operating income, unanticipated bequest income, significant improvement in Early Learning and direct cost savings within support functions. However, our fundraising fell slightly short of budget. In conjunction with the other shareholders of Working Links, we sold our shareholding in that company in June. Our net surplus for the year was significantly boosted by Mission Australia Housing property changes in fair value and capital donations for the detox facility, David Martin Place, to be built at Triple Care Farm.

"What good is it, my brothers and sisters, if someone claims to have faith but has no deeds? Can such faith save them? Suppose a brother or a sister is without clothes and daily food. If one of you says to them, 'Go in peace; keep warm and well fed,' but does nothing about their physical needs, what good is it? In the same way, faith by itself, if it is not accompanied by action, is dead."

(James 2:15-17)

- Our national network of programs and services continued to deliver long-term benefits to people and communities across the country, with our national chaplaincy team providing spiritual and emotional support to both our staff and the clients we serve.

We are proud that together, we helped 131,015 Australians in need move towards independence last year.

The year ahead will present many challenges for all of us involved in this vital work, but our belief and pride in our staff, partners, supporters and clients is stronger than ever. Together, we will lead the way in meeting these challenges, with innovation, with hard-won expertise and with real impact. **We hope you enjoy our Annual Report.**

Warmly,

Ewen Crouch
Ewen Crouch AM, Chairman

Catherine Yeomans
Catherine Yeomans, CEO

"I don't want
to sleep in the
car anymore."

We live in one of the richest countries in the world. But **14.4%**² of our population lives below the poverty line – higher than the OECD countries' average of 11% – which means that many Australians battle disadvantage and adversity every day.

2. OECD Social Indicators 2010-2012; 3. ABS (2012) Estimating homelessness, 2011-4; ACOSS, Poverty in Australia, 2014; 5. ABS (2007) National Survey of Mental Health and Wellbeing; Summary of Results; 6. ABS Labour Force, May 2016

The power of US

When it comes to fighting disadvantage the statistics are important. But behind each statistic are real people with unique and often heartbreaking stories.

Each person's story inspires us to help Australians in need move towards independence.

Our vital services support young people, families, adults and communities to access the same opportunities, resources and social connections that most of us take for granted – affordable housing, a steady job, an adequate income, a decent education, health and wellbeing, and a chance to participate in society.

Our staff are dedicated professionals with the expertise to deliver innovative, integrated services

that make a long-term, sustainable difference to people's lives.

Drawing on our Christian heritage, our work is underpinned by our values. They inform everything we do and lie at the heart of our organisation.

With the support of our staff, volunteers, supporters, partners, donors and funders, we help Australians in need lead healthy, happy and self-sufficient lives.

Together we are stronger.

on any given night

105,000 

Australians are homeless³

1 in 6 

children are living below the poverty line⁴

1 in 5 

Australians experience mental illness every year⁵

in some areas

20% 

of young Australians are unemployed⁶



Making an impact

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

Strategic directions

We've set ourselves an ambitious goal – to reduce homelessness and strengthen communities across Australia. Our six strategic priorities serve as our blueprint, helping us to move Australians in need towards independence.

Homelessness & housing

18,529

people assisted through 62 services

Families, children & early learning

27,877

people assisted through 117 services

Youth

7,724

people assisted through 35 services

Domestic & family violence

4,566

people assisted through 5 services

Employment & skills⁷

11,121

people assisted through 52 services

Alcohol & other drugs

18,744

people assisted through 14 services

Mental health

7,657

people assisted through 43 services

Disability⁸

8,196

people assisted through 59 services

Other services

26,601

people assisted through 65 services

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 at their best

6. Sustainability

A financially sustainable and efficient organisation

Securing our future

In 2015-16, Mission Australia assisted over 130,000 Australians in need to move towards independence, thanks to the support of our funders, donors, partners and caring Australians.

Mission Australia continues to adapt in an environment of growing need and funding challenges. This year has seen continued focus on financial performance and service viability to ensure long term sustainability.

A stronger surplus has been achieved in 2015-16 through non-operating income, unexpected bequest income, a significant improvement in Mission Australia Early Learning and reductions in management

and corporate support costs. The transition away from delivering the Federal Government's principal employment services contract has resulted in significant reductions in related income and expenditure.

Income

Underlying income for the year was \$286 million, down \$52.9 million from the previous year.

Mission Australia again received outstanding financial support from across Australian society. Fundraising income for the year of \$30.7 million included significant bequests.

Expenditure

This year's underlying expenditure was \$270 million, of which \$248

million was spent on the delivery of 452 services.

Financial sustainability

We remain committed to long-term financial sustainability. This year we have continued to align our service delivery with our strategic priorities.

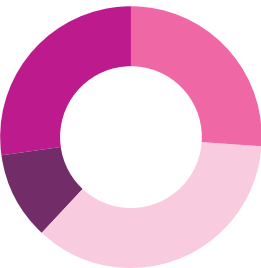
Priorities for the coming financial year are to maintain our approach to capital management and to secure and further diversify our income streams to support service delivery.

Detailed results are in the Consolidated Annual Financial Report 2016 on our website.

Iain Keddle, Chief Financial Officer

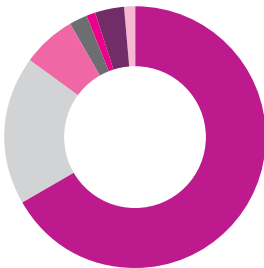
Total underlying income
\$286.3m

Federal Government	26.4%
State and local government	35.7%
Fundraising & Corporate Partnerships	10.7%
Other	27.2%



Total underlying expenditure
\$270.1m

Community Services	66.8%
Early Learning	18.5%
Housing	6.6%
Fundraising & Corporate Partnerships	2.2%
Marketing	1.2%
Administration	3.4%
Other	1.3%



Roma House renewing hope

Zoe* can't remember when her stepdad began abusing her. When at age 17 Zoe finally plucked up the courage to tell her mum, she accused Zoe of lying and threw her out.

Zoe was frequently turned away from homeless services and spent her nights trawling through parks, squats and abandoned buildings, mingling in food-van queues to keep her hunger at bay. After months of despair and overwhelmed by a feeling of terrible hopelessness, Zoe tried to commit suicide.

Thankfully for Zoe, she was referred by the hospital's mental health team to Mission Australia's Roma House in Brisbane, which provides residential care and intensive, integrated support for homeless people, many of whom

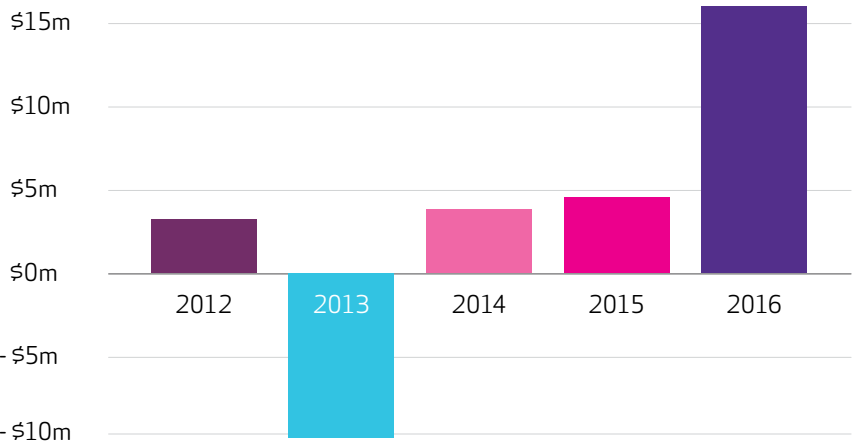
suffer from mental illness.

Our recovery workers at Roma House provided skilled care to Zoe, helping her to overcome the significant trauma she had suffered over many years. The team worked hard to promote her emotional and physical wellbeing, encouraging her to achieve her dreams and potential through her talent for painting.

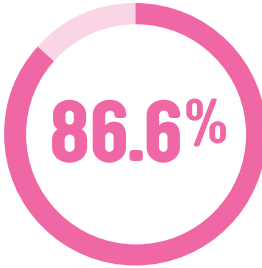
Zoe is now thriving. She lives in affordable accommodation, but remains connected to our support networks as she finds her feet. For the first time in her life, Zoe feels optimistic about her future.

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

Total underlying surplus / (deficit)



Percentage of income spent on service delivery



12 Excludes net investing and finance income, share of profit, capital and housing grants, and change in fair value of investment properties. All results are for Mission Australia and its controlled entities.



Synergy Automotive Repairs Program

In June, we received the results from an independent evaluation of our Synergy Automotive Repairs Program, which revealed that:

- Synergy gave participants a strong basis to grow the skills needed to work in the **automotive industry**
- The program is innovative and has the opportunity to offer **long-term positive** outcomes to young people, helping them get 'back on track'
- Both participants and staff felt that the Synergy program had a **transformative effect** on the young people who participated
- The **partnership** between Mission Australia, Suncorp and the National Motor Vehicle Theft Reduction Council should develop the program further, and create templates for broader enterprises similar to this model

Impact measurement and client wellbeing

Over the past 10 years, Mission Australia has invested significantly in impact measurement to ensure we know how we are making a long term, positive difference to our clients' lives and also strengthen the communities in which they live.

We use our impact measurement approach to improve our services and to ensure we achieve our goal of supporting our clients to gain greater independence. The issues our clients face are often interconnected and rooted in the complex lives of individuals, families and communities. The impact measurement framework that we developed, and are currently implementing, reflects our approach to supporting Australians in need.

Last year, we completed a Client Wellbeing pilot across our Personal Helpers and Mentors Services (PHaMs), which is delivered in locations across New South Wales, Victoria, Tasmania, South Australia and the Northern Territory.

The aim of the pilot was to:

- Understand** how our services helped to move clients 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

The results showed that clients reported a significant improvement in personal wellbeing after four months of service intervention.

This year we launched a full Impact Measurement program and are now embedding impact measurement into our day-to-day operations, including training our staff to collect consistent, comparable and reliable data.

Impact measurement will become a routine part of our work across all our programs and services, so that we can learn how to best build independence for Australians in need and continuously improve our practice. We will continue to measure the impact of our services to ensure they achieve their goals and our clients receive the services they need.

"At Mission Australia, we take stewardship seriously. We must be able to demonstrate outcomes to our supporters and funders."

Catherine Yeomans,
CEO Mission Australia

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

Place-based community development

Our work in focus

We are dedicated to delivering evidence-based, integrated services that make a powerful and sustainable difference to people's lives. Throughout 2015-16, we continued to build independence for Australians in need.



Homelessness & housing

We offer specialist support services that enable vulnerable young people, adults and families to avoid and escape homelessness, as well as providing crisis accommodation, transitional housing, social and affordable housing.



Families, children & early learning

We provide a wide range of services for families and children, including high quality early learning services. We create stable and positive environments for families to thrive, so that children have the love, support and opportunity they need to reach their potential.



Youth

We believe in the potential of every young Australian. Through a diverse range of youth-focussed services, we support young people to engage positively with education, family, community and employment, so that they can lead change and make a positive contribution to society.



Disability & mental wellbeing support

We work with people affected by disability or mental health issues, providing flexible, individual and targeted care that helps them – and their family and carers – to overcome their challenges and reach their goals.



Employment, skills & training

We help early school leavers and the long-term unemployed to gain the confidence, experience and skills to continue their study, explore training and job opportunities, and earn an adequate income. We work closely with employers to help people with disability transition into the workplace.

Providing a safe haven

Yaralla Cottages

Factors such as domestic violence, divorce, financial strife and a shortage of affordable housing have led to a growing number of women in Australia experiencing homelessness.

Yaralla Cottages in Sydney was established in 1897. Since 2010, Mission Australia has offered accommodation and support here to women aged 35 and over who are homeless or at risk of homelessness. We don't simply offer shelter. We offer a coordinated and responsive approach to help these women overcome their problems, live independently and ultimately, have choice and control over their lives.

"This place is heaven run by angels. It's given me back my life."

Aisha*, 42 years, resident

With 24 self-contained, single occupancy cottages, women can stay here for up to a year. Dedicated case managers work one-on-one to provide each person with the counselling, support and advocacy they need to get back on their feet and find a permanent place to live.

Last year, we helped 40 women. So far 17 have found permanent housing, 4 are working and 3 are studying.

YASS

A rocky start in life or a bad decision doesn't have to set a young person's life on a downward spiral into homelessness. Given the right help, we know that vulnerable young people can be optimistic about the future and lead independent lives.

Since 1991, our Youth Accommodation Support Services (YASS) in Perth has provided vital crisis accommodation and support to young people aged 15-18 years, who are experiencing homelessness or at risk of homelessness.

We offer crisis accommodation with support for up to 3 months. This includes housing referrals, informal counselling, education and links to critical support services.

We also provide 12-month accommodation to 16-25 year olds, including young parents with children.

Our focus here is on supporting these young people to develop the practical and emotional skills necessary to successfully transition to independent living.

We help these young people to plan for their future, supporting and encouraging them to continue their schooling or access training and employment opportunities that will help them to lead happy, healthy and independent lives.

Given that family breakdown is a significant cause of youth homelessness, we offer early intervention and tailored prevention strategies to promote family connection and strengthen relationships.

Homelessness snapshot:

15,282 
people assisted

57 
services

"Does this mean I will finally have my own address?"

Nicole*, on receiving keys to her own unit at Yaralla Cottages

"I'm so happy that I don't have to sleep in the car anymore. I love my new home. Thank you Mission Australia!"

Lily*, 9 years old

When Amy's* partner became violent, she knew she had to escape for the sake of her three beautiful children – Lily, 9, Aiden, 7, and Emma, 3. But with no job or family to turn to, it was a terrifying step.

She fled with her kids to a cramped, one bedroom flat. But when it was sold, Amy and her young family were evicted. They had no choice but to sleep in the car. They were eating packet food and washing in the toilet block at the park. It was horrible. Amy felt trapped and utterly hopeless. With barely enough money for food, she didn't know how she'd ever give her children a proper home or the future they deserved.

A friend put Amy in touch with a Mission Australia case worker. She couldn't believe it when we found a home for her and the kids, as well as the support they all needed **to get back on their feet and lead happy, healthy and independent lives.**



Domestic & family violence snapshot:

4,566 
people assisted

5 
services

8.0% 
Proportion of clients disclosing domestic and family violence⁹



New supported housing in Cairns

People who experience chronic homelessness often face a range of problems, including poor physical and mental health, drug and alcohol misuse, social isolation and a lack of family relationships.

For these people, overcoming homelessness can be a gradual and fragile process. They don't just need a roof over their heads, they need ongoing help and support to move towards independence.

Last year, we took on the management of Douglas House in Cairns to reverse the rise in rough sleeping. This innovative 22-unit supported housing facility offers safe, secure housing with a range of on-site flexible and personalised support services, which are critical to changing the lives of people with multiple and complex needs.

Douglas House has proved so successful that in May we opened Woree, a complex of 18 self-contained units that cater for people transitioning from Douglas House to independent living.

Our aim is that by providing supported housing for an extended period of time, we can empower people with multiple and complex problems to eventually enter the private rental market or social housing and live independently.

Such services also reduce government spending in the longer term. Our Going Places program in Cairns, which also assists those experiencing chronic homelessness, saved the government \$5.10¹⁰ for every dollar invested.

Mission Australia Housing

Mission Australia Housing

As part of the Mission Australia Group, Mission Australia Housing has continued to deliver on its strategic intent this year. We've strengthened our financial position; acquired more social and affordable homes; and improved outcomes for our tenants and communities.

Place-based approach

Using our place-based approach, we've continued to focus on local hopes and dreams to build more engaged, connected and resilient communities wherever we have a presence.

Since 2013, we've managed 500 social homes in Clarendon Vale and Rokeby in Tasmania. As part of The Clarence Plains Master Plan, **we've continued to actively involve the local community, working in close partnership with local agencies to achieve our objectives.**

One of our priorities is improving safety. The laneways in Clarendon Vale and Rokeby are poorly lit, unsafe and often used for criminal activity. In consultation with the local community, we are in the process of redesigning, repurposing or closing these laneways. Some will function as pedestrian thoroughfares to better connect the community and bring people together. Others will be reclaimed as public spaces for activities that meet local needs. Together we will transform these under-performing laneways into vital places where people feel welcome and comfortable.

This year, we've worked closely with the local government to address compliance and legislation issues in preparation for the laneways project to begin.

Working with our tenants

Our Tenant Action Group has continued to play a pivotal role, providing valuable feedback to ensure that **tenants remain at the heart of everything we do.** Social events such as Christmas parties, Harmony Day celebrations, school holiday activities and outings for our older tenants have helped to create a sense of belonging and wellbeing in our communities.

Social and affordable housing in NSW

As part of the New South Wales Government's initiative to provide more social and affordable dwellings over the next 5 years, we purchased 47 one and two-bedroom apartments on the Mid North Coast. In partnership with Macquarie Capital, we are also preparing to submit a tender response for more social and affordable housing in Sydney. This forms part of the Social and Affordable Housing Fund (SAHF), a dedicated fund which aims to **deliver 3,000 additional social and affordable homes in metropolitan and regional New South Wales**, along with access to integrated support services.

Mission Australia Housing Victoria

This year, we took the strategic decision to re-align some of our

activities to focus on our goal of **reducing homelessness and strengthening communities across Australia.** Since 2012, Mission Australia Housing Victoria has delivered compliance and property management services to 343 properties under the National Rental Affordability Scheme (NRAS). As a result of our strategic review, in April we transferred the management of these properties to Urban Choices Property, a leading national housing association with extensive experience in managing NRAS properties.

"What drives us today is facilitating greater independence for our tenants, whatever their individual situation."

Chris Bratchford, Executive, Mission Australia Housing

Housing snapshot:

3,247

Mission Australia Housing tenants housed

1,914

properties owned/managed

Strengthening families & children

Grandparents Raising Grandchildren

Looking after children at any age takes time, patience and energy, so imagine becoming a primary caregiver at an age when you are ready to simplify your life and slow down.

Since 2004, we've been supporting grandparents who are raising their grandchildren on a full-time basis in the Shoalhaven area of New South Wales. Often these grandparents become carers after an unexpected and traumatic event such as a mental health crisis, domestic violence, incarceration or death.

The fallout for both the grandchildren and grandparents can be challenging. Many of the children have special needs and suffer from psychological damage. The grandparents who take on these traumatised children need considerable help and support. They can experience feelings of grief, anger, loss and resentment. The demands of parenting for a second time can leave them socially isolated.

This innovative program offers ongoing support to both grandparents and grandchildren as they work to reform as a family.

It provides weekly support groups, social activities, educational workshops, respite weekends, homework groups, advocacy, counselling, case management and legal and financial assistance.

Together we help to strengthen wellbeing and build social connections.

"This program has been able to provide forever friends for these grandparents and their grandchildren."

Naomi Smith, Case Worker

Young Parents Network

Raising a happy and healthy child is one of life's major challenges. But for young parents with limited life experience or poor support networks, parenting can be a stressful and isolating experience.

For the past 9 years, our Young Parents Network program has helped to bring young parents together, supporting them to improve their children's life chances.

Up to 60 young parents aged between 15-25 years attend our weekly groups across Western Sydney. Free childcare is available so that the parents can relax and get the most out of each session. A family health nurse also comes along each week to offer healthcare advice and conduct regular check-ups for the babies and children.

"I love this group with all my heart. They've made me a better mum."

Lara*, 15, mum to Billy*, 8 months

Our groups are friendly, supportive and encouraging places where everyone is made to feel welcome. Each week we focus on different aspects of parenting, offering simple and practical strategies for managing children's behaviour and establishing good routines with regular mealtimes and bedtime stories.

We organise movie days, food sharing mornings and scrap-booking, craft and sewing workshops. In having fun and sharing experiences together, these young parents form strong friendships, which help them to inspire and support each other to build strong and happy families.

Families & children snapshot:

22,039 
people assisted

63 
services

"Independence is what we want for all Australian children so they have a chance to grow up healthy, do well at school, and have every opportunity to reach their full potential."

James Toomey,
Executive Operations and Fundraising

*Names have been changed to protect the privacy of the people we helped

Christmas joy

The Kmart Wishing Tree Appeal brought festive joy to vulnerable Australian families and children in our services across the country.

57,600

gifts donated to Mission Australia for families in need



Early Learning Services

"This year Mission Australia Early Learning has continued to invest in the early learning sector and strived to instil a love of learning now, and into the future for our children, educators and families."

Ben Williams,
General Manager Early Learning

Working with families, communities and society as a whole, we are committed to giving all children an opportunity to thrive, and in doing so we're building stronger communities around Australia.

Our decision making has considered our four pillars: education; community; nutrition; and environments. Every action we have taken has been focussed on providing quality care for children, families and communities across Australia.

We were extremely proud to be announced as the winner of this year's Canstar Blue Award for most satisfied customers.



Mount Hutton Early Learning Service

Based in New South Wales, Mount Hutton ELS recognises that early childhood is a crucial time in childhood development. We work with children and their families to ensure the best possible start in life.

Revitalising our gardens

Thanks to The Abbott Foundation, we finalised our yards upgrade program. This has supported the children's creativity and play, leading to greater physical health and wellbeing. Our entire outdoor environment is now being used, much to the delight of our children and families. We hope this leads to a lifelong appreciation of the natural environment.

"It is reassuring to know that our children are in the care of experienced and caring early childhood educators. We know this will give them the best start for school. Thank you."

Anthony Wood, parent

Developing our staff

When Ferizan Kus began working as a trainee at Mount Hutton ELS, she had a Certificate III in Children's Services. With our support, she undertook a Diploma in Children's Services and went on to receive the Origin Scholarship Award, which enabled her to study for a Bachelor of Early Childhood Studies. Ferizan has just completed her final 5-week placement. Her degree has given her new found skills in literacy, diversity and sustainability, which she will use in her work here at Mount Hutton. We are so proud of Ferizan.

"I'm so grateful to Origin and Mission Australia for helping me to achieve this."

Ferizan Kus, ELS Educator

Early Learning snapshot:

5,838  children cared for

54  centres across Australia



Junaa Buwa! Turning young lives around

Marron,* 15, is a self-described wild child. He smoked his first cigarette at the age of 6 and tried marijuana at 8. His childhood was defined by instability. The family moved frequently and Marron had little contact with his dad, a heavy drinker.

Troubled and neglected, Marron started to hang out with the wrong crowd. He was kicked out of home at the age of 9 and became addicted to ice. Last year, he was arrested for armed robbery and served time in juvenile detention. On his release, he was referred to Mission Australia's Junaa Buwa! in Coffs Harbour.

This inspirational, residential rehabilitation program acts early to help vulnerable and at-risk young people avoid a life behind bars.

It starts by addressing recognised risk factors for offending behaviour, such as alcohol and drug abuse, mental illness and family breakdown. Through positive mentoring and intensive support, young people are helped to overcome their problems, build resilience and find a new sense of purpose.

For Marron, it's been life changing. He is now drug-free and is playing competitive football again. He's a popular and integral part of the team. Healthy and confident, Marron is determined to go to TAFE and become a youth worker so he can help at-risk young people to stay out of trouble and detention and make positive choices in life.

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

11. Mission Australia Youth Survey 2015

Supporting young people

Youth Beat

Over the past 8 years, our Youth Beat van has become a trusted presence for some of Tasmania's most vulnerable communities. We act early, supporting young people before they feel let down or abandoned by society.

Every week we meet up with about 50 local kids at places like the skatepark where they like to hang out. We set up beanbags and giant chess sets, play music and cook up sausage sandwiches.

This friendly, relaxed approach helps us to gain their trust and build relationships. **Regular face-to-face contact also helps us to spot any warning signs and we act quickly to prevent issues like neglect or abuse from escalating.**

We encourage them to talk about any concerns they have and try to steer them in a positive direction, away from destructive behaviours such as drugs, alcohol or violence.

We work collaboratively with families, schools, local community services and

the police to address any risk areas. By providing support and mentorship at critical junctures in young people's lives, we can help them to learn from their mistakes, build resilience and avoid future problems.

"We want the best for these kids. No matter how bumpy the journey is, helping them to achieve their hopes and dreams is our priority."

Amanda Beattie,
Program Manager Youth Beat

Springboard

Every day across Australia, children of all ages – from infancy through to adolescence – are placed in out-of-home care because they are deemed at risk of serious harm. This can be foster care, kinship care or residential care.

The transition to adulthood can be challenging enough for young people from safe, nurturing and healthy

families. But these young people have undergone profoundly destructive experiences. **Many are scared, confused and traumatised, yet at the age of 18 they must leave out-of-home care without the support of family or community.** This can lead to poor outcomes – lower prospects of employment, higher rates of incarceration and struggles with mental and physical health. It also places these young people at a higher risk of homelessness.

Springboard in Preston, Victoria is a youth-focussed early intervention program that prepares young people aged 16-21 to live independently when they leave out-of-home care.

Our dedicated case managers work closely with each individual, helping them to connect to education, work and income opportunities that will empower them to move towards independence. We are culturally sensitive and responsive to the needs of Aboriginal young people and those from diverse cultural backgrounds.

Together we help these vulnerable young people to grow, connect, improve and move forward.

Youth snapshot:



Improving mental health & wellbeing

Pilbara Community Alcohol & Drug Service

The impact of drug and alcohol misuse on individuals, families and communities can be devastating. **We provide counselling services and targeted support to improve lives and build resilience in communities across the Pilbara region of Western Australia.**

Over the past 12 months, we've helped more than 514 people through our services in South Hedland, Karratha, Newman and Tom Price, as well as through our outreach work in small and remote communities.

We work with anyone who is affected by drugs or alcohol and needs help or wants support to make a change in their life. But we also work hard to prevent problems associated with drug and alcohol misuse arising in the first place.

Our work takes in community support, education, help for those in the criminal justice system, mental health services and family support. We work in close partnership with other local organisations so that even those with the most complex problems can find the support they need.

We aim to inform and inspire people and communities to form healthy relationships that will improve their health and wellbeing. Together, we support them to make positive changes so they can achieve their full potential.

"We recognise that for some people life has led them to a place where they are unable to see their strengths. We help them to recover their confidence in their ability to live their life well."

Anton ten Brinke, Program Manager

Personal Helpers and Mentors (PHaMs)

We offer this program in Tasmania, South Australia, Victoria, New South Wales, Queensland and the Northern Territory to provide critical support to people whose lives are affected by mental illness.

In the Northern Territory our PHaMs team works in several communities,

including Papunya, a remote Indigenous community located about 240km northwest of Alice Springs.

We currently support 20 people at Papunya and have worked hard to build up trusted relationships with them. This includes taking them out 'bush' for roo tail cooking and yarning.

Having a close relationship with the local clinic is critical. It means we can make sure that people are taking their medication and seeking appropriate medical attention. We are also closely involved with the local school and have built strong relationships with families to help boost school attendance.


Drawing on the knowledge and insight of local elders, we work hard to improve the mental health and wellbeing of the whole community here.

We also partner with other local organisations to actively promote healthy lifestyle choices. During the year, we held 'camp outs' for young men aged 18 and over to raise awareness about the impact of drugs and alcohol on mental health. We also helped to coordinate sporting activities for the children.

Mental health snapshot:

7,657 
people assisted


43 
services

18.6% 
Proportion of clients with mental health concerns¹²

Alcohol, drugs & other dependencies snapshot:

18,744 
people assisted

14 
services

16.3% 
Proportion of clients with alcohol & other drug issues¹³

A new battle on home soil

Serving the country he loved left James* broken, destitute and sleeping rough.

Like many Australian soldiers, James was unaware that his experiences in combat had left him with post-traumatic stress disorder.

He struggled to adapt to civilian life, suffering terrible flashbacks and suicidal thoughts, which left him in despair. He started using alcohol to self-medicate. Before long, James had lost his wife, his children and his grandchildren. He lost his job and he

lost his home. After several years on the streets and a stint in rehab, James was referred to The Mission Australia Centre (MAC) in Sydney. **Here he was given temporary accommodation and the counselling and support he desperately needed.**

Intensive therapy and regular attendance at the Anxiety, Depression and Relapse Prevention Group helped James to manage his stress levels. As his mental health improved, he also sought help for emphysema and chronic liver disease. **New dentures from the dental clinic**

at The MAC boosted his self-esteem significantly. With our support, James has successfully applied for a disability support pension and is living in supported housing close to his family.

The team at The MAC have stayed in close contact with James to make sure he remains well. Rekindling his relationship with his children and grandchildren has given his life new meaning.

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

Disability
Management Services
Palm Beach, Queensland

An unexpected accident forced 55-year-old Janine* to leave her job as a domestic care assistant for elderly clients on Queensland's Gold Coast. With a disability, no formal qualifications and limited skills, Janine struggled to regain a footing in the workplace. Months of fruitless job hunting lead to crippling anxiety and depression. Janine couldn't see a future when she began our Disability Management Services program last year. Through vocational counselling, we identified that her passion still lay in aged care, so we convinced Janine that even though she hadn't studied since high school, she was capable of achieving her Certificate III in Aged Care.

"I can't believe where I am today. Thank you for caring enough to help me when I was going through tough times."

Janine

After just two weeks on the course, Janine's attitude had changed dramatically. She had renewed self-confidence, a new sense of purpose and hope for the future.

With our support, Janine successfully completed her study and work-placement. We then worked one-on-one with her to find a job. This included helping her write her résumé, dress appropriately for interviews and coaching her on interview techniques. In September, Janine landed her dream job at a leading aged care facility. She loves her work and can't believe how much her life has changed for the better.

Disability snapshot:¹⁴

8,196 
people assisted

59 
services

*Name has been changed to protect the privacy of the person we helped:
14. Includes Disability Employment Services; 15. Excludes Disability Employment Services

Offering employment,
skills & training

Transition to Work

This generation of diverse and dynamic young people is a significant resource for Australia, yet without support, many will struggle to access opportunity and reach their full potential at a greater cost to us all.

"This program is changing lives. We are advocating on behalf of young people and supporting them to gain the education and employment opportunities that without support they wouldn't be able to obtain."

Stephanie Kelleher, Program
Manager Transition to Work

This year, Mission Australia began to deliver Transition to Work in 14 locations across New South Wales, Victoria and South Australia. This 12-month program takes a person-centred approach to give school leavers the skills necessary to successfully transition from school to employment.

We combine group and individual activities in a creative, flexible and supportive environment. Together we help young people to identify and address any barriers to employment. The program also supports growing businesses by presenting a platform

where employers are able to take on new staff easily, providing them with professional advice on workforce development, wage subsidies and more.

Transition to Work offers valuable work experience, career planning and preparation for the practical and social aspects of employment to equip young people to lead independent lives.

ParentsNext

Employment gives families control over their lives and enables parents to be positive role models for their children, motivating them to do well at school and to aspire to more.

However, some parents are highly disadvantaged and are simply not ready or able to start job searching. It could be because they left school without the skills needed by employers, or because they have learning difficulties, a disability, a mental health issue or some other barrier.

In April, Mission Australia began to deliver Parents Next in Bankstown and Shellharbour in New South Wales, and Logan in Queensland. The program helps parents of children aged from 6 months to 5 years to be confidently ready to start work when their youngest child starts school.

Our personalised and friendly approach supports people to overcome any mental, cultural or emotional challenges. We help them to access vital services, childcare and transport.

We also refer them to the skills, education, training and volunteer programs that will give them the qualifications or experience necessary to succeed in their chosen career.

We enjoy strong partnerships with local employers and work closely with a wide network of local organisations, including schools, playgroups, mental health services, local councils and universities.

The program has already assisted more than 1,000 people. **Together we are helping these parents to have a place in the workforce.**

Employment
& skills snapshot:¹⁵

11,121 
people assisted

52 
services

Looking ahead

We are really excited about the opportunities that lie ahead in 2016-2017

David Martin Place

In August 2016 construction is scheduled to begin on David Martin Place, our new purpose-built detox facility at Triple Care Farm in the Southern Highlands.

This high quality, 18-bed facility will be the first of its kind in New South Wales for young people aged 16 to 24 years. It will offer a 4-week detox program based on harm minimisation and health promotion.

And it will help young people to take the first critical step to overcoming addictions to substances such as methamphetamines (ice) and alcohol.

Benjamin Short Grove

Benjamin Short Grove, our newest aged care facility is scheduled for completion by mid 2017. Modelled on Mission Australia's Annie Green Court and designed to the highest standards, **this 60-bed facility will provide 24-hour residential aged care and support for vulnerable people in the Orange/Carbone area** who are homeless, at risk of homelessness, or socially and financially disadvantaged.

PaTH Program

Mission Australia is a provider of Transition to Work and Parents Next, and a previous provider of Youth Connections, the Indigenous Youth Careers Program and some youth specialist contracts through Job Services Australia.

While there are still real challenges and policy gaps for the most disadvantaged young people, we welcomed the Government's announcement of the PaTH program in the 2016 Budget, which aims to give young job seekers the employability skills and real work experience they need to get a job. The program is due to launch in April 2017 and **we hope it will provide opportunities for young people who are long-term unemployed.**

NSW Federation of Housing Conference

In July, Mission Australia Housing will be one of three conference partners at this year's NSW Federation of Housing Conference.

The event will be hosted by the NSW Federation of Housing Associations and Homelessness NSW, with support from the University of Sydney. **It will address the shortage of affordable housing in New South Wales** by asking the question: What would it take to create 1,000 wonderful new affordable homes in New South Wales?

Mission Australia Housing's Executive, Chris Bratchford, has been invited to present at the conference alongside international speakers and sector experts.

"We will continue our vital work so that everyone in Australia has a place to call home and can fulfil their hopes and ambitions."

Catherine Yeomans, CEO



Grandma: The new face of homelessness

At the age of 60, Ivy's* husband divorced her. She had no savings, no super and no job skills. Not wanting to be a burden on her adult children and too ashamed to ask for help, Ivy ended up homeless and sleeping in a railway tunnel. The trains came and went, but Ivy went nowhere.

She was often attacked by passers-by who didn't like the "old bag" sleeping on the floor, so she paid other rough sleepers to protect her.

Ivy was approaching her 80th birthday when a bout of pneumonia lead to a hospital stay. Too fragile to survive another winter on the streets, she was brought to Mission Australia's Charles Chambers Court.

One of our residential aged-care facilities, it offers a safe and caring environment to disadvantaged Australians. For the first time in 20 years, Ivy had access to regular, nutritious meals, hot showers, her own toilet, a warm bed and 24-hour medical care. She was safe from the violence and hardship of the streets.

It took time to earn this sweet and frail lady's trust. But gradually, Charles Chambers Court became Ivy's haven. She became a much loved part of our community. Ivy died peacefully in her sleep this year.

We miss her.

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

Research, advocacy & media

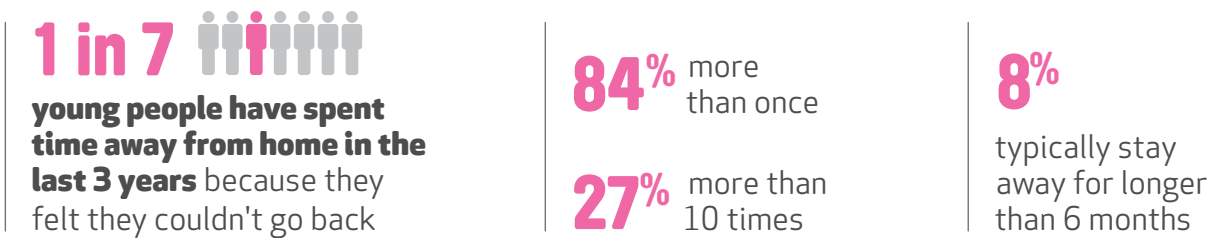
Youth Survey 2015

In 2015 Mission Australia conducted its 14th annual survey of young people aged 15-19 years. The survey was distributed nationally and aimed to identify the values and issues of concern to young people.



Home and Away Report

Our Home & Away: Child and Youth Homelessness report used data collected as part of the 2015 Youth Survey to look at a number of factors which may make a young person vulnerable to homelessness, including any time spent away from the family home due to feeling unable to return, family's ability to get along and frequency of moving residence.



At Mission Australia we strive to be a courageous voice for people in need. Our policy, advocacy, research and evaluation activities 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 the clients and communities we serve.

Key highlights in 2015-16:

Mission Australia's 2015 Youth Survey report, with 19,000 respondents, now in its 14th year

Released our Homelessness Action Plan, recommending a suite of actions to achieve the overarching target of halving homelessness by 2025

Undertook a concerted program to promote the Action Plan with the Federal Government and every State and Territory Government, including meetings with six Ministers and many senior advisers and officials

Extended our research partnerships with Griffith University and University of New South Wales

Issued the major Home and Away Report on child and youth homelessness, which revealed that nearly one in seven young Australians responding to our 2015 Youth Survey had spent time away from home because they couldn't return, showing the prevalence of couch surfing

Partnered with Swinburne University, the University of Western Australia, Charles Sturt University and other partners to finalise the landmark Costs of Youth Homelessness in Australia report, which showed that \$616 million could be saved each year through intervening early to reduce homelessness among young people

Completed the evaluation of our Synergy Program in Victoria in partnership with Swinburne University

Delivered a strong calendar of media stories and conference speeches to align with key policy objectives

Made presentations to Federal and State Government Ministers and senior officials across a range of issues including youth, employment and evaluation

Submitted our positions to a range of inquiries and consultation processes, including: proposed childcare reforms to protect access for vulnerable children; Disability Employment Service reforms; housing reforms in Queensland and the Northern Territory; early intervention, domestic and family violence policy and men's behaviour change programs in NSW; and youth policy in Victoria

Coordinated the major service providers' advocacy supporting the Vote Home campaign for the Federal election, calling for a commitment from all major political parties to halve homelessness by 2025

Together we are stronger

By working together with our staff, volunteers, board members, supporters, donors, corporate partners and funders, we can achieve so much more for Australians in need. Our shared commitment to reducing homelessness and strengthening communities drives our progress. Together we stand.

Celebrating our people

The strength of Mission Australia comes from our professional, dedicated staff and volunteers. Together we deliver life-changing programs and services across the country.

Mark Newton,
Executive Shared Services

We are committed to working with those who share our values and passion to improve the lives of Australians in need, supporting them to move towards independence.

Leadership development

Over the last 2 years, there has been a strong commitment to leadership development. Mission Australia implemented a 2-day workshop for all people leaders focussing on what

being a leader means at Mission Australia. Altogether 223 people leaders have attended our 'Servant Leader' training, including our Executive Team and senior leaders.

Domestic and family violence policy launch and training

In February 2016, we implemented the Mission Australia Domestic and Family Violence (DFV) Policy for all Mission Australia employees.

We wanted all employees to feel safe and know that Mission Australia is a supportive workplace in the event that anyone is experiencing family and domestic violence.

The policy covers the support available for staff experiencing DFV including special leave and provides guidance for people leaders in supporting employees who are affected by DFV. An online course was developed and launched firstly for people leaders and employees, and continues to be well attended.

Volunteers

We are so grateful to our volunteers for their time, energy and expertise. This year, we've worked collaboratively with our corporate partners to develop a successful skilled volunteering program, which has made a significant impact on our work.

Volunteering snapshot:

3,790

volunteers

210,867

hours volunteered

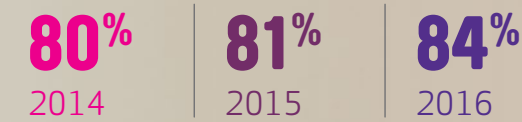
144

volunteering events

People snapshot:



Overall engagement results:



3 year trends:



A motivated and engaged workforce

Having enthusiastic and motivated staff is integral to our work at Mission Australia. For the past two years, we have conducted staff surveys to enable staff to tell us what's important to them.

The surveys enable us to measure our progress and develop action plans to improve the experience our staff have at work. Mission, values, role clarity, team work and organisational commitment stand

out as key positives with the majority of staff saying they would recommend Mission Australia as a great place to work. There have been positive results over the last three surveys across all the key drivers of engagement. This year, we are outperforming the benchmark of other similar organisations in relation to organisational direction, results focus, safety and career opportunities. Also, our results for change management were particularly pleasing as the organisation underwent a major transformation last year. We look forward to maintaining this positive momentum so that our staff feel supported in delivering on our goal to

reduce homelessness and strengthen communities across Australia.

Over the last 3 survey periods, employee engagement results have increased by 4%, with positive change across all key drivers of engagement.

Karen Carpenter, General Manager
Human Resources

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 Director of Mission Australia Housing, Mission Australia Housing (Victoria), Mission Australia Early Learning, Many Rivers Microfinance Ltd and Mission Providence Pty Ltd. 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 governance 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 and Mission Providence Pty Ltd. 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, IT, 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 Pty Ltd. 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 Operations and Fundraising

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, Mission Australia Housing and Mission Australia Housing (Victoria). He holds a Master’s Degree in Social Work and a Master of Business Administration.



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

Mark Newton BSocSc, 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 People, Property & Procurement. 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.

Chris Bratchford GAICD, MBA, LLB Executive, Mission Australia Housing

Chris is responsible for the strategic leadership, operational performance and sustainable growth of Mission Australia Housing. Prior to joining Mission Australia Housing in January 2015, Chris worked in leadership roles across the not-for-profit and commercial sectors both nationally and internationally. Chris previously held roles as CEO of Argyle Community Housing, COO of Lake Maintenance, COO and CFO of Avant and CEO of Ample, a London-based financial services business. Chris is a Director of Mission Australia Housing and Mission Australia Housing (Victoria), and was formerly a Non-Executive Director of the NSW Federation of Housing Associations and a Non-Executive Director of Professional Insurance Australia Pty Ltd. Chris is a Graduate of the Australian Institute of Company Directors and holds a Master of Business Administration and a Degree in Law.

Meet our Board

Mission Australia's corporate governance and performance is the responsibility of our Board of Directors.

Led by Chairman Ewen Crouch AM, our Board delegates responsibility for day-to-day administration to our CEO who, together with our Executive Team, is accountable to the Board. We have nine directors who 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 the Mission Australia Board since 2009, and a Director since 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. He is also consultant at Allens and a Member of the Commonwealth Remuneration Tribunal, the AICD's Law Committee and the Corporations Committee of the Law Council of Australia. Ewen is Chairman of the Housing Committee and a Member of the Nomination, Remuneration and Succession Committee and the Service Impact Committee. He attends the Board Audit and Risk Committee by invitation.



Jennifer Lambert
BBus, MEc, CA, GAICDD

Jennifer was appointed as a Director of Mission Australia in 2005. She is a Non-Executive Director of Investa Office Management Pty Ltd, the Mosman Church of England Preparatory School and the Sydney Church of England Grammar School Council, and was the former Group Chief Financial Officer of 151 Property, which was previously known as Valad Property Group. Jennifer is Chairman of the Board Audit and Risk Committee and a Member of the Housing 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 33 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, the Playford Memorial Trust and Skills IQ. He is also a Director of Scantech Ltd and Foodbank South Australia. Dean is Chairman of the Service Impact Committee.



Dr Karin Sowada PhD, BA (Hons)

Karin was appointed as a Director of Mission Australia in 2008. She 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 New South Wales on behalf of the Australian Democrats in the Federal Parliament. Karin is a Member of the Service Impact 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. She previously held senior executive roles in government, investment banking and risk management. Evelyn is a Member of the Board Audit and Risk Committee and a Member of the Investment and Finance 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. He is a former Chairman of First Samuel and Ambit Group, and co-founder of Board Benchmarking and Gender Worx. Based in Melbourne, Nicholas is a Member of the Service Impact Committee.



Grant Dempsey BComm

Grant was appointed as a Director of Mission Australia in 2010. He is Vice Chairman, Global Investment Banking at JP Morgan and is based in Melbourne. Grant is Chairman of the Nomination, Remuneration and Succession Committee and a Member of the Investment and Finance Committee.



Kenneth Dean
BCom(Hons), FCPA, FAICD

Ken was appointed as a Director of Mission Australia in 2015. Ken is a Non-Executive Director of BlueScope Steel Limited and EnergyAustralia Holdings Ltd. Ken has previously held directorships with Alcoa of Australia Limited, Woodside Petroleum Limited, Santos Limited and Shell Australia Limited, and Chief Financial Officer of Alumina Limited. Ken has over 40 years' experience in the oil and gas industry. He is Chairman of the Investment & Finance Committee and a Member of the Nomination, Remuneration and Succession Committee.



Ian Hammond
BA (Hon), FCA, FCPA, GAICD

Ian was appointed as a Director of Mission Australia in 2016. He is a Non-Executive Director of Perpetual Limited, Citibank Australia and Stadium Australia Group Ltd and a board member of several not-for-profit organisations including Chris O'Brien Lifehouse and Quiz Worx. Previously, he was a Partner of Pricewaterhouse Coopers for 26 years and has held a range of senior management positions, including lead partner for several major financial institutions. Ian is a Member of the Board Audit and Risk Committee and the Housing Committee.

Recognising our supporters

Over the past year, we've invested in media to raise brand awareness, broaden our supporter base and increase our fundraising capability.

Independence is precious

Mission Australia supports vulnerable people and communities to lead more self-sufficient lives. In light of this we've developed a new campaign, Independence is precious, which reflects our focus on supporting Australians in need as they move towards independence.

Winter Appeal

Each year our Appeals raise valuable funds for our programs and services across Australia. Our Winter Appeal focussed on family homelessness and the devastating effects of domestic violence. It generated an incredible 23% YOY income growth and reached 7,518,306 people on social media. We

are so grateful to Australian Radio Network and oOh! Media, whose pro-bono support allowed us to reach many more Australians with our message.

Generous donors

In recognition of the contribution our major donors make to our ongoing sustainability, we held a special thank you lunch in April, which was kindly hosted by PwC. Over the last 15 months, thanks to generous individuals, we raised 85% of the required private funds to construct Benjamin Short Grove, our new aged care facility in Orange. We also appreciate and value the ongoing support of the Sir David Martin Foundation.

Lasting legacies

During the year, we've had some incredible people leaving gifts in their Wills to Mission Australia. Some choose to remain anonymous, but others are happy to be honoured. We'd like to recognise two such people. Forming part of an extremely

generous gift, we received \$1m from the estate of the late Mr Ian Victor Zammit this year. The late Mr Ian Norman, co-founder of Harvey Norman and a generous philanthropist, left us a gift of \$1m. Both legacies will be life changing for Australians in need.

A big thank you

We are so thankful for the continued investment our funding partners make in the lives of disadvantaged Australians. Westpac, our long-standing partner, hosted an event in May for many of our partners, donors and supporters. We were particularly grateful to the Hon. Tanya Davies MP, who spoke passionately about youth homelessness on behalf of the Premier of New South Wales.

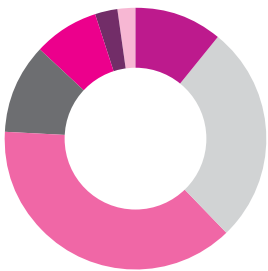
"Thank you so much for your continued support. It's life changing."

Elvira Lodewick, General Manager Fundraising & Marketing

Total fundraising income¹⁶

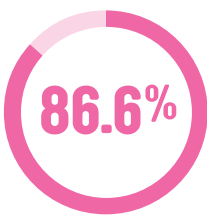
\$30.7m

■ Appeals	11%
■ Regular giving	27%
■ Bequests	38%
■ Corporate Partnerships (inc. corporate trusts & foundations)	11%
■ Major gifts (inc. private trusts & foundations)	8%
■ Other	3%
■ Capital	2%



Stewardship

Mission Australia is committed to always be a responsible custodian of the funds provided by our supporters. **Every donation we receive is important and very carefully spent across the organisation, with**



of income going back into services last year.



16. Mission Australia Group

Thank you

Our sincere thanks to all our supporters and funders.

Major donors, trusts and foundations and corporate partners

Accenture Australia Foundation
Annetta Adami Charitable Trust
Australian Executor Trustees
Australian Youth & Health Foundation
Bayer
Bell Charitable Foundation
Bennelong Foundation
Bewsher Foundation
BJLR Foundation
Coca Cola Amatil
Community Benefit SA
Count Charitable
Dr Mark Brown
Elaine McKinnon
Financial Literacy Australia
Foundation of Graduates in Early Childhood
Friends In Giving Society
Garry Tieck, Gwynvill Group
Gilbert & Patricia Wheaton
Graham & Glyn O'Neill
Graham Painton
Guilty
Hilary Cameron
Hindmarsh
Honda Foundation
Hunt & Hunt
Inner North Community Foundation
Jane Chapman
Kerry Harmanis
Key Foundation Ltd
King & Wood Mallesons
Liangrove Foundation
Linda English
Link Market Services
Lotterywest
Macquarie Group Foundation
Maple-Brown Family Charitable Foundation Ltd
Matana Foundation for Young People
Morialta Trust
Newcrest Mining
Orix Australia Corporation Limited
Paul Griffin Charitable Trust
Perpetual Trustees
Premier Stateliner Coach Group
PricewaterhouseCoopers Foundation Pty Ltd (PwC)
Property Industry Foundation
Queensland Gambling Community Benefit Fund
Red Rocketship Foundation
Reef Shark Foundation
Robert Gillespie
Rosalie Keirle
Ruth Armytage AM
Sir David Martin Foundation
Skipper-Jacobs Charitable Trust
Studies - Forest Hill Grants
Suncorp
Technology One
Telstra
The Fogarty Foundation
The Marian & E H Flack Trust
The National Motor Vehicle Theft Reduction Council
The National Roads and Motorists' Association
The Stan Perron Charitable Foundation Ltd
The Tenix Foundation
Vernon Foundation
Walter Campbell Memorial Trust

Bequests received in 2015/16

Albert Henry Willis
Allen Andrew Shepherd
Barbara Doris Wilson
Barbara Stowell Netherton
Beres Fay Stephenson
Donald Houghton
Dorothy Helen Burne
Edna Merle McGregor
Elsie Margaret Greig
Eric Thomas Chater
Evelyn Knill Pattermore
Fay Mary Stanton
Frank Edward Mitchell
Gerald Ivor Hitchcox
Gertrude Jean Drysdale
Godfrey Barrington Goodere
Herbert Fitzgerald Nardin
Ian John Norman
Ian Victor Zammit
Ida Maud Kennedy
Jack Aitken
James Massey Stewart Lutton
Jean Alice Keir
Jean Anne Baikie
Jean Margaret Young
Joan Alberta Partridge
Joan Catherine Cotton
Joan Jawton
Johannes Raaymakers
John Franklyn Grimsley
Judith Florence Forman
June Parrish
June Passlow
Lavada May Dahlheimer
Lois Mary Ferguson
Madeline Boulken
Marjorie Jean Eden
Moiria Kathleen Whiteside
Natalie Storey
Neville Francis Ring
Norman Yeow Kean Foo
Pamela Duen Rowell
Patricia Harmer
Patrick Roche Mackenzie
Peter Anthony Cecil Boulken
Peter John Bradley
Philippa Jocelyn Harrison
Phyllis Jean Cartmill
Rita Margaret Klimes
Robert John Giltinan
Roy Stephen Peters
Russell Kenneth Johnston
Ruth Alison Park
Shirley Irene Schell
Terra Spiros
Una Adele McFadyen
Vera Zukerman
Victor John Tsaousis

Government partners

Federal
Department of Defence (Federal)
Department of Education & Training (Federal)
Department of Employment (Federal)
Department of Health (Federal)
Department of Human Services (Federal)
Department of Prime Minister and Cabinet (Federal)
Department of Social Services (Federal)
National Disability Insurance Agency

NSW
Bankstown City Council
Canterbury City Council
Department of Education (NSW)
Department of Education and Communities (NSW)
Department of Health (NSW)
Department of Justice (NSW)
Department of Trade and Investment - Office of Liquor, Gaming and Racing (NSW)
Family and Community Services (NSW)
Lane Cove Council
Shoalhaven City Council
The Hills Shire Council
Wingecarribee Shire Council
Wollongong City Council

NT
Department of Correctional Services (NT)
Department of Health (NT)
Department of Housing (NT)
QLD
Department of Communities, Child Safety and Disability Services (QLD)
Department of Education, Training and Employment (QLD)
Department of Housing and Public Work (QLD)
Department of Justice and Attorney General (QLD)

SA
Department for Communities and Social Inclusion (SA)
Department for Education and Child Development (SA)
Department of State Development (SA)
SA Health

TAS
Department of Health and Human Services (TAS)
Department of Premier and Cabinet (TAS)
Housing Tasmania

VIC
City of Melbourne
Department of Health and Human Services (VIC)
Department of Premier and Cabinet (VIC)
Wellington Shire Council
Yarra City Council

WA
Department for Child Protection and Family Support (WA)
Department of Housing (WA)
Mental Health Commission (WA)
Western Australia Police (WA)



Dunn Family Trust Fund



Grant Dempsey



The Profield Foundation



Heather and Bill Webster

Lyn Storey Foundation



“Westpac is proud to partner with Mission Australia. Together, we 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. Together, we address some of the most pressing social issues that confront Australians in need today.”

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



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