



MISSION AUSTRALIA

Annual Report 2018

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

2017-18

TOGETHER,
WE SUPPORTED

119,185

AUSTRALIANS ON
THEIR JOURNEY TOWARDS
INDEPENDENCE LAST YEAR



This was achieved through:

2,814 
dedicated
staff members

461 
programs & services
across Australia

1,752 
volunteers

41,568 
supporters

29 
government departments

434 
partnerships¹

Making an impact

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

Homelessness & housing

20,264 
people assisted
through 67 services

Families, children & early learning

29,362 
people assisted
through 116 services

Youth

8,775 
people assisted
through 25 services

Strengthening communities

13,094 
people assisted
through 24 services

Employment & skills

11,998 
people assisted
through 76 services

Alcohol & other drugs

9,150 
people assisted
through 26 services

Mental health

10,149 
people assisted
through 52 services

Disability

4,160 
people assisted
through 27 services

Other services²

12,233 
people assisted
through 48 services

Welcome

For close to 160 years, Mission Australia has sought to meet human need and spread the knowledge of the love of God.

Our commitment to this mission is as strong today as it was all those years ago, when our founders observed the great need that existed in our fledgling cities and dedicated their lives to creating a better society for all. Today, at the conclusion of the first year of our Strategic Plan 2017-20, we reflect on a number of significant achievements that have contributed towards our goal of reducing homelessness and strengthening communities across Australia.

The release of updated homelessness statistics in March – which revealed a 30% increase in the number of people experiencing homelessness over the past decade – served as an unwelcome but galvanising reminder of the importance of this mission.

We are acutely aware that our work is only made possible by the generosity of our supporters, partners and funders. Your investments into the continuation and development of our services are investments into the lives of Australia's most vulnerable individuals and families. It's because of you that last year we helped 119,185 people take vital steps in their journey towards lives of independence. Thank you.

We also reflect on the diligent work of our 1,752 volunteers, whose value to the development and delivery of our services cannot be overstated. Equally, we acknowledge the 'volunteerism' of our 2,814 staff, many of whom could serve their own purposes financially

much more by working in for-profit businesses, but instead commit their professional skills, intellect and energy to serve those most in need. Take heart knowing your contributions are making an immeasurable impact in the lives of many.

"By this kind of hard work we must help the weak, remembering the words the Lord Jesus himself said: "It is more blessed to give than to receive." (Acts 20:35)

Highlights for the year:

- In November we celebrated the opening of our new aged care facility Benjamin Short Grove. The \$16.7 million project – \$1.5 million of which was raised by our supporters and partners – has become home to close to 60 elderly people experiencing homelessness and disadvantage in and around Orange, NSW.
- An incredible act of generosity by a private benefactor allowed us to open Ebbs House in Sydney. The new facility provides safe housing and wraparound support for men and women experiencing homelessness. Months earlier in September we farewellled the Fairlight Centre, at which we had provided crisis and transitional accommodation for vulnerable men for 33 years.
- In June we opened the Stringybark Centre, a treatment facility in Darwin for people affected by alcohol and other drugs. The centre provides 90 beds for adults and offers assessment, sobering up, rehabilitation, withdrawal and aftercare services.
- We continued to put the lives and futures of disadvantaged Australians on the national agenda through our research-based advocacy and media efforts. The sector-wide Everybody's Home campaign gained significant traction in public discourse on the issues of homelessness and affordable housing. We were also a strong voice for the unique needs of young people living in rural and remote areas, older people experiencing or at risk of homelessness, and Aboriginal and Torres Strait Islander people.
- In August we launched our new Reconciliation Action Plan (RAP) and have since taken significant steps forward in our reconciliation commitments. This, 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.
- Our advancements in impact measurement continue to affirm our position as a national leader in this area. To date we have rolled out impact measurement to 129 service sites and have received 6,624 responses from 4,262 clients. Our learnings from these responses allow us to better understand how our services are benefitting the lives of our clients, to improve our services for existing and future clients, and to allocate funding to programs that are proven to make a positive difference.
- Looking ahead, we are excited to continue planning for our newest community hub, Mission Australia Centre Coffs Harbour. The new MAC will create a supportive, inclusive



space where people can access evidence-based programs to help them overcome their challenges and develop deeper relationships with the community as they journey towards independence. We also look forward to deepening our commitment to disadvantaged Australians seeking employment in 2018-19 with a significant increase in the number of services and locations offering ParentsNext and Disability Employment Services.

- Our commitment to diversity and inclusion drives our efforts towards a workforce that reflects contemporary Australia and the communities in which we work. We have plans and targets in place to increase the representation of Aboriginal and Torres Strait Islander people, women in senior leadership positions, and people with disability throughout our teams across the country.

"My brothers and sisters, believers in our glorious Lord Jesus Christ must not show favouritism."

(James 2:1)

- Stars of the stage Mahalia Barnes and Prinnie Stevens joined forces

to help us celebrate the 30th anniversary of the Mission Australia Sleepout. Since our first ever Sleepout in 1988, more than 50,000 people have taken part, helping to raise more than \$3 million for vital homelessness services.

- Boosted by higher than expected bequests income, our operating performance again delivered a modest surplus this year. Surpluses enable us to introduce new services, meet increasing cost pressures and bolster our operating capability and capacity.

• We farewellled Dr Karin Sowada and Nicholas Barnett from our Board of Directors. We thank Karin and Nick for their exceptional compassion, wisdom and commitment as they served their roles as Directors of Mission Australia with great distinction since 2008.

- Finally, in November we said goodbye to Catherine Yeomans, who served as CEO since February 2014. In parting, Catherine said she hoped she fulfilled her role in stewarding our organisation for a season "in His strength and to God's glory". Catherine, you did this and so much

more in your time as CEO. Catherine was succeeded by James Toomey, who joined Mission Australia in 2010 and has been integrally involved in the growth and development of our organisation since this time.

As we embark on a new year, we embrace the challenges and opportunities before us. With each person we support on their journey to independence, we take one step closer to our goal of reducing homelessness and strengthening communities. We do so humbly and confidently, with a clear strategic plan in place, a skilled and passionate team, a family of loyal and generous supporters, and in the strength that God supplies.

We hope you enjoy our Annual Report.

Warm regards,

Ken Dean, Chairman

James Toomey, 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

Our values

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 in 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

To reduce homelessness and strengthen communities across Australia

STRATEGIC DIRECTIONS 2017-20:



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.





Research & evaluation

At Mission Australia we undertake a wide range of research and evaluation activities. These serve to enhance our knowledge of the issues and circumstances that affect the lives of the people we support.

The evidence we gather helps us provide the best possible services for our clients, and creates a strong advocacy platform so we can be a powerful voice for people in need.

Research & evaluation highlights:

Conducted Mission Australia's 16th Youth Survey, with over 24,000 respondents. For the first time in the survey's history, mental health was noted as the number one issue of concern for young people.

Released our 'Lifting the weight' report in collaboration with ReachOut highlighting the mental health needs of young people living in rural and remote areas. The report also focused on the service needs of young people and showed the need for the co-design of services to make them more accessible for youth.

Continued to work with Griffith University on a collaborative research project in four of our Communities for Children sites, which is strengthening our understanding of collective impact and how to get positive outcomes for children and families.

Partnered with the UNSW Social Policy Research Centre (SPRC) and ACOSS on a longitudinal five-year study of poverty and inequality in Australia. The first two reports are due to be released in the second half of 2018.

Partnered with the SPRC on longitudinal research examining the resourcing needs of vulnerable young people in New South Wales.

Engaged the Parenting Research Centre to evaluate our facilitating partner model in our Communities for Children service in Dandenong. This revealed positive findings around the importance of Mission Australia's model of governance and support for community partners.

Engaged the University of Adelaide to undertake an evaluation of Flexible Learning Options in South Australia. The evaluation highlighted the importance of this program not only in providing education to disengaged young people, but the importance of case management and wraparound support in education and employment engagement.

Impact measurement

Impact measurement is the process that helps us understand how our services are improving the lives of our clients and the communities we work in.

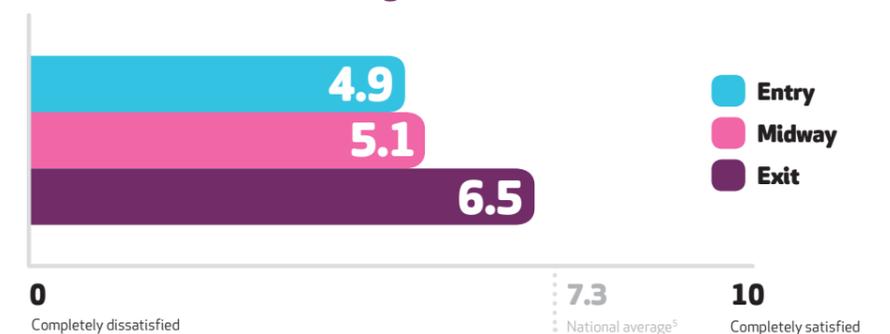
Measuring our impact gives us the evidence to maximise client outcomes and improve our programs for existing and future clients. It allows us to record evidence of their journey in a structured, consistent way. It also helps us to allocate our funding in the most efficient and effective manner.

Our advancements in impact measurement continue to position Mission Australia as a national leader in this vital area of our work.

Impact measurement in action

Going Places Street to Home in Cairns is a mobile outreach case management service supporting some of the region's most vulnerable rough sleepers. Soon after the launch of the service, staff noticed many of the people they assisted failed to seek or receive necessary medical care. In an

Personal health score, Going Places Street to Home



attempt to address this, we trialled sending nurses out to care for rough sleepers, removing the barriers preventing them from accessing help.

What we learned

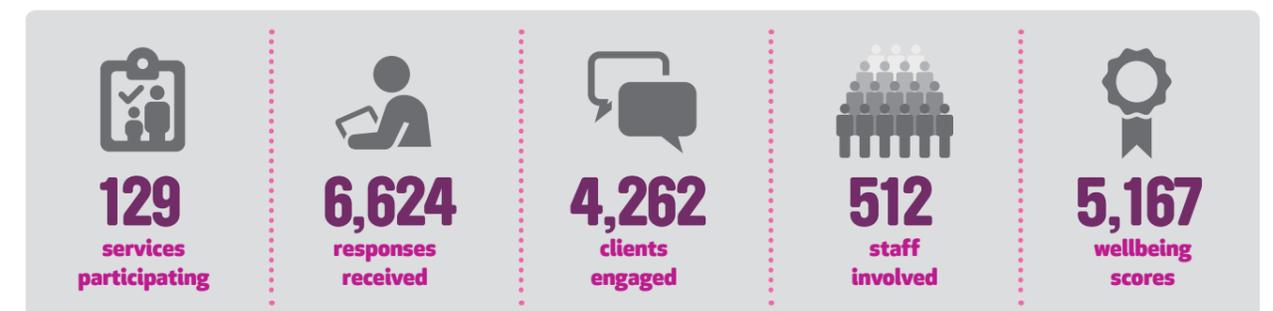
Those who received support from the mobile nursing team in addition to our existing support had a poor average personal health score³ of 4.9 out of 10 when they entered the program. This improved significantly to 6.5 when they exited the program, after receiving ongoing support from the nurses.⁴

The data collected helped us determine that the program was beneficial to our clients' wellbeing. It allowed us to demonstrate that providing mobile nursing care made a significant difference to people sleeping rough in the Cairns area, and improved our ability to address their holistic ongoing needs.

"This gives us evidence to advocate for offering mobile nursing assistance elsewhere, which in turn will help more people."

Mark Jentz, Program Manager

Our journey so far:



3. In the Personal Health Life Domain of the Personal Wellbeing Index by Cummins & Lau (2001); 4. For clients who entered and exited between May 2017 and Jan 2018 (n=13); 5. Deakin University and Australian Unity Limited, Australian Unity Wellbeing Index, Survey 34: Summary Report August 2017

Policy, advocacy & media

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

Key highlights:

Released our position paper on Ageing and Homelessness: Solutions to a growing problem that attracted interest from government, media and the sector, and advocated for increased housing options, income and financial stability and support services for older people.

Successfully collaborated with the community housing and homelessness sectors to advocate for more social and affordable housing and a national strategy to end homelessness as part of Everybody's Home.

Made submissions and representations to government on the Close the Gap refresh and to the Australian Law Reform Commission on Incarceration Rates of Aboriginal and Torres Strait Islander people.

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.

Provided submissions and reports to State and Territory Governments on issues related to alcohol and drugs, housing and youth transitions.

Presented our voice and the voices of the people we support in the media. Some of the coverage included: response to the release of ABS homelessness data; our contribution to SBS's documentary series Filthy Rich and Homeless; our response to the Federal Budget; Sleepout's 30th anniversary; opening of the Stringybark Centre in the NT; 'Lifting the weight' report with ReachOut; NSW VET report with Youth Action and Uniting; Youth Survey 2017 results; Youth homelessness and mental health report; Ivanhoe Estate announcement for NSW; the opening of our aged care facility Benjamin Short Grove; the Ageing and Homelessness report; the opening of transitional and crisis accommodation Ebbs House in NSW; Christmas Lunch in the Park in WA; and sod turning for new social and affordable housing in Clarendon Vale and Rokeby, Tasmania.

"It is an international embarrassment caused by the long-term absence of a national coordinated plan and the lack of a serious commitment to building new social and affordable homes.

We cannot afford to ignore this situation any longer. Safe and secure housing provides the platform for children to attend school, adults to work, people to be healthy and communities to thrive.

The housing market is not delivering for those on the lowest and even moderate incomes."

James Toomey,
CEO Mission Australia
speaking to Nine.com.au
on the release of ABS
homelessness data in March

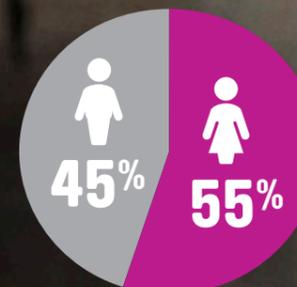
Ageing and Homelessness: Solutions to a growing problem

Our position paper on ageing and homelessness highlighted the need for increased housing options, income and financial stability, and support services for older people. We secured widespread, quality coverage including a special

feature on ABC's 7.30 Report and ABC Breakfast TV about an 81-year-old client we assisted, as well as radio interviews, online articles in The Conversation, The Guardian, news.com.au, and seniors' publications.



More older women than older men sought help from specialist homelessness services



(AIHW 2016)

Women retire with less superannuation than men

(Senate Economics Reference Committee 2016)



Our services

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

Throughout 2017-18, 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

Homelessness services in Cairns, Qld

Our suite of state-funded services in Cairns seeks to support people across the spectrum of homelessness, from those experiencing long-term rough sleeping to those ready to live independently and engage in employment.

Going Places Street to Home is an outreach program that attempts to support people experiencing chronic homelessness to move into stable, long-term housing.

Our Douglas House site aims to be a stepping stone for people to transition from homelessness to sustainable housing. It offers housing for 22 adults, along with support spaces where tenants are encouraged to develop vital skills for living independently and participating fully in the community.

Woree Supported Accommodation offers 20 fully self-contained units providing medium-term supported housing to people transitioning back into social and affordable housing. All tenants participate in on-site, individualised case management.

Café One is a social enterprise café van that trains people experiencing all forms of disadvantage in hospitality and barista skills.

It provides an important bridge for long-term unemployed people to gain the confidence, experience and social connections vital to re-entering the mainstream workforce.

Ebbs House, NSW

Residents, local community members and Mission Australia staff gathered in May for the opening of our newest crisis and transitional accommodation centre Ebbs House.

Located on Sydney's Northern Beaches, Ebbs House and the adjoining property will provide safe housing and support for 30 men and women who are at risk of or experiencing homelessness. Services available on site include accommodation, outreach support, case management, counselling and advocacy, while community and employment services, hospitals, shops and the local TAFE are all within walking distance.

Ebbs House has been made possible by the generosity of a private benefactor who felt compelled to act on the need they saw in the community.

The facility is named in honour of Reverend Arthur Rowley Ebbs, who cared for disadvantaged young people and provided accommodation for returned servicemen experiencing homelessness during the Depression and World War II.

"We know that people are responsive to their environment, so we hope that by providing a modern, safe home, they will be able to grow in their skills and confidence and take their own steps towards independence."

Kevin Kingsbeer, Program Manager

Homelessness snapshot:

16,846 
people assisted

62 
services

Wattle House, WA

Wattle House in Maddington supports young people, adults and families who are experiencing or at risk of homelessness in the Perth area. Individuals' reasons for requiring support can include experience of domestic violence, alcohol and other drug dependence, and other issues.

Clients accessing Wattle House's transitional accommodation are supported with case management to help them maintain long-term, stable housing in the future.

Emergency relief and financial counselling are also available in the form of vouchers for food, utilities, clothing, transport and health care, and support to overcome debt.

The state- and federal-funded service also has training facilities and provides independent living workshops to individuals around their specific needs.

Safe from harm

It's difficult to imagine how unbearable life would have to become to choose homelessness as the safer option to remaining at home.

This was the position Heather* and her son Lucas were in last winter during another drunken rage by Heather's husband Chris.

Chris was out of control, and Heather feared for their safety. In that moment, she made the brave decision to leave.

Heather and Lucas jumped in the car and took off. They spent the night shivering in the back seat.

Fortunately, however, Heather had a plan. She'd been meeting with Fiona, one of our domestic violence specialists, and together they'd developed a safety plan for when they were in danger.

The following day Heather met with Fiona, who cared for them and organised a room in a safe house out of town.

After years of fear, Heather and Lucas could finally breathe.

Over the coming weeks, Fiona helped them secure longer-term housing. We supplied furniture and other items, and helped them move in to their new home.

Heather recently started a new job, and Lucas has settled in at school.

Heather knows they owe their newfound safety and independence to Mission Australia and our generous supporters.



Prevalence of domestic & family violence

Of the people we helped last year:

8.6% 

disclosed experiencing domestic and family violence⁶

Another

6.1% 

were suspected of experiencing domestic and family violence⁶

Ivanhoe Estate

Located 15 kilometres northwest of the Sydney CBD, Ivanhoe Estate is one of Australia's largest social and affordable housing developments.

The project – part of the NSW Government's Communities Plus program – will create more than 3,000 much needed new dwellings and provide residents with easy access to transport, services, jobs, 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 Housing will provide tenancy and asset management for the social housing residents and will also deliver community development utilising the Mission Australia Strengthening Communities model.

Additionally, Mission Australia will coordinate support services for residents to increase their independence.

We will also invest in the development of the wider community, and measure the impact of our work.

"Ivanhoe Estate will provide essential community infrastructure as well as secure accommodation, and will be an inclusive and safe place to live."

Chris Bratchford, Executive Mission Australia Housing

Ivanhoe Estate will provide:

3,000  new dwellings

at least **950**  social housing dwellings

128  affordable homes



Mission Australia Housing

As a leading national Community Housing Provider, our aim is to be the Community Housing Provider of Choice, delivering better homes in vibrant communities.

While progressing our growth strategy we have also spent much of the year consulting with our residents and staff through forums and focus groups. We believe this focus on our people will set up our residents, staff and partners for success, and will lead to the best outcomes for all.

Projects with our partners

Transformation of Ivanhoe Estate

As part of the Aspire consortium with Frasers Property Australia we have been working closely with the NSW Government to transform Ivanhoe Estate at Macquarie Park.

Last year the redevelopment reached an important milestone. After receiving feedback from the local community and other stakeholders, the Master Plan has been lodged with the Department of Planning and Environment. We look forward to approval of the Stage 1 Development Application.

Social Housing Management Transfer Program

In October the NSW Government announced the management transfer of more than 1,000 social housing properties in Coffs Harbour and Bellingen to Mission Australia

Housing. We will work closely with local Mission Australia services to provide coordinated support for transitioning tenants.

Increasing supply

We continue to increase NSW's housing supply through the Nation Building Economic Stimulus Program. Last year we purchased land in Western Sydney to provide 19 new dwellings, and another four one- and two-bedroom units in regional NSW.

In partnership with Housing Tasmania and Ronald Young and Co Builders we identified land within the Clarence Plains community to build more social, affordable and market homes. We sold 12 home and land packages and completed construction of two new social homes. We also launched the Home on the Plains initiative, which aims to help low-income earners realise the dream of owning their own home.

Strengthening communities

Tenants told us through the annual Community Housing Industry Association Tenant Survey that we have significantly exceeded the regulator's benchmarks for overall satisfaction of housing services, condition of home, and repairs and maintenance.

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

We have also initiated the introduction of Tailored Support Coordinators

across all our services. These new roles will help residents identify their goals, develop plans and connect to education, training, employment and other relevant support services to help them achieve greater levels of independence.

Highlights

In Tasmania we were named a joint state winner of Leading Community Engagement Practice at the 2017 Australasian Housing Institute's Professional Excellence in Housing Awards. The award recognised our commitment to providing a high standard of community service and efforts to engage residents and strengthen the Clarence Plains community.

We were highly commended at the 2018 Zest Awards for our community partnership with Evolve Housing and SGCH. Our School Holiday Fun Day saw more than 600 children and families enjoy a day of healthy, active play.

Housing snapshot:

3,504  Mission Australia Housing residents housed

1,981  residential properties owned/managed

Strengthening families & children

Chigwell House, Tas

In May we celebrated 10 years of delivering services at Chigwell House, our neighbourhood hub north of Hobart.

The staff at Chigwell House welcome people of all ages and life circumstances, taking a holistic approach to reducing homelessness and strengthening the local community.

State- and Mission Australia-funded programs include: Parents Staying Connected, an early intervention, skills-building and community engagement program for parents; Integrated Family Support Service, for families where child safety is an issue; and Youth Beat, Targeted Youth Support Service and Adolescent Integrated Case Coordination, which all support vulnerable young people.

Chigwell House also provides 14 social housing units operated by Mission Australia Housing for people who were previously at risk of or experiencing homelessness, a community garden, and many other community-building activities.

“It was a really positive day with lovely Tassie weather. There was an atmosphere of celebration with some old faces and people who we met for the first time.”

Jenny Reynolds, Program Manager

Intensive Family Support, Qld

Intensive Family Support aims to improve the safety and wellbeing of vulnerable children and their families.

Services in Deception Bay, Pine Rivers and Ipswich employ a range of flexible, individually tailored supports to reduce children's entries and re-entries into the child protection system. Reducing the over-representation of Aboriginal and Torres Strait Islander children and young people in out-of-home care is a leading priority.

Case managers support families with counselling, health interventions, parenting education and skills development, improving school attendance, advocacy and referrals to other services, particularly for alcohol and other drug issues.

State-funded Intensive Family Support services are also offered in NSW, Tasmania and Western Australia.

Communities for Children, Vic

Communities for Children is an early intervention and prevention program that aims to improve the development, health and wellbeing of children by addressing local needs and encouraging community participation.

Our Dandenong service supports families with children aged 12 and under, while our Shepparton service targets Year 6 and 7 students to help them transition successfully to secondary school.

Mission Australia also delivers the Department of Social Services-funded Communities for Children program in NSW and Queensland.

Life's grand for little Lucy

Bev* and Darren were in their 60s when their five-year-old granddaughter Lucy was removed from her mother and placed in their care.

The transition period was an extremely difficult time for Lucy, as well as for her grandparents.

Bev and Darren required help to provide the best possible support for Lucy, who came into their care with both emotional and behavioural challenges due to the trauma she had experienced.

Lucy also required additional support in order to attend school full time.

Bev and Darren reached out to Mission Australia's supporter-funded Grandparents Raising Grandchildren program. Then things started to change.

For a year, our caseworker Kim worked hard to create a network of care around Lucy by engaging her school, a counsellor and other services to address her needs and provide holistic support to Lucy, Bev and Darren.

Lucy has made great progress, and continues to improve and thrive in the care of her grandparents.

Families & children snapshot:

23,334 
people assisted

70 
services

Strengthening communities snapshot:

13,094 
people assisted

24 
services

“It's been such a relief. Lucy doesn't scream anymore and has started sleeping in her own bed. She's at school four days a week and is even beginning to make friends.”

Bev, Lucy's grandmother



“In an ever-changing environment, Mission Australia Early Learning has focused on strengthening quality outcomes, improving value for money for families and investing in our people.”

Ben Williams,
General Manager Early Learning

Mission Australia Early Learning



This year Mission Australia Early Learning has provided a rich and diverse program of Early Childhood Education to more than 6,000 children in innovative and caring services.

Our 779 dedicated educators have delivered outstanding early education and care backed by a focused team of managers and operational support staff.

Primary achievements were highlighted by the integration of all the organisation’s Early Childhood Education Services under one business stream.

This has seen excellence and best practice shared across our Long Day Care, Kindergarten, Preschool, Family Day Care, In Home Care, Out of School Hours Care and Family Day Care services across the country.

We have also successfully transitioned to the new Government Child Care Subsidy – the largest

change to funding in 40 years – and returned occupancy to positive growth year on year.

Assessment and ratings

National Quality Standard ratings continued to impress this year, with our services surpassing sector averages in all Quality Areas.

95% of our services were rated as Meeting or Exceeding standards, compared with the sector average of 78%.

Staff engagement

Following last year’s survey results, we implemented national, regional and centre-specific initiatives to respond to the key priority areas for improvement as defined by our people.

Our engagement score increased 7% to a new high of 82%. Our transformational journey continues as we strive towards establishing a genuine culture of belonging across all our services.

Parent survey

This year’s parent survey validated the work done to improve our value for money proposition, which received its highest score in three years.

Overall, 97% of our families are satisfied with the care their children receive, while our Net Promoter Score also increased by 10%.

Early Learning snapshot:

6,028 

children cared for

46 

services across Australia

Celebrating the little wins

I recently attended a camp with young people from our Drug and Alcohol Youth Service in Perth.

Our aim was to climb Bluff Knoll, the tallest mountain in the Stirling Ranges National Park.

As we set off from the car park, I overheard one young person, David*, suggest this was the biggest physical challenge he'd ever undertaken. "It's even bigger than taking the stairs at the corrections office!" he exclaimed.

I could hear him behind me on the trail struggling to keep up. Just 500 metres into the walk, he announced that he had left his asthma inhaler back at the cabin and would have to pull out. David and I agreed to return to the cabins and retrieve his inhaler together.

As we walked, David constantly murmured comments under his breath. "I can't do this. I've messed this up for everyone. What a loser for leaving my puffer behind."

I talked with him about how he was sabotaging himself with his words and that he was far more capable than he thought.

We made it back to the car park at the mountain with inhaler in hand. David self-consciously asked me to pray that God would help him reach the top of the mountain.

Many times on the climb, David decided it was all too much, but made the decision to continue. Close to the summit we met the rest of the group on their way back down. The genuine joy when the team saw David so high up was infectious.

The joy on David's face when he reached the summit was like nothing else. We stayed there a long time taking in the view before the long journey down to the car.

An exhausted David almost crawled into the car park. He turned around to see the Goliath he had just defeated, sighed and said, "God gave me the strength to do that. There was no way I had it in me!"

Though there were ups and downs, I was so thankful for the opportunity to get alongside David and spur him on to achieve this goal.

Scott Vawser
State Chaplain

7. Mission Australia Youth Survey 2017

Supporting young people

Springboard, Vic

Springboard is a youth-focused intensive outreach case management program supporting young people aged 16-21 who are currently, or have previously been, in care.

Located in Dandenong and Heidelberg, the state-funded program primarily supports young people with education, training and employment opportunities.

Through a holistic, individualised approach, young people are supported to address the barriers affecting their career prospects and are assisted to strengthen connections within their community.

Broken Hill services, NSW

Young people, children and families are at the centre of our services in Broken Hill, funded by government and non-government sources.

Our Young People's Homelessness and Housing program supports youth aged 12 to 25 who are experiencing or at risk of homelessness. Aboriginal young people, who are overrepresented in homelessness statistics, are a key focus for this service.

We also provide early intervention support for vulnerable children and young people and their families, and more intensive interventions with families where children and young people are at risk of significant harm.

Flexible Learning Options, SA

Flexible Learning Options (FLO) provides specialist youth case work support and individualised learning programs for young people who have disengaged from mainstream schooling.

Mission Australia has run FLO in South Australia since 2007 and last year supported more than 500 students in 32 schools across the state, making us the largest individual FLO provider in the state. FLO is funded by a range of government and non-government partners.

In April we released a joint evaluation of our FLO model with the University of Adelaide which highlighted that quality intensive case work support is critical to helping young people overcome the barriers that affect their ability to stay in school, their social participation and personal wellbeing, and their achievement of

positive learning and self-development outcomes.

Students revealed that they valued their meaningful relationship of trust with their FLO case worker above all other services they accessed.

Mission Australia Regional Leader Adam Sherwood says there are very few programs like FLO that address the root causes of why a young person isn't engaging with learning, such as mental health concerns, bullying, homelessness, intergenerational poverty or low literacy levels.

"I found out about FLO through my mum's friend who works here. I've finished more work this year, to the highest standard I ever have, than in my whole entire schooling."

FLO student

Youth snapshot:

8,775 
people assisted

25 
services

24,055 
Youth Survey participants⁷

Improving mental health & wellbeing

Stringybark Centre, NT

In June we celebrated the opening of a new treatment facility in the Northern Territory for people affected by alcohol and other drugs.

The territory-funded Stringybark Centre provides 90 beds for men and women in the greater Darwin region. The facility offers a 10-bed specialist assessment and withdrawal service, a 40-bed Sobering Up Shelter, a 40-bed alcohol and other drug residential rehabilitation service, and a Stepping Out aftercare service.

Mission Australia Regional Leader Michael Soler says the new facility will support people with substance misuse issues and assist their recovery to independence with better integration between health, justice and community services.

"Mission Australia acknowledges the complex influences that contribute to substance misuse and offers a holistic approach to wellbeing and recovery," Michael says.

"As the facility managers, we will draw on years of experience in providing services to clients with complex needs, including clients who do not speak English as a

first language, or those who are dealing with alcohol and other drug problems, disabilities or mental health conditions."

"We take a person-centred approach, recognising that no single treatment is appropriate for all individuals. Service intervention is tailored to meet the individual's physical, psychological, social, emotional and cultural needs."

Michael Soler, Regional Leader

Integrated Primary Mental Health Care, WA

Our state-funded Integrated Primary Mental Health Care service in Tom Price, South Hedland and Karratha supports people who are disadvantaged or hard to reach and have, or are at risk of developing, a mental health condition.

Our staff are qualified mental health professionals from a range of clinical backgrounds who work closely with clients to identify their particular needs. Physical and psychological interventions help to improve individuals' mental health and wellbeing, leading to positive outcomes in their lives.

Staff support the most vulnerable people in the Pilbara region, targeting those in severe financial hardship, people with limited access to services and those at risk of suicide. Depending on location, staff can meet with individuals face-to-face or connect online or by phone.

Alcohol and Other Drugs Continuing Coordinated Care, NSW

Alcohol and Other Drugs Continuing Coordinated Care launched in Northern Sydney in February and Dubbo in May, providing care coordination and wraparound services for adults with substance use disorder and complex needs.

The new state-funded program targets the growing number of people that require intensive support and continuing care to maintain their engagement with AOD treatment services.

Our staff help clients access medical and community services, re-engage with community and family, access vocational and educational services, and provide functional living support, among a range of other supports.

Mental health snapshot:

10,149 
people assisted

52 
services

23.3% 
Proportion of clients disclosing mental health issues⁸



When Stringybark Centre resident Brian Forrester was asked to help brighten up the facility with a mural, he gladly accepted the challenge.

"This artwork represents the MacDonnell Ranges in Alice Springs," Brian explained. "It is a Dreamtime story of many caterpillars joined in a line which change colours just like

Uluru. It also features a turtle and three countrymen. The three countrymen are myself and two friends I've made during my time at Stringybark."

Brian now lives with these two friends in Mission Australia supported accommodation. They plan to help each other stay healthy and on the right track.



Audi Women in Automotive, NSW

In October-December we conducted an eight-week pilot program giving mothers experiencing long-term unemployment the opportunity to jumpstart their careers and gear up to work in the automotive industry.

Run with the support of the Audi Foundation, the Audi Women in Automotive program was attended by 10 women who were receiving case management support through our ParentsNext service in South West Sydney.

Participants completed TAFE training in Automotive Administration and a vocational placement within an Audi dealership to become workforce-ready upon graduation.

Lucy Luo, a 36-year-old single mother of three, had been unemployed for five years and said the program gave her knowledge, work skills and self-confidence.

"I have learnt a range of different skills which I can use in other areas of employment in the future," Lucy said. "I also learned that women can do anything that men can."

The successful pilot has led us to explore how we may continue the program in the near future.

"Mission Australia has helped me with my job search, lifestyle, relationship with my children. They've given me lots of support and I feel like I'm not alone. I'm stronger now and can stand stronger on my own two feet."

Lucy Luo, Women in Automotive graduate

Offering employment, skills & training and disability services

NDIS Local Area Coordination, SA

In March Mission Australia started delivering National Disability Insurance Agency-funded Local Area Coordination (LAC) services in South Australia, expanding our footprint as a National Disability Insurance Scheme (NDIS) Partner in the Community.

Our Local Area Coordination team has three key roles: linking people with disability to the NDIS, linking people with disability to information and non-NDIS-funded supports

within their community, and working with communities to make them more inclusive and accessible. We also assist new NDIS participants to develop an NDIS plan.

LAC is delivered in six regions across SA: Limestone Coast, Murray and Mallee, Adelaide Hills, Fleurieu and Kangaroo Island, Southern Adelaide, and Eyre and Western Far North. The SA services join existing Local Area Coordination services in Tasmania, and new services in Queensland.

Our dedicated staff are flexible and accommodating, meeting with people

in a place they feel most comfortable, whether that be at home, our office or at a location of their choice.

The LAC service aims to increase independence, and choice and control of people with disability, so that more opportunities are available to participate in their local communities.

Hard work pays off for Graham

Graham arrived in Darwin on a Friday night. He was fighting a battle with depression and anxiety. In his own words, he'd "lost the plot and had to get out". He'd been unemployed for over two years and knew he needed to make a change. He was referred to Mission Australia due to our experience working with people with mental health issues.

Edith, a Mission Australia case worker, met Graham the following Monday, when he requested assistance to find employment.

Graham was extremely diligent in attending meetings with Edith and

actively looking for work. Within a week he found employment doing yard work for a local business. Graham was over the moon and said to Edith: "Thank you! You are a rock star! I couldn't have done it without you."

Graham soon secured another job as a delivery driver and storeman at a local supermarket. He started as a casual, but was quickly promoted to full-time employment.

Graham has found stable accommodation and says he's very happy. He's turned his life around and sees a future for himself and possibilities he never thought possible. He's currently saving up to go on his first holiday in a very long time.

Employment & skills snapshot:

11,998  people assisted

76  services

Disability support snapshot:

4,160  people assisted

27  services

Looking ahead

We are extremely excited about the opportunities that lie ahead in 2018-19. Here are some of the highlights:

Expansion of the Mission Australia Centre model

We are actively working to expand our range of integrated community hubs, known as Mission Australia Centres, across the country.

Aiming to reduce homelessness and strengthen communities, Mission Australia Centres are in tune with and responsive to the needs of each community in which they operate, and offer services in safe and supportive spaces that enable disadvantaged children, youth, adults and older people to overcome their challenges and thrive.

Mission Australia Centre Coffs Harbour

Our newest Mission Australia Centre in Coffs Harbour will create a purpose-built and inclusive environment where vulnerable individuals and families - including residents from more than 1,400 local social housing properties

managed by Mission Australia Housing - can access evidence-based programs and services to help them overcome disadvantage and gain independence.

'The MAC' will create opportunities for social connection between underprivileged and isolated people and the wider community, and create a space that allows us to collaborate with other local service providers for the benefit of individual clients and the whole community.

Major expansion for ParentsNext, DES and NDIS services

Our support for disadvantaged Australians seeking employment will expand dramatically in 2018-19 as we deliver more ParentsNext and Disability Employment Services (DES) offerings.

Thanks to funding from the Department of Jobs and Small Business, ParentsNext will grow significantly to 56 sites across 15 regions around the country. ParentsNext is a service that aims to help unemployed parents re-enter the workforce.

DES, funded by the Department of Social Services, has expanded in

Queensland, NSW and Tasmania by 60%, and we will also continue to deliver 87% of our existing services. This is excellent news for job seekers with disability, injury or health conditions, who will have greater access to tailored services operated by Mission Australia to help them find and keep a job.

Our NDIS Local Area Coordination and Early Childhood Early Intervention services will also expand to serve more people with disability. New sites in Cairns and western and far western NSW will join existing sites in South Australia and Tasmania from July.

Child Safe Organisation project

Work will continue in 2018-19 on our Child Safe Organisation project, which aims to strengthen our child safe practices and ensure Mission Australia conforms with the National Principles for Child Safe Organisations.

Our aim is to promote a child safe culture where safeguarding children and young people is seen as everyone's responsibility.



A letter of thanks

Helping people overcome their challenges and feel in control of their lives is what gets us out of bed every morning. In a vocation where thanks and praise can sometimes be hard to come by, it's always very special when a client expresses their gratitude for the support they've received.

Staff at the Mission Australia Centre in Sydney received this letter of thanks from a male client who was experiencing homelessness prior to his time with us:

Mission Australia Centre,

I would like to thank you for taking me in and giving me a chance at this program.

My experience here at Mission Australia has been great, and between the programs, counselling and case

management it has left me a much better person with a much better outlook on life.

I came here a man without much hope and probably on my way back to prison. I am leaving here a man on my way to my own home, and proper knowledge and tools to become a proper member of community.

The staff here are all great, kind, respectful and honest. My case worker has been very helpful, caring and honest to me and I was surprised at what lengths he would go to help someone like me.

My time here at the Mission Australia Centre has changed my life and given me a future that nine months ago I would have thought impossible.

Thanks for everything.

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 119,000 Australians in need to move towards independence in 2017-18.

Mission Australia aims to be agile and disciplined in an environment of increasing 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 \$284 million, similar to the previous year. We are humbled by the generous financial support we receive from

across Australian society. Fundraising income for the year of \$27 million included significant bequests.

Expenditure

This year's underlying expenditure was \$274 million, of which \$256 million was spent on the delivery of 461 services.

Overall result

Bequests income contributed a financial surplus from underlying operational activities that equate to 3% of our total income. Surpluses are key to our sustainability as they allow investment in new services to meet human need, rising costs to be met, and investment in operational capacity.

Financial sustainability

Our strategic priorities guide our delivery of services where we maintain a disciplined approach to financial decisions to ensure long-term sustainability. New and alternative funding options continue to be explored to support service delivery.

Detailed results are in the Consolidated Annual Financial Report 2018 on our website.

Iain Keddie, Chief Financial Officer

Forging ahead and learning to forgive

Kelly's* life was turned upside down as a teenager when her father died. Her mother took it very hard. In time she found a new partner, but within two years he also passed away suddenly. This broke Kelly's mother, and tragically she poured out all her pain and anger on Kelly.

Life at home became worse and worse. Kelly was eventually kicked out of home by her mother, who became increasingly abusive. Kelly was 18 at the time and had nowhere to go.

She ended up living in an old caravan in the front yard of a friend's house. The van was in bad shape, with a hole in the floor that Kelly covered over with a rug. After a few weeks she was asked to move on from her friend's yard, so Kelly had the caravan moved out onto the street.

Eventually Kelly reached out for help, and we provided her with crisis accommodation immediately. At the beginning, Kelly was frightened, depressed and very upset. Early on she would throw child-like tantrums, but in time grew to trust and respect the people helping her. She said our case workers were the first people who had listened to her in years.

Her attitude continued to improve. With our support, Kelly completed a series of education and employment workshops and secured a part-time job at a supermarket. She's since moved into transitional accommodation and has started a new full-time job.

Incredibly, Kelly has also reached out to her mother to try to rebuild their relationship, and the early stages of this have been promising.

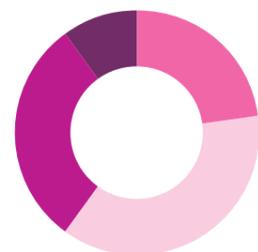
*Name and image changed to protect the identity of the person we helped



Total underlying income

\$284m

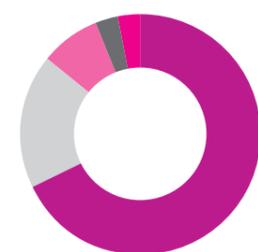
■ Federal Government	23%
■ State and local government	37%
■ Rent, fees and other	30%
■ Fundraising	10%



Total underlying expenditure

\$274m

■ Community Services	68%
■ Early Learning	18%
■ Housing	8%
■ Fundraising	3%
■ Marketing, administration and other	3%



36 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.

Recognising our supporters

“Our supporters really are the heroes of our organisation. Thousands of Australians are living independent and fulfilling lives today because of the generosity of our supporters.”

Paul Molyneux, Executive, Chaplaincy, Fundraising and Marketing

Awareness and donations

Our ‘Independence is precious’ campaigns continue to build awareness of homelessness and break down stereotypes. Together with our newsletters and appeals, they demonstrate the leading role Mission Australia plays in strengthening communities and they encourage donations to help disadvantaged people.

We thank our 40,000-plus donors and more than 500 partners, trusts and foundations for their generosity, as well as all those who supported us through community events, pro bono activities

and in-kind gifts. We’re also grateful to those who receive our prayer diary and join us in praying for the people and communities we work with.

Highlights

- Thanks to the extraordinary generosity of a private benefactor, we opened Ebbs House crisis and transitional accommodation centre in Sydney
- We received a significant real estate donation in Victoria, for which service plans are currently being explored
- Numerous loyal supporters included Mission Australia in their Will, and we received considerable bequests from the estates of the late Lady Gladys Mary Humphreys, Janis Salisbury and William Higgs
- We received generous financial and in-kind support from a large number of major donors, trusts and foundations, and corporate and government partners. Aside from those that have requested to remain anonymous, they are listed on pages 40 and 41.
- The Sir David Martin Foundation continued its valuable, long-term support of Mission Australia
- In June a group of supporters and staff, including our CEO and his wife, raised more than \$70,000 by trekking the Larapinta Trail. The funds raised will help launch a new Missionbeat service in the Northern Territory.
- The Mission Australia Sleepout celebrated its 30th anniversary with the support of ambassadors Mahalia Barnes and Prinnie Stevens.

Charity tick

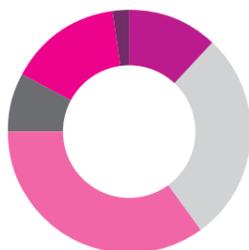
Mission Australia is proud to be a registered charity with the Australian Charities and Not-for-profits Commission, and has the highest commitment to transparency, accountability and governance.



Total fundraising income⁹

\$27m

■ Appeals	12%
■ Regular giving	28%
■ Bequests	35%
■ Corporate Partnerships	8%
■ Major gifts	15%
■ Capital and other	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.

“Being homeless is breaking my family”

“Don't lose hope. You don't walk this journey alone. There is light after the darkness. Love and prayers.”

Pamela, WA

“Never give up hope for a better future, and never be afraid to ask for help. Best wishes to all!”

Linda, NSW

“May this gift help restore your independence, dignity and joy for life – for you and your family!”

Peter, NSW

“With God and Mission working together, may your life be better than it was before.”

Dave, SA

Thank you

Our sincere thanks to all our supporters and funders.

Major donors, trusts and foundations and corporate partners

Abbott Foundation
 Albert Arlen & Nancy Brown Charitable Foundation
 Allport Bequest
 Annetta Adami Charitable Trust
 Audi Australia Pty Ltd
 Australian Stockbrokers Foundation Ltd
 Australian Youth & Health Foundation
 Bagnall Foundation
 Barhead
 Bayer Australia Ltd
 Bell Charitable Trust
 Bill & Heather Webster
 Boeing
 City of Perth
 Coca Cola Australia Foundation
 CommBank Foundation
 Count Charitable Foundation
 Crossway LifeCare
 Danks Trust
 David Milton
 Dickinson Charitable Trust
 Dorothy Francis Hooper
 Dorothy Mary Steer Trust
 Dunn Family Trust Fund
 Friends In Giving
 Gaetano Boncardo
 Garry Tieck, Gwynill Group
 Geelong Harley Davidson
 Gilbert & Patricia Wheaton
 Graham Painton Foundation
 Grant Dempsey
 Group SEB Tefal
 Hart Family Perpetual Trust
 Herbert Smith Freehills
 Hillsong CityCare
 HM Bill & CJ Joy Barrie Foundation
 Inner North Foundation
 Iris Residential
 Ivany Foundation
 James N Kirby Foundation
 Jean G Baker Memorial Trust
 Jeanie Moffat Waddell Foundation
 John Plummer
 Justice David Davies
 Key Foundation
 Lady Bowen Trust
 Leslie Hocking Cocks
 Liangrove Foundation
 Lotterywest
 Lyn Storey Foundation
 Maple-Brown Family Charitable Foundation
 Marjorie Scott Trust
 Matana Foundation for Young People
 Microsoft Australia
 N & M Hurl Charitable Trust
 Nielsen Australia
 Paul Griffin Charitable Trust

Perpetual
 Peter Eichhorn
 Pip Warner
 PricewaterhouseCoopers (PwC)
 Profield Foundation
 Property Council of Australia
 Property Industry Foundation NSW
 Property Industry Foundation QLD
 Rachel Fitzhardinge
 RE Ross Trust
 Reef Shark Foundation
 Regal Foundation
 Reserve Bank Benevolent Fund
 Reuben Pelerman Benevolent Foundation
 Richard McLachlan
 Robert & Cary Gillespie
 Robert Albert AO RFD RD
 Robin Gandevia, Donation In
 Memory of Denis Sullivan
 Rosalie Keirle
 Rosemary Rajola
 Rose Sarah Rasey
 Ruth Armytage AM
 Scott Ogden
 SG Fleet Australia Pty Ltd
 Sir David Martin Foundation
 Skipper-Jacobs Charitable Trust
 Stan Perron Charitable Trust
 Stockland
 The Corella Fund
 The Eric Storm Charitable Trust
 The Harry Frederick Carter Charitable Trust
 The Helen Champney Penny Trust
 The Kenneth Gordon Anderson & Edith Anderson Memorial Trust
 The Nick & Caroline Minogue Foundation
 The Paul Finlay Foundation
 The Raymond E Purves Foundation
 The Ronald & Thelma Henderson Perpetual Charitable Trust
 The Rossi Foundation
 The Tenix Foundation
 Wesfarmers Limited
 Westpac Banking Corporation
 William Moore

Bequests received in 2017-18

Adye Roberta Wilson Bennett
 Alice Sylvia Munday
 Alwyn Miehchel
 Ann Carolyn Black
 Anthony Ernest Charles
 Audrey Nona Low
 David Wade
 Dawn Diane Daniel
 Diana Frances Mary Whitton
 Donald Casson
 Dorothy Madge Andersen
 Dorothy Reynolds

Eleanor Frank Roth
 Elizabeth Constance Carr
 Eric Lonsdale Collings
 Ethel May Murray
 Eva Kaye
 Geoffrey Vincent Wainwright
 Gladys Mary Humphreys
 Hilary Cameron
 Ian Victor Zammit
 Illeana Archer
 Ingrid Fong
 Jack Gerhard Brann
 Janis Salisbury
 Joan Evans
 Joan Josephine Hagarty
 Joan Lawton
 John Abbott
 John Luka Radovic
 Joseph Garvin
 Joyce Coral Price
 Kathleen Price
 Laurie May Young
 Lawrence Lancaster
 Lorna Gladys Somerville
 Lyell Bartlett
 Mabel Elsie Cawley
 Madeline Boulken
 Malcolm James Hood
 Margaret Hill
 Margaret Kennedy
 Margaret Scarlett
 Marion Armstrong Kingston
 Marjorie Hunter
 Mary Agnes Smith
 Mercia Lily Mead
 Miriam Maybell Annie Philipp
 Moya Kathleen Wood
 Nancy Grace Somerville
 Nancy Kathleen Newton
 Nathalie Kulakowski
 Norma Dawn Spencer
 Pamela Duen Rowell
 Patricia Margaret Grauss
 Peter Anthony Cecil Boulken
 Peter Stewart
 Phillip Charles Middleton
 Raymonde Grover
 Rex Foster Smart
 Robert Colin John Piper
 Robert Peter Vale
 Roger George Fox
 Roger John Hussey
 Ross William Lindsay
 Roy Allan Woodward
 Shirley Clissold
 Susan Elizabeth Hutchinson
 William Brodie Grant
 William Eastcott Higgs
 Yoke Lin Foo

Bill & Heather Webster



Grant Dempsey



Profield Foundation



Government partners

Federal

Department of Defence (Federal)
 Department of Education & Training (Federal)
 Department of Jobs and Small Business (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)

Our Patron

Mission Australia is honoured to have the Governor-General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd) as our Patron.

NT

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

Qld

Department of Child Safety, Youth and Women (Qld)
 Department of Communities, Disability Services and Seniors (Qld)
 Department of Housing and Public Works (Qld)
 Department of Justice and Attorney-General (Qld)

SA

Department for Education (SA)
 Department for Industry and Skills (SA)

Department of Attorney-General (SA)

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)
 Mental Health Commission (WA)

Celebrating our people

As a purpose driven and values led organisation, having committed, qualified and engaged volunteers and staff is critical to our success.

At Mission Australia we are committed to listening to our staff and bringing about positive change. One of the ways we listen is by conducting an annual staff survey.

Participation rates of our full-time staff continue to grow each year, rising to a solid 86% in 2017.

We will strive to maintain the progress we have gained in the years to come.

"Our staff are very generous in providing us with rich feedback.

Every single person's voice is important and valued as we strive to make Mission Australia a great place to work."

Mark Newton,
Executive Shared Services

Biggest improvements

1	Communication	+11%	
2	Cross-unit cooperation	+8%	
3	Organisation direction	+6%	



Diversity and inclusion

At Mission Australia we celebrate diversity and strive to reflect contemporary Australian society to better serve our clients.

Our Aboriginal and Torres Strait Islander Workforce Plan 2017-20 aims to realise our commitment to being truly representative of the nation and the communities we serve.

Our current target is to increase Aboriginal and Torres Strait Islander employee representation to 8% by December 2018.

We are committed to providing flexibility and accessibility for our employees and actively recruiting

people with disability and lived experience, in particular to support our Local Area Coordination services.

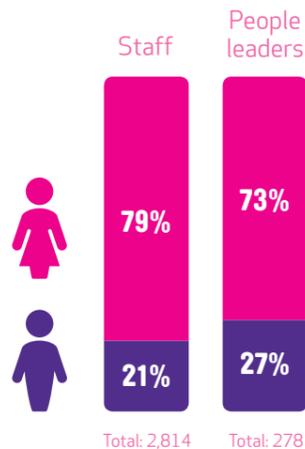
We are also committed to increasing the representation of women in senior leadership positions through our Gender Equity Plan 2017-19. Currently 79% of our workforce are women, working across all parts of service delivery, early learning, management and administration. Women make up 73% of all management roles and 58% of senior management roles.

Mission Australia is committed to doing more to support inclusion by continuing to enhance employment and engagement opportunities across our organisation.

People snapshot:

2,814 total staff

- 1,362** full-time
- 886** part-time
- 555** casual
- 11** trainee



Volunteering snapshot:

1,752  volunteers

219,731  hours volunteered

Reconciliation Action Plan

At Mission Australia we believe in celebrating the rich heritage of one of the oldest continuing cultures, and recognising the strength and resilience of Aboriginal and Torres Strait Islander communities.

We aspire to the healing of our national soul and for Aboriginal and Torres Strait Islander cultures to be fully valued, with broken relationships restored and social inequalities eradicated.

In August we officially launched our Innovate Reconciliation Action Plan (RAP). Mission Australia's second RAP provides the framework for our reconciliation journey through to June 2019 and has been endorsed by Reconciliation Australia.

Our 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-Aboriginal and Torres Strait Islander Australians. Its objectives are that:

- Reconciliation becomes an ingrained and integral part of our culture
- Our commitments to reconciliation are sustainable and contribute

to lasting change throughout our organisation and beyond

- Our staff feel engaged with our RAP and have opportunities to influence our reconciliation commitments.

Highlights

Over the past year we have taken significant steps forward in our reconciliation commitments:

- We have an active RAP Reference Group that monitors RAP development and implementation
- We have an engaged workforce that celebrates and participates in National Reconciliation Week and NAIDOC Week celebrations
- The use of an Acknowledgement of Land has been embedded across Mission Australia and is used at all levels around the country
- Cultural Awareness Training has been provided to new and existing staff and other resources have been developed to deepen cultural understanding
- Our annual staff and Youth Survey include questions to better

understand our workforce and the needs of Aboriginal and Torres Strait Islander young people.

Creating lasting change

Throughout the past year we have grown in our understanding that true reconciliation takes time, ongoing commitment and support from all levels of our organisation. It is the responsibility of every one of us to see the RAP objectives achieved. Our commitment to tracking and reporting benefits our ongoing learning as an organisation and that of Reconciliation Australia.

Looking forward, further planning is underway to address commitments that require more time to consult with staff, community groups and organisations. We are working towards implementing these in 2019.

View our Reconciliation Action Plan at missionaustralia.com.au/rap



Meet our leaders

Led by CEO James Toomey, 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.



James Toomey

MSc, MBA, GAICD, Fellow – Vincent Fairfax Centre for Ethical Leadership
Chief Executive Officer

James' strong leadership qualities led to his appointment as CEO in November 2017. A qualified social worker with an extensive background in community services, James joined Mission Australia in 2010 as National Manager Community Services Operations Support and then became Executive, Operations and Fundraising in 2014. James is committed to quality, collaboration and performance measurement and evaluation to achieve the best possible outcomes for the people we work with. James is a Director of Mission Australia Early Learning, Mission Australia Housing and Mission Australia Housing (Victoria).



Sally Ascroft

BEC, LLB, GAICD
General Counsel & Company Secretary

Sally is a seasoned governance and legal professional, working for more than 25 years with Boards and Executive Teams to achieve organisational objectives through governance, policy and strategy. Sally oversees all legal and governance activities at Mission Australia. Sally was appointed General Counsel in 2012 and Company Secretary in 2014. Sally is a Director and Company Secretary of Mission Australia Housing and Mission Australia Housing (Victoria) and Company Secretary of Mission Australia Early Learning. She is a Member of the New South Wales Law Society.



Iain Keddie

BSc (Hons), FCA, GAICD
Chief Financial Officer

Iain is a highly experienced CFO, having held Senior Executive roles in listed and private companies operating in various services sectors in Australia and the United Kingdom. Iain joined Mission Australia in 2014 and provides oversight and direction to the Board and Executive Team on 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 and Mission Australia Housing (Victoria).



Ben Carblis

BA, MA, GAICD
Executive, Community, Family and Children's Services

Ben's passion and deep understanding of community services led to his appointment of Executive, Community, Family and Children's Services in February 2018. He leads Mission Australia's nationwide teams and operations, having most recently served as State Director NSW/ACT. Ben has over 20 years' leadership experience within community and employment services. Ben is a Director of the NSW Council for Social Services (NCOSS) and a member of the NSW Premier's Council on Homelessness. Ben is also a Director of Mission Australia Early Learning.



Marion Bennett

BA (Hons), GAICD
Executive, Practice, Quality and Performance

Marion has had a long career in the NSW Government advising on social policy, natural resources reforms, governance and performance improvement, including as Executive Director of Housing Policy and Homelessness in the Department of Family and Community Services. In 2015, she joined Mission Australia as Head of Policy & Advocacy. She now drives the continuous improvement and growth of evidence-based and strategically aligned services in Mission Australia, through contract management, quality programs, business systems, learning communities, impact measurement, data analysis and service design and development.



Mark Newton

BSocSc, ThA, Dip Yth Min, JP
Executive, Shared Services

Mark has 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.



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 is a member of the Australian Charities and Not-for-profits Commission Advisory Board, the NSW Ministerial Advisory Council on Ageing and is Chair of the Ella Centre.



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 CEO, COO and CFO roles across the not-for-profit and commercial sectors both nationally and internationally. Chris is a Director of Mission Australia Housing, Mission Australia Housing (Victoria), and Powerhousing Australia 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.



Paul Molyneux

MA, MBA
Executive, Chaplaincy, Fundraising and Marketing

Paul is an ordained minister and leads Mission Australia's national team of chaplains, who support the wellbeing of our Board, staff and clients through pastoral care, spiritual support and crisis intervention. Since late 2017 Paul has also overseen our Fundraising and Marketing team, building brand awareness and fundraising income through corporate partners and generous individuals. Before joining Mission Australia in 2013, Paul was Pastor of CityLife Church Melbourne. Paul is on the Board of the Billy Graham Evangelistic Association and Samaritan's Purse International Relief Australia.



Catherine Yeomans

LLB, GAICD

Appointed CEO of Mission Australia in March 2014, Catherine relinquished her role in November 2017. 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. Catherine has worked at an executive level across the corporate sector. She is a member of Chief Executive Women and a BoardLinks Champion.

Meet our Board

Mission Australia's corporate governance and performance is the responsibility of our Board of Directors.¹⁰

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 on 23 November 2016 and has been a Director of Mission Australia since 1 June 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 Chairman 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

Appointed as a Director on 30 October 2012, Dean is a 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 up until May 2017. He is also a Director of Foodbank SA. Based in Adelaide, Dean is the Chairman of the Service Impact Committee.



Grant Dempsey BCom

Appointed as a Director on 23 February 2010, Grant is a Senior Adviser, Finance at ANZ, Non-Executive Director of IFM Investors Pty Ltd, and former Head of Global Investment Banking, Australia and New Zealand at JP Morgan. Based in Melbourne, Grant is Chairman of the Nomination, Remuneration and Succession Committee.



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

Appointed as a Director on 1 February 2016, Ian is a Non-Executive Director of Perpetual Limited, Citibank Australia and Venues NSW and a board member for several not-for-profit organisations including Chris O'Brien Lifehouse and Quiz Worx. Previously, he was a Partner of PricewaterhouseCoopers 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, the Housing Committee and the Service Impact Committee.



Evelyn Horton
BEc, MSocSci (Econs), GAICD

Appointed as a Director on 22 November 2011, Evelyn is an independent Director of the Tasmanian Public Finance Corporation, the Motor Accidents Insurance Board (Tasmania), Centuria Life Limited (Friendly Society), Over Fifty Guardian Limited (Friendly Society), and a Member of SMART Advisory Council (University of Wollongong) and Diocesan Finance and Advisory Task Force, Anglican Church of Australia. 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

Appointed as a Director on 27 April 2005, Jennifer is a Non-Executive Director of Place Management NSW, Bluescope Steel Limited and the Sydney Church of England Grammar School Council, Chairman of the Mosman Church of England Preparatory School and a Member of the Reporting Committee of the Australian Institute of Company Directors. Jennifer is the former Group Chief Financial Officer of 151 Property. Based in Sydney, Jennifer is Chairman of the Board Audit and Risk Committee and a member of the Housing Committee.



Simon Miller MBA, MPA, BA, MAICD

Simon was appointed as a Director of Mission Australia on 22 February 2017. He is a Partner and Managing Director of The Boston Consulting Group and an Independent Director of City to City Australia. He previously worked with the Commonwealth Government as First Assistant Secretary at the Department of the Prime Minister and Cabinet and with the New South Wales Government including as Deputy Director-General of the Department of Water and Energy, Senior Adviser to the Premier, and Chief of Staff to the Treasurer. Prior to his time in Government, Simon worked with the Social Issues Committee of the Anglican Diocese of Sydney. Based in Sydney, Simon is a member of the Investment and Finance Committee.



Debra Stirling BA, GAICD

Debra was appointed as a Director of Mission Australia on 22 February 2017. She is currently Chairperson of the Monash University Mining and Resources Advisory Board, a Non-Executive Director of MegaRail Pty Ltd, 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.

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