



# MISSION AUSTRALIA

Annual Report 2017

**Together we stand**

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

## Acknowledgement of Land

We acknowledge the traditional custodians of the lands on which we work, and we pay our respects to the Elders past, present and future for they hold the memories, the culture and dreams of the Aboriginal and Torres Strait Islander People.

We recognise and respect their cultural heritage, beliefs and continual relationship with the land and we recognise the importance of the young people who are the future leaders.



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# Summary of the year 2016-2017

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

# 140,639

## Australians supported last year

This was achieved through:

**2,791**   
dedicated  
staff members

**470**   
programs & services  
across Australia

**3,197**   
volunteers

**44,078**   
supporters

**32**   
government departments

**471**   
partnerships<sup>1</sup>

4 1. Excludes employment services



# Making an impact

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

**Homelessness & housing**  
**19,278**   
people assisted  
through 65 services

**Families, children & early learning**  
**34,664**   
people assisted  
through 108 services

**Youth**  
**6,631**   
people assisted  
through 28 services

**Strengthening communities**  
**9,948**   
people assisted  
through 28 services

**Employment & skills<sup>2</sup>**  
**32,250**   
people assisted  
through 50 services

**Alcohol & other drugs**  
**11,619**   
people assisted  
through 23 services

**Mental health**  
**6,429**   
people assisted  
through 51 services

**Disability<sup>3</sup>**  
**10,496**   
people assisted  
through 70 services

**Other services<sup>4</sup>**  
**9,324**   
people assisted  
through 47 services

2. Excludes Disability Employment Services 3. Includes Disability Employment Services 4. Includes Domestic & Family Violence, Financial Support and Justice & Corrections

# Welcome

## For more than 155 years, Mission Australia has been delivering innovative and integrated services to help Australians in need move towards independence.

We made a number of significant achievements together in 2016-17. We were a courageous voice to governments, which saw homelessness and affordable housing placed firmly on the national agenda. We also advocated strongly for young people, families in disadvantaged communities, and those affected by mental illness, drug and alcohol misuse and domestic violence.

Our investment in social and affordable housing and our commitment to reducing aged homelessness positions us at the forefront of innovation in addressing homelessness. And our forthcoming renewed Reconciliation Action Plan will better guide our organisation towards reconciliation and correction of injustices for Aboriginal and Torres Strait Islander people.

We are sincerely thankful to our supporters, partners and funders for enabling our work to continue and develop over the year. And we appreciate the dedication of our staff and volunteers in bettering the lives of some of the most vulnerable and needy members of our communities.

## Highlights for the year include:

- Years of advocating for certainty around homelessness funding succeeded in May, with the Budget

including a commitment to ongoing funding. The new National Housing and Homelessness Agreement will help to ensure vulnerable people have the support they need and vital services can plan with stable funding in place. This followed the Federal Government's confirmation in February of extended funding for the Reconnect program until June 2018.

- We were thrilled to learn in June that the Aspire consortium, comprising Mission Australia Housing, Frasers Property Australia and Citta Property Group, had been appointed to redevelop Sydney's Ivanhoe estate. The innovative project will create at least 950 social housing homes and 128 affordable homes with access to infrastructure, transport, services and jobs, supporting a vibrant, safe and sustainable community. Mission Australia will have staffed offices on-site to support and strengthen the local community.
- In June we introduced our Strategic Plan for 2017 to 2020, which builds on the solid foundations laid over the past three years. The new plan responds to a variety of challenges and opportunities that we have identified as critical to achieving our goal of reducing homelessness and strengthening communities across Australia.
- We invested significant energy into our new Innovate Reconciliation Action Plan (RAP), due to launch in August 2017. Our second RAP is an agreed strategy on the role we have to play in pursuing reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

- We released our new Prayer Diary, which guides and encourages our staff and supporters in their prayers for the work we do and the people we help. It has been a particularly valuable resource for our national chaplaincy team as they provide spiritual and emotional support to our staff and the people we serve.
- We celebrated the opening of our youth detox facility David Martin Place, which joins our existing Triple Care Farm rehab centre in the NSW Southern Highlands. The \$3 million facility for 16-24 year olds is the first of its kind in the state, giving young people the opportunity to withdraw safely from substances.
- Construction of Benjamin Short Grove, our new aged care facility for people experiencing homelessness and disadvantage in Orange and Cabonne, was completed. The \$16.7 million project – \$1.5 million of which has been raised by our generous supporters and partners – will become home to up to 60 local elderly and vulnerable men and women when it officially opens in November 2017.
- June marked the end of 14 years of running the Adult Migrant English Program and seven years offering Skills for Education and Employment across NSW, NT, SA and TAS. Over that time 18,323 students received tutoring from our staff and almost 8,000 dedicated volunteers. Each one played a significant role in supporting students to gain skills to secure meaningful employment and participate more fully in their communities. We salute their commitment, compassion and perseverance.



- We started delivering Youth on Track across four regions in NSW to assist 10-17 year olds at risk of long-term involvement in the criminal justice system. The early intervention program supports young people through case management and coordination of services, and is achieving positive outcomes in reducing their likelihood of reoffending.
- In August 2017 we will officially open our expanded Drug and Alcohol Youth Service (DAYS) in Perth. Catering for 12-21 year olds experiencing substance abuse issues, DAYS is the only detox and respite service for young people in WA. The facility will offer 10 beds for in-patient detox, as well as a new dining room and redesigned kitchen and courtyard.
- In May our Supported Accommodation Facilities in Cairns won the Queensland Australasian Housing Institute award for Excellence in Social Housing. The award is deserved recognition for our dedicated team who assist predominantly Aboriginal and Torres Strait Islander people to move out of long-term homelessness.
- In June we were presented with the Voice Project Change Challenge Award ahead of more than 800 other

organisations. The award recognises positive change within large-scale organisations, and reflects the significant progress we've made in employee engagement over the past three years.

*"For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was ill and you looked after me, I was in prison and you came to visit me... Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me."*

(Matthew 25:35-36, 40)

- Our operating performance this year delivered a modest surplus, which was boosted by unexpected bequests income. Surpluses allow us to introduce new services that meet human need, meet rising cost pressures, and invest in strengthening our operating capability and capacity.
- In November we farewelled Ewen Crouch AM, who served as Chairman from 2009 after first joining our

Board in 1995. As Chairman, Ewen provided the Board with strong leadership, which ensured solid and strategically aligned growth over the past decade. Ewen was succeeded by Ken Dean as Chairman of the Mission Australia Board.

**We are proud that together, we helped 140,639 Australians in need move towards independence last year.**

We have much to do in 2017-18 to reduce homelessness and strengthen communities. But we are confident that our new strategic plan, our passionate team and our loyal supporters have Mission Australia well placed to continue to assist Australians in need on their journeys to independence.

**We hope you enjoy our Annual Report.**

Warmly,

**Ken Dean**, Chairman

**Catherine Yeomans**, CEO

# We are Mission Australia

We are a national Christian charity helping Australians in need move towards independence

## Our purpose

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God

### **Compassion**

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

### **Integrity**

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

### **Respect**

We treat people as we ourselves expect to be treated, offering love, acceptance and a voice of support in the face of life's challenges.

### **Perseverance**

We are dedicated to serving people and helping them overcome challenges they face, no matter how hard it is.

### **Celebration**

We recognise and celebrate the efforts and achievements of the people we help, volunteers, supporters and staff.

**"Let us not love with words or speech but with actions and truth."**

(1 John 3:18)

# Strategic directions

Driven by our purpose and led by our values, three strategic directions guide the pursuit of our goal

## Our goal

Our goal is to reduce homelessness and strengthen communities across Australia

## Strategic directions 2017-20

- 1 Our voice**  
Generate support and effect social change as a courageous voice and advocate for people in need
- 2 Our services**  
Grow and shape evidence-based services to achieve the greatest positive change for the most marginalised and disadvantaged
- 3 Our enablers**  
Enhance collaboration to enable and sustain the impact of our work and organisation

# Our voice

We work to influence public policy relating to homelessness and disadvantage, raise awareness and support of key social issues and communicate Mission Australia's role in reducing homelessness and strengthening communities.



## Impact measurement for continuous improvement

**Mission Australia's Personal Helpers and Mentors team in far west NSW used our Impact Measurement program to survey the wellbeing of people they were assisting to recover from mental illness.**

Their responses revealed lower levels of satisfaction with their family relationships after they began receiving help. In discussions afterwards, participants said they were deliberately concentrating on their own personal recovery and focussing less on their families. The team used this insight to change how they work with people, setting individual plans and equipping them with skills to strengthen their long-term family interactions. Subsequent Impact Measurement results have shown improvements in the strength of family relationships as a result of this new approach.



# Research & impact measurement

**At Mission Australia, we undertake a wide range of research and evaluation activities and measure the difference our services make in the lives of the people they support. These provide us with the evidence to inform our services, as well as an advocacy platform so we can be a strong voice for those in need.**

**Continued to work with the University of Western Sydney** researching the risk and resilience factors of family homelessness.

**Partnered with Social Policy Research Centre (UNSW)** on longitudinal research examining the resourcing needs of young vulnerable people in New South Wales.

**Partnered with Menzies School of Health Research, Swinburne University, Centre for Social Impact and University of Tasmania** to increase our capability in evaluating strengthening communities.

independence and the long-term effectiveness of our services. Over the past year we have streamlined the national rollout of the program to capture common benefits across all services and measure the unique contribution of our specialist programs.

## Client participation

At Mission Australia, the people we assist are at the centre of everything we do. We value their lived experience and are committed to their active participation in designing and delivering services.

**Our Client-Informed Services Framework** was launched in June 2017 to ensure genuine input from service users in areas like staff recruitment, client advisory councils, and co-design of services.

## Research highlights:

**Conducted Mission Australia's 15th Youth Survey**, with over 21,000 respondents.

**Released our Youth Mental Health Report with Black Dog Institute** using five years of our Youth Survey data, which revealed increasing probable serious mental illness among young people, particularly females.

**Produced a National Aboriginal and Torres Strait Islander report with Professor Tom Calma.** Aboriginal and Torres Strait Islander young people fared comparatively poorly according to the report, with concerns about gambling, drugs, discrimination, suicide, housing and homelessness.

**Continued to partner with Griffith University** as we developed and implemented 'community impact facilitator' roles in four of our Communities for Children sites.

## Evaluating our impact

**Throughout 2015 and 2016, 29 Sydney-based participants took part in our Room to Grow program** to address the factors contributing to severe domestic squalor and hoarding disorder. Our program evaluation showed improvements across a broad range of factors including wellbeing, cleanliness, living skills and cognitive functioning.

**During 2016 we evaluated seven of our Reconnect services.** This showed that after four months in the service young people's wellbeing increased, relationships with their families improved and they felt they had someone to turn to in times of need.

**Mission Australia's Impact Measurement program** helps our staff to understand the people we support, their progress towards

# Policy, advocacy & media

**Backed by our research and frontline expertise, we use our national voice to inform government policy and public perceptions for the greater good of society.**

**We develop social policy and advocate in the community services sector, with government and business representatives, and in the media to stand up for disadvantaged Australians.**

## Key highlights:

**Successfully collaborated with the community services sector** for certainty in funding for homelessness services, with ongoing funding announced in the 2017 Budget.

**Made submissions and representations to government** on our concerns that people with mental illness may lose supports in the transition to the National Disability Insurance Scheme (NDIS).

**Continued to advocate for adequate social security supports for people in need** and oppose welfare measures negatively impacting the most vulnerable through submissions to government and media contributions.

**Continued to highlight the need for more social and affordable housing** as well as holistic support services to reduce homelessness through speeches, submissions and the media. We have been a prominent voice on these issues, providing workable solutions as well as emphasising the urgent and growing need for further government investment.

**Made submissions to the Queensland youth detention review and the Northern Territory Royal Commission.** Our submissions highlighted the need for diversion, alternatives to detention and community reintegration, particularly for Aboriginal and Torres Strait Islander young people who are significantly over-represented in juvenile detention.

**Presented our voice and the voices of the people we support in the media.** Some of the coverage included: the launch of our Missionbeat van in Brisbane; our contribution to the Tasmanian Gambling Inquiry; the NSW Police Boot Drive, which collected hundreds of pairs of boots for us to pass on to people in need; our view on what's needed to address homelessness issues in Aboriginal and Torres Strait Islander communities in Queensland; a new mural painted by an Aboriginal artist on our Charcoal Lane social enterprise in Melbourne; the launch of our Sounds of the Street (Creative Youth Initiative) album; and the opening of our David Martin Place youth detox facility in NSW.

*"We see the desperate need day in, day out. Not just the people sleeping rough but the invisible homeless, the men, women and children who are living in cars, in tents, couch surfing or in extremely overcrowded dwellings"*

**Catherine Yeomans, CEO in the Huffington Post, February 2017**

## Youth Mental Health Report

Our Five Year Youth Mental Health Report produced in collaboration with Black Dog Institute generated significant media coverage about the increasing prevalence of probable serious mental illness in young people. More than 120 separate media items appeared, including TV packages on Channel 10 and SBS/NITV news, and reports on BBC Online, The Australian, ABC Online and the Sydney Morning Herald.

**Probable serious mental illness (PSMI) has increased among young people over the past 5 years, particularly among females**

% of 15-19 year olds with a PSMI



**3 in 10** Aboriginal and Torres Strait Islander respondents met the criteria for PSMI



**2 in 10** non-Aboriginal and Torres Strait Islander respondents met the criteria for PSMI



# Our services

We are dedicated to delivering evidence-based, integrated services that create powerful and sustainable change in people's lives.

Throughout 2016-17, we continued to foster Australians' independence in these key areas:



## Homelessness & housing

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



## Families, children & early learning

We provide extensive support for families and children, including high quality early learning services. We create stable, nurturing environments for children, families and communities to strengthen and thrive.



## Young people

We offer diverse services to help young people engage positively with family, community, education and employment. We listen and empower them to lead positive change in their lives and society.



## Disability & mental wellbeing support

We provide individual, targeted and flexible care for people with disability and mental health issues, as well as their families and carers, to overcome the challenges they face and achieve their goals.



## Employment skills & training

We help early school leavers, the long-term unemployed and people with disability gain confidence, experience and skills to resume study, explore training and job opportunities, and earn an income.



## Alcohol, drugs & dependencies support

We offer holistic support to people affected by alcohol, drug and gambling issues. We work with individuals to overcome dependency, addressing the underlying factors that led to their addiction.

# Providing a safe haven

## Benjamin Short Grove, NSW

The Orange/Cabonne area is experiencing rising poverty, inequality and homelessness, with soaring rents and a lack of affordable housing impacting the region's elderly citizens.

That's why we were thrilled to welcome the first residents to our brand new aged care facility, Benjamin Short Grove, in June. By the end of 2017, it will provide dignity and a home for 60 elderly people who are experiencing or at risk of homelessness and are financially or socially disadvantaged.

The project was funded by a \$14.7 million Federal Department of Health grant and \$1.7 million in donations from our generous supporters and partners.

General Manager of aged care Jill Bicknell says, "Many of the aged homeless population are sadly no longer in contact with family or social networks, they also often age prematurely and face other problems like chronic health problems, malnutrition, chronic loneliness, a history of violence and trauma."

Benjamin Short Grove aged care facility delivers 24-hour nursing and medical care and is modelled on the award-winning Charles Chambers Court in Surry Hills.

## Mornington Island services, Qld

At the heart of the remote and predominantly Aboriginal community

on Mornington Island are deeply ingrained kinship arrangements.

This intimate knowledge of individuals, families and community requires local staff to find innovative ways to address the issues faced by the people they support.

**"We're not working with strangers here, we're working with family."**

**Farrah Linden, Program Manager Mornington Island**

The Women's Shelter provides crisis accommodation for women and children experiencing Domestic and Family Violence (DFV), and helps them transition back to their homes when they feel ready and safe to do so.

The Safe Haven program aims to reduce the incidence of domestic violence by working with affected families.

"It starts with education," says Farrah. "We do anything we can to help promote safety within the community."

## Stuart Lodge, NT

Stuart Lodge is a specialist homelessness service in Alice Springs for individuals and families who are experiencing or at risk of homelessness.

We support people seeking shelter from sleeping rough, those visiting from remote communities for medical reasons, and people recently released from Alice Springs Correctional Centre.

We offer wraparound services to support individuals' specific needs and goals. This includes case management to ensure they have access to financial assistance, DFV support, Department of Housing assistance, and help securing long-term, sustainable accommodation.

Homelessness snapshot:

**15,819**  people assisted

**60**  services

"We teach people day to day living skills as many of them have never had a place to call home; so they have never had to pay rent, take out the garbage or other basic tasks involved in maintaining a tenancy."

**Ann Mellors, Program Manager, Stuart Lodge**

## Home at last

**A series of devastating events left 60-year-old Meredith distanced from her family, homeless and desperately unwell.**

When Meredith first arrived at a Mission Australia clinic in Sydney, she was suffering from a number of chronic health conditions and dealing with the recent losses of her mother and father and their family home.

Crippled by medical bills, she moved into shared accommodation but fled when her male housemate became violent.

"It was stressful, isolating and incredibly overwhelming," Meredith said. "I didn't know what to do. I was even going to live in my car, but I had to sell it."

Mission Australia provided Meredith with short-term transitional housing and supported her successful attempt to apply for priority permanent housing.

She surprisingly received an offer just a few months later, and with our help moved in during February.

Meredith is so appreciative of the support she's received and is particularly grateful for Mission Australia's donors, who have allowed her to live with dignity and independence.

Image has been changed

**"It was amazing to see the relief on her face after she had moved in. She's had to deal with so much."**

**Lisa Belleri, Meredith's case manager**

## Prevalence of domestic & family violence

Of the people we helped last year:

**8.2%**  disclosed experiencing domestic and family violence<sup>5</sup>

**5.9%**  were suspected of experiencing domestic and family violence<sup>5</sup>

## Independence found

Growing up on the streets of Kings Cross with her sister, introduced to heroin and prostitution at a very young age, Cheryl has been homeless most of her life.

That all changed when she moved into an apartment at Common Ground Sydney.

“The staff are really nice and they take the stress out of daily life. While many of us are happy to independently go about our lives, they help us with arranging doctor appointments, with rent and electricity issues, and food vouchers. You name it!”

Cheryl enjoys living in her own permanent home and personalising her apartment with homewares.

“It’s nice to have my own bed, shower and kitchen. It gives me a reason to wake up, be independent and get my life back. I can focus on achieving my goals.”

Since living at Common Ground Sydney, Cheryl has adopted two pets, Georgie Boy the cat and Polair the bird. Regular RSPCA visits to Common Ground Sydney ensure all pets are cared for and micro-chipped. Cheryl is also involved in tenant meetings and enjoys participating in her community.



### Average length of homelessness

for tenants at Common Ground Sydney is **13 years**

### 30 formerly homeless tenants

have sustained tenancies for over **4 years**

### Over the past 5 years

Percentage of tenants that have sustained tenancies longer than 12 months



# Mission Australia Housing

**Mission Australia Housing continues to work across four states, tailoring services to meet the needs of each community in which it operates.**

This year we explored a variety of sustainable housing models, with a goal of setting new community housing benchmarks and industry standards.

## Opportunities with our partners

As part of the Aspire consortium, Mission Australia Housing, Frasers Property Australia and Citta Property Group were chosen by the NSW Government to transform Ivanhoe estate at Macquarie Park in Sydney.

One of Australia’s largest social and affordable housing developments, it will create more than 3,000 much needed new dwellings. It will also provide access to infrastructure, transport, services and jobs, along with quality amenities and open green spaces to support a vibrant and sustainable community.

At least 950 social housing dwellings and 128 affordable homes will be integrated into the new neighbourhood, along with a high school, residential aged care, childcare centres, a supermarket, cafés and retail shops.

Mission Australia will coordinate person-centred support services for social housing tenants to increase their independence through social connections, education, employment and, where possible, transition to alternative housing options. Together, we will also provide community

development for the whole community and will measure results.

We continue to increase NSW’s housing supply through the Nation Building Economic Stimulus Program. We have purchased 94 studio, one- and two-bedroom homes for vulnerable people and families living in regional NSW.

And in Tasmania, we partnered with property developers Ronald Young and Co Builders to identify land within our Clarence Plains social housing precinct to build social, affordable and market homes for the community. We look forward to construction commencing in the fourth quarter of 2017.

## Strengthening communities

No matter how we deliver our services, we rely on the same principles: listening to tenants, working with partners, strengthening communities and providing individual support.

This year, tenants told us through the NSW Federation of Housing Associations Tenant Survey that, while there is always room for improvement, we have made significant achievements in satisfaction with housing services, repairs and maintenance, condition of property and tenant engagement.

In consultation with our NSW Tenant Action Group we made significant improvements to our social housing communities assisted by NSW Department of Family and Community Services funding.

## Highlights

At Common Ground Sydney we celebrated the fifth anniversary of our permanent supportive housing model with tenants, partners and government.

We celebrated four years of working with the community in helping deliver the 10-year master plan for Clarence Plains.

And in partnership with Mission Australia we were recognised for Excellence in Social Housing at the Queensland Australasian Housing Institute Awards.

“It is with great optimism and confidence that I look forward to building better homes in vibrant communities for Australians in need.”

**Chris Bratchford, Executive, Mission Australia Housing**

### Housing snapshot:

**3,523** Mission Australia Housing tenants housed

**1,980** properties owned/managed

# Strengthening families & children

## Remote School Attendance Strategy, Meekatharra, WA

**Our Remote School Attendance Strategy program in Meekatharra targets local children with a school attendance rate of 20% or less.**

We actively work with students and their parents or carers to improve school attendance by identifying and addressing the challenges that may inhibit or prohibit children from attending school.

We're seeing a range of positive outcomes, including improved early childhood development, better education results, enhanced personal confidence and improved parenting skills.

**"Low school attendance is a symptom of bigger issues that are happening in families, not just a matter of kids missing class."**

**Paul Royce, Area Manager Remote School Attendance Strategy, Meekatharra**

## Parents Staying Connected, Tas

**In the Glenorchy region of Tasmania our Parents Staying Connected program helps families build stronger links within their community and increase the self-confidence and overall wellbeing of parents and children.**

Our staff host play and learn sessions, health and nutrition lessons, group mentoring and training, individual support and outreach, and provide links to education and support services according to each person's needs.

Regular group sessions allow parents and children to build confidence through playing and learning together. We encourage parents to be involved in the preparation and running of these groups, while other local parents train as mentors to enhance community integration and involvement.

Our Wheelie Walkers group gets parents and pram-aged children out and about and on the move, promoting good physical health and community interaction.

## Stronger Families, SA

**Across many towns in South Australia our staff encounter people who are third- and fourth-generation unemployed and enduring deep-seated poverty.**

Our Stronger Families program provides holistic support to children and young people, and their families, in Port Augusta and Whyalla who are often affected by these social issues.

We provide practical assistance and home-based support for families at risk of or affected by mental illness, linking them with other relevant services and therapeutic groups.

Recognising that stronger families lead to stronger communities, we also organise community events and group work to ensure families feel part of a large network of support.

## School's in for Meekatharra families

**One of the families our Remote School Attendance Strategy (RSAS) team has been supporting is a single mother and her four girls, aged 8-14 years.** At first the girls were extremely shy, very difficult to engage one-on-one, and were only attending school on average one day a week.

Members of the RSAS team started picking the girls up from home in the mornings, dropping them to school and providing them with a healthy lunch to eat. This gave their mother time and space to receive assistance from other Mission Australia services to work through her own personal issues. This simple but vital support quickly saw the girls' school attendance rise to 75%.

By the beginning of this year, the RSAS team was no longer required to support the family every day. One morning, however, the mother was unwell and unable to get the girls to school. Previously this would have meant none of the girls made it to school. But on this occasion, the shyest of the four girls called the RSAS team telling them they were ready to go and asking if they could be picked up.

It's been wonderful to see all four girls grow in their enjoyment of school and their personal confidence, thanks to the support their family has received from RSAS and our other local services in the Mid West region of Western Australia.

Families & children snapshot:

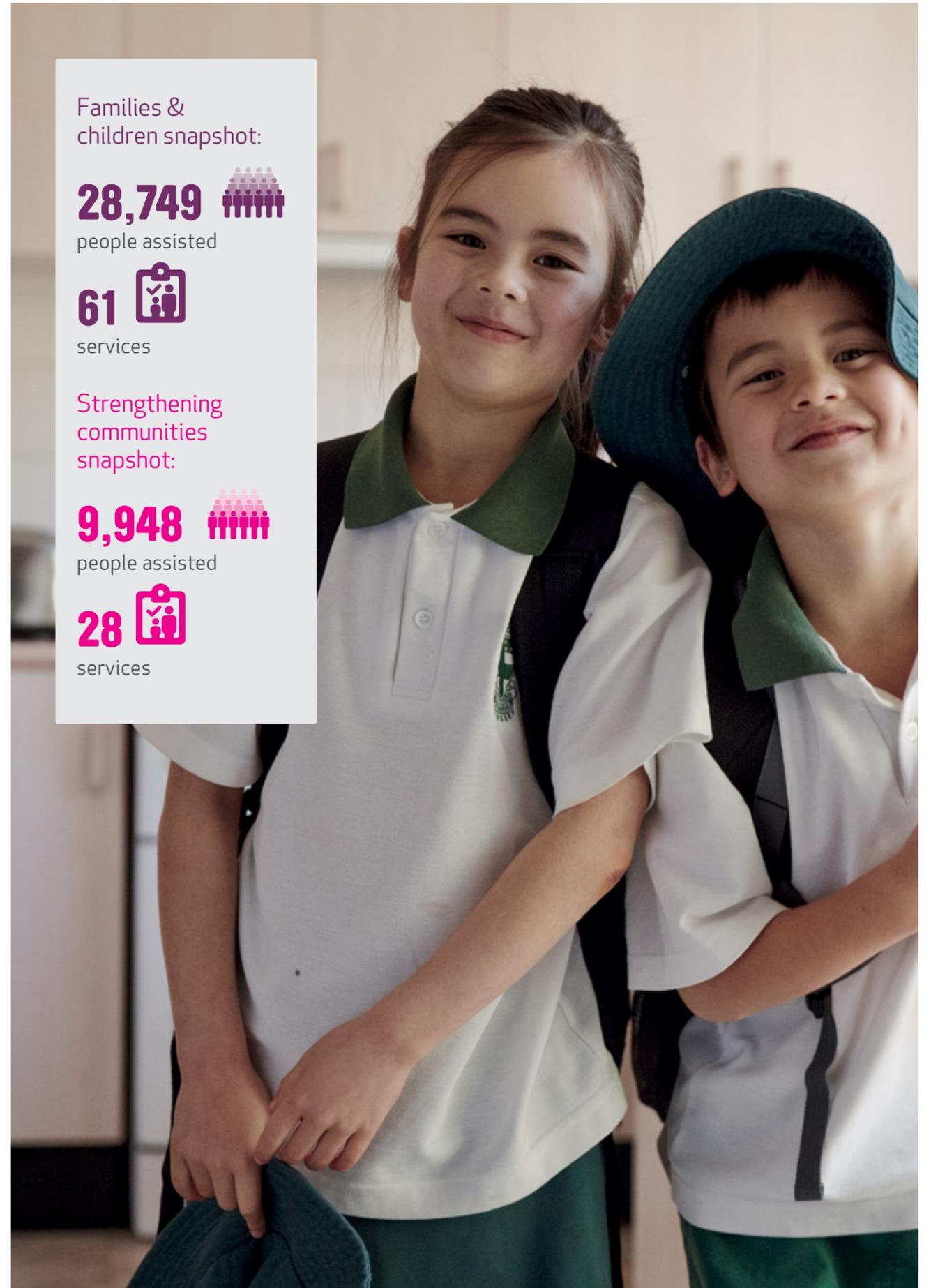
**28,749**   
people assisted

**61**   
services

Strengthening communities snapshot:

**9,948**   
people assisted

**28**   
services



# Mission Australia Early Learning

**“This year Mission Australia Early Learning has advanced its efforts to deliver children the highest quality education and care. We are privileged to work alongside families and communities to deliver on our vision.”**

**Ben Williams,**  
General Manager Early Learning



Storypark success in 16/17:

- active in **42**  services
- 700+** teachers involved
- 4,200+**  parents engaged
- 2,000**  comments each month

## Our highlights this year are many as Mission Australia Early Learning continues to grow its reputation for delivering rich educational programs in a viable and sustainable environment.

At the core of everything we do are our children whose lifelong love of learning is cultivated and carefully fostered by our 779 dedicated educators nationally.

## Customer satisfaction

A record 778 parents responded to our 2017 Customer Satisfaction Survey. Overall satisfaction increased to 97.6% from 92.7% in 2016. Satisfaction with our centre managers, engagement with children's programs, level of communication, level of customer service and value for money all improved more than 5% on last year. Parents reserved their highest ratings for their child's educator and the relationship they have with their child.

## Digital innovation

Over the course of the year we rolled out wifi, iPads and Storypark to 42 services nationally. This technology has enabled us to move into a space of innovation and is now used to connect families to educational programs in real time. Storypark sees the sharing of daily reflections, learning stories and centre communications all over a web-based interface. It has also contributed to a far more connected workforce.

## Staff training and safety

Through the use of the Long Day Care Professional Development Fund we rolled out an Online Learning Hub and delivered targeted, needs-based training to educators. Educators also participated in face-to-face workshops aimed at bringing together shared excellence in the organisation.

A continued focus on health and safety has seen Lost Time Injury Frequency Rates halve since 2016.

## Assessment and ratings

Our Australian Children's Education and Care Quality Authority ratings have further increased. In 2017, 92.5% of our services were rated meeting to exceeding under the National Quality Standards, outperforming the industry benchmark of 73%.

## Early Learning snapshot:

**5,915**  children cared for

**47**  centres across Australia

## Spin 180 has Kenny on calmer waters

**Kenny is an Aboriginal young person who spent time in Don Dale Youth Detention Centre, which became the focus of a Royal Commission.**

Upon being released, the 14-year-old's lawyer referred him to Mission Australia's Spin180 Youth Sailing Program. The government-funded program aims to provide a pathway for young people to return to mainstream education or take on training and employment through their experiences learning to sail. The program gives young people aged 12-21 an opportunity to build life skills, manage conflict and grow in self-confidence.

"Through the Spin180 Sailing Program we aim to equip young people with leadership skills and build their resilience," says Mission Australia NT Regional Leader Christine Knight. "Sailing provides the perfect platform for problem-solving and conflict resolution. Team work and communication are essential skills on the water and skills that will stand these young people in good stead throughout their lives."

With the support of the Darwin Sailing Club, the program is conducted by fully accredited instructors who are passionate about sailing and the wellbeing of young people. Each participant needs to complete 10 three-hour sailing sessions. At the end of the course each participant receives a certificate.

Kenny acknowledged graduating from the program was a significant life achievement for him.

**"It's the first time I've achieved something good, something that everyone notices."**

With a new outlook on life, Kenny says he's 100% sure he won't be heading back to Don Dale.

Image has been changed

# Supporting young people

## Drug and Alcohol Youth Service, WA

**A recent expansion and refurbishment of our Drug and Alcohol Youth Service (DAYS) in East Perth has added modern facilities, extra floor space and more beds for those who need them.** Thanks to capital funding from the West Australian Mental Health Commission, an additional four young people at a time can now participate in the DAYS residential detox program.

DAYS is the only youth detox and respite facility in Western Australia for people under the age of 18. We support young people aged 12-22, providing a safe, supportive and friendly environment where they can recover among their peers, with support services that target their particular needs.

Our staff take an integrated, holistic care approach for those who access the service, whether they are living out in the community or residing in the residential detox unit.

For young people living in the community, that may mean accessing case management, individual or family counselling, group programs, clinical

support from psychologists and other health professionals, or creative therapy.

For those staying at the facility for the three-month residential program, it means receiving 24-hour supervised care from experienced staff. Our focus is to provide both physical and emotional safety while young people can engage in treatment and work towards a secure transition back into the community.

**Of the 1,518 young people who have accessed DAYS since 2014, 92% report a 'high' level of satisfaction with the program, and 62% report improved confidence in reducing or ceasing their drug use.**

## Charcoal Lane, Vic

**For the third year running, our social enterprise restaurant Charcoal Lane has claimed a prestigious hat award from renowned critics Gault & Millau.**

The rating positions the Melbourne-based social enterprise in esteemed company alongside some of the country's top-rated restaurants.

But delicious food is only half the story at Charcoal Lane, where up to 24 young people engage in a comprehensive hospitality training program every year.

The program targets vulnerable young people, many of whom are Aboriginal, who have experienced homelessness, mental health and substance issues, low levels of education, and other barriers to employment.

Under the guidance of Executive Chef Greg Hampton, trainees receive formal training and work experience, improving their chances of gaining and maintaining employment. We also assist trainees with case management, mentoring, and individual and group support, building their confidence and capability to move towards a future of independence.

**"With over 25 years' experience in the kitchen, Chef Hampton takes great pride in handing down his knowledge and skills to the trainees." – Gault & Millau**

### Youth snapshot:

**6,631**   
people assisted

**28**   
services

**21,846**   
Youth Survey participants<sup>6</sup>

# Improving mental health & wellbeing

## David Martin Place, NSW

In our submission to the Government's Ice Taskforce in 2015, we said the absence of appropriate rehabilitation and detoxification facilities, particularly for young people, presented a considerable barrier to effective interventions and treatment.

Fast-forward two years to June, when we celebrated the official opening of David Martin Place, the first youth detox facility of its kind in NSW.

David Martin Place joins our existing Triple Care Farm rehab centre on 110 acres in the Southern Highlands. We accept referrals from young people aged 16-24 years across the country looking for help to overcome addiction and lead healthy lives.

We support young people for up to 28 days with supervised withdrawal and a range of holistic supports and therapies. Initially, the program focusses on managing the physical symptoms of withdrawal and the development of an individual treatment plan.

As treatment progresses and physical symptoms are reduced, the focus shifts to addressing psychosocial issues.

Upon completion of the program, we offer all young people up to six months of individually tailored aftercare support. This is essential to sustaining long-term positive change and reducing the likelihood of relapse as they transition to other treatment services or back to the community.

"David Martin Place is a great first step in providing youth-appropriate detoxification and enabling effective rehabilitation. It will hopefully provide a model that can be replicated to meet the growing need across the country."

Gabriella Holmes, Program Manager

David Martin Place exists thanks to the generous contributions of the Commonwealth Government, the Sir David Martin Foundation, and Mission Australia's corporate partners and individual donors.

## Supported Community Accommodation Townsville, Qld

Adam\* was 17 when he entered Supported Community Accommodation Townsville and had no social connections in the area. Sadly, he had a history of self-harm and suicide attempts and left school in year eight.

After three months of Mission Australia support, Adam made great strides with no new police charges, improved independent living skills and completion of automotive training through TAFE. He is on the journey to recovery with support from counselling services and Headspace and has been improving his health through physical activity and avoiding alcohol.

Adam is now engaging in meaningful activities including fishing, study and making friends. He has also begun saving money and speaking with housing agencies with minimal support. We're proud of his achievements and moves towards independence.

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

## Bex won't lie down in mental health fight

**Physical abuse. Depression. Anxiety. Post traumatic stress disorder. Self harm. Attempted suicide. Homeless refuges. Drug and alcohol addiction. Bullying.**

Heartbreakingly, Bex endured all this and more before her 15th birthday.

"It was a terrifying experience. I didn't know how to react and handle how I was feeling. I was suicidal because I didn't think anyone cared about me. I really don't know how I survived."

Thankfully, Bex did survive. She recently graduated from high school, and, now aged 19, is completing the Artworks course at Mission Australia's Creative Youth Initiative (CYI) in Sydney, and is seeing a counsellor she trusts.

The program helps young people develop their creativity through art, building self esteem and encouraging learning in a safe, supportive environment. A support coordinator offers students ongoing guidance and goal planning,

as well as help finding work or enrolling in further studies.

With help from the CYI program and staff, Bex continues to work through her mental health issues, and is now an advocate for others facing similar struggles.

**It shouldn't feel shameful to talk about mental illness, but it still is and that needs to change. It's okay to ask for help, and that's why I'm sharing my story."** – Bex

Image has been changed

Alcohol, drugs & other dependencies snapshot:

11,619  people assisted

23  services

### Mental health snapshot:

6,429  people assisted

51  services

17.6%  Proportion of all clients with mental health issues<sup>7</sup>

## Cassie's story

**Cassie\* was just 14 when she first sought help from Mission Australia. In her early teens, she experienced behavioural challenges and turned to substances as a coping mechanism. Cassie was unstable at home and became homeless, but managed to keep a roof over her head by couch surfing with friends. She stopped going to school around this time.**

Mission Australia case manager Tamara Warner began working with Cassie at one of our Flexible Learning Centres in South Australia. Tamara initially helped Cassie build confidence in her capability and independence, then focussed on helping Cassie understand the importance of reconnecting with her mum and re-engaging with education.

Tamara assisted Cassie to access stable housing, welfare support and learning opportunities, and played a vital role in beginning to rebuild Cassie's relationship with her mum.

With Tamara's support, Cassie has stopped using substances entirely. Cassie now regularly uses her experience of becoming clean to inspire other young people with similar problems. She recommenced her schooling and is currently completing Year 11 as well as a certificate in child studies. Cassie hopes to become a youth worker one day.

*"Last year I was in a really bad place and you helped me get through. Even when I made it really hard, you never gave up."*

Extract from a letter from Cassie to Tamara

### Employment & skills snapshot:<sup>8</sup>

**32,250**   
people assisted

**50**   
services

\*Name has been changed to protect the privacy of the person we helped.  
8. Excludes Disability Employment Services; 9. Includes Disability Employment Services

# Offering employment training & support to people with disability

## Riverland Pathways, SA

**The Riverland Pathways project was developed with the local community in the Riverland Region of South Australia to deliver sustainable programs and services that meet the region's unique needs.**

*"I truly believe that the opportunity to work with Mission Australia and deliver the programs we do has allowed me to impact many young lives."*

Tamara Warner, Case Manager

We're currently offering three programs that equip young people with the skills they need to lead adult lives filled with opportunities: Flexible Learning Options, Adult Community Education, and Transition to Work.

Flexible Learning Options helps young people who are disengaged from school or at risk of dropping out to remain engaged with education. We support primary and high school-aged students with case management and by offering alternative learning options tailored to each individual, employing less-traditional learning methods and encouraging life skills learning.

Adult Community Education supports people aged 17-24 years,

many of whom are Aboriginal, with foundational language, literacy and numeracy classes.

For young people who have left school early or have had trouble finding work after school, we offer the Transition to Work program funded by the Department of Employment. Our staff help young people develop a plan to achieve their education or employment goals. We work together to build study or job-ready skills, access mentoring opportunities and work experience, and secure a job. We continue to support young people during their first 26 weeks in work or study to ensure a smooth transition.

## Disability Employment Services

**Our Disability Employment Services help connect jobseekers with disability, an injury or health condition with suitable employers.**

We support individuals to find a job and offer up to six months of ongoing assistance and training to help employees settle into their new roles and workplaces. We also help people with a permanent disability or health condition that require regular support in their work.

We help employers to hire these staff and provide ongoing support once a person is employed. This includes training, accessing wage subsidies and financial assistance to help cover costs, including those required to modify a workspace or purchase adaptive technologies.

During the year, we operated 41 Disability Employment Services programs funded by the Department of Social Services across NSW, NT, QLD, TAS and VIC.

## Local Area Coordination Service, Tas

Mission Australia offers the Local Area Coordination service under the National Disability Insurance Scheme. The service empowers people with disability, linking them to services or support networks to maintain or improve their quality of life.

Our coordinators are flexible in meeting with people in a place they feel most comfortable – whether that be at home, at the office or at a location of their choice. Operating in South East and North West Tasmania, the service assists people in areas including rural and remote communities.

### Disability support snapshot:<sup>9</sup>

**10,496**   
people assisted

**70**   
services

# Looking ahead

**We are really excited about the opportunities that lie ahead in 2017-2018.**

## **New Reconciliation Action Plan (RAP)**

We eagerly anticipate launching Mission Australia's new Innovate Reconciliation Action Plan (RAP) in August 2017. Our second RAP is an agreed strategy on how we intend to contribute to reducing the gap in living standards between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

Developed in consultation with our staff and Reconciliation Australia, it will provide the framework for our reconciliation journey over the next two years.

**Our vision for reconciliation is that the Aboriginal and Torres Strait Islander people of this country will be restored to a place of equity, dignity and respect.**

For the long-term benefit and cohesion of this country, it is vital that governments, community organisations and businesses play their part in building relationships and working towards a reconciled, just and equitable Australia.

## **Ivanhoe estate and Clarence Plains**

**The Mission Australia Housing team is looking forward to working with partners on a detailed master plan for the Ivanhoe estate development and community, NSW, which will be on public exhibition in early 2018.**

It will be another busy year, with construction of new social, affordable and market homes in Clarence Plains, Tasmania also set to begin.

## **Stringybark Centre and Café One, NT**

Two new initiatives in the Northern Territory will allow us to increase the support we offer to areas with significant Aboriginal and Torres Strait Islander communities.

**The Stringybark Centre is an integrated Alcohol and Other Drug treatment facility in Darwin. The centre will enable us to more comprehensively reduce the harm to local communities caused by alcohol and drug misuse.**

Mission Australia will operate a 40-bed Sobering Up Shelter for short-term care, and a 40-bed residential

rehabilitation service for people aged 18 and over.

The centre will continue to offer specialist assessment and withdrawal services run by Top End Health Services.

And we're hitting the road with a new Café One coffee van in Palmerston, offering employment, skills and training for at-risk young people to gain valuable skills and experience for future employment.

## **Navigator pilot program extension, Vic**

**Our Navigator pilot program has been extended for a further 12 months and boosted with the addition of an extra case manager after finding that the need for the program is significantly higher than anticipated.**

The program – funded by the Victorian Department of Education and Training – supports 12-17 year olds living between the City of Port Phillip and the Mornington Peninsula who have disengaged from school. Our staff provide intensive case management support for young people and their families to help them re-engage in education.

## **Own the past, look to the future**

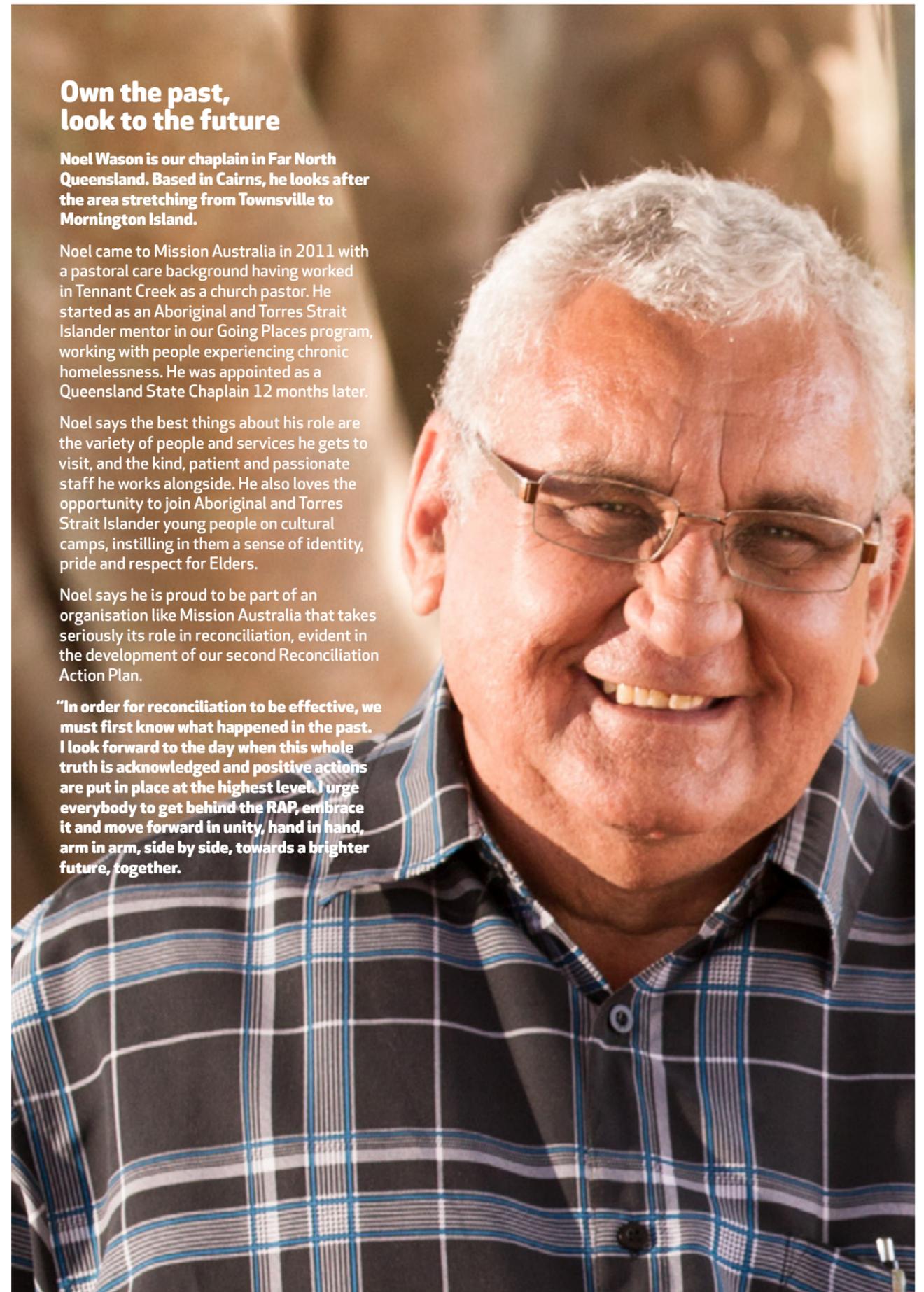
**Noel Wason is our chaplain in Far North Queensland. Based in Cairns, he looks after the area stretching from Townsville to Mornington Island.**

Noel came to Mission Australia in 2011 with a pastoral care background having worked in Tennant Creek as a church pastor. He started as an Aboriginal and Torres Strait Islander mentor in our Going Places program, working with people experiencing chronic homelessness. He was appointed as a Queensland State Chaplain 12 months later.

Noel says the best things about his role are the variety of people and services he gets to visit, and the kind, patient and passionate staff he works alongside. He also loves the opportunity to join Aboriginal and Torres Strait Islander young people on cultural camps, instilling in them a sense of identity, pride and respect for Elders.

Noel says he is proud to be part of an organisation like Mission Australia that takes seriously its role in reconciliation, evident in the development of our second Reconciliation Action Plan.

**"In order for reconciliation to be effective, we must first know what happened in the past. I look forward to the day when this whole truth is acknowledged and positive actions are put in place at the highest level. I urge everybody to get behind the RAP, embrace it and move forward in unity, hand in hand, arm in arm, side by side, towards a brighter future, together."**



## Our enablers

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.

# Securing our future

**Thanks to the support of our funders, donors, partners and caring Australians, Mission Australia assisted over 140,000 Australians in need to move towards independence in 2016-17.**

Mission Australia aims to be agile and financially disciplined in an environment of ever-growing need and changes to services and funding. This approach ensures that the long-term viability of services is considered in addition to strategic rationale.

## Income

Underlying income for the year was \$280 million, similar to the previous year.

Mission Australia acknowledges the generous financial support it receives from across Australian society. Fundraising income for the year of \$28 million included significant bequests.

## Expenditure

This year's underlying expenditure was \$264 million, of which \$248 million was spent on the delivery of 470 services.

## Overall result

Boosted by unexpected bequests income, a financial surplus from underlying operational activities has been achieved equating to 5% of our total income. Surpluses are important to our future sustainability as they

allow us to introduce new services that meet human need, meet rising cost pressures, and invest in strengthening our operating capability and capacity.

## Financial sustainability

We remain committed to long-term financial sustainability. This year we have continued to align our service delivery with our strategic priorities. We continue to maintain a disciplined approach to financial management and to explore diverse funding options in order to support service delivery.

Detailed results are in the Consolidated Annual Financial Report 2017 on our website.

**Iain Keddie**, Chief Financial Officer

## From receiving help to helping others

**Paul and Jessica\* were living in Cairns with their three young children, but were forced to move to Thursday Island to care for an elderly family member. This meant giving up their Department of Housing property.**

When they returned to Cairns they struggled to find accommodation, and had little choice but to live with relatives in an overcrowded home. The house was so cramped that Paul and Jessica chose to sleep in their car while their children slept inside. They lived like this for five months.

During this time they reached out to Mission Australia to get help finding a suitable home. Unfortunately, the process of attending inspections and applying for properties proved particularly challenging because the children developed an infection from living in the overcrowded house and required medical care.

When they were eventually offered transitional housing, we helped them by providing kitchen appliances and utensils, towels, pillows and other small items, to supplement the furniture they already owned.

Jessica completed training in barista skills, safe food handling and food preparation at Mission Australia's Douglas House. She did so well that she was offered a casual position at the service as a kitchen hand.

Their case worker Chloe says Paul and Jessica's determination to give their children a safe and supportive home motivates them to do their best every day. In particular, Jessica's interpersonal skills and self-confidence have improved significantly. She hopes to one day become a teacher or a social worker because she has a passion for helping people.

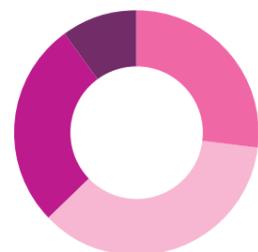
\*Names changed to protect the identities of the people we help



### Total underlying income

**\$280m**

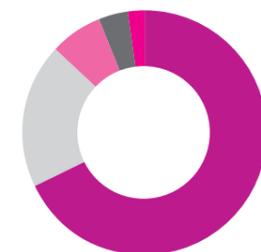
Federal Government	27%
State and local government	36%
Rent, fees and other	27%
Fundraising	10%



### Total underlying expenditure

**\$264m**

Community Services	68%
Early Learning	19%
Housing	7%
Fundraising	4%
Marketing, administration and other	2%



# Recognising our supporters

## We're listening

Many thanks to the 2,000-plus supporters who completed the Mission Australia donor survey. Your responses have provided valuable insights as we improve our processes, technology and services so that we can better meet your needs and those of the people we serve.

## Awareness and support

We have continued our 'Independence is precious' campaigns alongside our two largest appeals. These campaigns build awareness of homelessness and encourage donations to Mission Australia that help disadvantaged people and communities to lead more self-sufficient lives.

## Highlights

- We introduced several improvements to supporter communication, including a new user-friendly website, monthly supporter e-newsletters and a prayer diary.
- During the year we received significant financial and in-kind

support from Herbert Smith Freehills, Microsoft Australia, Westpac, The Abbott Foundation, The Lyn Storey Foundation and The Regal Foundation.

- The Sir David Martin Foundation continued its valuable, long-term support of Mission Australia.
- We again benefited considerably from bequests, including from the estates of the late Ian Victor Zammit, Donald Casson and Gillian Colleen Croser.
- In April, PwC kindly hosted a special lunch to recognise our major donors.
- Westpac generously hosted an event in May to thank almost

200 of our partners, donors and supporters. The Hon Pru Goward MP spoke passionately about the NSW Government's efforts to address mental health issues, and its plans to reduce homelessness and domestic violence.

*"We are truly grateful for your ongoing support. It makes such a difference to the lives of people in need!"*

**James Toomey,**  
Executive, Operations & Fundraising

## Charity tick

In December, Susan Pascoe AM, Commissioner of the Australian Charities and Not-for-profits Commission, launched the Tick of Charity Registration at the Mission Australia Centre, Surry Hills.

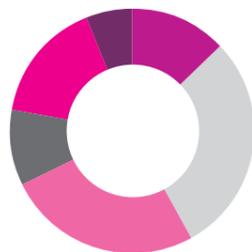
"Mission Australia is proud to be a registered charity. It shows supporters our commitment to transparency, accountability and governance." **Catherine Yeomans, CEO**



Total fundraising income<sup>10</sup>

**\$28m**

■ Appeals	13%
■ Regular giving	29%
■ Bequests	26%
■ Corporate Partnerships	10%
■ Major gifts	16%
■ Capital and other	6%



## 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**



**88.8%**  
of income going back into services last year.



**"I wish we had a home"**

"Do not lose hope, we are thinking of you & praying for you. We care for you & are here to help."

**Maria, Qld**

"I hope that you find the help, love and protection that you need through Mission Australia."

**Jenny, NSW**

"May you find peace and strength during this time. Know you are valuable and worthy of love and joy."

**Miranda, VIC**

"Please know there are people that care about you. God Bless & always ask for help."

**Olwyn, NSW**

# Thank you

Our sincere thanks to all our supporters and funders.

## Major donors, trusts and foundations and corporate partners

Annetta Adami Charitable Trust  
 Australian Executor Trustees  
 Australian Philanthropic Services  
 Australian Youth & Health Foundation  
 Bagnall Foundation  
 Bayer  
 Bell Charitable Trust  
 Bird Charitable Trust  
 Boeing  
 Clem Jones Foundation  
 Coca Cola Amatil  
 Community Benefit NT  
 Count Charitable Foundation  
 David Milton  
 Elaine McKinnon  
 Eric Storm Charitable Trust  
 Friends In Giving Society  
 Garry Tieck, Gwynvill Group  
 Gilbert & Patricia Wheaton  
 Graham Painton  
 Inner North Community Foundation  
 Jack Brockhoff Foundation  
 Justice David Davies  
 Liangrove Foundation  
 Linda English  
 Link Market Services  
 Lolli Redini  
 Lotterywest  
 Matana Foundation for Young People  
 Marian & E H Flack Trust  
 Myer Small Grants  
 Newcrest Mining's Cadia Valley Operations  
 Maple-Brown Family Charitable Foundation Ltd  
 Nelson Alexander Charitable Trust  
 Nielsen Australia  
 Paul Griffin Charitable Trust  
 Perpetual Trustees  
 Peter Eichhorn  
 PricewaterhouseCoopers Foundation Pty Ltd (PwC)  
 Property Industry Foundation  
 Queensland Gambling Benefit  
 Rachel Fitzhardinge  
 Reef Shark Foundation  
 Reserve Bank Benevolent Fund  
 Robert Albert  
 Robert Gillespie  
 Rosalie Keirle  
 Rosemary Rajola  
 Ross & Carol Culey  
 Ross Hill Wines  
 Ruth Armytage AM  
 Reuben Pelerman Benevolent Foundation  
 S G Fleet  
 Scott Ogden  
 Skipper-Jacobs Charitable Trust  
 Technology One  
 Telstra  
 The Corella Fund  
 The Fairbridge Foundation  
 The Kruger Foundation  
 The Nick & Caroline Minogue Foundation  
 The Raymond E Purves Foundation  
 The Stan Perron Charitable Foundation Ltd  
 The Tenix Foundation Trust

## Bequests received in 2016/17

Aidan Allan Thompson  
 Annemarie Bendit  
 Audrey Olive Walcott  
 Barry Kirtley  
 Beatrice Leonora Watts  
 Beres Fay Stephenson  
 Betty Margaret Smythe  
 Corona Mary Adams  
 Daphne Thompson  
 Don Jolly  
 Donald Casson  
 Dora Mary Quarmbly  
 Dorothy Davis  
 Edith Asphodel Taylor  
 Edna Merle McGregor  
 Elsie Ashwell  
 Elsie Margaret Greig  
 Enid Selby Utber  
 Eric Chater  
 Gerald Ivor Hitchcox  
 Gerhard Huebner  
 Gillian Colleen Croser  
 Graham Henry Price  
 Gwen Keir  
 Heather Howie  
 Heber Perrin  
 Herbert Fitzgerald Nardin  
 Hilda Katie Roberts  
 Ian Victor Zammit  
 Ida Kennedy  
 Jean Essie Murdoch  
 Joan Alberta Partridge  
 Joan Evans  
 Joan Urquhart  
 Joan Josephine Hagarty  
 Joan Southgate  
 John Beresford Hunt  
 John Douglas Davis  
 Joy Mitchell  
 Joyce Price  
 Joyce Sproat  
 Judith Anne O'Grady  
 Laurel Burgess  
 Lawrence Hinchliffe  
 Mabel Elizabeth Cawley  
 Margaret Kathleen Balchin  
 Marion Armstrong Kingston  
 Michael Peter Edmondson  
 Nancy Kathleen Newton  
 Norma Patricia Wallace  
 Pamela Faith Bateman  
 Rex Foster Smart  
 Robert Onslow Bushnell  
 Ross Fyfe Smith  
 Ruth Jurd  
 Ruth Margaret Hippisley  
 Thelma May Cameron  
 Toni Dunn  
 Trevor Browne  
 Vera Zukerman  
 Veronica Baguley  
 Winifred Joyce Bartell

## Government partners

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

**NSW**  
 Department of Education (NSW)  
 Department of Health (NSW)  
 Department of Justice (NSW)  
 Family and Community Services (NSW)  
 Legal Aid NSW

**NT**  
 Department of the Attorney-General and Justice (NT)  
 Department of Health (NT)  
 Department of Housing (NT)

**QLD**  
 Department of Communities, Child Safety and Disability Services (QLD)  
 Department of Housing and Public Works (QLD)  
 Department of Justice and Attorney-General (QLD)

**SA**  
 Department for Education and Child Development (SA)  
 Department of State Development (SA)  
 SA Health

**TAS**  
 Department of Health and Human Services (TAS)  
 Housing Tasmania

**VIC**  
 Department of Education and Training (VIC)  
 Department of Health and Human Services (VIC)  
 Wellington Shire Council

**WA**  
 Department for Child Protection and Family Support (WA)  
 Department of Housing (WA)  
 Department of Sport and Recreation (WA)  
 Drug and Alcohol Office (WA)  
 Mental Health Commission (WA)  
 Western Australia Police



Grant Dempsey

Heather and Bill Webster



Key Foundation Ltd



Lyn Storey Foundation

Pip Warner

The Abbott Foundation

The Dunn Family Trust Fund

The Profield Foundation



# Celebrating our people

**"As a purpose driven and values led organisation, having committed, qualified and engaged staff is critical."**

**Mark Newton,**  
Executive Shared Services

**Our people share our values and passion to improve the lives of Australians in need, supporting them to move towards independence.**

## Building a great place to work

At Mission Australia we listen to our staff as we continue to build a great place to work. During the year we were recognised for the significant inroads we have made in changing our culture by receiving a Voice Project Change Challenge Award.

The awards are presented to organisations that have achieved the greatest measurable change in work practices and outcomes. Out

of more than 820 organisations, Mission Australia won the large team category award, based on the change between our 2015 and 2016 Staff Engagement Survey. We improved in all survey categories, with 10 categories showing improvements of 15% or more over two years.

**"For such a large organisation, these are astounding results."**

Voice Project Award judges

While the award is a great accolade, Mission Australia will continue to work with our staff to improve engagement, communication, and collaboration, manage change more effectively and develop our leaders.

## Supporting our leaders

This year we continued to provide ongoing leadership capability development through our "Being a Leader" course and also through our newly rolled out People Leader Portal, a one-stop knowledge management tool.

## Volunteers

**We are blessed by thousands of individual and corporate volunteers who generously share their time and skills to support our work.**

Among those supporting us this year were almost 400 Nielsen staff, who raised funds in Sydney and Melbourne during National Volunteer Week.

### Volunteering snapshot:

**3,197**   
volunteers

**236,004**   
hours volunteered

**146**   
volunteering events

### People snapshot:

**2,791** total staff

**80%** female

**20%** male

**1,400** full-time

**845** part-time

**539** casual

**7** trainee



## L2P volunteers make all the difference

**Eighteen-year-old Vince Valluluz joined Mission Australia's L2P program two years ago as his single mum works night shifts and was unable to help him with driving practice.**

His volunteer learner driver mentor Rylie Evers is passionate about the opportunities that the L2P program creates for young people in Victoria's

Wellington and East Gippsland shires who otherwise could not get their licence. "I really believe in the program," said Rylie, one of more than 60 mentors who volunteer with L2P.

Vince drove with Rylie for an hour each Thursday for 18 months. "Once Rylie and I got to know each other, driving was really fun," Vince said. By the end of the 18 months, Vince had accrued enough hours to take his driving test. The night before his test, Vince and Rylie drove together to practice and despite his initial nerves, Vince successfully passed the test. Vince now enjoys the freedom

brought by his P Plates as he drives to and from school and helps his grandmother with transport. Now in Year 12, Vince is focusing on his schoolwork and hopes to study medicine after he graduates. His mentor Rylie is currently awaiting another student to mentor through L2P and looks forward to helping more students like Vince gain independence through driving.

# 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, GAICD

### 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 (to September 2017). Catherine serves on the Board of the Community Council of Australia, is a member of Chief Executive Women and a BoardLinks Champion. She holds a Degree in Law and is a Graduate 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 in 2012 and Company Secretary in 2014. 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 (to September 2017). She holds a Degree in Economics and a Degree in Law and is a Graduate of the Australian Institute of Company Directors and a Member of the New South Wales Law Society.

## Iain Keddie BSc (Hons), FCA, MAICD

### Chief Financial Officer

With a background spanning the professional services and corporate sectors, Iain is a highly experienced CFO. He has held Senior Executive roles in listed and private companies operating in various services sectors in Australia and worked with PricewaterhouseCoopers and Ernst & Young in London and Sydney. Iain joined Mission Australia in 2014 and provides oversight and direction to the Board and Executive Team on all areas of financial management, strategy development, project management and technology, risk management and assurance. He is passionate about driving financial sustainability underpinned by strong governance and strategy. Iain is a Director of Mission Australia Housing, Mission Australia Housing (Victoria) and Mission Providence Pty Ltd (to September 2017). He is a Member of the Australian Institute of Company Directors, a Fellow 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-focussed 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. He was also Assistant Director of Foster Care Associates 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 and is a Graduate of the Australian Institute of Company Directors.



**From left:** Mark Newton, Paul Molyneux, Chris Bratchford, Iain Keddie, Sally Ascroft, James Toomey, Catherine Yeomans, David Pigott

## Mark Newton BScCoCs, 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, MBA

### 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. 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 Master of Business Administration, 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 Bachelor of Laws.

## David Pigott BA (Hons), MA, MAICD

### Executive, Sector Engagement

David has held a number of senior roles at Mission Australia and is responsible for leading its research, policy, advocacy, media and internal communications teams. He has served as an adviser to federal and state governments, including to the Treasurer and Minister for Foreign Affairs, and as private secretary to the NSW Premier. David represents Mission Australia on the Australian Charities and Not-for-Profits Sector User Group. He is a member of the NSW Ministerial Advisory Council on Ageing and Chair of the Ella Community Centre. David holds a Master's Degree in international relations and a Bachelor of Arts Degree in government. He is a Member of the Australian Institute of Company Directors.

# Meet our Board

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

**The Mission Australia Board delegates responsibility for day-to-day administration to our CEO who, together with our Executive Team, is accountable to the Board. Our Directors volunteer their skills, experience and time to help improve the lives of Australians in need.**



**Kenneth Dean**  
BCom (Hons), FCPA, FAICD  
President and Chairman

Ken was appointed President and Chairman of the Mission Australia Board in 2016 and has been a Director of Mission Australia since 2015. Ken is a Non-Executive Director of Bluescope Steel Limited, Energy Australia Holdings Limited and Virgin Australia Holdings Ltd. He has previously held directorships with Alcoa of Australia Limited, Santos Limited, Woodside Petroleum Limited and Shell Australia Limited, and Chief Financial Officer of Alumina Limited. Ken is a Member of the ASIC Director Advisory Panel and has over 40 years' experience in energy and manufacturing industries. Based in Melbourne, Ken is Chair of the Housing Committee and the Investment and Finance Committee and a member of the Nomination, Remuneration and Succession 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 the Playford Memorial Trust and Skills IQ and was Chairman of Hillgrove Resources Ltd until May 2017. He is also a Director of Scantech Ltd and Foodbank SA. Based in Adelaide, Dean is the Chair of the Service Impact Committee.



**Grant Dempsey BComm**

Grant was appointed as a Director of Mission Australia in 2010. He is a Senior Adviser, Finance at ANZ and former Head of Investment Banking, Australia and New Zealand at JP Morgan. Based in Melbourne, Grant is Chair of the Nomination, Remuneration and Succession Committee and a member of the Investment and Finance 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 Venues NSW 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. Based in Sydney, Ian is a Member of the Board Audit and Risk Committee and the Housing Committee.



**Evelyn Horton**  
BEc, MSocSc (Econs), GAICD

Evelyn was appointed as a Director of Mission Australia in 2011 and is an independent Director of Superannuation Trustees (part of the NAB Group), the Tasmanian Public Finance Corporation and the Motor Accidents Insurance Board. Evelyn previously held senior executive roles in government, investment banking and risk management. Based in Sydney, Evelyn is a member of the Board Audit and Risk Committee and the Investment and Finance Committee.



**Jennifer Lambert**  
BBus, MEc, CA, FAICD

Jennifer was appointed as a Director of Mission Australia in 2005. She is a Non-Executive Director of Investa Office Management Pty Ltd, Place Management NSW, Bluescope Steel Limited, the Mosman Church of England Preparatory School and the Sydney Church of England Grammar School Council and is the former Group Chief Financial Officer of 151 Property which was previously known as Valad Property Group. Based in Sydney, Jennifer is Chair of the Board Audit and Risk Committee and a member of the Housing Committee.



**Simon Miller MBA MPA BA MAICD**

Simon is a Partner and Managing Director of a global management consultancy firm, where he has been helping clients solve their toughest strategic problems for the last decade. Prior to that, Simon spent 10 years in senior roles in government, including Deputy Director-General in the NSW Government and First Assistant Secretary at the Department of the Prime Minister and Cabinet in Canberra. Simon is also a Non-Executive Director of City to City Australia. Simon is a member of the Investment & Finance Committee.



**Dr Karin Sowada PhD, BA (Hons)**

Karin was appointed as a Director of Mission Australia in 2008. She is an ARC Future Fellow in the Department of Ancient History, Macquarie University, a Director of Capital Research Pty Ltd, a Trustee of the Anglican Church of Australia Trust Corporation and Chair of the Social Issues Committee of the Anglican Church, Sydney Diocese. Karin 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. Based in Sydney, Karin is a member of the Service Impact Committee.



**Debra Stirling BA, GAICD**

Debra was appointed a Director of Mission Australia in 2017. She is currently a Non-Executive Director of Vicinity Limited, Chair of the Monash University Mining & Resources Advisory Board, a member of the PNG Government Lae Technical Training Centre of Excellence Task Force, and a member of the Victorian Government Resources Roundtable. Debra has previously served as a senior executive for over 25 years in Newcrest Mining, Rinker, CSR and Coles Myer, across industries including building & construction, retail, property, mining, financial services, agriculture and manufacturing. Based in Melbourne, Debra is a member of the Nomination, Remuneration and Succession Committee and the Service Impact Committee.



**Nicholas S. Barnett BEC, ACA, FAICD**

Nicholas was appointed as a Director of Mission Australia in 2008. He is Chief Executive Officer of Insync Surveys Pty Ltd, Chair of Ansvr Insurance Ltd and a former partner of KPMG. He was formerly Chair of First Samuel and Ambit Group, and co-founder of Board Benchmarking and Gender Worx. Based in Melbourne, Nicholas was formerly a Member of the Service Impact Committee. Nicholas retired as a Director of Mission Australia on 21 August 2017.



**Mr Ewen G W Crouch AM, BEc (Hons), LLB FAICD**

Appointed President and Chairman of Mission Australia in 2009 and a Director since 1995, Ewen retired as a Director of Mission Australia at the Annual General Meeting in November 2016.

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 was formerly the Chairman of the Housing Committee, a Member of the Nomination, Remuneration and Succession Committee and the Service Impact Committee.

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